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Executive Board
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STATEMENT BY MR. JAMES P. GRANT, EXECUTIVE DIRECTOR, UNICEF
AT THE OPENING OF THE UNICEF EXECUTIVE BOARD SESSION
ROME, 24 APRIL 1984

I join our Chairman in welcoming the members of the Executive Board and observers; His Royal Highness, Prince Talal Bin Abdul Aziz al Saud, President of the Arab Gulf Fund for United Nations Development Organizations and UNICEF Special Envoy; the representatives of UNICEF National Committees and other agencies; and my colleagues and friends of UNICEF.

I am sure that our Chairman is only the first of many who will speak during the course of this Board session with respect to the special privilege it is for the Executive Board to convene here in Rome at the gracious invitation of the Government of Italy. I will add to those words only briefly at this moment by expressing on behalf of the secretariat, my particular appreciation, for the helpful, enthusiastic, and efficient support which we have received in preparing for this session from the Italian Government, municipal authorities, our colleagues at the International Fund for Agricultural Development (many of whose facilities and services we are borrowing), and the many commercial vendors and individuals with whom we have worked. As UNICEF begins a new era in its service to children, it is not only delightful for us to be in Rome, but it is especially meaningful to return to Europe where UNICEF's work began some 38 years ago. The proceedings of this session are an opportunity, for UNICEF to say "thank you" to the Governments and peoples of Europe for the support and vision which Europeans have contributed to the United Nations Children's Fund over these decades since UNICEF completed its task of helping in the rebuilding of this war-devastated continent. This particularly includes our Italian hosts who have for the last two years provided UNICEF's second largest financial contribution (and the largest from Europe). It is also gratifying, in this regard, that no less than 18 UNICEF National Committees are represented at this session, 15 of them from Europe.

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I also wish to express particularly warm regards for our Chairman, our first from Latin America since 1976. As an accomplished authority on children's needs and early childhood development, Dr. Haydee Martinez de Osorio has devoted a good deal of her professional time and effort this past year to seeing UNICEF in action. She has demonstrated in her report on her visit to Africa how to combine professionalism with human sensitivity in a remarkable way. I know that her service in these next two weeks will demonstrate her special skills of considered leadership and diplomacy, and will reaffirm to all of us how gracious and convivial a colleague she is.

With respect to the documentation, I am pleased to inform you that for the first time the Annual Report is available to the Executive Board during its session in several United Nations languages, as well as in Italian. The Report therefore joins The State of the World's Children 1984, as valuable background material to assist and facilitate our deliberations in Rome. Its centerfold map conveniently sets forth the programme figures for each country (including in purple those now before this Board), the 1983 government contributions from each country as shown on pages 44-45, and the 1983 non-governmental contributions and UNICEF income and expenditure on pages 46-47.

Off-setting this advance, may I take a moment to apologize to the members of the Board for the lateness of our preparation and translation of many of the documents for this session. We have made progress in documentation by both shortening and making more focussed the papers before you. But I regret, and I do not excuse the fact, that a certain number of the 144 documents reached delegations much later than stipulated - and later than we had intended. As I am sure you will appreciate, this session is convening some three weeks earlier than it has in the past, and there are certain processes required for the preparation and translation of United Nations documents which do not easily shift themselves to an earlier schedule. We are taking steps to improve this situation in the future.

UNICEF's historic tradition: responding to the most urgent need

As I mentioned earlier, UNICEF has its roots in Europe. It is therefore particularly poignant that we return here to examine how to accelerate our endeavours for child survival and development. During the evolution of these ideas and priorities in UNICEF's current work, I have been struck many times by the continuity this evolution shows with earlier turning points in UNICEF's history.

