

Annex

DECISIONS ADOPTED BY THE EXECUTIVE BOARD DURING 1997

<u>Number</u>	<u>Title</u>
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1997/2.	Report on the audit of the Kenya country office
1997/3.	Integrated budgeting in UNICEF
1997/4.	Headquarters and regional offices budget for the biennium 1996-1997
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1997/14.	Greeting Card and related Operations work plan and proposed budget for the eight-month period 1 May to 31 December 1997
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<u>Number</u>	<u>Title</u>
1997/18.	Modified system for allocation of general resources for programmes
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1997/22.	Proposals for UNICEF programme cooperation
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1997/28.	Implementation of management excellence in UNICEF
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1997/30.	Programme of work for 1998

First regular session

- 1997/1. Progress report on follow-up to Economic and Social Council resolutions 1995/56 and 1996/33

The Executive Board

Takes note of the "Progress report on follow-up to Economic and Social Council resolutions 1995/56 and 1996/33: strengthening of the coordination of emergency humanitarian assistance of the United Nations" (E/ICEF/1997/5) and decides to transmit it, together with comments made by delegations at the present session, to the Secretary-General for inclusion in his report on this subject to the Council at its substantive session of 1997.

First regular session  
21 January 1997

- 1997/2. Report on the audit of the Kenya country office

The Executive Board

Takes note of the "Report on the audit of the Kenya country office by the Office of Internal Audit" (E/ICEF/1997/AB/L.2), with the understanding that the secretariat will issue a final report on this subject at the appropriate time.

First regular session  
21 January 1997

- 1997/3. Integrated budgeting in UNICEF

The Executive Board

1. Takes note of the report on "Integrated budgeting in UNICEF" (E/ICEF/1997/AB/L.4) and the comments made by delegations;

2. Takes into account that the requirement for the "Biennial support budget" submission to the September 1997 session of the Board, in accordance with decision 1995/31 (E/ICEF/1995/9/Rev.1), would require the scheduling of the Advisory Committee on Administrative and Budgetary Questions review in May 1997 before the completion of the country programme recommendation (CPR) process in June 1997;

3. Agrees that the "Support budget" should not be formulated before the programme has been sufficiently articulated through the development of the master plan of operations and the draft CPR;

4. Decides that, in order to maintain the integrity of both the CPR and the integrated budget processes, the "Biennial support budget" for 1998-1999, on an exceptional basis, be reviewed by the Executive Board at its first regular session in January 1998;

5. Requests the secretariat to continue consultations with the Executive Board concerning scheduling coordination with a view to presenting future biennial budgets before the beginning of the biennium.

First regular session  
22 January 1997

1997/4. Headquarters and regional offices budget for the biennium 1996-1997

The Executive Board

Resolves:

(a) That \$470,000 will be transferred from approved Greeting Card and related Operations (GCO) budgets for 1 May 1996 to 30 April 1997 and an additional \$945,000 will be added to the headquarters and regional offices budget for the biennium 1996-1997. The total amount of \$1,415,000 covers the costs of the posts and general operating costs for activities transferred from GCO;

(b) With the above, the headquarters and regional offices budget for the biennium 1996-1997 is approved as follows:

		(In thousands of United States dollars)
Part I	Programme assistance	5 707
Part II	Programme support	168 946
Part III	Management and administration	<u>172 762</u>
	Total expenditure	<u>347 415</u>

(c) That for the biennium 1996-1997, a commitment of \$347,415,000 for the budget is approved;

(d) That the Executive Director be authorized to administer in the most efficient manner the provisions under each of parts I, II and III. The Executive Director may be authorized, without further authorization of the Executive Board, to transfer, if necessary, into any one of parts I, II and III, an amount not exceeding 5 per cent from these same parts, or to transfer into part I any amounts from parts II or III. The amount in part II may be revised upward or downward in line with the recovery from packing and assembly activities (E/ICEF/1996/12/Rev.1, decision 1996/11). In exceptional circumstances, the Executive Board may be consulted by mail poll.

First regular session  
22 January 1997

1997/5. Harmonization of budget presentations: UNDP, UNFPA and UNICEF

The Executive Board

Approves the proposed format for the future Biennial support budget as contained in document DP/1997/2, E/ICEF/1997/AB/L.3.

First regular session  
23 January 1997

The Executive Board

Takes note of the following reports:

(a) "UNICEF financial report and audited financial statements for the biennium ended 31 December 1995 and report of the Board of Auditors" (Supplement No. 5B (A/51/5/Add.2));

(b) "Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions" (E/ICEF/1996/AB/L.14).

