

Decisions adopted by the Executive Board in 2006

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2006/1. Intercountry programmes

Draft resolution 1

Regular resources programme budget estimates for the 2006-2007 biennium

The Executive Board

Decides:

(a) That a regular resources programme budget of \$25,190,000 (other than the Emergency Programme Fund) is approved for 2006-2007 as per the following details:

(In thousands of United States dollars)

Headquarters	
Division of Human Resources	-
Division of Communication	4 760
Division of Policy and Planning	2 970
Office of Emergency Programmes	1 050
Evaluation Office	890
Regional Office for Europe — Geneva	600
Regional Office for Europe — Brussels	100
Office of the Executive Director	600
Office for Public partnerships	600
Programme Division	5 070
Supply Division	800
Subtotal	17 440
Regional offices	
Eastern and Southern Africa	1 500
West and Central Africa	1 500
Americas and the Caribbean	950
East Asia and the Pacific	950
South Asia	950
CEE/CIS and the Baltic States	950
Middle East and North Africa	950
Subtotal	7 750
Total	25 190

(b) That the budget for the Emergency Programme Fund for 2006-2007 is approved for \$25 million;

(c) That the Executive Director is authorized to administer the funds in the most efficient manner under the provision for each of the funds. The Executive Director may, without further authorization from the Executive Board, transfer, if necessary, between the programme fields an amount not exceeding 10 per cent of the approved budget of the fund to which the transfer is made.

Draft resolution 2

Other resources-funded programme budget estimates for the 2006-2007 biennium

The Executive Board,

Decides:

(a) That a programme budget ceiling of \$302.2 million for other resources is approved for the 2006-2007 biennium, subject to the availability of specific-purpose contributions, as follows:

(In thousands of United States dollars)

Headquarters	80 200
Regional offices	82 000
Intercountry programmes	140 000
Total	302 200

(b) That for the biennium 2006-2007, a total recommendation of \$302.2 million for other resources funding is approved. If necessary, funds in excess of indicated amounts for specific programme areas and regions can be received provided that the total amount of funds received is within the approved limit.

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17 January 2006*

2006/2. Biennial support budget for 2006-2007

The Executive Board,

Having considered the biennial support budget for 2006-2007, as contained in document E/ICEF/2006/AB/L.1 and Corr.1,

1. *Approves* gross appropriations in the amount of \$746,794,000 for purposes indicated in the table below and resolves that the income estimates of \$190,000,000 shall be used to offset the gross appropriations, resulting in estimated net appropriations of \$556,794,000;

Biennial support budget for 2006-2007

(In thousands of United States dollars)

<i>Programme support:</i>	
Country and regional office	390,257.4
Headquarters	114,364.6
Subtotal	504,622.0
Management and administration of the organization	242,172.0
Total gross appropriations	746,794.0
Less: Estimated income to the budget	(190,000.0)
Estimated net appropriations	556,794.0

2. *Authorizes* the Executive Director to redeploy resources between appropriation lines up to a maximum of 5 per cent of the appropriation to which the resources are redeployed;

3. *Decides* to reflect the centrally shared security costs mandated by the United Nations as a separate line in the UNICEF resource plan as described in chapter III of document E/ICEF/2006/AB/L.1, and *approves* the amount of \$26,204,000 from the regular resources of UNICEF for the purposes of covering such costs;

4. *Decides* to establish a separation fund to cover separation and termination liabilities as described in chapter IV of document E/ICEF/2006/AB/L.1, and *approves* an allocation of \$10,000,000 from UNICEF regular resources as an initial fund for this purpose, and requests UNICEF to ensure that this initiative is in line with harmonization efforts of the United Nations funds and programmes;

5. *Takes note* of decision 2004/7 (E/ICEF/2004/7/Rev.1 and E/ICEF/2004/AB/L.2) on the timing of the approval of the UNICEF biennial support budget and decision 2005/16 (E/ICEF/2005/5/Rev.1 and E/ICEF/2005/AB/L.3) on the interim support budget allocation for January 2006;

6. *Approves* an interim one-month allocation for January 2008 in the amount of \$31,600,000, to be absorbed in the biennial support budget for 2008-2009;

7. *Requests* UNICEF, at the annual session of the Executive Board in June 2006, to include in the report on harmonized country programme approval procedures, to be elaborated jointly with UNDP and UNFPA, an assessment of possible implications for the timing of the approval of the biennial support budget by the Executive Board;

8. *Welcomes* the continued improvement in results-based management and urges the Executive Director to give high priority to implementing results-based budgeting for the next biennium 2008-2009;

9. *Requests* the Executive Director to ensure that all UNICEF programme countries receive sufficient programme support, within available resources, to contribute to the achievement of the objectives established in the MTSP and the fulfilment of the Millennium Development Goals.