From UNICEF's founding in 1946 as an emergency fund for the relief of children devastated by World War II, a turning point was reached when its work here in Europe was concluded in the late 1940s. Its essential mandate was completed - it had helped children to survive and recover from the awful devastation following World War II. Some felt that UNICEF's whole work was finished while others had a broader vision. They recognized that, desperate as were the conditions of children in Europe following the war, those conditions were no worse and often better than the conditions afflicting children in the developing countries - not as a result of war, but as a consequence of the "silent emergency" resulting from the conjunction of gross

poverty and underdevelopment which even today is responsible for the great majority of the 40,000 child deaths every day. From this vision emerged one of UNICEF's consistent themes: evolution that adapts to the changing international conditions while remaining loyal to the basic goals of improving the lives and well-being of children in need. Therefore UNICEF's mandate was enlarged to all children in distress with a primary emphasis on a developmental, rather than a relief, response to children trapped in "silent emergencies".

Other turning points in UNICEF were reached in the 1960s and the early 1970s, as we refined our programme concepts to include country-wide analyses and national planning for children and shifted increasingly from a largely supply/delivery operation toward a programme/co-operation resource. Along with this shift, we articulated our concept of cost-effective "basic services" as the most feasible means for reaching the great majority of children and their families.

In 1978, came a more recent turning point with the Alma Ata Conference when WHO and UNICEF articulated and began advocating the concept that it was possible to attain health for all through the means of primary health care. One year later during the International Year of the Child, the General Assembly gave us a clear mandate for advocacy - this time advocating the needs of children globally as well as co-operating programmatically with developing country governments, and charged UNICEF with being the lead agency for following up the development of the IYC.

Madam Chairman, my point in tracing this history is to emphasize that at each of these turning points, UNICEF did not turn away from any task unfinished. It turned toward newly appreciated needs and newly recognized opportunities to serve the most urgent requirements of children. In each case, these shifts were based on or drew heavily from UNICEF's prior experience.

In the same vein, last year, this Executive Board took the historic step of recognizing that much larger numbers of children were being imperiled by the severe economic conditions afflicting almost all countries, and responded with new visions and new priorities. As we all know, this response is built upon a series of new opportunities - both new technologies and new means of communication - for responding to these needs much more effectively, and at low-cost, inspite of the constraints and cut-backs of recession and economic difficulty.

The historic tradition today:
UNICEF's mandate from the 1983 Executive Board

In its initial response to that challenge, the Board endorsed measures along four lines of action by which UNICEF could help countries accelerate improvements in child well-being despite the difficult international economic conditions of recent years. These lines of action are:

(a) To increase the effectiveness of UNICEF co-operation in improving child survival and development so as to realize the potential to accelerate child survival and development in most countries, and to achieve a virtual child revolution in many countries, through an increasingly effective implementation of primary health care and other components of UNICEF's basic services strategy;

(b) To strengthen UNICEF's capacity to deliver programme assistance in the most adversely affected, least developed countries (particularly those in Africa), with increased priority to those areas suffering from high infant and child mortality;

(c) To increase still further the efficiency of UNICEF's internal operations, so as to permit maximum emphasis on programme delivery, and enable UNICEF to strengthen substantially its staff in the field and particularly in Africa, without a comparable increase in its world-wide total of core international professionals; and

(d) To consolidate and increase still further the financial resources available to UNICEF to benefit children in 1983 and beyond.

In many ways, all four of these lines of action converge as one consolidated thrust in what can be called UNICEF's "mobilization" in support of accelerating child survival and development, and of the potential increasingly present in many countries for a child survival and development revolution.

Responding to the challenge: mobilizing the world community

Most delegates to the Board have had the opportunity to read UNICEF's reports on The State of the World's Children for 1982-83 and 1984. A fuller version is before you today, including the UNICEF-sponsored analysis, on the Impact of World Recession on Children which is the first such work to have been produced on an international scale. I need not take the Board's time now to repeat the message of these Reports which articulates how a child survival and development revolution may now be possible in many countries even within the constraints of continued economic hardship. That message also forms the core of the "Report of the Executive Director" (E/ICEF/1984/2) and of the 1984 UNICEF Annual Report, which is on the table before you. Approval of the strategy by the 1983 Executive Board was followed in the current General Assembly resolution 38/175 which urged continuation and intensification of efforts to take advantage of "recent developments in the social and biological sciences which present a new opportunity to bring about a virtual revolution in child survival and development ...".

