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002. report	re: UN reform (4 pages)	07/1997	P1/b(1)
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The Launch of the UNICEF
Report - The State of the World's
Children 1994

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*On the occasion
of*

THE LAUNCH OF THE
UNICEF REPORT

*The State of the World's Children
1994*



THE WHITE HOUSE
Tuesday, December 21, 1993

MAUREEN WHITE
998 FIFTH AVENUE
NEW YORK, NEW YORK 10028

September 21, 1999

The Honorable Hillary R. Clinton
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Hillary:

A brief note simply to express my thanks for taking some of your "down time" to talk with me on the Vineyard about UNICEF funding issues. Your support for UNICEF is very much appreciated.

As I mentioned during our chat, Carol Bellamy and her senior staff are hopeful that the President's FY 2001 request for UNICEF can, for the first time, include a modest increase in the U.S. voluntary contributions to UNICEF. Such an increase would send a strong signal of U.S. support for UNICEF's program agenda on behalf of women and children just as UNICEF is striving, along with its partners such as USAID, to accelerate actions in the field. As I have learned in the course of the last two Executive Board meetings, UNICEF is addressing two agendas simultaneously – the unfinished business of the World Summit for Children goals which are nearing their decades anniversary and the "future agenda" which is focussed on early child care and development; education, particularly for girls; and the challenge of the growing numbers of adolescents facing issues such as HIV/AIDS.

All this to note that UNICEF does indeed need as much support from the U.S. as possible. It would be terrific if the President, in the last year of your Administration, were to announce an increase for UNICEF.

For your information I am attaching a copy of Carol's recent letter to Secretary Albright regarding UNICEF's progress and resource need.

Again, many thanks for your leadership on this and so many things.

Sincerely,

A handwritten signature in blue ink that reads "Maureen". The signature is fluid and cursive, with a long horizontal stroke extending to the right.



United Nations Children's Fund
Fonds des Nations Unies pour l'enfance
Fondo de las Naciones Unidas para la Infancia

Office of the Executive Director

UNICEF House
3 United Nations Plaza
New York, New York 10017
(212) 326-7035
Telex: 49620199 / Fax: (212) 326-7758

8 September 1999

Dear Madam Secretary:

I am writing to follow-up on our meeting earlier this summer concerning issues and funding related to UNICEF. Recalling your concerns about the persistent scarcity of resources for International Affairs, I want you to know that whenever possible I have tried to encourage the various American constituencies with whom I come into contact to express their support for American leadership in the international arena. My colleagues at the U. S. Committee for UNICEF and I will continue to make this point and as we raise awareness about the state of the world's children.

As I mentioned during our meeting, we are requesting that the U. S. voluntary contribution to UNICEF's General Resources be \$120 million for fiscal year 2001. Although this will be an increase in funding over the amount for Fiscal Year 2000, I believe it is necessary in order to make progress toward the decade goals adopted at the 1990 World Summit for Children. The funding increase from the United States will be the right signal to send to the world, and indeed to the American public, as we enter the new millennium.

I understand that the Department's resources are stretched and that you now have to make difficult decisions about how to allocate them. The United States has been historically UNICEF's leading donor and we are most grateful for this support. I believe that it is very much in the interest of the United States to continue to lead the public and private international response to the remaining Summit goals and the "future" agenda for children.

Frankly, the children's agenda has grown. We will continue to work to save the lives of children. However, we also must place emphasis on education, especially for girls; address the growing number of children with HIV/AIDS and AIDS orphans; assist children who have been forced to serve as child soldiers or are sexually assaulted; and address a wide range of other health and child rights issues. It is clear to our Board and staff that UNICEF will need additional resources to maintain the technical capacity to meet the challenge of this expanded agenda.

H. E. Ms. Madeleine Albright
Secretary of State
Department of State
Washington, D.C. 20520

- 2 -

The fact is, we need to ensure that UNICEF can seize the opportunities presented by the foundations we have built for child survival and position ourselves to address the early childhood challenges presented by the largest ever generation of children and youth.