*First regular session
19 January 2006*

2006/3. Support strategy for the MTSP on health and nutrition

The Executive Board,

1. *Reaffirms* the medium-term strategic plan for 2006-2009 (MTSP) as the guiding framework for all areas of UNICEF programming;

2. *Welcomes* the UNICEF joint health and nutrition strategy for 2006-2015 as a support strategy for the MTSP and as guidance to UNICEF staff on working with programme countries to improve sustainable outcomes at the nexus of health and nutrition, taking into account the particular situation in each programme country, as well as respective national priorities and strategies;

3. *Requests* the Executive Director to ensure that UNICEF increases its efforts to further develop national capacities to improve sustainable outcomes as outlined in this support strategy for the MTSP;

4. *Requests* the Executive Director to ensure that comments on the UNICEF joint health and nutrition strategy for 2006-2015 by members of the Executive Board at its first regular session of 2006 are taken into consideration when implementing programmes of support in the area of health and nutrition;

5. *Requests* the Executive Director to monitor the impact of the MTSP support strategy on health and nutrition by the assessment process elaborated in the MTSP;

6. *Requests* the Executive Director to ensure that the process of reviewing the MTSP analyzes scientific developments and programming experience in the area of health and nutrition and ensure that its findings are taken into consideration when implementing programmes of support in the area of health and nutrition;

7. *Requests* the Executive Director to include in the support strategy for the MTSP on health and nutrition an annex outlining how the support strategy will contribute to the achievement of the MTSP focus areas and key performance indicators, and to update this annex as necessary following the agreement of subsequent MTSPs.

2006/4. Support strategy for the MTSP on water, sanitation and hygiene

The Executive Board,

1. *Reaffirms* the medium-term strategic plan for 2006-2009 (MTSP) as the guiding framework for all areas of UNICEF programming;
2. *Welcomes* the UNICEF water, sanitation and hygiene strategies for 2006-2015 as a support strategy for the MTSP and as guidance to UNICEF staff on working with programme countries to improve sustainable outcomes in the areas of water, sanitation and hygiene, taking into account the particular situation in each programme country, as well as respective national priorities and strategies;
3. *Requests* the Executive Director to ensure that UNICEF increases its efforts to further develop national capacities to improve sustainable outcomes as outlined in this support strategy for the MTSP;
4. *Requests* the Executive Director to ensure that comments on the UNICEF water, sanitation and hygiene strategies for 2006-2015 by members of the Executive Board at its first regular session of 2006 are taken into consideration when implementing programmes of support in the areas of water, sanitation and hygiene;
5. *Requests* the Executive Director to monitor the impact of the MTSP support strategy on water, sanitation and hygiene by the assessment process elaborated in the MTSP;
6. *Requests* the Executive Director to ensure that the process of reviewing the MTSP analyzes developments and programming experience in the areas of water, sanitation and hygiene and ensure that its findings are taken into consideration when implementing programmes of support in the areas of water, sanitation and hygiene;
7. *Requests* the Executive Director to include in the support strategy for the MTSP on water, sanitation and hygiene an annex outlining how the support strategy will contribute to the achievement of the MTSP focus areas and key performance indicators, and to update this annex as necessary following the agreement of subsequent MTSPs.

2006/5. Private Sector Division work plan and proposed budget for 2006

A. Private Sector Division budgeted expenditures for the 2006 season

The Executive Board

1. Approves for the fiscal year 1 January to 31 December 2006 budgeted expenditures of \$105.3 million as detailed below and summarized in column II of table 7 to document E/ICEF/2006/AB/L.2:

<i>(In millions of United States dollars)</i>	
Commissions — field offices	1.5
Cost of goods delivered	32.0
Marketing expenditures	29.4
Support services expenditure	21.0
Investment funds	21.4
Total expenditures, consolidated	105.3

2. Authorizes UNICEF:

(a) To incur expenditures as summarized in column II of table 7 to document E/ICEF/2006/AB/L.2 and to increase expenditures up to the level indicated in column III of the same table should the apparent proceeds from fund-raising and/or card and gift sales increase to the levels indicated in column III, and accordingly, to reduce expenditures below the level indicated in column II to the extent necessary, should the net proceeds decrease;

(b) To redeploy resources between the various budget lines (as detailed in paragraph 1 above) up to a maximum of 10 per cent of the amounts approved;

(c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2006 approved work plan.

B. Budgeted income for the 2006 season

The Executive Board

Notes that for the period 1 January to 31 December 2006, Private Sector Division net proceeds are budgeted at \$439.7 million (regular resources) as shown in column II of table 7 in document E/ICEF/2006/AB/L.2.