Our efforts to mobilize world opinion and to put on the global and national political agendas the opportunity to alleviate the plight of children has met with considerable success. Much of this result is attributable to the dedicated efforts of the National Committees for UNICEF in their own countries, and by each of UNICEF's regional and country offices, as well as to the consistent professionalism of our external relations efforts. If I may take the time to cite just one observer of these efforts, I would like to quote Secretary-General Perez de Cuellar who in December last year said:

"There are unmistakable signs that a veritable child survival revolution has begun to spread across the world, and offers the hope that the rates of infant and child mortality, still deplorably high, may be reduced drastically in the foreseeable future."

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At the same time as we recognize these changes, I want to state with equal emphasis that this only means that we have taken one first step towards our goal of increased child survival and improved child development. I am also aware that this necessary first step in the process may seem somewhat simplistic to some with its rather optimistic emphasis on technological means, and emerging opportunities, whereas the reality in which the children face their problems is complex. Nonetheless the initial approach, simplified as it may be, is both justified and necessary in order to initiate the process.

The next and even more important step in the child survival and development action is the imaginative and courageous translation of the global objectives into country-specific programmes and the pragmatic identification of real opportunities amidst existing constraints. This is the phase of "how to" or the implementation phase into which we have been moving during the last year. It is dealt with in many of the documents before you and I hope it will be a major theme of this Board's discussion.

One major challenge in this process is how to actually reach the great majority, 80 per cent and more, of children and mothers who need to benefit from these low-cost technological solutions to major problems. To achieve this it is critical to improve the delivery of services. Health personnel and services need to have available and use oral rehydration salts; immunization personnel and centres need to be increased and refrigeration ("cold") chains for maintaining the potency of vaccines need to be qualitatively improved and expanded. While difficult, these improvements appear to be in process, often with UNICEF support, and have the benefit of the experience and guidance from such groups as the Expanded Programme for Immunization and the Control of Diarrhoeal Diseases of WHO and the Centre for Disease Control in the United States.

The greatest need - and by far the greatest opportunity - is for the implementers (including us in this hall who support them) to remember that the most important element for success in this great endeavour, is to empower people, particularly parents, with the understanding and means to prevent or to cure many of the basic health problems of their children and to become less dependant on expensive and often remote medical care institutions. The key to this is to enable parents themselves to become far more self-reliant through knowing how to monitor the growth of their children and how to improve their nutritional status; how to apply oral rehydration therapy at home; to understand the merits of breast-feeding and good weaning practices and of immunization. Experience demonstrates that parents who are not aware of the tremendous value of immunization will not take full advantage of an inoculation centre even a few hundred metres from their homes, whereas many parents who are aware will walk many kilometres to secure it for their children. Therefore, the primary objective is not, to use an old saying, to provide fish for people for a day (necessary as that may be in some circumstances), but to teach people how to fish and feed themselves for always.

The tremendous increase in recent years, since Alma Ata, in health centres and paramedics provides new opportunities to extend services and to educate - and these need to be further extended. But, by far the greatest opportunity to communicate - to teach - is through the mobilization of groups and resources, Government and non-government, beyond the ministries of health. This means making use of that wide array of those media, religious and social institutions, non-governmental organizations (NGOs), private enterprises and individuals already in place and which, at low cost and relatively quickly can, provide or contribute to the service delivery systems, and even more importantly improve communication to increase awareness among the poor and remote. Among the means of communication are the radio, which even in low-income countries is present in many homes; the parish priest and the immams on whom so many families depend for guidance; the mass organizations of social groups; the written word for the newly literate young mothers; the schools and their textbooks which now reach the majority of primary school age children, including girls in developing countries; and respected NGOs. All of these are the instrumentalities that already exist for reaching the great majority of families with the necessary information, if only people can be persuaded to use these means and helped to do so.