I want to assure you that UNICEF is moving forward on all fronts to address issues of reform. In order for us to achieve what we need to do for children, we must simultaneously make sure that these services are well justified and soundly implemented.

Thank you again for taking the time to meet with me. I appreciate your consideration of our request for \$120 million for next year, and look forward to fully briefing David Welch and others in the Department on UNICEF's program agenda and progress.

Warmest thanks,

Sincerely,

A handwritten signature in black ink, appearing to be 'CB' or 'CA' with a stylized flourish.

Carol Bellamy
Executive Director

Date: 01/29/95 Time: 12:10

UNICEF Ex-Director James Grant Dead at 72

UNITED NATIONS (AP) James P. Grant, the crusading director of UNICEF who won the Presidential Medal of Freedom for his efforts to improve children's health around the world, died Saturday, two days after resigning for health reasons. He was 72.

The cause of death was cancer, according to a statement from the United Nations Children's Fund. It said he died at a hospital in Mount Kisco, N.Y.

Grant had been battling the disease for the past few years and his condition had recently deteriorated. On Thursday, his deputy, Richard Jolly, was appointed acting executive director.

As UNICEF head, Grant emphasized simple, low-cost methods of improving pediatric health, such as immunization and oral rehydration.

Since 1980, when he took over as head of UNICEF, the percentage of children receiving immunizations in the developing world has risen from 20 percent to 80 percent.

Grant traveled the world, meeting with more than 100 government leaders. He always carried a packet of oral rehydration salts in his pocket, as well as a note on the number of children killed by preventable diseases.

The salts are used to treat children suffering from diarrhea, a leading child killer in developing countries.

"Very few men or women ever have the opportunity to do as much good in the world as James Grant; and very few have ever grasped that opportunity with such complete and dedicated commitment," U.N. Secretary-General Boutros Boutros-Ghali said in a statement Saturday.

"He will be remembered as a most distinguished servant of the United Nations and as one of the greatest international public servants of his generation," Boutros-Ghali said.

Grant was born in Beijing on May 22, 1922. He graduated from the University of California at Berkeley in 1943 and Harvard University Law School in 1951.

A U.S. citizen, Grant was a founding member, president and director general of the Overseas Development Council before joining UNICEF. He served in the U.S. Agency for International Development from 1954 to 1969.

He was a moving force behind the 1989 U.N. Convention on the Rights of the Child, which UNICEF called a "Magna Charta for children." The convention recognizes children's political, economic and social rights, and UNICEF said it had been ratified by more nations than any other human rights treaty.

Grant was also a key organizer of the World Children's Summit in 1990, which set children's health goals that are now incorporated in the national health plans of some 100 nations.

In August 1994, President Clinton presented Grant with the Presidential Medal of Freedom for his work on pediatric health.

"Throughout his long career, Jim Grant was a visionary leader, one of the most distinguished international public servants of our time," Clinton said in a statement Saturday.

"Today, we have lost a personal friend and American hero and champion of children throughout the world. We will all miss him."

Grant is survived by his wife, three sons from his previous marriage, two step-daughters, a step-son and eight grandchildren.

UNICEF leader Grant dies at 72

By Evelyn Leopold
REUTERS NEWS AGENCY

NEW YORK — James Grant, whose 15-year leadership of the U.N. Children's Fund (UNICEF) brought the agency international admiration, has died at the age of 72 after more than a year's struggle with cancer.

A pioneer in low-cost health care for the world's children and a public relations genius, Mr. Grant stayed in his post as UNICEF's executive director until Thursday, saying he could no longer continue his exhaustive work schedule.

His death on Saturday in a hospital in Mt. Kisco, N.Y., brought tributes from U.N. Secretary-General Boutros Boutros-Ghali and President Clinton, who a year ago awarded him the Presidential Medal of Freedom.

"Very few men or women ever have the opportunity to do as much good in the world as James Grant, and very few have ever grasped that opportunity with such complete and dedicated commitment," said Mr. Boutros-Ghali.

"He will be remembered as a most distinguished servant of the United Nations and as one of the greatest international public servants of his generation."