C. Policy issues

The Executive Board

1. *Renews* investment funds with \$21.4 million established for 2006;
2. *Authorizes* UNICEF to incur expenditures in the 2006 fiscal period related to the cost of goods delivered (production/purchase of raw materials, cards and other products) for the 2007 fiscal year up to \$32.7 million as indicated in the Private Sector Division medium-term plan (see table 6 of document E/ICEF/2006/AB/L.2).

D. Medium-term plan

The Executive Board

Approves the Private Sector Division medium-term plan as reflected in table 6 to document E/ICEF/2006/AB/L.2.

*First regular session
19 January 2006*

2006/6. UNICEF post-crisis transition strategy in support of the medium-term strategic plan

The Executive Board,

Endorses the UNICEF transition strategy as contained in document E/ICEF/2006/17 and Corr.1 as the support strategy for the medium-term strategic plan for its programmes in situations of transition from relief to development.

*Annual session
9 June 2006*

2006/7. Review of the UNICEF cost-recovery policy

The Executive Board:

1. *Welcomes* the report on the review of the UNICEF cost-recovery policy (E/ICEF/2006/AB/L.4) and acknowledges the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/2006/AB/L.5);
2. *Stresses* that regular resources, *inter alia*, because of their untied nature, are the bedrock of the operational activities of UNICEF and, in this regard, notes with serious concerns the stagnation of regular resources available to UNICEF and encourages all donors to strive to increase contributions to regular resources;

3. *Recalls* the objectives set out in decision 2003/9 that other resources should support the medium strategic plan (MTSP) priorities and that regular resources should not subsidize the support costs for other resources programmes;

4. *Encourages* UNICEF to apply procedures that reduce transaction costs for other resources programmes and eliminate the subsidy of support costs for other programmes by regular resources;

5. *Recognizes* that the UNICEF recovery policy should be assessed within the broader framework of enhancing partnerships to help achieve the Millennium Development Goals for children;

6. *Concurs* with the basic objectives of simplification, harmonization and fiscal prudence guiding the recovery policy:

7. *Decides* that:

(a) A base recovery rate of 7 per cent be adopted for other resources income, with thematic contributions assessed at 5 per cent;

(b) The current rate of 5 per cent for non-thematic funding raised by the private sector in programme countries be maintained;

(c) A 1-per-cent reduction be assessed to joint programmes, where the Executive Director considers this is in the best interests of enhancing the collective efforts of United Nations agencies;

(d) A 1-per-cent reduction be assessed for contributions over \$40 million, where the Executive Director is satisfied that economies of scale are met.

8. *Requests* the Executive Director, in close cooperation with the UNDG members, to present a status report in 2007 on the progress towards harmonization on cost recovery, including information on cost-recovery methodologies;

9. *Requests* the Executive Director to keep the Board informed on a regular basis on the actual costs recovered, and on the impact of the applied rates on regular and other resources.

*Annual session
9 June 2006*

2006/8. Report on UNICEF engagement in sector-wide approaches

The Executive Board

1. *Welcomes* UNICEF efforts and thorough analysis to systematize its contribution to sector-wide approaches;
2. *Recommends* that UNICEF provide regular updates on this issue as part of the results frameworks included in the Annual Report of the Executive Director.

*Annual session
9 June 2006*

2006/9. The evaluation function in UNICEF

The Executive Board:

1. *Welcomes* the report on the evaluation function (E/ICEF/2006/15) requested in its decision 2004/9;
2. *Notes* the definition of the Norms and Standards for evaluation by the United Nations system in 2005 through the United Nations Evaluation Group and the role of UNICEF in their development as well as its contribution to strengthening evaluation as a United Nations system function;
3. *Recalls* General Assembly resolution 59/250 of 22 December 2004 on the triennial comprehensive policy review of operational activities for development of the United Nations system, which stresses that national Governments have the primary responsibility for coordinating external assistance and evaluating its contribution to national priorities;
4. *Calls on* UNICEF to conduct evaluations of operations at the country level in close association with national Governments and to assist Governments in the development of national evaluation capacities;
5. *Requests* that UNICEF prepare a comprehensive evaluation policy for consideration by the Executive Board at its annual session in 2007;
6. *Requests* that UNICEF focus more on evaluating the results of the medium-term strategic plan and country programmes and also evaluate the results of its humanitarian response;
7. *Requests* that, as of the annual meeting of 2008, UNICEF submit a biennial report on the implementation of the evaluation policy, including evaluation expenditures and funding sources, at various levels of the organization.