Greatly accelerated progress for the protection and survival of children is thus possible today - if governments embrace this opportunity for accelerating basic services and primary health care as national commitments if the participation and co-operation of all relevant government sectors is sought and won and if the campaign is joined by the mobilization of already existing private resources which can contribute. Fortunately, the potential for a child survival revolution is beginning to generate just such a response within many countries as well as internationally. To quote again from Secretary-General Perez de Cuellar last December:

"Government leaders from a wide range of developing, as well as industrialized countries, have pledged their support, reinforcing the United Nations' call for urgent and sustained action for children. They have been joined by non-governmental groups such as the League of Red Cross Societies and some authoritative professional bodies the most recent being the International Pediatrics Association. Parliamentarians in Asia, Africa and Latin America, religious leaders at world level as well as at the national and community levels and several peoples movements have rallied to the cause. Such responses need to be vigorously sustained so that they are carried through into effective programmes reaching the great majority of children in all countries."

The momentum which he described has continued in the subsequent four months in such widely different countries as Colombia, Upper Volta, Nigeria and India.

Madame Chairman, I have outlined the principal sources for international, national, and community mobilization whose participation is required if a revolution in child survival and development is to succeed in order to underline one point. The goals we set at the 1983 Board session are possible but only through the mobilization of resources far beyond UNICEF.

It is this conviction that underlies our new efforts to strengthen collaboration with other organizations such as NGOs, bilateral aid agencies and particularly our sister United Nations organizations. All these organizations represent our hope to multiply involvement in child survival and development issues as I am sure the NGO forum that is concurrent to our Board session will bring out. I have been particularly proud of our recent achievements within the United Nations family where, in recent years, we have seen well over \$100 million in jointly planned and implemented programmes developed. UNICEF now has by far the largest amount of joint programmes in the United Nations system. These joint programmes are in addition to our ongoing regular inter-agency collaboration in the field and at Headquarters.

In this regard, you will note the large number of field-level inter-agency involvements in particular projects that are referred to in virtually every country programme profile before you. As I need not point out to the Executive Board, our collaboration with WHO remains the centrepiece of these activities and a model example of the importance of such efforts.

I do not wish to leave you with the impression that we are content to rest upon our accomplishments in this field. In fact we have recently embarked on several new initiatives including a UNICEF/UNDP/UNFPA/WFP initiative for health and nutrition focussed initially on selected countries in Africa, and the recent meeting in Bellagio convened jointly by the heads of WHO, The World Bank, UNDP and myself, with the supporting services of the Rockefeller Foundation and involving some 30 leading development figures. This latter meeting resulted in an informal International Task Force on Child Survival which works on research priorities and country issues.

Responding to the challenge: mobilizing UNICEF

UNICEF too must adapt itself to take full advantage of the new potential. It has adapted itself to externally "spreading the word" as is obvious from what I have said above. Thus, the Greeting Card Operation now has cards which encourage major programmatic themes such as promoting breast-feeding and awareness of the potential for accelerating child survival and development. Similarly, the same themes are being integrated into such field programmes as those for primary health and adult education, water and women, which can easily incorporate the message or, say, oral rehydration therapy, immunization and breast-feeding.

As Executive Director, I am aware on a daily basis that the "grass-roots" implementation of our programmes in the field remains the absolute highest priority of our organization. This field-level delivery is a central part if not the central part of the historical UNICEF tradition I have discussed earlier. I have been pleased with our progress to date in mobilizing ourselves for accelerated field-level action although clearly we have taken only the first steps on what will be a long and constant effort.

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I have consciously left the outlining of the specifics of our progress in programme implementation to those whom I feel can do it most eloquently - my colleagues from the field offices. I would at this time like to particularly commend for your attention the regional reports as well as the country programme profiles. I know that you will find the regional presentations made during the Programme Committee equally telling.