First regular session  
23 January 1997

1997/7. Children and women in emergencies: strategic priorities and operational concerns for UNICEF

The Executive Board,

Having reviewed the report on "Children and women in emergencies: strategic priorities and operational concerns for UNICEF" (E/ICEF/1997/7) and recalling General Assembly resolution 51/77 of 12 December 1996 on the rights of the child, in particular those paragraphs which stress the specific role of UNICEF,

1. Endorses the approach set out in the report and requests the Executive Director, in implementing the approach and in elaborating operational guidelines, to take duly into consideration the views and concerns expressed by delegations at the present session;

2. Further requests the Executive Director to report back to the Board on the experiences gained through the approach and the guidelines at its first regular session of 2000.

First regular session  
23 January 1997

1997/8. Coordination in health policy and programmes

The Executive Board

1. Welcomes decision EB99.R23 of 22 January 1997 adopted by the World Health Organization (WHO) Executive Board at its Ninety-ninth Session and decision 97/1 of 16 January 1997 adopted by the United Nations Development Programme/United Nations Population Fund (UNDP/UNFPA) Executive Board at its first regular session in 1997 on the United Nations Children's Fund (UNICEF)/WHO/UNFPA Coordinating Committee on Health;

2. Takes note of document E/ICEF/1997/6 of 11 November 1996 on the "Participation of the Executive Board of the United Nations Population Fund in the United Nations Children's Fund/World Health Organization Joint Committee on Health Policy";

3. Recommends that the UNDP/UNFPA Executive Board become a member of the Joint Committee on Health Policy to be named WHO/UNICEF/UNFPA Coordinating Committee on Health;

4. Requests that, as an item on the agenda of the forthcoming meeting of this reconstituted body, its members, drawing on the collective expertise and experience of the secretariats of the three organizations concerned, as well as on the discussions of the UNICEF Executive Board at the present session, review the role and mandate of the committee and put forward proposals for revised terms of reference and operating methods to be included in the report on the meeting and submitted for approval to the Executive Boards of the three organizations.

First regular session  
23 January 1997

1997/9. Implementation of the health strategy for UNICEF

The Executive Board,

Having reviewed the report on the "Implementation plan of the health strategy for UNICEF" (E/ICEF/1997/3),

1. Strongly reaffirms the commitment of UNICEF to improving children's health, to achieving the goals of the World Summit for Children and to implementing the principles of the Convention on the Rights of the Child;
2. Endorses the overall approach for implementing the health strategy as contained in the document and requests the Executive Director, in applying the approach and in elaborating operational guidelines, to take into account the views and concerns expressed by delegations at the present session;
3. Stresses that national Governments have the fundamental responsibility for the design and implementation of their national health strategies and for coordinating external assistance in accordance with national health priorities;
4. Requests the Executive Director to encourage Governments, the international community, non-governmental organizations and other actors in civil society to mobilize more resources for the implementation of the health strategy for UNICEF;
5. Requests the Executive Director to report, orally in 1998 and 1999 and in writing in 2000, to the Executive Board on progress made in the implementation of the health strategy.

First regular session  
24 January 1997

1997/10. Implementation of the recommendations of the Board of Auditors

The Executive Board

1. Takes note of the comments made by the United Nations Children's Fund in document E/ICEF/1996/AB/L.14 in response to the recommendations made in the report of the United Nations Board of Auditors for the biennium 1994-1995 (Supplement No. 5B (A/51/5/Add.2));
2. Requests the secretariat to provide the Executive Board, at its first regular session in 1998, with an oral update on the implementation of the recommendations of the Board of Auditors and an updated timetable indicating the dates when follow-up action will have been completed in the areas that need to be addressed;

3. Requests the secretariat to provide an oral update on the progress achieved in the implementation of the recommendations of the Board of Auditors at each first regular session of the Executive Board in the year when no written report is provided.

First regular session  
24 January 1997

Second regular session

1997/11. Annual report to the Economic and Social Council

The Executive Board

1. Takes note of the "Report of the Executive Director: Annual report to the Economic and Social Council" (E/ICEF/1997/10 (Part I)) and of document E/ICEF/1997/4 on "Follow-up to the decisions taken by the Economic and Social Council at its substantive session of 1996", which is on a related subject and was considered by the Board at its first regular session of 1997;

2. Decides to transmit the reports, together with the comments made at both sessions, to the Economic and Social Council for consideration at its 1997 substantive session.