*Annual session
9 June 2006*

2006/10. Draft country programme documents

The Executive Board

Approves the aggregate indicative budgets for the following country programmes of cooperation:

<i>Region/country</i>	<i>Period</i>	<i>Regular resources</i>	<i>Other resources</i>	<i>Document E/ICEF/2006/</i>
Eastern and Southern Africa				
Ethiopia	2007-2011	119 750 000	350 000 000	P/L.2 and Corr.1
Malawi	2007	6 492 000	19 055 000	P/L.3
Mozambique	2007-2009	22 653 000	66 000 000	P/L.4
Rwanda	2007	4 949 000	8 000 000	P/L.5
West and Central Africa				
Equatorial Guinea	2007	736 000	390 000	P/L.7
Gabon	2007-2011	3 075 000	4 160 000	P/L.8
Guinea	2007-2011	17 000 000	27 200 000	P/L.9
Sao Tome and Principe	2007-2011	3 300 000	2 000 000	P/L.10
Togo	2007	2 269 000	2 529 000	P/L.11
East Asia and the Pacific				
Thailand	2007-2011	5 000 000	22 500 000	P/L.12
South Asia				
Bhutan	2007	966 000	2 000 000	P/L.13
Nepal	2007	5 250 000	13 700 000	P/L.14
Sri Lanka	2007	800 000	11 000 000	P/L.15
CEE and CIS				
Republic of Moldova	2007-2011	3 595 000	15 250 000	P/L.16
Middle East and North Africa				
Algeria	2007-2011	5 410 000	2 500 000	P/L.17
Egypt	2007-2011	13 195 000	31 805 000	P/L.18
Iraq	2007-2010	8 436 000	300 000 000	P/L.19
Lebanon	2007	616 000	1 200 000	P/L.20
Morocco	2007-2011	6 700 000	11 000 000	P/L.21
Oman	2007-2010	--	4 000 000	P/L.22
Sudan	2007	6 169 000	90 000 000	P/L.23
Syrian Arab Republic	2007-2011	4 605 000	1 450 000	P/L.24
Tunisia	2007-2011	3 320 000	3 000 000	P/L.25
Yemen	2007-2011	24 035 000	28 250 000	P/L.26

*Annual session
9 June 2006*

2006/11. Recommendation for additional regular resources for approved country programmes

The Executive Board

Approves a total of \$51,603,065 in regular resources to fund the approved country programmes of 38 countries (shown in tables 1 and 2 below) for 2006 and for 2007, whose regular resources planning levels, based on the modified allocation system and estimated global levels of programmable regular resources, are higher than the balance of approved funds for these countries:

**Table 1.
Additional regular resources (RR) for 2006
(In United States dollars)**

Region/country	Document E/ICEF/	Approved programme duration	2006 RR Planning Level	2006 RR Balance	Additional 2006 RR to be approved
			(A)	(B)	(A-B)
Americas and the Caribbean					
Brazil	2001/P/L.20 and Add.1	2002-2006	924 000	840 000	84 000
Eastern and Southern Africa					
Ethiopia	2001/P/L.2 and Add.1	2002-2006	23 950 000	21 771 999	2 178 001
Malawi	2001/P/L.4 and Add.1	2002-2006	6 492 000	5 944 999	547 001
Rwanda	2000/P/L.1 and Add.1	2001-2006	4 949 000	4 499 000	450 000
Zambia	2001/P/L.9 and Add.1	2002-2006	5 012 000	4 686 000	326 000
Zimbabwe	2004/P/L.4 and Rev.1	2005-2006	2 223 000	2 021 000	202 000
Middle East and North Africa					
Iraq	2004/P/L.22 and Rev.1	2005-2006	2 109 000	2 014 000	95 000
Yemen	2001/P/L.49 and Add.1	2002-2006	4 807 000	4 651 000	156 000
East Asia and the Pacific					
Dem. People's Rep. of Korea,	2003/P/L.10	2004-2006	1 216,000	1 186 007	29 993
South Asia					
Nepal	2001/P/L.39 and Add.1	2002-2006	5 250 000	5 000 000	250 000
West and Central Africa					
Central African Republic	2001/P/L.10 and Add.1	2002-2006	2 313 000	2 155 999	157 001
Gambia	2001/P/L.13 and Add.1	2002-2006	974 000	970 999	3 001
Guinea	2001/P/L.14 and Add.1	2002-2006	3 400 000	3 201 000	199 000
Mali ¹	2002/P/L.6 and Add.1	2003-2007	7 377 000	7 073 242	303 758
Senegal	2001/P/L.17 and Add.1	2002-2006	3 165 000	3 008 999	156 001
Total					5 136 756

¹ Mali requires approval for additional RR for both 2006 and 2007 (\$303,758 and \$7,377,000 respectively) and is therefore included in both tables.