In Washington, Mr. Clinton said: "Throughout his long career Jim Grant was a visionary leader — one of the most distinguished international public servants of our time."

"Under Jim Grant's 15 years of leadership, UNICEF has earned a reputation as one of the most effective and esteemed U.N. agencies."

Mr. Grant in the 1980s recognized revolutions in the drug and health industry and promoted simple, low-cost methods for child welfare — immunization, oral



James Grant pioneered low-cost health care for the world's children.

rehydration and breastfeeding — that could be instituted throughout the world's poorest countries.

He carried a sachet of oral rehydration salts in his pocket to demonstrate a cheap method of preventing death from diarrhea disease. Immunization levels in the developing world have risen from about 20 percent in 1980 to almost 80 percent today, and polio victims have fallen from half a million a year to fewer than 100,000.

Mr. Grant was a tireless fundraiser with a knack for publicity and an ability to persuade celebrities to become UNICEF goodwill ambassadors, beginning with Danny Kaye. Others included Liv Ullmann, Roger Moore, Peter Ustinov, Harry Belafonte, Pele and Audrey Hepburn.

UNICEF cited as one of his greatest achievements a 1990 World Summit for Children that brought together heads of state and government to set targets over the next decade.

Mr. Grant also pushed through a Convention on the Rights of the Child, which came into effect in 1990 and now has 170 signatories. The United States has yet to ratify it.

Richard Jolly, Mr. Grant's British deputy, is acting head of UNICEF, but the Nordic states as well as Washington fielded candidates a year ago to succeed him.

They include Finland's former defense minister, Elizabeth Rehn, and William Foege, former head of the Atlanta-based Centers for Disease Control and Prevention.

POLITICAL DISPATCHES

Power-sharing shakes California Assembly

By Steven A. Capps
SAN FRANCISCO EXAMINER

SACRAMENTO, Calif. — New rules that came into effect after Willie Brown's surprising election as California Assembly speaker last week alter the dynamics between the two parties and will change the face of politics in the Capitol.

Legislation that routinely was killed in the past by Democrats — who were in control of all key committees — may be alive and kicking in 1995. Bills sponsored by Democrats that were slam-dunks before could be DOA now.

"You're going to see a lot more mainstream legislation pass," predicted one top legislative aide.

"This is a new era," proclaimed one of the Legislature's senior members, Democrat Tom Bates, who has represented his Berkeley district for more than 18 years.

The rules were drafted by Democrats who no longer have a majority of seats in the house and say they therefore cannot expect to run its committees. There are currently 39 Democrats, 39 Republicans and one Republican-turned-independent, whose vote allowed Mr. Brown to become speaker on Tuesday.

The new rules also may be the only way Democrats hope to appease Republicans who in the not-too-distant future could have a majority of seats in the Assembly.

The unprecedented operating rules mean every committee will have an even number of members, divided equally between Republicans and Democrats.

Half of the Assembly's 26 committees will be chaired by Republicans, with Democratic vice chairmen, and half vice-versa.

"Now you have to have votes from the other side," Mr. Bates said. "Republicans will need at least one Democrat vote to move bills out of policy committees, and Democrats will need at least one Republican vote."

Even the powerful Rules Committee, responsible for assigning bills to respective committees and overseeing day-to-day operation of the Assembly, will be bipartisan with 10 members.

Republicans were given the opportunity to appoint their own chief executive officer, Mark Watts, formerly with Gov. Pete Wilson's administration, who will have equal status with the longtime CEO appointed by the Democrats. Every expense incurred by the Assembly will have to be approved by both CEOs. All spending records are to be made available to Republicans as well as Democrats.

Still, Republicans, who say Mr. Brown became speaker only through trickery, remain suspicious of the new rules.

"You really think the Democrats adopted rules that don't give Willie Brown any power?" Republican leader Jim Brulte asked last week.

Mr. Brown, as speaker, presides over the Assembly, which still affords him considerable authority, like ruling on the propriety of a given motion from the floor. Also, under Masons Manual of Procedure, he may cast a vote to break any tie vote in committee, or on the floor, Mr. Brown said last week.