Second regular session  
18 March 1997

1997/12. 1997 UNICEF Maurice Pate Award

The Executive Board

1. Decides to present the 1997 UNICEF Maurice Pate Award to the Legal Assistance Centre of Namibia;

2. Approves an allocation of \$25,000 from general resources for that purpose.

Second regular session  
18 March 1997

1997/13. Election of Executive Board representatives to the joint committees for the 1997-1998 biennium

The Executive Board

1. Decides to elect the following members and alternates to the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy (to be reconstituted as the WHO/UNICEF/United Nations Population Fund Coordinating Committee on Health) for the 1997-1998 biennium:

(a) From the African group of States, Dr. Patrick Yowasi Kadama as member and Mrs. Harriet Mugerwa as alternate (Uganda);

(b) From the Asian group of States, Dr. Ali J. Bin Mohammed Suleiman as member and Dr. Saleh M. Salim Al-Khussaiby as alternate (Oman);

(c) From the Eastern European group of States, Dr. Petr Struk as member and Dr. Jan Janda as alternate (Czech Republic);

(d) From the Western European and Others group of States, Dr. David Nabarro as member and Dr. Penelope Key as alternate (United Kingdom);

2. Decides to elect the following members and alternates to the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education for the 1997-1998 biennium:

(a) From the Eastern European group of States, Professor Alexander S. Kondratjev as member and Dr. Galina S. Kovaleva as alternate (Russian Federation);

(b) From the Western European and Others group of States, Dr. François Remy as member and Mr. Jean-Pierre Regnier as alternate (France);

3. Agrees that the candidates to be proposed by the regional groups that have not yet submitted nominations to the joint committees will be considered elected upon receipt by the secretariat of a letter from the Chairman of the respective regional group confirming the nominations.

Second regular session  
19 March 1997

Annual session

1997/14. Greeting Card and related Operations work plan and proposed budget for the eight-month period 1 May to 31 December 1997

A. Greeting Card and related Operations (GCO) budgeted expenditures for the 1997 season

The Executive Board

1. Approves for the fiscal period 1 May to 31 December 1997 budgeted expenditures of \$85.3 million as detailed below and summarized in column II of annex I to document E/ICEF/1997/AB/L.8:

(In millions of  
United States dollars)

Director's Office	0.3
Product Line and Marketing	55.2
Private Sector Fund-raising	7.9
Operations and Finance	<u>9.8</u>
Subtotal	<u>73.2</u>
Non-operating expenses:	
Market Development Programme (MDP)	3.0
Fund-raising Development Programme (FDP)	7.8
GCO share in UNICEF administrative costs	0.6
Central and Eastern European National Committees Development Programme	<u>0.7</u>
Subtotal	<u>12.1</u>
Total expenditures, consolidated a/	<u>85.3</u>

a/ For details see E/ICEF/1997/AB/L.8, table 2.

2. Authorizes the Executive Director:

(a) To incur expenditures as summarized in column II of annex I to document E/ICEF/1997/AB/L.8 and to increase the expenditures up to the level indicated in column III of annex I to the same document, should the apparent net proceeds from product sales and/or private sector fund-raising increase to the levels indicated in column III of annex I, and, accordingly, to reduce expenditures below the level indicated in column II to the extent necessary, should the net proceeds decrease;

(b) To transfer funds when necessary between the various budgets as detailed above;

(c) To spend an additional amount between Executive Board sessions, when necessary, owing to currency fluctuations, to ensure the continued operation of GCO.

B. Budgeted income for the 1997 season

The Executive Board

Notes that for the fiscal period 1 May to 31 December 1997, GCO net proceeds are budgeted at \$259.9 million as shown in column II of annex I to document E/ICEF/1997/AB/L.8.

C. Policy issues

The Executive Board

1. Approves the changes in posts with a net decrease of nine posts as indicated in annexes IV and VI of document E/ICEF/1997/AB/L.8;

2. Renews MDP with \$3.0 million established for 1997;

3. Renews FDP with \$7.8 established for 1997;

4. Renews the Central and Eastern European National Committees Development Programme, which includes 10 countries, with a budget of \$0.7 million established for 1997;

5. Authorizes the Executive Director to incur expenditures in the 1997 fiscal period related to cost of goods delivered (production/purchase of raw materials, cards and other products) for the 1998 fiscal year up to \$42.3 million as indicated in the GCO medium-term plan (see table 8 of document E/ICEF/1997/AB/L.8).

Annual session  
5 June 1997

1997/15. Greeting Card and related Operations financial report and statements for the year ended 30 April 1996

The Executive Board

Takes note of the Greeting Card and related Operations financial report and statements for the year ended 30 April 1996 (E/ICEF/1997/AB/L.9).

Annual session  
5 June 1997

1997/16. Report on the meeting of the UNESCO/UNICEF  
Joint Committee on Education

The Executive Board

Takes note of the report of the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education on its sixth meeting held in Bucharest, Romania, on 5 and 6 May 1997 (E/ICEF/1997/18) and the recommendations contained therein.

Annual session  
5 June 1997

1997/17. Report on the meeting of the UNICEF/WHO  
Joint Committee on Health Policy

The Executive Board

Takes note of the report of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy on its thirty-first session held at WHO Headquarters in Geneva on 19 and 20 May 1997 (E/ICEF/1997/19) and the recommendations contained therein.