Table 2.
Additional regular resources (RR) for 2007
(In United States dollars)

Region/country	Document E/ICEF/	Approved programme duration	2007 RR Planning Level	2007 RR Balance	Additional 2007 RR to be approved
			(A)	(B)	(A-B)
Americas and the Caribbean					
Bolivia	2002/P/L.8 and Add.1	2003-2007	1 294 000	712 396	581 604
Chile ²	2004/P/L.6 and Rev.1	2005-2009	400 000	100 392	299 608
Colombia	2001/P/L.21 and Add.1	2002-2007	892 000	800 544	91 456
Eastern Caribbean	2002/P/L.9 and Add.1	2003-2007	1 600 000	1 300 000	300 000
Venezuela	2001/P/L.34 and Add.1	2002-2007	600 000	24 982	575 018
Central and Eastern Europe and the Commonwealth of Independent States					
Tajikistan ³	2004/P/L.17 and Rev.1	2005-2009	2 218 000	2 173 000	45 000
Eastern and Southern Africa					
Botswana	2002/P/L.1 and Add.1	2003-2007	630 000	600 051	29 949
Burundi	2004/P/L.2 and Rev.1	2005-2007	4 386 000	2 537 608	1 848 392
Comoros	2002/P/L.2 and Add.1	2003-2007	743 000	527 000	216 000
Lesotho	2001/P/L.3 and Add.1	2002-2007	1 034 000	773 199	260 801
Somalia ⁴	2003/P/L.4	2004-2008	6 481 000	4 859 000	1 622 000
Middle East and North Africa					
Djibouti	2002/P/L.14 and Add.1	2003-2007	790 000	438 483	351 517
East Asia and the Pacific					
Pacific Islands	2002/P/L.10 and Add.1	2003-2007	3 000 000	762 404	2 237 596
Papua New Guinea	2002/P/L.11 and Add.1	2003-2007	1 430 000	537 668	892 332
Timor-Leste	2005/P/L.10	2006-2007	1 125 000	919 000	206 000
South Asia					
India	2002/P/L.12 and Add.1	2003-2007	32 579 000	31 133 366	1 445 634
Maldives	2002/P/L.13 and Add.1	2003-2007	734 000	435 113	298 887
West and Central Africa					
Benin ⁵	2003/P/L.5	2004-2008	2 863 000	1 831 000	1 032 000
Côte d'Ivoire	2002/P/L.4 and Add.1	2003-2007	4 052 000	3 118 762	933 238
Dem. Rep. of the Congo	2005/P/L.33	2006-2007	24 122,000	19 736,000	4 386 000
Mali	2002/P/L.6 and Add.1	2003-2007	7 377 000	0	7 377 000
Niger	2003/P/L.7	2004-2007	9 343 000	311 255	9 031 745
Nigeria	2001/P/L.15 and Add.1	2002-2007	24 217 000	15 659 218	8 557 782
Sierra Leone	2003/P/L.8	2004-2007	4 245 000	398 250	3 846 750
Total					46 466 309
Grand total for 2006 and 2007 (Table 1 + Table 2)					51 603 065

*Annual session
9 June 2006*

² Any additional allocation for Chile in 2008 will be included in next year's proposal to the Executive Board.

³ Any additional allocation for Tajikistan in 2008 will be included in next year's proposal to the Executive Board.

⁴ Any additional allocation for Somalia in 2008 will be included in next year's proposal to the Executive Board.

⁵ Any additional allocation for Benin in 2008 will be included in next year's proposal to the Executive Board.

2006/12. UNICEF Maurice Pate Leadership for Children Award

The Executive Board,

Having considered the recommendation of the secretariat proposing changes to the UNICEF Maurice Pate Leadership for Children Award (E/ICEF/2006/16),

Decides that the procedure related to objectives, recipients, nominations, selection and value for the UNICEF Maurice Pate Award be amended to reflect the following:

1. Objectives and criteria

The Award will be titled “The UNICEF Maurice Pate Leadership for Children Award”. The Award will be granted to an individual or organization displaying extraordinary example and exemplary innovation and inspirational leadership in contributing to the advancement of the UNICEF mandate for children on a national, regional and global scale. In selecting a recipient, consideration will be given to those individuals or organizations whose activities (a) provide for meaningful results for the betterment of children and young people’s condition; and (b) encourage activities with a potential for multiplying positive effects for children in their community.

The Award not only will be conferred on the basis of recipients’ previous work but will also be considered a grant in support of the continued work of the individual or organization in carrying out the above objectives.

2. Recipients

The Award may be conferred upon an institution, agency or individual, but not upon a Government or a Head of State or Government. The Award will not be conferred upon any United Nations organization or official. Caution will be exercised in the selection to ensure that a selected recipient does not inappropriately figure within the national political processes. Due regard will be given to the principle of equitable geographical balance.

3. Nominations

The Executive Director will invite nominations for the Award from United Nations Member States and Observers, specialized agencies, UNICEF Country Representatives, Regional Directors and other secretariat offices, and National Committees for UNICEF in order to ensure a broad range of nominations.