There have been many ways in which UNICEF has been seeking to mobilize its human and financial resources to accelerate action for child survival and development including: incorporating the infant mortality rate (IMR) in our criteria for programming assistance; relocating our personnel and technical resources to areas where IMR is highest as in many parts of Africa; the plans for increased staff training; use of the newly established infant mortality reduction reserve to permit early initiation of child survival actions, including their incorporation into ongoing UNICEF programmes; and increasing the cost-effectiveness of our operations as exemplified by the consolidation of UNICEF's headquarters supply operations in Copenhagen with the resulting one-third savings in headquarters supply staff. These are documented in the main review chapter of the 1984 Annual Report and in the "Report of the Executive Director" (E/ICEF/1984/2) and "Medium-term plan for the period 1983-1987" (E/ICEF/1984/3). Our further response to these challenges is presented in the proposals for new programme commitments and in the other proposals for action by this Board, and are also reflected in the policy papers which are before you. In addition, our response to the need for cost-effective solutions is also reflected in our proposal on UNICEF's headquarters accommodation (E/ICEF/1984/L.4 and E/ICEF/1984/CRP.28), the full details of which are now available to you. The proposal on headquarters accommodation is a very tangible effort to increase our operational efficiency at the lowest possible cost, while providing a secure "foundation" for the decades ahead.

In my Executive Director's report, I have written positively of our experience during the last year in the use of the modest but vital reserve earmarked by the Executive Board last year specifically for accelerating the reduction of infant and child mortality in our programme actions. As you will see from the documentation, some 20 countries have so far benefited, with allocations of todate of \$6.2 millions. The infant mortality reduction reserve has also stimulated contributions of nearly \$12 million of "noted" funds from donors, for which I reiterate my thanks.

A major virtue of the IMR reserve is that its existence and use has provided a means and an incentive for a process of restructuring country programmes towards the IMR reducing goals approved by the Board last year. Most IMR resources have been, and will continue to be, allocated for programming by UNICEF country offices in response to identified needs and opportunities at the country level. The allocations have not and will not involve any major distortion of country commitments approved by the Board. The primary basic objective is to provide some additional resources to enable an early response to new opportunities for accelerating action towards child survival development goals without the necessity of waiting one, two, three or four years for the next appropriate programme submission to the Board. The clear intention is for new programme elements to be included in the next country programme submission when this is put to the Board and this indeed is already happening.

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In concluding this discussion on UNICEF's efforts to accelerate child survival and development, I should stress that while we hope that virtually all countries will take advantage of these underutilized low-cost technologies and means of communication, we cannot expect all countries to do so to the same degree in the near future. We do hope and expect a number of countries will seek to implement the full potential for a child survival revolution over the next several years; and that other countries will offer a "part opportunity". These "partial opportunities" may seek to reach the great majority of children in a subnational area or seek to reach children on a national basis only with respect to one or two of the major elements. In still other countries, the emphasis will be on laying the base for a future opportunity to go nationally to scale, as in introducing the country to oral rehydration therapy and expanded immunization for the first time through the use of specific demonstration areas.

Mobilizing financial resources

One of the four lines of action which the Executive Board mandated last year and which I quoted earlier was to consolidate and increase still further the financial resources available to UNICEF.

It is in this fourth of these mandates that I feel UNICEF has fallen short of expectations (although I realize that compared to other such endeavours we have not fared poorly). Exclusive of funds for major emergencies such as that in Lebanon in 1982, UNICEF's income for 1983 totalled \$332 million as compared to \$328 million in 1982 and \$260 million in 1981. This total represents a valiant effort by many developing countries to maintain, and in many cases to increase their contributions. It also represents an exemplary performance by a number of major donor Governments who significantly increased their contributions in 1983, including notably Finland (by more than 50 per cent), Canada, France, Japan and Norway. But it also reflects a stagnation on the part of some Governments, and even retrogression by a few in dollar terms in the face of the continued strengthening of the dollar against their currencies. This strengthening in 1983 reduced UNICEF's income by approximately \$18 million offset only by \$9 million in savings on expenditures. Including funding for major emergencies in the totals, income in 1983 was \$342 million compared with \$378 million in 1982 and \$291 million in 1981.

