

Office of the Secretary of the Executive Board

**The UNICEF Executive Board**  
**An Informal Guide**  
**2011**

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children

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## **UNICEF**

1. The United Nations General Assembly established UNICEF on 11 December 1946 as the United Nations International Children’s Emergency Fund, to be utilized and administered “for child health purposes generally”, especially for children and adolescents in countries devastated by the Second World War.<sup>1</sup> On 1 December 1950, the General Assembly expanded the limited mandate of UNICEF to meet “emergency and long-range needs of children and their continuing needs particularly in under-developed countries”.<sup>2</sup> On 6 October 1953, the Assembly, considering the role the Fund played “for the protection of the child” and in creating “favourable conditions for the development of the long-range economic and social programmes of the United Nations and the specialized agencies”, decided to continue the Fund on permanent basis and to change the name of the organization to the United Nations Children’s Fund while retaining the acronym UNICEF.<sup>3</sup>
2. In the six decades since its founding, UNICEF has progressively expanded its work around the world, and currently has programmes of cooperation with the Governments of some 157 countries and territories, with a staff of over 10,000 worldwide, most of them based in field offices.
3. The Fund operates on the basis of voluntary contributions from Governments and donations from the private sector, including the 36 National Committees for UNICEF, as well as the sale of greeting cards and gifts or other private-sector fundraising activities.
4. UNICEF is administered by the Executive Director under policies, including the determination of programmes and allocation of funds, established by the Executive Board in accordance with such principles as may be laid down by the Economic and Social Council. In 1996, the Executive Board adopted the UNICEF Mission Statement.<sup>4</sup> The current work of UNICEF is guided by the recently extended medium-term strategic plan for the period 2006 to 2013.<sup>5</sup>

## **The Executive Board**

5. The General Assembly established the Executive Board as the governing body of UNICEF when it created the Fund in 1946. UNICEF annually reports through the Executive Board to the Economic and Social Council, which in turn reports to the General Assembly. The Fund’s work is reviewed annually by the Assembly as part of its larger debate on operational activities for development.<sup>6</sup>

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<sup>1</sup> UNICEF was established by General Assembly resolution 57 (I) of 11 December 1946, continuing the work of the United Nations Relief and Rehabilitation Administration, then being phased out.

<sup>2</sup> The initial mandate of UNICEF was extended for three years in General Assembly resolution 417 (V) of 1 December 1950.

<sup>3</sup> The General Assembly established UNICEF as the United Nations Children’s Fund in resolution 802 (VIII) of 6 October 1953, along the lines of its previous resolutions, “with the exception of any reference to time limits”.

<sup>4</sup> See Executive Board decision 1996/1 (E/ICEF/1996/12/Rev.1).

<sup>5</sup> On the current MTSP for 2006-2013, see Executive Board decisions 2005/18, 2008/14 and 2009/5.

<sup>6</sup> In accordance with General Assembly resolutions 48/162 of 20 December 1993 and 50/227 of 24 May 1996 on the restructuring and revitalization of the United Nations in the economic, social and related fields. See also the more

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6. UNICEF financial reports and accounts and the report of the Board of Auditors are submitted annually to the General Assembly, reviewed by its Fifth Committee and by the Advisory Committee on Administrative and Budgetary Questions. The Advisory Committee also reviews the UNICEF biennial support budget and other related reports as appropriate.

7. Since 1994, the Executive Board has been operating in its current structure, comprising 36 members, elected to three-year terms by the Economic and Social Council, with the following regional allocation of seats: 8 African States, 7 Asian States, 4 Eastern European States, 5 Latin American and Caribbean States and 12 Western European and other States (including Japan).<sup>7</sup>

8. The Executive Board's annual term is identical to a calendar year and runs from 1 January to 31 December. Each year, the Economic and Social Council elects members to the Board from among the United Nations Member States or States Members of the specialized agencies.<sup>8</sup> To ensure continuity of experience, only a certain number of new members are elected in any given year. Usually, each member serves a three-year term.<sup>9</sup> The Western European and Others group has established a rotation schedule for its members under which some States do not serve a full three-year term.<sup>10</sup>

### Functions of the Executive Board

9. The Executive Board is responsible for providing intergovernmental support to, and supervision of, the activities of UNICEF in accordance with the overall policy guidance of the Assembly and the Council, in accordance with its respective responsibility as set out in the Charter of the United Nations, and for ensuring that UNICEF is responsive to the needs and priorities of recipient countries. The Executive Board of UNICEF is thus subject to the authority of the Economic and Social Council and has the following functions:

- (a) Implement the policies formulated by the Assembly and the coordination and guidance received from the Council;
- (b) Receive information from the Executive Director and provide guidance on the work of UNICEF;
- (c) Ensure that the activities and operational strategies of UNICEF are consistent with the overall policy guidance set forth by the Assembly and the Council, in accordance with their respective responsibility as set out in the Charter;

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recent General Assembly resolutions 62/207 of 19 December 2007 and 63/232 of 19 December 2008, as well as Economic and Social Council resolutions 2009/214 and 215 of 22 July 2009.

<sup>7</sup> On the governing bodies of the development funds and programmes, see in particular paragraphs 21 to 29 of General Assembly resolution 48/162 of 20 December 1993.

<sup>8</sup> These elections are held during a resumed organizational session of the Economic and Social Council, held usually in May or June of each year.

<sup>9</sup> For the composition of the Executive Board since 1946, see Annex 2 of this document.

<sup>10</sup> The curator of the rotation scheme is currently Switzerland. The United States of America does not participate in the rotation scheme.

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- (d) Monitor the performance of UNICEF;
- (e) Approve programmes, including country programmes, as appropriate;
- (f) Decide on administrative and financial plans and budgets;
- (g) Recommend new initiatives to the Council and, through the Council, to the Assembly, as necessary;
- (h) Encourage and examine new programme initiatives;
- (i) Submit annual reports to the Council at its substantive session; these could include recommendations, where appropriate, for improvement of field-level coordination.<sup>11</sup>

### **The Bureau**

10. The officers of the Executive Board constitute the Bureau, and are elected by the Executive Board at its first regular session of each year from among the members for that year.<sup>12</sup> The five officers – the President and four Vice-Presidents – represent the five regional groups, with the presidency rotating among groups every year. As a matter of custom, permanent members of the Security Council do not serve as officers of the Board.<sup>13</sup>

11. The Bureau serves as a bridge between the UNICEF secretariat and the regional groups, dealing primarily with liaison, administrative and functional matters to enhance the effectiveness of the Executive Board. Members of the Bureau normally coordinate informal consultations within their respective regional groups. The Bureau normally meets monthly and as necessary during the sessions.

### **Office of the Secretary of the Executive Board**

12. The Office of the Secretary of the Executive Board (OSEB) is responsible for maintaining effective relationships between the UNICEF secretariat and the Executive Board. In consultation with the President and other members of the Bureau, it organizes the business of the Executive Board and services all its sessions. OSEB also provides editorial and technical services for all documentation submitted to the Executive Board or resulting from its meetings. It has similar responsibilities in relation to informal consultations and briefings and Bureau meetings.

### **Executive Board sessions**

13. The Executive Board holds an annual session, usually in May or June, as well as

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<sup>11</sup> See General Assembly resolution 48/162 of 20 December 1993, paras. 20-22.

<sup>12</sup> Prior to 1994, the officers of the Executive Board formed a Governing Council headed by a Chairman and four Vice-Chairmen. See Annex 3 for a listing of the officers of the Executive Board since 1946.

<sup>13</sup> See also the Rules of Procedure (E/ICEF/177/Rev.6), in particular rules 11, 12 and 13 for details concerning their election and term of office.

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two regular sessions, the first generally in January or February and the second in September of each year. The sessions are held at United Nations Headquarters, although the Executive Board may accept invitations to meet elsewhere.<sup>14</sup>

14. The Executive Board maintains a general outline of the division of labour between annual and regular sessions, although it retains the flexibility to discuss topics as required at any given session. The number of regular sessions is dictated by the workload of the Executive Board in a given year.<sup>15</sup>

### Annual organization of work

15. The Executive Board approves its annual programme of work at the last session of the preceding year. The programme of work is subject to change, as the Board also approves the specific agenda for each session at the start of that session. At all sessions, the Executive Director, as required, reports to the Executive Board on the relevant issues on the agenda.<sup>16</sup>

### First regular session

16. The first regular session usually focuses on the following agenda items:
- (a) Annual report to the Economic and Social Council;<sup>17</sup>
  - (b) Biennial support budget (every second year);
  - (c) Annual workplan and proposed budget for fundraising by the Private Fundraising and Partnerships division;
  - (d) Audited financial statements and report of the Board of Auditors;<sup>18</sup>
  - (e) Pledging event;<sup>19</sup>
  - (f) Reports of the Joint Inspection Unit of relevance to UNICEF;
  - (g) Approval of any revised country programme documents discussed at the previous session.<sup>20</sup>

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<sup>14</sup> In such cases, under the terms set by General Assembly resolution 31/140 of 17 December 1976, the host Government will defray the additional cost to UNICEF of holding the session away from Headquarters.