4. Selection Committee

The secretariat, in close consultation with the Bureau, will create a Selection Committee comprising up to seven independent, eminent persons who will be knowledgeable about the Award’s criteria and who have demonstrated commitment to humanitarian principles.

5. Selection process

The Selection Committee, with the assistance of the secretariat, will receive nominations for the Award through the secretariat. After a comprehensive review and evaluation of the nominees, the Committee will submit to the Executive Board, through the Executive Director and after prior consultation with the Bureau, a single recommendation for approval by the Board.

6. Value

The Award will not necessarily be of monetary value. It may be bestowed as a symbolic appreciation of an individual's or organization's dedication to the cause of children. When of monetary value, the Award will confer no more than \$50,000 in any one year, the amount to be met from regular resources.

7. Award ceremony

The Award will be bestowed at a public ceremony, thereby drawing further attention to the work of the recipient and to the mandate of UNICEF on behalf of children.

*Annual session
9 June 2006*

2006/13. Draft country programme documents

The Executive Board

Approves the aggregate indicative budget for the following country programmes of cooperation:

(In United States dollars)

<i>Country</i>	<i>Period</i>	<i>Regular resources</i>	<i>Other resources</i>	<i>Document E/ICEF/2006/</i>
Zimbabwe	2007-2011	11,115,000	80,000,000	P/L.6/Rev.1
Eritrea	2007-2011	8,925,000	30,000,000	P/L.35
South Africa	2007-2010	3,988,000	28,000,000	P/L.36
United Republic of Tanzania	2007-2010	46,932,000	73,068,000	P/L.37
Zambia	2007-2010	20,048,000	55,000,000	P/L.38
Central African Republic	2007-2011	11,565,000	15,000,000	P/L.39
The Gambia	2007-2011	4,870,000	8,400,000	P/L.40
Senegal	2007-2011	15,825,000	31,000,000	P/L.41
Liberia	2007	2,826,000	5,820,000	P/L.42

Belize	2007-2011	3,060,000	1,500,000	P/L.43
Brazil	2007-2011	4,620,000	85,380,000	P/L.44
Dominican Republic	2007-2011	3,505,000	10,000,000	P/L.45 and Corr.1
El Salvador	2007-2011	3,480,000	6,520,000	P/L.46 and Corr.1
Honduras	2007-2011	4,495,000	9,745,000	P/L.47
Jamaica	2007-2011	3,165,000	10,124,000	P/L.48
Panama	2007-2011	2,000,000	3,200,000	P/L.49
Paraguay	2007-2011	3,730,000	6,162,000	P/L.50
Costa Rica	2007	601,000	243,000	P/L.51
Cuba	2007	632,000	1,300,000	P/L.52
Haiti	2007	2,749,000	12,200,000	P/L.53 and Corr.1
Mexico	2007	628,000	3,000,000	P/L.54
Nicaragua	2007	862,000	3,260,000	P/L.55 and Corr.1
Democratic People's Republic of Korea	2007-2009	3,648,000	30,000,000	P/L.56
Lao People's Democratic Republic	2007-2011	8,935,000	30,340,000	P/L.57
Mongolia	2007-2011	4,535,000	12,000,000	P/L.58
Croatia	2007-2011	--	7,800,000	P/L.59
Republic of Montenegro	2007-2009	1,803,000	2,000,000	P/L.60
Gulf Area subregional programme	2007-2009	--	7,500,000	P/L.61 and Corr.1

*Second regular session
8 September 2006*

2006/14. Recommendation for approval of additional other resources for approved country programmes

The Executive Board

Approves a total of \$375,850,000 in other resources for approved country programmes for the following 18 countries for the remaining periods of these programmes, subject to the availability of specific-purpose contributions, as discussed in document E/ICEF/2006/P/L.63:

**Table. Proposed increases to other resources (OR)
ceilings for approved country programmes
(In thousands of United States dollars)**