Annual session  
5 June 1997

1997/18. Modified system for allocation of  
general resources for programmes

The Executive Board

1. Commends the secretariat for its implementation of decision 1996/34 (E/ICEF/1996/12/Rev.1) on the allocation of general resources and the work undertaken in close consultation with the Executive Board in revising the current general resources allocation system;
2. Stresses its determination to give higher priority to the needs of children in low-income countries, in particular the least developed countries (LDCs) and those of sub-Saharan Africa, in line with General Assembly resolution 51/186 of 16 December 1996 on Progress at mid-decade on the implementation of General Assembly resolution 45/217 on the World Summit for Children, and with relevant decisions of the Executive Board and the UNICEF Mission Statement, and recalls particularly, in this context, paragraphs 10, 11 and 12 of resolution 51/186 on the need for a substantial increase in resources, while re-emphasizing the importance and urgent need to increase the general resources for UNICEF;
3. Reaffirms the principles of eligibility of all recipient countries on the basis of the fundamental characteristics of the operational activities of the United Nations development system, in line with relevant resolutions of the General Assembly;
4. Takes note of the modified system for the allocation of general resources available for programmes, as described in document E/ICEF/1997/P/L.17;
5. Endorses the modified system for allocation of general resources as outlined in the annex to the present decision and requests the Executive Director to implement it accordingly;
6. Stresses the need to monitor thoroughly the impact of the modified system on situations of children in countries near or above graduation levels;

7. Requests the Executive Director to report to the Executive Board on the implementation of the present decision, particularly on the use of the 7 per cent set aside for flexibility, on a regular basis in her annual report, as well as at any critical junction during the implementation;

8. Decides to review in 2003 and taking into account the outcome of the special session of the General Assembly in 2001 decided in paragraph 27 of above-mentioned resolution 51/186, the modified system for allocation of general resources in order to improve its different components for its continuation, inter alia with the aim of increasing substantially the allocation of general resources to the LDCs and to sub-Saharan Africa, and requests the Executive Director to provide the Executive Board with a comprehensive report to this end.

## Annex

### ALLOCATION OF GENERAL RESOURCES WITH THE IMPLEMENTATION OF THE MODIFIED SYSTEM, BEGINNING IN 1999

#### I. GENERAL RESOURCES FOR PROGRAMMES

1. The general resources for programmes are defined as the direct input to achieve the objectives of a specific programme or project for development cooperation available within the "regular resources" (cf. harmonization of budgets) of UNICEF. The modified system for the allocation of general resources applies only to this portion of the "regular resources", thus not to those for the support budget or to supplementary funds ("other resources"). For example, in 1996, the general resources available for programmes amounted to \$317 million as compared to support budget resources of \$246 million or supplementary funds of \$545 million.

#### II. OBJECTIVES OF THE MODIFIED SYSTEM FOR ALLOCATION OF GENERAL RESOURCES

2. The modified system continues to be based on the three existing core criteria - under-five mortality rate (U5MR), gross national product (GNP) per capita and child population - and aims at:

(a) Giving progressively higher priority to the children of low-income countries, in particular the LDCs and those of sub-Saharan Africa;

(b) Ensuring the continued use of the moral authority of UNICEF to advocate for children's rights and needs as well as ensuring high-quality policy and advice;

(c) Allocating general resources sufficient to strengthen the effective implementation of programmes in the respective countries;

(d) Accommodating evolving needs and special circumstances of children through an appropriate degree of flexibility.

#### III. IMPLEMENTATION OF THE ALLOCATION OF GENERAL RESOURCES

##### A. Main features of the allocation

3. The main features of the allocations are as follows:

(a) At least two thirds of general resources for programmes will be allocated on the basis of the three core criteria (U5MR; GNP per capita; child population);

(b) Each country with a UNICEF country programme shall receive an allocation on the basis of the three core criteria, using the existing formula and refined weighting system given in annex I of document E/ICEF/1997/P/L.17;

(c) Each country with a UNICEF country programme shall receive a minimum allocation of \$600,000 for core programming. This amount will be maintained when general resources levels increase or remain constant. If general resources levels decrease, the minimum allocation shall be reduced by the same proportion;

(d) The minimum allocation will be used exclusively for programme assistance, the support budget costs being covered by other resources beyond the minimum allocation;

(e) No LDC is to receive an allocation below its calculated level under the current system;

(f) Abrupt changes in country allocations shall be avoided by limiting them to a maximum of 10 per cent compared with the previous year's level;

(g) Countries having reached a combined threshold of GNP per capita above \$2,895 and a U5MR of less than 30 per 1,000 live births shall gradually be phased out of the allocation of general resources for programme assistance, in accordance with the provisions of paragraph 5 (b) below;

(h) Countries covered by the three multi-country programmes shall continue to receive a combined lump sum sufficient for viable and effective programme intervention;

(i) Special programmes shall continue to be funded from general resources as approved by the Executive Board;

(j) Seven per cent of the general resources for programmes will be set aside to respond flexibly to the great diversity in country situations as well as to evolving needs and special circumstances;

(k) The bulk of the net income from the sale of greeting cards and other products in developing countries shall continue to be allocated to the country of origin to finance Executive Board-approved unfunded supplementary-funded programmes;

(l) The estimated non-reimbursed year-end balance of the Emergency Programme Fund (EPF) will be allocated to individual countries on a case-by-case basis, charged against general resources set aside for this purpose.