<sup>15</sup> See the addendum to Executive Board decision 1994/R.1/2 (E/ICEF/1994/13/Rev.1).

<sup>16</sup> See rule 17.3 of the Rules of Procedure (E/ICEF/177/Rev.6).

<sup>17</sup> As mandated by resolution 48/162, UNICEF is required to submit an annual report to the Economic and Social Council at its substantive session on its programme and activities, including a section following a common structure used by the Executive Boards of UNICEF, UNDP/UNFPA and WFP, on the basis of specific areas designated by the Council or the Assembly. This report is submitted to the Council together with a summary of the Executive Board's comments and recommendations on the report.

<sup>18</sup> The audited financial statements and report of the Board of Auditors are discussed every second year.

<sup>19</sup> See Executive Board decision 1999/8 (E/ICEF/1999/7/Rev.1).

<sup>20</sup> In accordance with Executive Board decisions 2002/4 (E/ICEF/2002/8/Rev.1) and 2006/19 (E/ICEF/2006/5/Rev.1).

### **Annual session**

17. The annual session usually focuses on major policy and programme issues, progress reports and other issues that have broad interest:

- (a) Annual report of the Executive Director: progress and achievements against the medium-term strategic plan;<sup>21</sup>
- (b) Draft country programme documents;
- (c) Field visits undertaken by Executive Board members;<sup>22</sup>

### **Second regular session**

18. The second regular session usually concentrates on financial matters and on questions related to evaluation:

- (a) UNICEF financial plan;<sup>23</sup>
- (b) Report on UNICEF internal audit activities;
- (c) UNICEF financial reports and statements, including the report to the Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions;
- (d) Private Fundraising and Partnerships: financial reports and statements;
- (e) Regional summaries of midterm reviews of country programmes;
- (f) Adoption of revised country programme documents presented at the annual session;
- (g) Programme of work for the following year.

### **Joint meetings with the Executive Boards of UNDP/UNFPA and WFP**

19. In keeping with recent practice, the UNICEF Executive Board sessions are usually held immediately before or after the corresponding sessions of the Executive Board of the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA).

20. Joint meetings with the Executive Board of UNDP and UNFPA have been held annually since 1998, to facilitate greater integration of governance oversight and to review issues and matters of common concern. Since 2000, the Bureau of the Executive

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<sup>21</sup> See Executive Board decision 2001/22 (E/ICEF/2001/6).

<sup>22</sup> If a field visit takes place later in the year, it is discussed at the following session.

<sup>23</sup> The exception is when the full MTSP is being considered, usually every fourth year.

Board of the World Food Programme (WFP) has also been participating in these joint meetings.<sup>24</sup>

21. The agendas for the joint meetings, which are usually held around the time of the first regular session at the beginning of the year, are agreed upon by the secretariats of the funds and programmes, in consultation with the members of the Executive Boards through their respective Bureaux.

22. The meetings focus on overarching themes of relevance to all four agencies, such as the transition from relief to development; HIV and AIDS; harmonization of budgets; and staff safety and security; disaster risk reduction; ‘delivering as one’; progress on achieving the Millennium Development Goals; and food prices and nutrition security.

### **Intersessional meetings**

23. Intersessional meetings or informal briefing and consultations are held periodically during the year to discuss issues of particular interest to members or to provide additional information about subjects to be discussed at upcoming sessions. These meetings are held at United Nations Headquarters with full interpretation services and are announced in the *Journal of the United Nations* (<http://www.un.org/en/documents/journal.asp>).

24. As a rule, a pre-session information meeting is organized before each session of the Executive Board.<sup>25</sup> At these procedural meetings, delegations have the opportunity to comment on the provisional agenda for the session or to raise with the secretariat questions about any of the agenda items.

25. Prior to each session, the secretariat normally organizes briefings on specific agenda items for each of the regional groups. Delegations are advised individually by the secretariat of the date and time of these meetings, which are held either in one of the smaller conference rooms at United Nations Headquarters or, if these are unavailable, at UNICEF House.

### **Conduct of sessions**

26. The Executive Board President presides over each session, and opens with introductory statements by the President and the Executive Director and the adoption of the agenda.<sup>26</sup>

27. All session meetings are supported by interpretation in the six official languages of the United Nations.<sup>27</sup>

28. The provisional agenda, organization of work and timetable for each session are

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<sup>24</sup> These joint meetings follow a recommendation of the United Nations Secretary-General. See his 1997 report, *Renewing the United Nations: A Programme for Reform* (A/51/950), in particular paragraph 162.

<sup>25</sup> This is in accordance with General Assembly resolution 48/162 of 20 December 1993.

<sup>26</sup> In the absence of the President, one of the Vice-Presidents presides over the proceedings.

<sup>27</sup> Interpretation is not guaranteed for informal consultations or meetings, as these services depend upon the workload of the United Nations Secretariat.

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prepared by OSEB, in consultation with the Bureau. Delegations have an opportunity to comment on the provisional agenda at the pre-session information meeting, held before each session, and at the opening of the session itself.

29. Agenda items may be considered separately or in clusters. Each item on the agenda is introduced by the appropriate member of the secretariat and discussed by the Board. The Executive Director and other members of the secretariat respond to the statements made and issues raised by delegations at intervals during the debate of each agenda item. The Board may take a decision on the item in question or, if it is presented for information, take note of it.

30. The effective use of time in deliberations is important. Debate is confined to the question before the Executive Board and the President may call a speaker to order if his or her remarks are not relevant to the subject under discussion. The Board may limit the number of times the representative of each member may speak on any question. To make the best use of the time available, if the Board concludes its consideration of an agenda item ahead of schedule, it immediately moves on to the next agenda item.

### **Decision-making**

31. The Executive Board takes all of its decisions by consensus. The decisions are to be short, in principle without a preamble, and should address the specific issue under consideration. To facilitate the decision-making process, the secretariat, in preparing documentation for consideration by the Executive Board, is mandated to include the text of a draft decision if action by the Board is required in that area.<sup>28</sup>

32. In addition, delegations may submit additional proposals on issues that reflect developments emerging from the debate, on issues covered in the documentation and on other subjects.

33. Each draft proposal must be formally introduced by its sponsor, an Executive Board member, during plenary meetings. Deadlines for the submission of written draft proposals may be announced to ensure sufficient time for translation and negotiation. Under normal circumstances, delegations should have at least 24 hours to examine proposals before decisions are taken.

34. The Executive Board President may send draft proposals to open-ended drafting sessions usually coordinated by one of the Vice-Presidents. Time constraints have made it necessary to schedule drafting sessions in parallel with plenary meetings. Delegations generally hold informal consultations among themselves and reach consensus on draft decisions. Once agreed upon, final drafts are referred to the formal plenary session for action.

### **Participation of observers**

35. Right of participation as an observer in the deliberations of the Executive Board

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<sup>28</sup> See Executive Board decision 1994/R.1/1 (E/ICEF/1994/13/Rev.1).

meetings, without the right to vote, is reserved to a Member State when its country programme is under consideration.

36. The Board also may invite States and participants who manifest a special interest in the item or items under consideration to participate in the deliberations without the right to vote.<sup>29</sup>

### **Informal discussions**

37. The Executive Board sometimes chooses to hold informal discussions during its formal sessions. These discussions allow delegations and the secretariat to address issues without requiring that a formal document be prepared or to have a dialogue without the limits of an official debate. The discussions have focused on programmatic issues (UNICEF HIV/AIDS prevention activities) and procedural questions (working methods of the Executive Board and terms of reference for its field visits).

### **Field visits**

38. Executive Board members have been taking part in organized field visits to a UNICEF country programme since 1993. In 2004, the Executive Board adopted a set of revised guidelines for these field visits. Under these guidelines, there are three visits per year: one by the members of the Bureau; one by members of the Board; and one joint visit with members of the Executive Boards of UNDP/UNFPA, UNICEF and WFP.<sup>30</sup>

39. The countries to be visited each year are selected by the Bureau, in consultation with the secretariat and, in the case of a joint visit, with the Bureaux and secretariats of the other agencies. The President may also make field visits or undertake other official travel as necessary.<sup>31</sup>

### **Documentation**

40. The UNICEF secretariat submits all documentation to the Executive Board through OSEB, which provides editorial and technical services not only for Executive Board session documents but also for those resulting from Board meetings. The Office works closely with the United Nations Department of General Assembly and Conference Management (DGACM), which is responsible for the translation, publication and distribution of all official documents.

41. All documents are translated into the six official languages of the United Nations, with the exception of conference room papers (CRPs) and country programme documents (CPDs), which are available in English, French and Spanish only, and possibly another of the official languages, if requested by a country whose programme is under discussion. In keeping with United Nations guidelines, documents must not exceed 16 pages, unless an exemption has been granted by DGACM.

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<sup>29</sup> See rules 50 and 51 and the annex to the Rules of Procedure.

<sup>30</sup> See Executive Board decision 2004/13 and document E/ICEF/2004/19.