That didn't set well with some of the more adamant Republicans, like Larry Bowler of Elk Grove. "Democracy's in peril," Mr. Bowler said Friday.

Mr. Brown claims GOP suspicions are unfounded. "I guarantee, at each stage in the development of this new house operation, you are going to find the Republicans scrambling for reasons to oppose it," he said. "And they are going to find it very hard to do so."

"You ought to take Democrats at their word and their deed," he said.

Under a deadline imposed by Democrats, the new bipartisan operating rules must be finalized by early February, or the old rules that gave the speaker even more power will be put back into effect.

The new Republican committee chairmen are wasting no time setting agendas. Assemblyman David Knowles, a conservative Republican and born-again Christian from the Sacramento area, is the new Insurance Committee chairman. At the end of the week he announced he would seek radical reform of the automobile insurance system in California.

Mr. Knowles said he favors a form of no-fault insurance in which damage to your vehicle would be covered by your insurance company, no matter who was at fault in an accident.

"It would mean those who buy insurance would be covered, those who cause accidents would be punished with higher premiums and those who drive uninsured would get nothing — which is exactly what they deserve," he said.

Similar proposals have been before the Legislature in the past but have been sidetracked by opposition from trial lawyers, who oppose no-fault insurance because they say it would allow insurance companies to run roughshod over consumers.

Trial lawyers have always had a champion in Mr. Brown, but now Mr. Brown no longer chooses the chairman of the Insurance Committee.

• Distributed by Scripps Howard.

Letters

Freeh explains why FBI handled Weaver case as it did

James Bovard's critical Jan. 18 Op-Ed article, "Cover-up from Idaho to Waco?" concerning my decision to discipline 12 FBI employees contains misstatements and draws erroneous conclusions. Ironically, these are the very transgressions for which Mr. Bovard criticizes me.

Mr. Bovard finds me guilty of "blatantly misrepresenting" the actions of an FBI sniper who fired at an armed suspect at Ruby Ridge, Idaho. The sniper shot after he observed the suspect move his weapon as if the suspect intended to shoot at a helicopter carrying other law enforcement personnel. Mr. Bovard contends that no helicopter was flying in the vicinity at the time of the shot and that the dismissal of a criminal assault charge against the suspect based on this incident proves that the suspect was not threatening other law enforcement officials.

Mr. Bovard is misguided on both points. The FBI sniper testified at trial that he personally observed the helicopter lift off approximately 5 to 10 seconds before the armed suspect and two companions ran out of the Weaver cabin. In addition, the two FBI agents and the two officials from the U.S. Marshals Service who were aboard the helicopter and others have provided statements contrary to Mr. Bovard's assertion. Moreover, a contemporaneously prepared log indicates that the helicopter began its sixth surveillance flight of the day four minutes before the sniper fired his weapon.

Mr. Bovard does accurately recount that a criminal charge of assault based on the threat to the helicopter and its occupants was dismissed by the trial judge. Mr. Bovard fails to note, however, that the burden of proof to sustain a criminal charge — proof beyond a reasonable doubt — is significantly higher than the standard necessary for a law enforcement officer to act in self-defense or the defense of others. The U.S. Supreme Court's decision in *Tennessee v. Garner*, 471 U.S. 1, 11, (1985) established that "[w]here the officer has probable cause to believe that the suspect poses a threat of serious physical harm, either to the officer or to others, it is not unconstitutionally unreasonable to prevent escape by using deadly force." Mr. Bovard's analysis applies the wrong legal standards and reaches a conclusion that is, as a consequence, inaccurate.

Mr. Bovard also faults my conclusion that the second shot fired by the FBI sniper as the suspects ran back toward their cabin was consistent with law and FBI policy. He characterizes the suspect's retreat benignly as "a wounded man trying to struggle into his home and the arms of his family." Though only the suspects know why they took the action that they did, it is clear that whatever the suspects' intention

was in their withdrawal to the cabin, it was not submission to the lawful authority of the U.S. law enforcement officers who possessed a warrant for Mr. Weaver's arrest. The suspects neither surrendered nor dropped their weapons. Had the sniper or others exposed themselves then, or later, to make the arrest, they would have done so at considerable peril to their own safety.