B. Utilization of the 7 per cent set aside for flexibility

4. Allocations out of this portion of the general resources for programmes are to be decided upon by the Executive Director, aiming at:

(a) Encouraging excellence in performance;

(b) Responding to emerging opportunities to benefit children;

(c) Cushioning the impact of shortfalls in the estimated general resources available for programmes on country allocations;

(d) Reducing imbalances between general resources and supplementary funds for Executive Board-approved country programmes. In cases of competition between similar situations in different countries for the set-aside resources available, priority shall be given to the needs of low-income countries, particularly LDCs;

(e) Avoiding sudden changes in the level of general resource allocations to individual countries resulting from the implementation of the modified system.

C. Modalities for implementation of the modified system

5. The modalities for implementation are as follows:

(a) The gradual implementation of the modified system shall begin in 1999;

(b) The Executive Director shall monitor closely and evaluate the implementation and the impact of the modified system on the lives of children in all programme countries, particularly the situation of children in countries reaching the combined threshold of GNP per capita of \$2,895 and of U5MR of 30 per 1,000 live births. The Executive Director shall enter an open dialogue with countries near or above graduation level with the aim of examining possibilities for compensating general resources from UNICEF with resources from government (e.g., cost-sharing of continued UNICEF activities) or other sources (e.g., supplementary funding);

(c) The Executive Director shall report to the Executive Board on the implementation of the modified system, particularly on the use of the 7 per cent set aside for flexibility, on a regular basis in her annual report, as well as at any critical junction when she deems it appropriate to draw the Executive Board's early attention to difficulties encountered or envisaged during the implementation. In any case, each annual report shall contain a specific annex (e.g., charts comparing percentages of shares really disbursed per regions and country categories with share targets set) assessing the evolution of and the experience with the modified system during the past period of implementation;

(d) The modified system for the allocation of general resources shall be reviewed by the Executive Board in 2003 in order either to assess its accuracy or adjust it to unexpected needs emerging during the first years of its implementation, and in any case to improve it in view of its continuation. To this purpose, the Executive Director will provide a comprehensive report on the progress made and the experience with the implementation of the modified system and on proposals for improvements, inter alia, ways and means to allocate 60 per cent of general resources to the LDCs and 50 per cent to sub-Saharan Africa.

Annual session  
6 June 1997

1997/19. Ensuring children's rights to survival, development and protection in Africa

The Executive Board

1. Recalls its decision 1995/18 (E/ICEF/1995/9/Rev.1), mindful of the UNICEF commitment to Africa as the region of greatest need and highest priority;

2. Acknowledges that the condition of children in a number of African countries remains critical due to socio-economic factors, man-made and natural disasters, violence and exploitation, as well as demographic growth and the scourge of HIV/AIDS;

3. Takes note of the progress report submitted by the Executive Director on ensuring children's rights to survival, protection and development in Africa (E/ICEF/1997/15), as well as the Executive Director's report on follow-up to the World Summit for Children (E/ICEF/1997/14), which indicate that although several African countries have made significant progress towards the World Summit goals, overall achievement is much slower than in other regions, especially in the areas of maternal and child mortality, malnutrition, basic education and sanitation;

4. Recognizes that in the current African context, the achievement of World Summit goals still constitutes a major challenge for most countries and urges the Executive Director to advocate for additional resources from both private and public sources for programmes in Africa to support efforts to accelerate the achievement of these goals as essential steps towards the full implementation of the Convention on the Rights of the Child;

5. Calls upon the Executive Director to continue to work with African Governments, multilateral and bilateral agencies and non-governmental organizations to increase capacity in integrated health services using the Bamako Initiative approach; to expand efforts for the control and elimination of malaria; to improve the accessibility and quality of primary education, particularly for girls; to strengthen nutrition; and to accelerate progress in water supply and sanitation;

6. Urges the Executive Director:

(a) To expand UNICEF support for African children in need of special protection, including those in situations of armed conflict;

(b) To work in all sectors and with all its partners, particularly the Joint United Nations Programme on HIV/AIDS, to build African capacity to prevent and control the spread of HIV/AIDS.