<sup>31</sup> See Annex 4 for a list of the programme countries visited by members of the UNICEF Executive Board since 1993.

42. Documents are submitted to DGACM for processing eight weeks prior to each session, to be published four weeks before the session. If the language versions are not available at that time, OSEB distributes the document to delegations in the original language of submission.
43. Advance copies of the documents for each session are available in the original language of submission at the Executive Board section of the UNICEF website, which is maintained by OSEB (<http://www.unicef.org/about/execboard/index.html>).
44. Final versions in languages are distributed directly to Permanent Missions by DGACM. They are also available online via the Official Documents System (ODS) of the United Nations, maintained by DGACM (<http://documents.un.org>). Questions regarding access to ODS should be addressed directly to DGACM.
45. In addition to the documents prepared ahead of each Executive Board session, in-session documents, including conference room papers, statements, draft decisions and attendance lists, are produced and distributed during the course of the sessions. Following the end of each session, the final texts of all adopted Executive Board decisions are available the next day on the Executive Board section of the UNICEF website.
46. The official reports of Executive Board sessions are prepared by OSEB. The report details the organization of the session, a summary of the deliberations and the decisions adopted at that session. Each report is completed as soon after the session as possible and circulated to members for comments, corrections and clarifications. The final report of the session is then posted six weeks after the session on the Executive Board section of the UNICEF website.
47. At the end of each year, the reports for all Executive Board sessions of that year are combined into one comprehensive report, which is issued as part of the official records of the Economic and Social Council.
48. In line with efforts to reduce the amount of documentation produced by the United Nations, the Executive Board increasingly is using oral reports by the secretariat in place of formal, written reports.<sup>32</sup> When an oral report is on the agenda for a session, four weeks beforehand, the secretariat prepares a one- to two-page background note and posts it on the Executive Board section of the UNICEF website so that delegations will be able to prepare for the discussion.

## **Logistics of the sessions**

### **Credentials**

49. Prior to each session, delegations send formal credentials to the Executive Director or the Secretary of the Executive Board conveying the names of their delegation members. The announcement of each session and request for credentials appear daily in the *Journal of the United Nations*, beginning four to six weeks prior to each session. A

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<sup>32</sup> See Executive Board decision 1996/35 (E/ICEF/1996/13/Rev.1).

provisional list of participants based on the credentials received is distributed by the secretariat as soon as possible during the session, and the final list is circulated by OSEB before the close of the session.

### **Documentation Booth**

50. During each session, the UNICEF secretariat establishes a documents booth in the meeting room where delegates can obtain additional documentation for the session. Delegations are expected to bring to the session documents previously made available to them. In-session documents, draft proposals and any statements by delegates submitted for distribution are circulated by conference room staff during the meetings.

### **United Nations grounds passes**

51. Delegations of States members normally obtain United Nations grounds passes from the Protocol and Liaison Service through their Permanent Mission to the United Nations. Passes for representatives of National Committees for UNICEF who are not members of any State delegation are coordinated through OSEB. The Office of Public Partnerships of the UNICEF secretariat coordinates passes for representatives of accredited non-governmental organizations.

### **General information and schedules**

52. All Executive Board session plenary meetings are interpreted in the six official languages of the United Nations. However, interpretation of informal consultations or meetings is not guaranteed, but may be provided, depending upon the workload of the United Nations Secretariat.

53. OSEB maintains a support office in close proximity to the conference room, and its staff, as well as the conference servicing staff, is available to assist delegates. Meeting times and the order of debate are updated daily in the *Journal of the United Nations*.

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## Annexes

### *Annex 1: UNICEF Executive Board members in 2011*

#### **African states (8 seats)**

Cape Verde
Congo (Republic of)
Liberia
Malawi
Namibia
Somalia
Sudan
Tunisia

#### **Latin America and Caribbean states (5 seats)**

Antigua and Barbuda
Colombia
Cuba
El Salvador
Uruguay

#### **Asian states (7 seats)**

Bangladesh
China
Indonesia
Kazakhstan
Pakistan
Qatar
Republic of Korea

#### **Western Europe and Other states (12 seats)**

Belgium
Denmark
France
Germany
Italy
Japan
Netherlands
New Zealand
Spain
Sweden
United Kingdom
United States of America

#### **Eastern Europe states (4 seats)**

Belarus
Estonia
Russian Federation
Slovenia

*Annex 2: Composition of the UNICEF Executive Board since 1946*

The dates reflect years of membership in the Executive Board and not necessarily terms of office.<sup>1</sup>

**Afghanistan**

1960–1963; 1965–1967; 1977–1980

**Algeria**

1971–1974; 1982–1985; 2004–2006

**Angola**

1991–1997

**Antigua and Barbuda**

1998–2000; 2008–2013

**Argentina**

1946–1955; 1985–1988; 2005–2007

**Armenia**

2001–2003

**Australia**

1946–1961; 1966–1969; 1979–1982; 1983–1986; 1987–1990; 1991–1995; 2001–2002; 2005–2010

**Austria**

1957–1959; 1981–1984; 2004–2006; 2008–2009

**Azerbaijan**

1994–1997; 1998–2000

**Bahamas**

2007–2009

**Bahrain**

1982–1985

**Bangladesh**

1982–1991; 1998–2000; 2004–2006; 2009–2011

**Barbados**

1977–1983; 1989–1992

**Belarus**

1946–1956; 1978–1981; 1988–1991; 1994–1995; 2004–2006; 2010–2012

**Belgium**

1951–1961; 1965–1971; 1980–1983; 1984–1990; 1997–1999; 2007; 2011

**Benin**

1975–1978; 1984–1990

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<sup>1</sup> From 1946 to 1963, the Executive Board term followed the calendar year, running from 1 January to 31 December. From 1963 to 1966, the term was from 1 February to 31 January; from 1967 to 1993, it was from 1 August to 31 July. Since 1994, the Executive Board term again follows the calendar year.

**Bhutan**

1984–1987

**Bolivia**

1951; 1975–1978; 1988–1991; 2000–2002; 2005–2007

**Botswana**

1980–1983

**Brazil**

1946–1971; 1976–1979; 1980–1983; 1985–1988; 1991–1996

**Bulgaria**

1960–1965; 1966–1978; 1985–1988; 1992–1994<sup>2</sup>

**Burkina Faso**

1982–1985; 1993–1996; 2006–2008

**Burundi**

1979–1982; 1995–1997; 2004–2006

**Cameroon**

1967–1970; 1976–1979; 1988–1991; 2007–2009

**Canada**

1946–1958; 1962–1996; 1999–2001; 2003–2006; 2009–2010

**Cape Verde**

1997; 1999; 2010–2012

**Central African Republic**

1973–1976; 1982–1985; 1991–1994; 2007–2009

**Chad**

1982–1985

**Chile**

1958–1975; 1977–1980; 1982–1988

**China**

1946–1956; 1958–1973; 1980–2013

**Colombia**

1946–1950; 1955–1959; 1974–1977; 1983–1989; 1992–1994; 2001–2003; 2006–2008; 2011–2013

**Comoros**

1998–2000

**Congo (Republic of)**

1972–1975; 1985–1988; 1991–1994; 1998–2000; 2010–2012

**Costa Rica**

1970–1973; 1992–1995

**Côte d'Ivoire**

1981–1984; 2000–2002

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<sup>2</sup> Following the reconstitution the Executive Board, pursuant to General Assembly resolution 48/162 of 20 December 1993, a number of Governing Council members elected for 1993/1994 were not re-elected as Executive Board members for 1994 by the Economic and Social Council at its 4 February 1994 organizational session. These include Bulgaria, Finland, Nepal, Nicaragua, Norway, Senegal, Turkey and Yemen.

**Croatia**

2007–2009

**Cuba**

1974–1977; 1983–1986; 1996–1998; 2001–2002; 2009–2011

**Czech Republic**<sup>3</sup>

1993; 1998–1999

**Czechoslovakia**<sup>3</sup>

1946–1950; 1954–1959; 1968–1971; 1990–1992<sup>4</sup>

**Democratic People's Republic of Korea**

2005–2007

**Democratic Republic of the Congo**

2001–2003

**Denmark**

1946–1950; 1984–1987; 1990–1993; 1996–1997; 1999–2001; 2003–2004; 2006–2007; 2009–2012

**Djibouti**

1985–1988; 2004–2006

**Dominican Republic**

1951; 1954–1965; 1967–1970

**Ecuador**

1946–1962; 1965–1968; 2002–2004

**Egypt**

1955–1959; 1964–1967; 1970–1976; 1988–1991

**El Salvador**

1957–1963; 2004–2006; 2010–2012

**Eritrea**

2003–2005

**Estonia**

2011–2013

**Ethiopia**

1966–1969; 1985–1988; 1991–1994; 2007–2009

**Finland**

1974–1977; 1983–1986; 1989–1994;<sup>2</sup> 1995; 1998–2000; 2005–2006; 2008–2009

**France**

1946–1996; 1998–1999; 2001–2002; 2004–2005; 2009–2012

**Gabon**

1970–1973; 1985–1988; 2001–2003

**Gambia**

2001–2003

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<sup>3</sup> Czechoslovakia was an original Member of the United Nations from 24 October 1945 until 31 December 1992, when it ceased to exist. As successor States, the Czech Republic and the Slovak Republic were admitted as Member States on 19 January 1993.