A vigorous and sustained funding effort will be required in 1984 and 1985 if UNICEF is to adequately respond both to the new potential for accelerating child survival and development world-wide and to the increasingly desperate situation facing children and their mothers in Africa. The lives of literally millions of children are at stake. The medium-term plan projects an average nominal growth rate of 8 per cent over 1983 for general resources income for the years 1984 through 1987 - an average real growth rate of only 3 per cent. For 1984 the United States government contribution to general resources has increased (by 23 per cent to \$52.5 million), as have several other significant contributors including Finland (by 72 per cent to \$6.2 million), Canada (by 17 per cent to \$12.6 million), and Japan (by 17 per cent to \$12.2 million). I hope these will encourage others to follow suit. Private contributions will be particularly important since they are not only valuable in themselves but serve as a reminder and a spur to greater efforts by their Governments as well. This has been exemplified, for example, by our host National Committee in Italy under the dynamic leadership of Arnaldo Farina and by the highly

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successful Swiss National Committee which is now celebrating its 25th anniversary year and whose Chairman, Hans Conzett, is attending this Board for the twentieth time and who has twice chaired the Board. The efforts of His Royal Highness Prince Talal has stimulated not only many private but important governmental contributions as well.

While governmental contributions to UNICEF are, and should remain, voluntary, at a time of continuing inflation and uncertain dollar exchange rates, UNICEF requires an increasing contribution in terms of national currencies to maintain the real level of our contributions. At the same time, I make no apology for reminding the Board that UNICEF is only one of many channels for supporting the potential for accelerating child survival and development. As I have discussed earlier, many parts of the world community need to be mobilized if the potential for child survival is to be realized. To the extent that the available resources for these purposes are increased for other international agencies, bilateral programmes, and NGOs, UNICEF's objectives too are advanced. To the extent that all sectors of society are enlisted in the struggle for child survival, UNICEF's numbers are multiplied. And to the degree that all those involved seek new and innovative ways to "make more of what you have" then the very limited impact which UNICEF may achieve is magnified many, many times.

Africa

The serious and deteriorating situation in Africa underlines and focuses these points with special urgency. Indeed, in no continent in the world today is the contrast greater between the needs of children and the collective capacity of national governments and international and private agencies to respond. This has been identified as a major issue for this Board to discuss in the general debate, and I look forward with special interest and anticipation to the views and advice which our colleagues from Africa will give as well as to the perspectives and concerns of Board members from other continents.

As background to this discussion, may I draw attention to several papers available for the Board's information about the situation and UNICEF's own response. The overview reports on East and West Africa each provide a summary of the serious impact which the emergency situation is having on children, their mothers and their families in different countries of the region. The Africa capacity paper shows the considerable growth in UNICEF's capacity in the region over the last 10 years, but also shows how far we still have to go, to build a structure adequate to the needs.

On UNICEF's response to the recent situation we have two papers: the report on UNICEF's emergency action taken in 1983, already circulated as a Board paper, and a conference room paper to be issued shortly which provides the latest update on UNICEF's actions during the first few months of 1984. We have also issued a Press Release on this subject, in view of the considerable popular interest and concern.

I would underline three points which are central to the message of these documents:

(a) First, we must not over-simplify the contrast, the complexities or the causes of the difficult but different situations between the 50 or so countries in Sub-Saharan Africa. Drought is often, though not always, an immediate cause of disaster in a number of countries. But so also are the repercussions of world recession, war, and long standing structural problems within many countries themselves.

(b) Second, the priorities of the child survival and development revolution closely match the urgent needs of the emergency situations. In situations of drought, when people are weakened by hunger and forced to move in search of food and water, diarrhoeal diseases control, immunization, breast-feeding and growth monitoring are far more important, not less. For this reason in Africa today, we see the emergency situation as a reason for accelerating action towards our longer-term goals, not for turning away from them.

(c) Third, for those in desperate need we also have to show our capacity to help respond to the immediate need for food. Whatever our policy, the public would never understand if we tried to stand aside even though others are now primarily responsible. In practice, our policy, approved by this Board in the early 1970s, is for collaboration within the United Nations system with the World Food Programme (WFP) who are essentially responsible for the supply of foodstuffs. UNICEF co-operates with WFP to ensure that supplementary feeding is directed to and reaches vulnerable groups, especially young children, lactating mothers and pregnant women. One important development of the last few months is the real advance made in our co-operation with WFP (as well as with IFAD and FAO). This has involved organizing joint assessments and co-ordinated responses to the situation in several African countries.