7. Recognizes the importance of the role of UNICEF in the United Nations System-wide Special Initiative on Africa, which will enhance the implementation of the United Nations New Agenda for the Development of Africa, and calls upon the Executive Director to ensure that UNICEF continues to play an active role in the inter-agency work to implement the Initiative;

8. Calls upon UNICEF to continue working with Governments and donors to promote the reallocation of national resources in favour of social sectors along the lines of the 20/20 Initiative;

9. Urges the Executive Director to continue to advocate for measures that reduce the official debt burden of African countries, including debt cancellation and debt conversion for social investment;

10. Requests the Executive Director to report on progress made in the implementation of the current decision on ensuring children's rights to survival, development and protection in Africa at the annual session of the Executive Board in 1999.

Annual session  
6 June 1997

1997/20. Follow-up to the World Summit for Children

The Executive Board

1. Notes with appreciation the progress made towards the mid-decade goals established by the World Summit for Children;

2. Recognizes that the Convention on the Rights of the Child provides a framework to ensure that all children's social, economic, cultural, political and civil rights, are guaranteed, and that achieving the Summit goals will be a major step towards ensuring all the basic rights of children;

3. Recognizes the enormous challenges ahead to meet the end-decade goals, especially in the areas of health, with a focus on under-five and maternal mortality, malnutrition, basic education and water and sanitation, and

requests UNICEF to give due consideration to children requiring special protection measures, such as those affected by child labour, sexual exploitation and disabilities;

4. Urges all Governments, the international community, the private sector, NGOs and other actors in civil society, the media and communities to reaffirm their commitment to children, and to allocate to the maximum extent additional human and financial resources to support the achievement of the Summit goals for the year 2000;

5. Requests the Executive Director to work with Governments to strengthen further national capacities for the collection and use of data, including data disaggregated by gender and age, to identify appropriate indicators that are relevant, comparable and timely to monitor progress towards the realization of children's rights and the World Summit goals, developing core indicators that will enable comparison between countries and additional indicators to reflect the country's reality;

6. Further urges all Governments to adopt appropriate strategies to ensure that the rights of all children are guaranteed, in conformity with the Convention on the Rights of the Child, by strengthening where necessary their national and subnational programmes of action, and in this connection, invites UNICEF to continue its cooperation with the Committee on the Rights of the Child in facilitating a national implementation and monitoring process of the Convention, as well as its reporting system;

7. Requests the Executive Director to support the Secretary-General in the implementation of General Assembly resolution 51/186 of 16 December 1996;

8. Also requests the Executive Director to take necessary action, as part of the country programme process, and in close cooperation with other agencies and bilateral donors, to advocate for and support efforts by national Governments and other relevant actors in civil society to achieve the Summit goals within the framework of national and subnational programmes of action;

9. Further requests the Executive Director to report to the Executive Board at its 1998 annual session on the steps taken to implement the strategy for improved nutrition of children and women in developing countries, taking into account the updated summary of progress at mid-decade, the major challenges that remain in this area for the fulfilment of the goals for the year 2000 and the need to develop a more integrated and cross-sectoral approach;

10. Further requests the Executive Director to report to the Executive Board on the implementation of the present decision at the 1998 annual session.

Annual session  
6 June 1997

1997/21. Implementation of UNICEF policies and strategies on children in need of special protection measures

The Executive Board,

Having reviewed the report on "Implementation of UNICEF policies and strategies on children in need of special protection measures" (E/ICEF/1997/16),

1. Endorses the overall approach for implementing the policy on children in need of special protection measures as contained in the report, taking into account the comments made by delegations at the present session, in particular with regard to the need of priority-setting, the definition and adaptation of implementation mechanisms, its financial implications as well as criteria and mechanisms for continuous monitoring and evaluation;

2. Requests the Executive Director to submit an oral report and an accompanying conference room paper outlining progress on the above-mentioned items, including a time-frame for future action, to the Board at its 1998 annual session.

Annual session  
6 June 1997

Third regular session

1997/22. Proposals for UNICEF programme cooperation

The Executive Board

1. Approves the following recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/1997/P/L.18:

(a) \$54,524,800 for general resources funding and \$86,640,000 for supplementary funding for programme cooperation in Africa, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1997/</u>
Burundi	1998-1999	2 640 000	6 600 000	P/L.19
Cameroon	1998-2002	6 500 000	5 900 000	P/L.1/Add.1
Democratic Republic of the Congo	1998-1999	16 144 000	12 000 000	P/L.21
	1997	359 800		
Guinea-Bissau	1998-2002	4 500 000	7 000 000	P/L.2/Add.1
Mali	1998-2002	16 605 000	20 000 000	P/L.3/Add.1
Rwanda	1998-2000	4 860 000	31 140 000	P/L.20
Sierra Leone	1998-1999	2 916 000	4 000 000	P/L.22