<sup>4</sup> Czechoslovakia was elected to replace the German Democratic Republic in October 1990.

**German Democratic Republic**<sup>5</sup>

1981–1984; 1990<sup>4</sup>

**Germany**<sup>5</sup>

1975–1995; 1997–1999; 2001–2003; 2005–2007; 2008–2009; 2011–2012

**Ghana**

1978–1981; 1993–1996; 2003–2005

**Greece**

1946–1957; 1960–1962; 1998–2000; 2008–2010

**Guatemala**

2006–2008

**Guinea**

1968–1970; 1975–1978; 2000–2002

**Guyana**

1986–1989; 1999–2001

**Haiti**

2008–2010

**Hungary**

1979–1985

**Iceland**

2010

**India**

1950–1960; 1962–1977; 1978–1997; 2000–2005; 2007–2009

**Indonesia**

1951–1978; 1984–1996; 1997–1999; 2001–2003; 2011–2013

**Iran (Islamic Republic of)**

1957–1962; 2000–2005; 2008–2010

**Iraq**

1946–1955; 1968–1970

**Ireland**

2002–2003; 2007; 2010

**Israel**

1951–1959; 1961–1968

**Italy**

1951–1964; 1970–1979; 1982–1997; 2000–2002; 2004–2006; 2009–2013

**Jamaica**

1991–1996; 1997–1999; 2002–2004

**Japan**

1954–1957; 1960–1962; 1973–2009; 2011

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<sup>5</sup> The Federal Republic of Germany and the German Democratic Republic were admitted to membership in the United Nations on 18 September 1973. On 3 October 1990, through accession of the German Democratic Republic to the Federal Republic of Germany, the two German States united to form one sovereign State. Since unification, the new designation is 'Germany'.

**Jordan**

1977–1980

**Kazakhstan**

1998–2000; 2010–2012

**Kenya**

1995–1997

**Lao People’s Democratic Republic**

2001–2003

**Lebanon**

1993–1996; 2004–2006

**Lesotho**

1983–1989; 2002–2004

**Liberia**

1987–1993; 2009–2011

**Libyan Arab Jamahiriya**

1979–1982; 1998–2000

**Luxembourg**

2003; 2010

**Madagascar**

1982–1985; 2001–2003

**Malawi**

1970–1973; 2004–2006; 2010–2012

**Malaysia**

2007–2009

**Mali**

1985–1988; 2007–2009

**Mauritania**

2007–2009

**Mexico**

1960–1965; 1979–1991

**Moldova (Republic of)**

2003–2005

**Morocco**

1965–1968; 1976–1979; 1995–1997; 2001–2003

**Mozambique**

1992–1995; 2005–2007

**Myanmar**

2004–2009

**Namibia**

1996–1998; 2011–2013

**Nepal**

1982–1985; 1992–1994;<sup>2</sup> 2002–2004

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### **Netherlands**

1946–1950; 1975–1981; 1982–1988; 1989–1997; 2000–2002; 2005–2007; 2009; 2011–2013

### **New Zealand**

1946–1952; 1958–1961; 1997–1998; 2010–2013

### **Nicaragua**

1988–1994;<sup>2</sup> 1997–1999; 2003–2005

### **Niger**

1984–1987

### **Nigeria**

1961–1964; 1970–1975; 1988–1991; 1997–1999

### **Norway**

1946–1955; 1971–1974; 1977–1983; 1986–1989; 1991–1994;<sup>2</sup> 1995–1999; 2001–2002; 2004–2005; 2008–2010

### **Oman**

1985–1991; 1997–1999

### **Pakistan**

1952–1980; 1981–1984; 1985–1997; 1999–2001; 2006–2008; 2010–2012

### **Panama**

1982–1985

### **Paraguay**

1999–2001

### **Peru**

1967–1969; 1973–1976; 1989–1992; 2003–2005

### **Philippines**

1951–1960; 1963–1981; 1987–1990; 1992–1995

### **Poland**

1946–1950; 1957–1979; 1986–1992

### **Portugal**

2001–2003; 2007

### **Qatar**

2010–2012

### **Republic of Korea**

1988–1997; 2006–2011

### **Romania**

1971–1974; 1984–1987; 1993–1996; 2000–2002; 2008–2010

### **Russian Federation<sup>6</sup>**

1946–2013

### **Rwanda**

1973–1976; 2006–2008

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<sup>6</sup> The Russian Federation continues, since 24 December 1991, the membership of the former Union of Soviet Socialist Republics (USSR), which was an original member of the United Nations on 24 October 1945.

**Senegal**

1963–1969; 1978–1981; 1991–1994;<sup>2</sup> 2004–2006

**Serbia**<sup>10</sup>

2006–2008

**Sierra Leone**

1969–1971; 1990–1993

**Slovenia**

2002–2004; 2009–2011

**Somalia**

1979–1985; 2010–2012

**South Africa**

1946–1951; 1998–2000

**Spain**

1963–1965; 1990–1993; 2000; 2003–2004; 2006; 2008; 2011

**Sri Lanka**

1951–1952; 1990–1993

**Sudan**

1963–1965; 1988–1993; 1998–2000; 2009–2011

**Suriname**

1993–1995; 1996–1998

**Swaziland**

1982–1985

**Sweden**

1946–1950; 1955–1984; 1988–1998; 2000–2009; 2011–2012

**Switzerland**<sup>7</sup>

1946–1994; 1996–1999; 2002–2004; 2007; 2009–2010

**Thailand**

1951–1953; 1965–1967; 1969–1977; 1980–1992

**Togo**

1981–1984

**Trinidad and Tobago**

2000

**Tunisia**

1957–1971; 1985–1988; 2010–2012

**Turkey**

1951; 1959–1974; 1986–1989; 1993–1994;<sup>2</sup> 1996–1997; 2000; 2007

**Uganda**

1967–1970; 1974–1977; 1988–1991; 1995–1997

**Ukraine**

1946–1950; 1996–1998; 1999–2001; 2005–2007

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<sup>7</sup> Switzerland was admitted to membership in the United Nations on 10 September 2002.

**United Arab Emirates**

1981–1984

**United Kingdom of Great Britain and Northern Ireland**

1946–1981; 1982–1996; 1998–2000; 2003–2005; 2007–2008; 2010–2013

**United Republic of Tanzania**<sup>8</sup>

1976–1979; 1991–1994

**United States of America**

1946–2011

**Uruguay**

1951–1956; 1962–1964; 1971–1974; 1987–1993; 2009–2011

**Venezuela**

1957–1958; 1968–1974; 1978–1987; 1995–1997

**Viet Nam**

1959–1962; 1996–1998

**Yemen**<sup>9</sup>

1991–1994;<sup>2</sup> 1998–2000; 2001–2003

**Yugoslavia**<sup>10</sup>

1946–1961; 1965–1968; 1974–1986; 1987–1990; 1991–1994

**Zambia**

1977–1980

**Zimbabwe**

1989–1992; 1999–2001; 2008–2010

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<sup>8</sup> Tanganyika was admitted to membership in the United Nations on 14 December 1961 and Zanzibar on 16 December 1963. As a result of the union between Tanganyika and Zanzibar, ratified on 26 April 1964, the two States have been represented as a single member since 1 November 1964 under the designation 'United Republic of Tanzania'.

<sup>9</sup> Yemen was admitted to membership in the United Nations on 30 September 1947 and Democratic Yemen on 14 December 1967. On 22 May 1990, the two countries merged and have since been represented as one member with the name 'Yemen'.

<sup>10</sup> The Socialist Federal Republic of Yugoslavia was an original member of the United Nations on 24 October 1945. On 27 April 1992, after secession of the Republic of Bosnia and Herzegovina, the Republic of Croatia and the former Yugoslav Republic of Macedonia, its name was changed to the Federal Republic of Yugoslavia, comprising the Republics of Montenegro and Serbia. On 4 February 2003, the country became known as Serbia and Montenegro. In a letter dated 3 June 2006, the President of the Republic of Serbia informed the Secretary-General that the membership of Serbia and Montenegro in the United Nations was to be continued by the Republic of Serbia.