Moreover, the sniper's decision was informed by the danger and violence that pervaded the crisis. Mr. Weaver was believed to have participated in the killing of a deputy U.S. marshal the day before this incident. In addition, Mr. Weaver had a history of animosity toward law enforcement and had often proclaimed his intent to forcibly resist any attempt to arrest him. He was believed to have fortified his cabin with numerous weapons and large amounts of ammunition. It was also known that during a 1991 arrest of Randall Weaver, his wife, Vicki Weaver was found to possess a weapon in her purse and Randall Weaver resisted law enforcement officers and attempted to take an officer's gun from him. Law enforcement officers are not required to put their own lives unreasonably at risk to arrest armed, dangerous and violence-prone individuals.

The sniper's second shot, taken only seconds after the suspect had threatened to fire upon the helicopter, was designed to prevent him from reaching the tactical cover of the cabin, where additional weapons and ammunition were available. Moreover, the cabin afforded the best protection to an armed subject intent on resisting lawful arrest, because the known presence of children inside was an absolute bar against the FBI's directing any fire at the cabin.

Mr. Bovard insults the courageous men and women agents of the FBI when he suggests that they would "wantonly shoot private citizens based on mere suspicion." FBI policy permits the use of deadly force when necessary in self-defense or defense of others. It was on that basis that only one sniper fired two shots. If Mr. Bovard's premise were even partially correct, the other snipers on the scene who clearly observed the three armed subjects outside the cabin would have certainly fired at them. That the only shots fired were taken after Mr. Weaver brandished his weapon in the direction of the helicopter demonstrates the absurdity of Mr. Bovard's assertion.

Tragically, the second shot fired to protect law enforcement officers accidentally struck and killed Vicki Weaver, who was standing completely unseen on the front porch behind the outwardly opened door of the cabin. The second shot was not fired into the cabin; it was aimed and fired along a path parallel to the

front of the cabin. Contrary to Mr. Bovard's implication, I have never argued that Vicki Weaver's death was justified. Mr. Bovard's reference to a flawed 1992 FBI report containing that conclusion deliberately ignores my explicit rejection of that finding and the imposition of severe discipline against those FBI employees who reached and approved that conclusion. Mrs. Weaver's death was accidental. I do not contend that it was anything more.

Finally, Mr. Bovard's tendentious article criticizes me for imposing insufficient discipline. Mr. Bovard's criticism is predicated on the misconception that Mrs. Weaver's death is related to the discipline imposed. Her death, however, was accidental and not causally related to any misconduct. When one recognizes that Mrs. Weaver's death was not connected to any misconduct by any FBI employee, the discipline meted out can be more easily seen to be proportionate to the misconduct.

If the shot that tragically killed Mrs. Weaver had been taken solely on the basis of the problematic rules of engagement, Mr. Bovard's criticism would be justified. My own review, corroborated by independent inquiries by the Office of Professional Responsibility and the Criminal Section of the Civil Rights Division (separate Justice Department entities) has found that this shot did not warrant the filing of any criminal charges. While I understand and respect the right of people to disagree with my decision, I am fully confident that I have correctly applied the law to the facts that have been established after a thorough and exhaustive investigation.

Mr. Bovard's often inaccurate facts and misleading or patently false conclusions paint an unfair portrait of the FBI's actions. I invite Mr. Bovard and others to examine the FBI's and my actions and urge them to speak out when they find wrongdoing. Those who undertake this important function, however, must accept the responsibility of accurately stating the facts.

Similarly, a companion article by Paul Craig Roberts, subtitled, "Role for Congress?" which calls for congressional inquiry into alleged "illegal and unconstitutional acts" by federal law enforcement, unfortunately contains misstatements and obviously erroneous conclusions. I welcome congressional oversight of the FBI regarding this incident, since I am confident that such an inquiry would be predicated upon a sound factual basis rather than inflammatory and unfounded allegations.