(b) \$17,511,460 for general resources funding and \$115,625,000 for supplementary funding for programme cooperation in the Americas and the Caribbean, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1997/</u>
Bolivia	1998-2002	4 480 000	40 000 000	P/L.4/Add.1
Eastern Caribbean	1998-2002	6 000 000	15 000 000	P/L.6/Add.1
	1997	27 460		
Haiti	1998-1999	2 754 000	15 000 000	P/L.23
Venezuela	1998-2002	4 250 000	2 625 000	P/L.5/Add.1
Subregional: programme for the Andean region (PROANDES)	1998-2002		43 000 000	P/L.24

(c) \$44,393,000 for general resources funding and \$70,500,000 for supplementary funding for programme cooperation in Asia, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1997/</u>
India	1998	34 865 000	47 000 000	P/L.25
Lao People's Democratic Republic	1998-2002	5 265 000	19 500 000	P/L.7/Add.1
	1997	13 000		
Papua New Guinea	1998-2002	4 250 000	4 000 000	P/L.8/Add.1

(d) \$6,000,000 for general resources funding and \$5,000,000 for supplementary funding for programme cooperation in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1997/</u>
CEE, CIS and the Baltic States	1998-1999	6 000 000	5 000 000	P/L.30

(e) \$15,361,250 for general resources funding and \$18,050,000 for supplementary funding for programme cooperation in the Middle East and North Africa, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1997/</u>
Algeria	1998-2000	2 748 000	1 600 000	P/L.26
Islamic Republic of Iran	1998-1999	2 700 000	1 000 000	P/L.27
	1997	321 250		
Iraq	1998	542 000		P/L.28
Jordan	1998-2002	4 250 000	1 350 000	P/L.10/Add.1
Palestinian children and women in:				
Jordan	1998-2000	600 000	600 000	P/L.29
Lebanon	1998-2000	1 050 000	1 500 000	P/L.29
Syrian Arab Republic	1998-2000	600 000	600 000	P/L.29
West Bank and Gaza	1998-2000	2 550 000	11 400 000	P/L.29

2. Approves the amount of \$2,338,465 from general resources to cover expenditures against write-off and overexpenditures due to revaluation as summarized in table 4 of E/ICEF/1997/P/L.18.

Third regular session  
10 September 1997

1997/23. Supply operations

The Executive Board

Takes note of the report on supply operations as contained in document E/ICEF/1997/AB/L.14.

Third regular session  
11 September 1997

1997/24. Financial medium-term plan for the period 1997-2000

The Executive Board

Approves the medium-term plan as a framework of projections for 1997-2000 (summarized in table 4 of document E/ICEF/1997/AB/L.10), including the preparation of up to \$379 million in programme expenditures from general resources to be submitted to the Executive Board in 1998 (shown in table 3, item 3, of document E/ICEF/1997/AB/L.10). The amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid.

Third regular session  
12 September 1997

1997/25. Interim budget allocation for January 1998

The Executive Board

1. Takes note of decision 1997/3 (E/ICEF/1997/12 (Part I)) that, in order to maintain the integrity of both the country programme recommendation and the integrated budget processes, the "Biennial support budget" for 1998-1999, on an exceptional basis, be reviewed by the Executive Board at its first regular session in January 1998;

2. Resolves:

(a) That an interim one month budget allocation for January 1998 is approved in the amount of \$22.0 million pending the approval of the biennial budget for 1998-1999;

(b) That the interim allocation does not include any proposed changes that may be contained in the 1998-1999 budget proposal;

3. Agrees that the interim budget allocation will be absorbed in the 1998-1999 budget proposals.

Third regular session  
12 September 1997

1997/26. Interim financial report and statements

The Executive Board

Takes note of the "Interim financial report and statements for the year ended 31 December 1996, the first year of the biennium 1996-1997" (E/ICEF/1997/AB/L.11).

Third regular session  
12 September 1997

1997/27. Proposed terms of reference of the World Health Organization/UNICEF/United Nations Population Fund Coordinating Committee on Health

The Executive Board

1. Reaffirms the need for close coordination at all levels among UNICEF, the World Health Organization (WHO) and the United Nations Population Fund (UNFPA) in the area of health policy and programming;

2. Takes note of the proposed terms of reference for the WHO/UNICEF/UNFPA Coordinating Committee on Health (CCH) approved by the WHO Executive Board in May 1997 (E/ICEF/1997/21);

3. Notes that modifications are needed to the terms of reference. Specifically, the Board proposes the following amendments:

(a) To paragraph 2 of the terms of reference approved by the WHO Executive Board, add a new first subparagraph as follows: "To facilitate the coordination of health policies and programmes of the three agencies";

(b) To reformulate the original first and third subparagraphs of paragraph 2, as follows (new language is underlined):

"To review the overall needs for strategic, operational and technical coordination in the fields of maternal, child, adolescent and women's health, with a prioritized focus on disease and health ramifications based on WHO mortality and morbidity statistics, and reproductive health, including family planning and sexual health, to ensure regular exchange of information in these areas and to make recommendations to the respective Executive Boards for follow-up action by the secretariats, as appropriate, with due regard for the respective mandates of the agencies involved";