### *Annex 3: Officers of the UNICEF Executive Board since 1946*

Since 1994, the work of the UNICEF Executive Board has been coordinated by the *Bureau*, comprising the President and four Vice-Presidents, who represent the five regional groups. From 1946 to 1993, the officers of the Executive Board formed a *Governing Council* that included the Chairman and four Vice-Chairmen.<sup>1</sup>

#### **BUREAU (SINCE 1994)**

##### **2011**

<b>President</b>	<b>H.E. Ms. Sanja Štiglic</b>	<b>Slovenia</b>
Vice-Presidents	H.E. Mr. Daffa-Alla Elhag Ali Osman Ms. Gillian Joseph Ms. Grata Werdaningtyas Mr. Peter van der Vliet	Sudan Antigua and Barbuda Indonesia Netherlands

##### **2010**

<b>President</b>	<b>H.E. Dr. Abulkalam Abdul Momen</b>	<b>Bangladesh</b>
Vice-Presidents	H.E. Ms. Sanja Štiglic H.E. Mr. Boniface G. Chidyausiku / H.E. Mr. Chitsaka Chipaziwa <sup>2</sup> Mr. Pål Klouman Bekken Mr. Gustavo Álvarez / Ms. Lilián Silveira <sup>3</sup>	Slovenia Zimbabwe Norway Uruguay

##### **2009**

<b>President</b>	<b>H.E. Mr. Oumar Daou</b>	<b>Mali</b>
Vice-Presidents	H.E. Mrs. Ismat Jahan / H.E. Dr. Abulkalam Abdul Momen <sup>4</sup> H.E. Mr. Léo Mérorès H.E. Ms. Simona Miculescu Mr. Takeshi Osuga	Bangladesh Haiti Romania Japan

##### **2008**

<b>President</b>	<b>H.E. Mr. Andres Lidén</b>	<b>Sweden</b>
Vice-Presidents	H.E. Mr. Jorge Skinner-Klée / H.E. Mr. Gert Rosenthal <sup>5</sup> H.E. Mr. Hamidon Ali Mrs. Ami Diallo / H.E. Mr. Oumar Daou <sup>6</sup> H.E. Mr. Mihnea Ioan Motoc / H.E. Ms. Simona Miculescu <sup>7</sup>	Guatemala Malaysia Mali Romania

##### **2007**

<b>President</b>	<b>H.E. Mr. Javier Loayza Barea</b>	<b>Bolivia</b>
Vice-Presidents	H.E. Mr. Robert Hill H.E. Mr. Michel Kafando H.E. Mr. Kyaw Tint Swe H.E. Mr. Pavle Jevremovic	Australia Burkina Faso Myanmar Serbia

##### **2006**

<b>President</b>	<b>H.E. Mr. Andrei Dapkunas</b>	<b>Belarus</b>
Vice-Presidents	H.E. Mr. Iftekhar A. Chowdhury H.E. Mr. Aranibar Quiroga / H.E. Mr. Javier Loayza Barea <sup>8</sup> H.E. Mr. Roble Olhaye Mr. Dirk-Jan Nieuwenhuis	Bangladesh Bolivia Djibouti Netherlands

<sup>1</sup> From 1961 to 1993, the Governing Council also included the Chairman and Vice-Chairman of the Programme Committee and the Chairman and Vice-Chairman of the Committee on Administration and Finance. These two committees were abolished as part of the implementation of General Assembly resolution 48/162 of 20 December 1993, reconstituting the executive boards of the United Nations funds and programmes.

<sup>2</sup> H.E. Mr. Chitsaka Chipaziwa (Zimbabwe) succeeded H.E. Mr. Boniface G. Chidyausiku (Zimbabwe) on 1 August 2010.

<sup>3</sup> Ms. Lilián Silveira (Uruguay) succeeded Mr. Gustavo Álvarez (Uruguay) on 1 March 2010.

<sup>4</sup> H.E. Dr. Abulkalam Abdul Momen (Bangladesh) succeeded H.E. Mrs. Ismat Jahan (Bangladesh) on 1 September 2009.

<sup>5</sup> H.E. Mr. Gert Rosenthal (Guatemala) succeeded H.E. Mr. Jorge Skinner-Klée (Guatemala) on 1 April 2008.

<sup>6</sup> H.E. Mr. Oumar Daou (Mali) succeeded Mrs. Ami Diallo (Mali) on 3 June 2008.

<sup>7</sup> H.E. Ms. Simona Miculescu (Romania) succeeded H.E. Mr. Mihnea Ioan Motoc (Romania) on 2 May 2008.

<sup>8</sup> H.E. Mr. Javier Loayza Barea (Bolivia) succeeded H.E. Mr. Aranibar Quiroga (Bolivia) on 31 January 2006.

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### 2005

<b>President</b>	<b>H.E. Mr. Mehdi Danesh-Yazdi</b>	<b>Islamic Republic of Iran</b>
Vice-Presidents	H.E. Mr. Paul Badji Mr. Uladzimir A. Gerus Ms. Unni Rambøll Ms. Romy Tincopa	Senegal Belarus Norway Peru

### 2004

<b>President</b>	<b>H.E. Mr. Lebohang K. Moleko</b>	<b>Lesotho</b>
Vice-Presidents	H.E. Mr. Vsevolod Grigore H.E. Mr. Eduardo J. Sevilla Somoza Ms. Diana Rivington Mr. Mehdi Mirafzal	Republic of Moldova Nicaragua Canada Islamic Republic of Iran

### 2003

<b>President</b>	<b>H.E. Mr. Jenö Staehelin</b>	<b>Switzerland</b>
Vice-Presidents	H.E. Mr. Luis Gallegos Chiriboga H.E. Mr. Lebohang K. Moleko H.E. Mr. Roman Kirn Mr. Salman Al-Farisi	Ecuador Lesotho Slovenia Indonesia

### 2002

<b>President</b>	<b>H.E. Mr. Andrés Franco</b>	<b>Colombia</b>
Vice-Presidents	H.E. Mr. Crispin Grey-Johnson H.E. Mr. Murari Raj Sharma Mr. Marius Ion Dragolea Mr. Olivier Chave	Gambia Nepal Romania Switzerland

### 2001

<b>President</b>	<b>H.E. Mr. Movses Abelian</b>	<b>Armenia</b>
Vice-Presidents	H.E. Mr. Andrés Franco H.E. Mr. Aloukèo Kittikhoun Ms. Jacqueline de Lacy Mr. Paul Goa Zoumanigui	Colombia Lao People's Democratic Republic Australia Guinea

### 2000

<b>President</b>	<b>H.E. Mr. Anwarul Karim Chowdhury</b>	<b>Bangladesh</b>
Vice-Presidents	H.E. Mr. Alberto Salamanca H.E. Mr. Mubarak Hussein Rahmtalla Ms. Lala Ibrahimova Mr. Luc Shillings	Bolivia Sudan Azerbaijan Netherlands

### 1999

<b>President</b>	<b>H.E. Dr. Ibrahim A. Gambari</b>	<b>Nigeria</b>
Vice-Presidents	H.E. Ms. Akmaral Kh. Arystanbekova H.E. Dr. John William Ashe Mr. Fikret Mamedali Pashayev Mr. Carl Christian Hasselbalch	Kazakhstan Antigua and Barbuda Azerbaijan Denmark

### 1998

<b>President</b>	<b>H.E. Mr. Michael John Powles</b>	<b>New Zealand</b>
Vice-Presidents	H.E. Ms. Akmaral Kh. Arystanbekova H.E. Dr. John William Ashe Mr. Fikret Mamedali Pashayev Mr. Sam Otuyelu	Kazakhstan Antigua and Barbuda Azerbaijan Nigeria

### 1997

<b>President</b>	<b>Dr. Mercedes Pulido de Briceño</b>	<b>Venezuela</b>
Vice-Presidents	H.E. Mr. Ngo Quang Xuan Mr. Fikret Mamedati Pashayev Ms. Hazel de Wet Mr. Dino Beti	Viet Nam Azerbaijan Namibia Switzerland

### 1996

## The Executive Board – An Informal Guide (2011)

<b>President</b>	<b>H.E. Mr. Ion Gorita</b>	<b>Romania</b>
Vice-Presidents	Mr. Ian Top Christensen / Mr. Dino Beti <sup>9</sup> Mr. John Evonlah Aggrey Ms. Mitra Vasisht / Dr. Hicham Hamdan <sup>10</sup> Mrs. Lyda Aponte de Zacklin	Denmark / Switzerland Ghana India / Lebanon Venezuela

### 1995

<b>President</b>	<b>H.E. Mr. Khalil Makkawi</b>	<b>Lebanon</b>
Vice-Presidents	Mme. Awa Ouedraogo Mr. Petru Dumitriu Mrs. Irma E. Klein-Loemban Tobing Mr. Lennarth Hjelmaker	Burkina Faso Romania Suriname Sweden

### 1994 <sup>11</sup>

<b>President</b>	<b>H.E. Ms. Anna Semamba Makinda</b>	<b>United Republic of Tanzania</b>
Vice-Presidents	H.E. Dr. Khalil Makkawi Mr. Alexei A. Mojoukhov Mr. Ronaldo Costa Filho Mr. Peter Post	Lebanon Belarus Brazil Netherlands

## GOVERNING COUNCIL (1946–1993)

### 1993–1994 <sup>12</sup>

<b>Chairman</b>	<b>H.E. Ms. Anna Sermamba Makinda</b>	<b>United Republic of Tanzania</b>
Vice-Chairmen	H.E. Mr. Wilhelm Breitenstein H.E. Dr. Khalil Makkawi H.E. Dr. Roberto Mayorga-Cortés Mr. Raiko Raichev	Finland Lebanon Nicaragua Bulgaria
Chairman, Programme Committee	Mr. Peter Post	Netherlands
Vice-Chairman	Mme. Awa Ouedraogo	Burkina Faso
Chairman, Administration and Finance	Ms. Maria Francisca Arias	Colombia
Vice-Chairman	Mr. Noor Muhammad Jadmani	Pakistan

### 1992–1993 <sup>13</sup>

<b>Chairman</b>	<b>Mr. Frederick Ward</b>	<b>Canada</b>
Vice-Chairmen	H.E. Dr. Lucille Mair H.E. Dr. Jayaraj Acharya Dr. Vaclav Vacek Ms. Maymouna Diop	Jamaica Nepal Czech Republic Senegal
Chairman, Programme Committee	H.E. Dr. Roberto Mayorga-Cortés	Nicaragua
Vice-Chairman	Dr. Syed Mohsin Ali / Mr. Sher Afgan Khan <sup>14</sup>	Pakistan

<sup>9</sup> Mr. Dino Beti (Switzerland) succeeded Mr. Ian Top Christensen (Denmark) on 1 July 1996.