<i>Region/country</i>	<i>Document E/ICEF/</i>	<i>Programme duration</i>	<i>Approved OR ceiling</i>	<i>Additional OR to be approved</i>	<i>Total OR ceiling</i>
			(A)	(B)	(A+B)
Eastern and Southern Africa					
Angola	2004/P/L.1	2005-2008	68 000	27 000	95 000
Ethiopia	2005/P/L.22	2002-2006	70 000	55 000	125 000
Kenya	2003/P/L. 2	2004-2008	32 500	52 500	85 000
West and Central Africa					
Benin	2003/P/L.5	2004-2008	16 000	14 000	30 000
Cameroon	2005/P/L.22	2003-2007	14 000	4 000	18 000
Congo	2003/P/L.6/Rev.1	2004-2008	7 500	4 500	12 000
Côte d'Ivoire	2005/P/L.22	2003-2007	23 000	10 000	33 000
Democratic Republic of the Congo	2005/P/L.33	2006-2007	50 000	40 000	90 000
Mali	2002/P/L.6/Add.1	2003-2007	23 242	22 600	45 842
Niger	2003/P/L.7/Rev.1	2004-2007	26 494	28 000	54 694
Sierra Leone	2005/P/L.22	2004-2007	20 000	4 000	24 000
East Asia and the Pacific					
Indonesia	2005/P/L.35	2006-2010	100 000	50 000	150 000
Papua New Guinea	2002/P/L.11	2003-2007	3 250	9 750	13 000
Middle East and North Africa					
Djibouti	2002/P/L.14/Add.1	2003-2007	3 750	2 500	6 250
Sudan	2001/P/L.46/Add.1	2002-2006	25 000	40 000	65 000
Americas and the Caribbean					
Bolivia	2002/P/L.8/Add.1	2003-2007	25 500	8 500	34 000
Eastern Caribbean multi-country	2002/P/L.9	2003-2007	5000	1 000	6 000
Chile (Southern Cone)	2004/P/L.6	2005-2009	3 300	2 500	5 800
Total increase				375 850	

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2006/15. Medium-term strategic plan: planned financial estimates for the period 2006-2009

The Executive Board

1. *Takes note* of the planned financial estimates (E/ICEF/2006/AB/L.6) as a flexible framework for supporting UNICEF programmes;
2. *Approves* the framework of planned financial estimates for 2006-2009 and *approves* the preparation of programme expenditure submissions to the Executive Board of up to \$1,500 million from regular resources in 2007, subject to the availability of resources and the continued validity of these planned financial estimates;
3. *Approves* the revised annual transfer of \$30 million to the reserve for after-service health insurance for the period 2006-2009.

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2006/16. Strengthening the UNICEF emergency response capacity

The Executive Board

1. *Takes note of* the proposal for strengthening the UNICEF emergency response capacity (E/ICEF/2006/P/L.62);
2. *Encourages* UNICEF to continue to strengthen its internal capacities and its coordination with national Governments, relevant parts of the United Nations system and civil society to ensure an effective, predictable and timely response to natural disasters as well as to ongoing complex emergencies;
3. *Approves* an increase in the ceiling of the Emergency Programme Fund to \$75 million, effective in 2006, to be met through existing resources, to increase the ability of UNICEF to provide an effective, predictable and timely response to the needs of children and women affected by humanitarian emergencies.

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2006/17. Supplementary support budget to strengthen the UNICEF crisis preparedness and business continuity capacity, including for an influenza pandemic

The Executive Board

1. *Takes note of* the comments of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/2006/AB/L.10) regarding the supplementary support budget for the 2006-2007 biennium to strengthen the UNICEF crisis management and business continuity capacity (E/ICEF/2006/AB/L.9 and Corr.1);

2. *Approves* an amount of \$1 million as an immediate supplementary budget in gross and net appropriations for additional costs related to stocking necessary medical supplies, and *requests* UNICEF to resubmit its remaining budget for crisis and business continuity capacity, including for an influenza pandemic or other disasters, to the Executive Board, through the Advisory Committee on Administrative and Budgetary Questions at its first regular session of 2007, and to ensure that every effort is made to coordinate and share resources with other United Nations entities.

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2006/18. UNICEF internal audit

The Executive Board

1. *Takes note of* the report by the Office of Internal Audit on internal audit activities (E/ICEF/2006/AB/L.8) and the further strengthening of the UNICEF Audit Committee;

2. *Expresses support for* the Office's initiative in promoting a risk-management culture in UNICEF, and *requests* UNICEF to accelerate the development of appropriate, compatible enterprise risk-management systems, taking into account the costs and benefits of introducing such systems;

3. *Takes note of* the detailed information contained in the report and *requests* the UNICEF Office of Internal Audit to take further steps to include more analytical content, so that the reports presented to the Board identify commonly occurring areas of risk, show the evolution of the risk areas, analyze the systematic causes of the risk and recommend system improvement;

4. *Requests* the Director of the Office of Internal Audit also to include in his annual audit reports: (a) a summary containing key and recurrent findings; and (b) a table identifying the unresolved audit findings by year and prioritization category;

5. *Requests* the Executive Director to provide separate management responses to the key and recurring issues identified in the annual report of the Director of the Office of Internal Audit, such as insufficient attention by management to the implementation of established procedures, including an explanation of findings that have remained unresolved for 18 months or more, as necessary, and to submit this report to the Board along with the annual report of the Director of the Office of Internal Audit;

6. *Urges* the Executive Director to take further steps to work with UNDP, UNFPA and other agencies to achieve the highest possible standards in internal auditing and to harmonize their audit and management reporting, as appropriate, including by standardizing the audit terms and definitions and aligning them with internationally recognized norms, and to assess the resources required, and to report on these steps at the annual session of 2007.