LOUIS J. FREEH
Director
Federal Bureau of Investigation U.S.
Department of Justice
Washington

135

JAMES P. GRANT

Ø88 UNICEF-86

James Grant became head of UNICEF January 1, 1980. He was the President and Chief Executive Officer of the Overseas Development Council since its establishment in early 1969. He brought to this non-profit center for study, research, analysis and education, nearly twenty years of experience with economic development issues in low-income countries, particularly those in Asia and the Middle East. He is the author of numerous articles on development and on issues affecting U.S. relations with the countries of Asia, Africa, and Latin America, and a frequent witness by invitation before congressional committees.

Before being appointed to the Council, Mr. Grant was an Assistant Administrator of the Agency for International Development (A.I.D.). From 1964 to 1967, he was Director of the A.I.D. program in Turkey with the personal rank of Minister.

Mr. Grant was Deputy Assistant Secretary of State for Near East and South Asian Affairs from 1962 to 1964. During the three previous years he was a Deputy to the Director of A.I.D.'s predecessor, the International Cooperation Administration, and in charge of its worldwide programming and planning. In addition to his work in Turkey, his overseas assignments include service as Director of the United States aid mission to Ceylon (1956-1958), Regional Legal Counsel resident in New Delhi for U.S. aid programs for South Asia (1954-1956), and experience in China, first with the United Nations Relief and Rehabilitation Administration (1946-1947) and then from 1948 to 1950 as Acting Executive Secretary to the Sino-American Joint Commission on Rural Reconstruction.

Mr. Grant was born in China in 1922. He received a BA from Berkeley in 1943 and a Doctor of Jurisprudence from Harvard University in 1951. He was in the United States Army from 1943 to 1945, with the final rank of Captain, and served in combat ground forces in Burma and China. From 1951 to 1954, he was a Law Associate with Covington and Burling in Washington, D. C.

Mr. Grant serves as a director of a number of organizations involved with development issues, including New Directions, the Commission on the Churches' Participation in Development of the World Council of Churches, the International Voluntary Services, the Pan American Development Foundation, the Institute of Current World Affairs, and the Foreign Policy Association. He is the Vice President of the Society for International Development and is the Vice Chairman of the World Food and Nutrition Study for the President of the United States of the National Academy of Sciences; he is also a member of the United States Board on Science and Technology for International Development and of the Committee on International Health of the U.S. Institute of Medicine.

He resides in New York City. A recent widower--his wife Ethel died unexpectedly in April 1988, he has three children.

1/30/95

THE NEW YORK TIMES OBITUARY

James P. Grant, Unicef Chief And Aid Expert, Is Dead at 72

By BARBARA CROSSETTE

Special to The New York Times

James P. Grant, the American foreign aid expert who in 1980 became executive director of Unicef and made it into a major force for helping children, died on Saturday in Northern Westchester Hospital Center in Mount Kisco, N. Y. He was 72 and lived in Croton, N. Y.

The cause of death was cancer, Unicef officials said. Mr. Grant resigned from the United Nations Children's Fund last week.

The direction and urgency he gave to Unicef have widely been credited with helping to save millions of children's lives. Mr. Grant, who had also been an Under Secretary General of the United Nations, was still traveling and promoting his "child survival revolution" until late last year.

His message was simple: low-cost, practical methods for saving young lives and curtailing the spread of easily preventable diseases can quickly make a difference. He advocated treating diarrhea, a leading killer of children, with doses of water, sugar and salt that village people could make themselves.

To measure the successes and sometimes the failures of Unicef and the countries it assisted, Mr. Grant

later incorporated into national planning in more than 100 countries.