<sup>10</sup> Mr. Hicham Hamdan (Lebanon) succeeded Ms. Mitra Vasisht (India) in June 1996.

<sup>11</sup> At the first regular session of 1994, in compliance with General Assembly resolution 48/162 of 20 December 1993, the Executive Board agreed that the Chairman of the Governing Council would be known as ‘President’ of the Executive Board and would serve a term of office for a full calendar year. Ms. Anna Semamba Makinda (United Republic of Tanzania), who had been elected for the period 1 August 1993 to 31 July 1994, served as Chairman until February 1994, when she became President, serving until 31 December 1994.

<sup>12</sup> From 1967 to 1993, Governing Council terms were from 1 August to 31 July, and the officers included the Chairman, four Vice-Chairmen, the Chairman and Vice-Chairman of the Programme Committee and the Chairman and Vice-Chairman of the Committee on Administration and Finance. Both of those committees, which were not established until 1961, were abolished as part of the implementation of General Assembly resolution 48/162, through decision 1994/R.1.1 (E/ICEF/1994/34/Rev.1).

<sup>13</sup> In 1992, the Executive Board decided that, effective 1 August 1993, in the election of the Chairman, there would be due regard for equitable geographic rotation among the five regional groups (decision 1992/7, E/ICEF/1992/14). Until then, the chairmanship had alternated each year between industrialized and developing countries, as had the chairmanship of the two committees.

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Chairman, Administration and Finance	Ms. Birte Poulsen	Denmark
Vice-Chairman	Ms. Khadijatu Mansaray	Sierra Leone
<b><u>1991–1992</u></b>		
<b>Chairman</b>	<b>H.E. Ms. Mira Seth</b>	<b>India</b>
Vice-Chairmen	H.E. Mr. Bent Haakonsen	Denmark
	H.E. Dr. Roberto Mayorga-Cortés	Nicaragua
	Dr. Vaclav Vacek	Czech Republic
	Ms. Maymouna Diop	Senegal
Chairman, Programme Committee	Mr. Frederick Ward	Canada
Vice-Chairman	Ms. Chipo Zindoga	Zimbabwe
Chairman, Administration and Finance	Mrs. Judith Springer	Barbados
Vice-Chairman	Mr. Hiroharu Koike	Japan
<b><u>1990–1991</u></b>		
<b>Chairman</b>	<b>Mrs. Lisbet Palme</b>	<b>Sweden</b>
Vice-Chairmen	H.E. Ms. Mira Seth	India
	H.E. Mr. Ramiro Piriz Ballon	Uruguay
	Dr. Vaclav Vacek	Czech Republic
	Ms. Chipo Zindoga	Zimbabwe
Chairman, Programme Committee	Mr. Gabriel Fernandez	Liberia
Vice-Chairman	Dr. Iftekhar A. Chowdhury	Bangladesh
Chairman, Administration and Finance	Mr. Frederick Ward	Canada
Vice-Chairman	Mrs. Judith Springer	Barbados
<b><u>1989–1990</u></b>		
<b>Chairman</b>	<b>Mrs. Margarita Dieguez</b>	<b>Mexico</b>
Vice-Chairmen	H.E. Mr. Pad Bamela Engo	Cameroon
	H.E. Mr. Stanislaw Trepczynski	Poland
	Dr. Suyono Yahya	Indonesia
	Mrs. Lisbet Palme	Sweden
Chairman, Programme Committee	Mr. Frank Majoor	Netherlands
Vice-Chairman	Dr. Gabriel Vidart	Uruguay
Chairman, Administration and Finance	Dr. Hoda Badran	Egypt
Vice-Chairman	Mr. Takeshi Kagami	Japan
<b><u>1988–1989</u></b>		
<b>Chairman</b>	<b>Ms. Torild Skard</b>	<b>Norway</b>
Vice-Chairmen	H.E. Mr. Chandrashekhar Dasgupta	India
	H.E. Mr. Michael O. Ononaiye	Nigeria
	H.E. Mr. Stanislaw Trepczynski	Poland
	Dr. Suyono Yahya	Indonesia
Chairman, Programme Committee	Ms. Margarita Dieguez	Mexico
Vice-Chairman	Dr. Hoda Badran	Egypt
Chairman, Administration and Finance	Ms. Nicole Senécal	Canada
Vice-Chairman	Mr. Rawle Lucas	Guyana
<b><u>1987–1988</u></b>		
<b>Chairman</b>	<b>Dr. (Mrs.) A.P. Maruping /</b>	<b>Lesotho /</b>
Vice-Chairmen	<b>Mr. Makoto Taniguchi</b> <sup>15</sup>	<b>Japan</b>
	Mr. Makoto Taniguchi	Japan

<sup>14</sup> Mr. Sher Afgan Khan (Pakistan) succeeded Dr. Syed Mohsin Ali (Pakistan) on 26 April 1993.

<sup>15</sup> Mr. Makoto Taniguchi (Japan) succeeded Dr. (Mrs.) A.P. Maruping (Lesotho) as Chairman in April 1988.

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	Mr. Stanislaw Treszczynski	Poland
	Mr. Sidibé Aissata Cisse	Mali
	Mr. Rawle Lucas	Guyana
Chairman, Programme Committee	Mr. H. Christian Bugge / Ms. Torild Skard <sup>16</sup>	Norway
Vice-Chairman	Ms. Margarita Dieguez	Mexico
Chairman, Administration and Finance	Dr. Suyono Yahya	Indonesia
Vice-Chairman	Ms. Nicole Senécal	Canada
<b><u>1986–1987</u></b>		
<b>Chairman</b>		
Vice-Chairmen	<b>Mr. Maurizio Bucci</b>	<b>Italy</b>
	Mr. Gabriel Restrepo	Colombia
	Dr. (Mrs.) A.P. Maruping	Lesotho
	Mr. Salim Bin Hamdan Ak-Akhzami	Oman
	Ms. Poliana Cristescu	Romania
Chairman, Programme Committee	Dr. Adyatma / Mr. Apilas Osatananda <sup>17</sup>	Indonesia / Thailand
Vice-Chairman	Mr. Moussa Coulibaly	Mali
Chairman, Administration and Finance	Mr. Erik Fiil	Denmark
Vice-Chairman	Ms. Margarita Dieguez	Mexico
<b><u>1985–1986</u></b>		
<b>Chairman</b>		
Vice-Chairmen	<b>Mr. Anwarul K. Chowdhury</b>	<b>Bangladesh</b>
	Mr. Hector Terry Molinert	Cuba
	Mr. Berhanu Dinka	Ethiopia
	Mr. Gaetano Zucconi	Italy
	Ms. Poliana Cristescu	Romania
Chairman, Programme Committee	Dr. Gabriel Restrepo	Colombia
Vice-Chairman	Mr. Mohammed Said Al-Mohamed	Oman
Chairman, Administration and Finance	Dr. (Mrs.) A.P. Maruping	Lesotho
Vice-Chairman	Mr. Erik Fiil	Denmark
<b><u>1984–1985</u></b>		
<b>Chairman</b>		
Vice-Chairmen	<b>Dr. Richard Manning</b>	<b>Australia</b>
	Mr. Jassim Buallay	Bahrain
	Mr. Martti Ahtisaari	Finland
	Dr. Mihály Simai	Hungary
	Mrs. Bernadette Palle	Upper Volta
Chairman, Programme Committee	Mr. Anwarul K. Chowdhury	Bangladesh
Vice-Chairman	Dr. Gabriel Restrepo	Colombia
Chairman, Administration and Finance	Mrs. Hisami Kurokochi	Japan
Vice-Chairman	Dr. (Mrs.) A.P. Maruping	Lesotho
<b><u>1983–1984</u></b>		
<b>Chairman</b>		
Vice-Chairmen	<b>Dr. Haydée Martínez de Osorio</b>	<b>Venezuela</b>
	H.E. Mr. Umberto La Rocca	Italy
	H.E. Mr. Atsu-Koffi Amega	Togo
	Dr. Richard Manning	Australia
	Mr. Mihály Simai	Hungary
Chairman, Programme Committee	Mr. Anwarul K. Chowdhury	Bangladesh
Vice-Chairman	Mr. Ngare Kessely	Chad
Chairman, Administration and Finance	Mr. Jassim Bu-Allai	Bahrain
Vice-Chairman	Mrs. Hisami Kurokochi	Japan

<sup>16</sup> Ms. Torild Skard (Norway) succeeded Mr. H. Christian Bugge (Norway) as Chairman on 23 February 1988.