Using the emergency authority you have invested in me as Executive Director, in order to get action underway to meet this emergency, I have taken the following steps:

(a) I have authorized the release of \$2.8 million from the Executive Director's emergency reserve fund to meet emergency needs in Africa;

(b) In keeping with the strategy of using the methods of the child survival revolution as the spearhead of the crisis assistance, I have earmarked \$7.2 million to African countries from the infant mortality reduction fund;

(c) Over the last few months, I have taken special steps to strengthen the implementation capacity in our Africa offices by accelerating recruitment for the still numerous vacant posts, strengthening training for West Africa and providing additional staff and consultants to the two regional offices;

(d) Working in the closest collaboration with WFP, I have authorized UNICEF field representatives in Africa to use limited amounts of assistance (up to \$20,000 per transaction) for the cost of procuring and transferring locally produced foods from local food surplus areas to serious food deficit situations. This step is designed to help cover the most urgent food needs pending the arrival of food shipments from WFP and other agencies. /...

This capacity to assure the internal transfer of locally available food is frequently cited as a gap that other United Nations and bilateral organizations cannot meet for internal reasons. Co-ordination is also being helped by UNICEF offering facilities in our East and West Africa regional offices for a WFP liaison staff member.

But these steps are only a beginning. I hope the Board will give its views on what else is required. In the paper on strengthening UNICEF's capacity in Africa (E/ICEF/1984/L.2), you will find some possible longer-term options for strengthening African field offices that could be included in the budget proposal to be submitted to you next year. I should make it clear that these are only our tentative thoughts pending the outcome of the full budget review process now getting under way.

Accelerated efforts to meet the crisis will also require accelerated resource mobilization as well as the prioritizing of financial requirements. In order to facilitate this mobilization, we are seeking to delineate such an emergency "package" of programme needs that now require urgent financial support, and which are within our capacity to implement in 1984 and 1985. Although I am painfully aware of the shortage of financial resources in the current world economic conditions, my conscience and my belief in the conscience of others leads me to believe that some further steps can and must be taken. In 13 countries, UNICEF country offices in close collaboration with the national governments have already identified additional priority needs in the area of child survival and development, and these measures have consciously been chosen as quick dispersing so as to achieve rapid impact. Part of this package contains country-specific "notings" that have previously been deliberated and approved by this body. This highlighting of approved "notings" is intended both to assist donors in establishing priorities for scarce resources and to further draw to their attention the needs that are now more urgent than ever. As a second component, this package contains urgently needed assistance that could be put forth on the basis of an emergency request similar to the one for Lebanon, to which many of you so generously responded in 1982 and 1983. It contains recently developed emergency needs targeted to the key needs in places where the situation is most rapidly deteriorating. I will be informally consulting with concerned delegations during the course of this week and look forward to advice and counsel on how best to respond in the course of this general debate. I hope to be in a position to report further to you on this early next week.

Conclusion

Madam Chairman, I would conclude my remarks today with the same comments I made in our Annual Report. As we look back on this year of intense UNICEF endeavour, we have, I feel grounds for a profound sense of satisfaction. It stems not merely from the fact that the entire UNICEF family - Executive Board, secretariat, National Committees for UNICEF, donor countries and recipient countries alike - have responded so promisingly to the challenge for child survival. It stems from the growing signs that this opportunity for accelerating child survival and development has rapidly grown so much larger than UNICEF. It is becoming an integral part of the priorities of many multilateral and bilateral development assistance agencies; of the programmes of NGOs; of the coverage of information services and communications media;

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of the ministries of churches and religious organizations; and it is gradually taking its rightful place in the commitments many Governments make to their people, and in the requests many people make of their Governments.

UNICEF can articulate the potential of the child survival revolution to those who will listen, and UNICEF can help translate ideas into action with the limited resources which Governments and concerned individuals entrust to our administration. In the last analysis however, we can and will claim no more than that we are but one of the many forces which must join hands together to make this potential for a dramatic improvement in the condition of children real, and give children the chance which they would otherwise not have.

I look forward to a very constructive discussion with the Executive Board during these next 10 days.