"To receive and review progress and assessment reports presented by the Director-General of WHO, the Executive Director of UNICEF or the Executive Director of UNFPA on activities pertaining to the health of children, young people and women, with a prioritized focus on disease and health ramifications based on WHO mortality and morbidity statistics, including reproductive health, and to review any reorientation of strategy that may be necessary to meet agreed objectives, with due regard for the respective mandates of the agencies involved";

4. Requests the Executive Director to transmit the Board's position to the Executive Board of UNFPA, in anticipation of its mid-September meeting, and to the WHO Executive Board;

5. Further requests the Executive Director:

(a) To discuss with WHO, UNFPA and the World Bank the possibility of the World Bank joining the CCH;

(b) To discuss with WHO and UNFPA:

(i) The appropriate division of tasks and responsibilities (policy and strategy development, development of best practices and implementation at headquarters and at the country level) among the individual agencies;

(ii) The frequency of meetings of the CCH: the UNICEF Executive Board proposes that the CCH meet annually;

- (iii) The site of meetings: the Executive Board proposes that the CCH meet alternately in Geneva and New York.

Third regular session  
12 September 1997

1997/28. Implementation of management excellence in UNICEF

The Executive Board,

Having reviewed the information provided on the UNICEF system of oversight and the activities of the Office of Internal Audit and the Division of Evaluation, Policy and Planning (E/ICEF/1997/AB/L.12),

1. Endorses the framework of roles, responsibilities and accountabilities for performance monitoring and oversight set out in the report;
2. Welcomes the proposal by the Executive Director to issue an annual report on internal audit activities to the Executive Board starting in 1998;
3. Requests the secretariat, in order to implement fully decision 1996/32, paragraph 5 (E/ICEF/1996/12/Rev.1), to produce a chart with available information on budget implications, human resources implications, and efficiency and effectiveness gains in connection with the new roles and responsibilities of headquarters, regional offices and country offices, prior to informal consultations on the 1998-1999 UNICEF budget in the fourth quarter of 1997;
4. Requests an assessment of the results achieved by the management excellence process to date, at the headquarters, regional and, in particular, field levels with specific emphasis on programme impact to be provided to the Board at its 1998 annual session.

Third regular session  
12 September 1997

1997/29. Effective partnership between the Executive Board and the secretariat of UNICEF

The Executive Board

1. Commends the "Group of Volunteers" for the work it has done since 1996 on the issue of improving collaboration between the Executive Board and the secretariat (E/ICEF/1997/AB/L.13);
2. Encourages interested countries to join the "Group of Volunteers" in working further on the guidelines, in an open-ended group, in close collaboration with the Board and the secretariat (formal and informal consultations);
3. Decides to take up this issue no later than at its annual session 1998, based on a revised proposal by the "Group of Volunteers".

Third regular session  
12 September 1997

The Executive Board

Adopts the following dates and programme of work for 1998:

- First regular session  
(26-30 January)
- Country notes (1995/8)
  - Biennial support budget for 1998-1999 (1997/3), including report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ)
  - Greeting Card and related Operations (GCO) work plan and proposed budget
  - Oral report on implementation of the recommendations of the Board of Auditors (1997/10)
  - Mid-term reviews and major evaluation reports (1995/8)
  - Report of the Executive Director (Part I): Annual report to the Economic and Social Council (1995/5)
  - 1998 UNICEF Maurice Pate Award
  - Oral report on resource mobilization strategy
- Annual session  
(1-5 June)
- Report of the Executive Director (Part II) (1995/5)
  - Follow-up to the World Summit for Children (1992/5 and 1997/20)
  - Report on UNICEF activities as follow-up to the International Conference on Population and Development (1995/29)
  - Report on UNICEF information, publications and communication (E/ICEF/1997/12 (Part III), para. 73)
  - Oral report on progress made in the implementation of the health strategy for UNICEF (1997/9)
  - Oral report on the implementation of the policy regarding National Committees (1996/33)
  - Oral report on implementation of policies and strategies on children in need of special protection measures (with accompanying conference room paper) (1997/21)
  - Management Excellence Programme assessment (1997/28)
  - Report of Board member field visits (1992/32)

- Second regular session - Country programme recommendations (CPRs)  
(8-11 September) (1995/8)
- Review of the consideration and approval process of CPRs (1995/8)
  - Oral report on decisions taken by the Economic and Social Council (1995/38 and E/ICEF/1995/9/Rev.1, para. 470)
  - Medium-term plan for the period 1998-2001 (1990/1)
  - Financial matters:
    - (a) UNICEF financial report/statements
    - (b) GCO financial report/statements
    - (c) Report to the Board of Auditors and ACABQ
    - (d) Report on internal audit activities (1997/28)
  - Programme of work for 1999

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