<sup>17</sup> Mr. Apilas Osatananda (Thailand) succeeded Dr. Adyatma (Indonesia) as Chairman on 20 April 1987.

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### 1982–1983

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administration and Finance

#### **H.E. Mr. Hugo Scheltema**

H.E. Mr. Amara Essy

Mr. Mihály Simai

Dr. Basharat Jazbi

Dr. Haydée Martínez de Osorio

Mrs. Serla Grewal / Dr. N.N. Mashalaba <sup>18</sup>

Mr. François Nordmann

#### **Netherlands**

Ivory Coast

Hungary

Pakistan

Venezuela

India / Botswana

Switzerland

### 1981–1982

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administration and Finance

#### **Mr. Dragan Mateljak**

Mr. Suleiman Mohamoud Aden

Mr. Mihály Simai

Mr. A.S. Gill

Mr. François Nordmann

Dr. Haydée Martínez de Osorio

Mr. Richard Manning

#### **Yugoslavia**

Somalia

Hungary

India

Switzerland

Venezuela

Australia

### 1980–1981

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administration and Finance

#### **Mr. Paal Bog**

Mrs. Margaret Catley-Carlson

Mr. Mihály Simai

Mr. Suleiman Mohamoud Aden

Dr. Haydée Martínez de Osorio

Mr. Dragan Mateljak

Mr. Saran Singh

#### **Norway**

Canada

Hungary

Somalia

Venezuela

Yugoslavia

India

### 1979–1980

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administration and Finance

#### **Dr. Zaki Hasan**

H.E. Mr. Hugo Scheltema

Mr. Mihály Simai

Mrs. Carmen Romano de López Portillo

Dr. Lumbwe Chiweke

Mrs. Maimoune Kane

Mr. Paal Bog

#### **Pakistan**

Netherlands

Hungary

Mexico

Zambia

Senegal

Norway

### 1978–1979

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administration and Finance

#### **Mrs. Sadako Ogata**

H.E. Mr. Sebastian Chale

Dr. Zaki Hasan

Dr. Boguslaw Kozusznik

Mr. Sami I. Gammoh

Dr. Marcos Candau

Mr. Paal Bog

#### **Japan**

Tanzania

Pakistan

Poland

Jordan

Brazil

Norway

### 1977–1978

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administration and Finance

#### **H.E. Mr. Ferdinand L. Oyono**

Dr. Zaki Hasan

Dr. Boguslaw Kozusznik

Mr. Paal Bog

Mr. Marcus Candau

Mrs. Sadako Ogata

Mr. Pieter van Buuren

#### **Cameroon**

Pakistan

Poland

Norway

Brazil

Japan

Netherlands

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<sup>18</sup> Dr. N.N. Mashalaba (Botswana) succeeded Mrs. Serla Grewal (India) as Chairman on 9 May 1983.

## The Executive Board – An Informal Guide (2011)

### 1976–1977

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administration and Finance

#### **Dr. Antonio Ordoñez-Plaja**

Dr. Zaki Hasan  
Dr. Boguslaw Kozusznik  
Mr. Mamadauba Camara  
Mr. Reino Rissanen  
H.E. Mr. Ferdinand L. Oyono  
Mrs. Sadako Ogata

#### **Colombia**

Pakistan  
Poland  
Guinea  
Finland  
Cameroon  
Japan

### 1975–1976

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administration and Finance

#### **Dr. Hans Konzett**

H.E. Mr. Calixte Habamenshi  
Dr. Kamal Mahmoud El-Hasany  
Dr. Boguslaw Kozusznik  
Dr. Roberto Rueda-Williamson  
Mr. P.N. Luthra  
Mr. M. Sriamin

#### **Switzerland**

Rwanda  
Egypt  
Poland  
Colombia  
India  
Indonesia

### 1974–1975

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administration and Finance

#### **Dr. Hans Konzett**

Dr. M.A. Silva  
Dr. Boguslaw Kozusznik  
Mr. Ricardo Walter Stubbs  
Dr. Kamal Mahmoud El-Hasany  
Mr. P.N. Luthra  
Mr. M. Sriamin

#### **Switzerland**

Nigeria  
Poland  
Peru  
Egypt  
India  
Indonesia

### 1973–1974

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administration and Finance

#### **H.E. Mr. Narciso G. Reyes**

Dr. M.A. Silva  
Dr. Boguslaw Kozusznik  
Mrs. Leonora Kracht  
Mr. Knud Hedeman  
Dr. Hans Konzett  
H.E. Dr. Carlos Giambruno

#### **Philippines**

Nigeria  
Poland  
Chile  
Norway  
Switzerland  
Uruguay

### 1972–1973

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administrative Budget

#### **H.E. Mr. Narciso G. Reyes**

Mr. P.P.I. Vaidyanathan  
Dr. Boguslaw Kozusznik  
Dr. Oscar Vargas-Méndez  
Dr. M.A. Silva  
Dr. Hans Konzett  
Dr. Bogoslav Juricic

#### **Philippines**

India  
Poland  
Costa Rica  
Nigeria  
Switzerland  
Chile

### 1971–1972

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administrative Budget

#### **Mr. Nils Thedin**

Mr. P.P.I. Vaidyanathan  
Dr. Boguslaw Kozusznik  
Dr. Oscar Vargas-Méndez  
Dr. M.A. Silva  
Dr. Ham Konzett  
Dr. Bogoslav Juricic

#### **Sweden**

India  
Poland  
Costa Rica  
Nigeria  
Switzerland  
Chile

## The Executive Board – An Informal Guide (2011)

### 1970–1971

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administrative Budget

#### **Dr. Ihsan Dogramaci / Mr. Nils Thedin**<sup>19</sup>

Mr. P.P.I. Vaidyanathan  
Dr. Boguslaw Kozusznik  
Dr. Mario Altenfelder  
Dr. Moktar Hamza  
Dr. Hans Conzett  
Mr. P.P.I. Vaidyanathan

#### **Turkey / Sweden**

India  
Poland  
Brazil  
United Arab Republic  
Switzerland  
India

### 1969–1970

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administrative Budget

#### **Dr. Ihsan Dogramaci**

Dr. Clemente S. Gatmaitan  
Dr. Boguslaw Kozusznik  
Dr. E. Santos Mendoza  
Mr. Salomon Bakoto  
Mr. Nils Thedin  
Mr. P.P.I. Vaidyanathan

#### **Turkey**

Philippines  
Poland  
Venezuela  
Cameroon  
Sweden  
India

### 1968–1969

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administrative Budget

#### **Dr. Ihsan Dogramaci**

Dr. Clemente S. Gatmaitan  
Dr. Boguslaw Kozusznik  
Dr. E. Santos Mendoza  
Mr. John Robert Kelso  
Mr. Nils Thedin  
Mr. Yohannes Tseghe

#### **Turkey**

Philippines  
Poland  
Venezuela  
Australia  
Sweden  
Ethiopia

### 1967–1968

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administrative Budget

#### **Dr. Joseph W. Willard**

Mr. Nils Thedin  
Dr. Boguslaw Kozusznik  
Dr. Clemente Gatmaitan  
Mr. Hugo Jatvia  
Dr. Ihsan Dogramaci  
Mr. Yohannes Tseghe

#### **Canada**

Sweden  
Poland  
Philippines  
Ecuador  
Turkey  
Ethiopia

### 1966–1967<sup>20</sup>

#### **Chairman**

Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administrative Budget

#### **Mr. Joseph W. Willard**

H.E. Mr. Ato Yohannes Tsige  
Mr. Nils Thedin  
Dr. Boguslaw Kozusznik  
Mr. Hugo Jativa  
Dr. Ihsan Dogramaci  
Dr. Clemente Gatmaitan

#### **Canada**

Ethiopia  
Sweden  
Poland  
Ecuador  
Turkey  
Philippines

### 1965–1966

#### **Chairman**

Vice-Chairmen

#### **Mrs. Zena Harman**

Dr. Ihsan Dogramaci  
Dr. Boguslaw Kozusznik  
Mr. Nils Thedin  
Ms. Leonora Karacht

#### **Israel**

Turkey  
Poland  
Sweden  
Chile

<sup>19</sup> Mr. Nils Thedin (Sweden) succeeded Dr. Ihsan Dogramaci (Turkey) as Chairman in April 1970.