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2006/19. Review of the country programme approval process

The Executive Board,

Recalling General Assembly resolution 59/250 of 22 December 2004 on the triennial comprehensive policy review of operational activities for development of the United Nations system,

Decides that:

1. In order to decrease the time frame for the country programme approval process and to create more scope for synchronization with the length of national programme cycles, draft country programme documents will continue to be presented for discussion at the annual session of the Executive Board, as per existing practice. The revised country programme documents will then be posted on the website of the organization no later than six weeks after the discussion, and a hard copy of the revised documents will be provided, upon request, to Board members by the secretariat. The country programmes will then be approved by the Board at the second regular session, on a no-objection basis without presentation or discussion, unless at least five members have informed the secretariat in writing before the session of their wish to bring a particular country programme before the Executive Board. Approval of country programmes for which revised country programme documents were not posted within six weeks will be postponed to the first regular session of the Executive Board the following year;

2. The submission and approval of country programmes by the UNICEF Executive Board will continue to follow the guidelines for length and content adopted in its decision 2002/4 (paragraph 1 (b)). Continued efforts should be made to improve results-based planning and management, and to strengthen the alignment of country programmes with national strategies as well as to strengthen their alignment with the approved medium-term strategic plan. The UNICEF country programme documents should clearly contribute to and derive from the national plan and strategies as well as the

outcomes established in the United Nations Development Assistance Framework (UNDAF), in countries where the UNDAF exists.

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2006/20. Programme of work for Executive Board sessions in 2007

The Executive Board

1. *Adopts* the following programme of work for Executive Board sessions in 2007, subject to revisions as appropriate during the year:

First regular session 15-18 January 2007 (4 days)	Annual session 4-8 June 2007 (5 days)	Second regular session 5-7 September 2007 (3 days)
ORGANIZATIONAL AND PROCEDURAL MATTERS	ORGANIZATIONAL AND PROCEDURAL MATTERS	ORGANIZATIONAL AND PROCEDURAL MATTERS
<ul style="list-style-type: none"> ▪ Election of the Officers of the Executive Board 		<ul style="list-style-type: none"> ▪ Programme of work for Executive Board in 2008
PROGRAMME AND POLICY MATTERS	PROGRAMME AND POLICY MATTERS	PROGRAMME AND POLICY MATTERS
<ul style="list-style-type: none"> ▪ Annual report of the Executive Director to the Economic and Social Council ▪ Approval of revised country programme documents ▪ Additional RR for approved country programmes ▪ Updates on programme issues ▪ Regional updates 	<ul style="list-style-type: none"> ▪ Annual report of the Executive Director: progress and achievements against the medium-term strategic plan ▪ Proposals for UNICEF programme cooperation, including draft CPDs ▪ Regional updates ▪ Updates on programme issues ▪ Education strategy ▪ Child protection strategy ▪ UNICEF Evaluation Policy 	<ul style="list-style-type: none"> ▪ Proposals for UNICEF programme cooperation ▪ Mid-term reviews and major evaluations ▪ Updates on programme issues
RESOURCE, FINANCIAL AND BUDGETARY MATTERS	RESOURCE, FINANCIAL AND BUDGETARY MATTERS	RESOURCE, FINANCIAL AND BUDGETARY MATTERS
<ul style="list-style-type: none"> ▪ UNICEF financial report for the biennium ended 31 December 2005 and the report of the Board of Auditors ▪ Report to the Board of Auditors and Advisory Committee on Administrative and Budgetary Questions 		<ul style="list-style-type: none"> ▪ Financial reports ▪ Report to the Board of Auditors and Advisory Committee on Administrative and Budgetary Questions ▪ Status report on the progress towards harmonization on cost-recovery

<ul style="list-style-type: none"> ▪ Private Sector Division workplan and proposed budget for 2008 ▪ Supplementary support budget for crisis management and business continuity capacity ▪ Pledging event 		<ul style="list-style-type: none"> ▪ Report on internal audit activities in 2006
ADMINISTRATIVE MATTERS	ADMINISTRATIVE MATTERS <ul style="list-style-type: none"> ▪ Address by the UNICEF Global Staff Association ▪ Organizational review ▪ Gender review 	ADMINISTRATIVE MATTERS
OTHER MATTERS	OTHER MATTERS	OTHER MATTERS
Joint Meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP 19 and 22 January 2007		

2. Requests the secretariat to consult with the secretariats of UNDP, UNFPA and WFP to review issues of common interest and any implications for the timing of the respective Executive Board sessions, and report thereon to the Board at the first regular session of 2007.

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