<sup>20</sup> From 1963 to 1966, the Executive Board term was from 1 February to 31 January. Beginning in 1967 (until 1993), the Executive Board term was from 1 August to 31 July. The term of office for these officers was thus from 1 February 1966 to 31 July 1967.

## The Executive Board – An Informal Guide (2011)

Chairman, Programme Committee Chairman, Administrative Budget	Mr. Joseph W. Willard Dr. Clemente Gatmaitan	Canada Philippines
<b><u>1964–1965</u></b> <b>Chairman</b> Vice-Chairmen	<b>Mrs. Zena Harman</b> Mr. A.H. Tabibi Dr. Boguslaw Kozusznik Dr. Adeniyi-Jones Ms. Leonora Kracht Mr. Joseph W. Willard Mr. V.A. Hamdani	<b>Israel</b> Afghanistan Poland Nigeria Chile Canada Pakistan
Chairman, Programme Committee Chairman, Administrative Budget		
<b><u>1963</u></b> <sup>21</sup> <b>Chairman</b> Vice-Chairmen	<b>Dr. Miguel E. Bustamente</b> Mr. A. H. Tabibi Dr. Boguslaw Kozusznik Dr. O. Adeniyi-Jones Mr. F.A. Carrillo Mrs. Zena Hannan Mr. V.A. Hamdani	<b>Mexico</b> Afghanistan Poland Nigeria El Salvador Israel Pakistan
Chairman, Programme Committee Chairman, Administrative Budget		
<b><u>1962</u></b> <b>Chairman</b> Vice-Chairmen	<b>Dr. Miguel E. Bustamente</b> Mr. A.H. Tabibi Dr. Boguslaw Kozusznik Mr. G.C.B. Okany Mr. F.A. Carrillo Mrs. Zena Harman Mr. B. Hoshi	<b>Mexico</b> Afghanistan Poland Nigeria El Salvador Israel Japan
Chairman, Programme Committee Chairman, Administrative Budget		
<b><u>1961</u></b> <b>Chairman</b> Vice-Chairmen	<b>Mr. W.A.E. Green</b> Mr. A. Tabibi Dr. Boguslaw Kozusznik Dr. M. Daftari Mr. F.A. Carrillo Mr. B. Karapandza Mr. B. Hoshi	<b>New Zealand</b> Afghanistan Poland Iran El Salvador Yugoslavia Japan
Chairman, Programme Committee Chairman, Administrative Budget		
<b><u>1960</u></b> <b>Chairman</b> Vice-Chairmen	<b>Mr. F. Schnyder</b> Mr. R. Piracha Mr. Sutanto Dr. Boguslaw Kozusznik Dr. M. Daftari Mr. B. Karapandza Mr. W.A. Green	<b>Switzerland</b> Pakistan Indonesia Poland Iran Yugoslavia New Zealand
Chairman, Programme Committee Chairman, Administrative Budget		
<b><u>1959</u></b> <b>Chairman</b> Vice-Chairmen	<b>Mr. John Ryan</b> Ms. Minerva Bernardino Ms. Lily Tongson Dr. Boguslaw Kozusznik Mr. Yehia Samy	<b>Australia</b> Dominican Republic Philippines Poland United Arab Republic

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<sup>21</sup> From 1946 to 1963, Executive Board terms followed the calendar year.

## The Executive Board – An Informal Guide (2011)

Chairman, Programme Committee Chairman, Administrative Budget	Mrs. Zena Harman Mr. Branko Karapandza	Israel Yugoslavia
<b><u>1958</u></b> <b>Chairman</b> Vice-Chairmen	<b>Mr. Mahmood Shafqat</b> Mrs. Zena Harman Ms. Lily Tongson Dr. Ludwik Rajchman Mrs. María Elvira López Mr. M.A.O. de Almeida Mr. John Ryan	<b>Pakistan</b> Israel Philippines Poland Colombia Brazil Australia
Chairman, Programme Committee Chairman, Administrative Budget		
<b><u>1957</u></b> <b>Chairman</b> Vice-Chairmen	<b>Mr. Mahmood Shafqat</b> Mrs. Zena Harman Ms. Lily Tongson Dr. Ludwik Rajchman Mrs. María Elvira López Mr. M.A.O. de Almeida Mr. Hideo Kitahara	<b>Pakistan</b> Israel Philippines Poland Colombia Brazil Japan
Chairman, Programme Committee Chairman, Administrative Budget		
<b><u>1956</u></b> <b>Chairman</b> Vice-Chairmen	<b>Mr. Balachandra Rajan</b> Mr. T.W. Cutts Mr. David Silveira da Mota, Jr Mr. Vaclav Tylner Mr. Claes Carbonnier Mrs. Zena Harman Mr. Robert Fenaux	<b>India</b> Australia Brazil Czechoslovakia Sweden Israel Belgium
Chairman, Programme Committee Chairman, Administrative Budget		
<b><u>1955</u></b> <b>Chairman</b> Vice-Chairmen	<b>Mr. Balachandra Rajan</b> Mr. Awni Khalidy Mr. D. Silveira da Mota Mr. E. Dons Mr. V.A. Hamdani Mrs. Zena Harman Mr. Robert Fenaux	<b>India</b> Iraq Brazil Norway Pakistan Israel Belgium
Chairman, Programme Committee Chairman, Administrative Budget		
<b><u>1954</u></b> <b>Chairman</b> Vice-Chairmen	<b>Mr. Auguste R. Lindt</b> Mr. A. Khalidy Mr. C. De Paive Leite Mr. E. Dons Mr. V.A. Hamdani — —	<b>Switzerland</b> Iraq Brazil Norway Pakistan India Belgium
Chairman, Programme Committee Chairman, Administrative Budget		
<b><u>1953</u></b> <b>Chairman</b> Vice-Chairmen	<b>Mr. Auguste R. Lindt</b> Mr. Awni Khalidy Mr. Cleantho de Paiva Leite Mr. Robert Fenaux Mr. Balachandra Rajan Mr. K.G. Brennan	<b>Switzerland</b> Iraq Brazil Belgium India Australia
Chairman, Programme Committee		
<b><u>1952</u></b>		

## The Executive Board – An Informal Guide (2011)

**Chairman**  
Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administrative Budget

### 1951

**Chairman**  
Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administrative Budget

### 1950

**Chairman**  
Vice-Chairmen

Chairman, Programme Committee  
Chairman, Administrative Budget

### 1949

**Chairman**  
Chairman, Programme Committee

### 1948

**Chairman**  
Chairman, Programme Committee

### 1946–1947

**Chairman**

**Mrs. Adelaide Sinclair**

Mr. Awni Khalidy  
Mr. Enrique Fabregat  
Mr. Ratko Pleic  
Dr. Svasti Daengsvang  
Mr. Auguste R. Lindt  
Mr. Awni Kbalidy

**Mrs. Adelaide Sinclair**

Mr. Awni Khalidy  
Ms. Minerva Bernardino  
Mr. Ratko Pleic  
Dr. Svasti Daengsvang  
Mr. Auguste R. Lindt  
—

**Dr. Ludwik Rajchman**

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—  
—  
—

Mrs. D.B. Sinclair  
—

**Dr. Ludwik Rajchman**

Mrs. D.B. Sinclair

**Dr. Ludwik Rajchman**

Mrs. D.B. Sinclair

**Dr. Ludwik Rajchman**

**Canada**

Iraq  
Uruguay  
Yugoslavia  
Thailand  
Switzerland  
Iraq

**Canada**

Iraq  
Dominican Republic  
Yugoslavia  
Thailand  
Switzerland  
—

**Poland**

New Zealand  
Argentina  
Ukrainian SSR  
Iraq  
Canada  
New Zealand

**Poland**

Canada

**Poland**

Canada

**Poland**

***Annex 4: Field visits by UNICEF Executive Board members since 1993***

UNICEF Executive Board members began making annual field visits to programme countries in 1993. The first joint field visit by the Executive Boards of UNDP/UNFPA, UNICEF and WFP took place in 2001; the first field visit by the Bureau, in 2003.

<b>Year</b>	<b>Executive Board</b>	<b>Joint</b>	<b>Bureau</b>
2010	Tajikistan	Rwanda	China
2009	Nepal	Cambodia	Kenya
2008	Niger	Haiti	Laos
2007	Peru Panama	Liberia	Kyrgyzstan
2006	Chad	Indonesia	India
2005	Ethiopia	Azerbaijan	Morocco
2004	Democratic Republic of Congo	Guatemala	Guayana
2003	Tajikistan Uzbekistan	Mozambique	Bolivia
2002	Brazil	Vietnam	*
2001	Moldova Romania	Gambia Senegal	*
2000	China Ghana Namibia	*	*
1999	Colombia Mozambique Peru United Republic of Tanzania	*	*
1998	Bangladesh Guinea Mali	*	*
1997	Malawi Zambia	*	*
1996	Kazakhstan Kyrgyzstan	*	*
1995	Burkina Faso India Laos Uganda	*	*
1994	Brazil Egypt Morocco Nicaragua	*	*
1993	Burundi United Republic of Tanzania	*	*