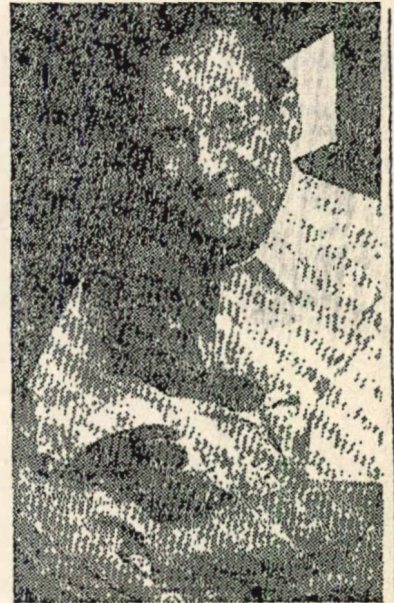
In a statement after Mr. Grant's death, Secretary General Boutros Boutros-Ghali said: "Very few men or women ever have the opportunity to do as much good in the world as James Grant. And very few have ever grasped that opportunity with such complete and dedicated commitment."

In 1994, Mr. Grant received the Presidential Medal of Freedom from President Clinton, who cited him for his "compassion and courage in his crusade for the world's children."

Mr. Grant was born in Beijing on May 12, 1922, the son of a public health expert working in Asia. He graduated from the University of California at Berkeley and earned a law degree at Harvard.

He began a lifelong career in international service in the 1940's, working with the United Nations Relief and Rehabilitation Administration in China.

In 1962 he became Deputy Assistant Secretary of State for Near East and South Asian Affairs and a deputy director of the International Cooperation Administration, a precursor of the United States Agency for International Development. In 1964, he moved to Turkey to head the



Domenico Parisi, Unicef

James P. Grant holding a child at a community center last year in Grand-Bassam, Ivory Coast.

Development Council and became its president and chief executive officer. He remained there until moving to Unicef in 1980.

In 1943, Mr. Grant married Ethel Henck. The couple had three sons: John, James and William. His wife died of a heart attack in 1988 on a trip in India. In 1989 he married Ellen W. Young, a photographer. He is survived by his wife, his sons and five grandchildren.



United Nations Children's Fund
Fonds des Nations Unies pour l'enfance
Fondo de las Naciones Unidas para la Infancia

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*** FAX ***

To: Mrs. Clinton
c/o Nicole Robner

Date: 2/1/95

From: Jamie Grant

No. pages: 4 (including cover)

Dear Nicole,

Here is my Dad's bio. Please let us know if you would like more information. It would be nice if Mrs. Clinton could give a few personal anecdotes of interactions with Dad. Also, if she would like to express his concern that there be bipartisan support for children in the U.S. and abroad - this would be appropriate. One of my Dad's last requests was that his memorial service be used to get the message out! I am including a copy of Dad's last article - not yet published.

Many thanks.

Jamie Grant



United Nations Children's Fund
Fonds des Nations Unies pour l'enfance
Fondo de las Naciones Unidas para la Infancia

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Biographical Information

JAMES P. GRANT

James P. Grant assumed office as the third Executive Director of the United Nations Children's Fund (UNICEF), with the rank of Under-Secretary-General of the United Nations, on 1 January 1980.

Shortly after taking office, Mr. Grant launched the Child Survival and Development Revolution directed against the major causes of ill health, poor growth and early death among the children of the developing world. Recognizing that relatively simple and inexpensive technologies had become available for preventing or treating many of the most serious threats to children's lives and health, Mr. Grant threw all of UNICEF's efforts behind a programme to make these scientific advances available to the great majority of people in the developing world.

It is in large measure a result of his commitment that immunization levels in the developing world have risen from approximately 20 per cent in 1980 to almost 80 per cent today. This level of immunization has prevented up to 3 million child deaths each year, while the number of child polio victims has fallen from almost half a million a year to under 100,000. He similarly raised the profile of oral rehydration therapy, which can prevent death from diarrhoeal disease. This treatment was almost unknown in the early 1980s but now reaches approximately half the families of the developing world, saving over 1 million young lives each year.

The World Summit for Children in 1990 stands out as one of the main highlights of his career. Largely inspired by Mr. Grant's vision, the Summit brought together 71 of the world's Presidents and Prime Ministers and senior representatives from another 88 countries. The first of the global summits of the 1990s, its outcome was a series of detailed, measurable goals, including a sharp reduction in under-five death rates, control of the major childhood diseases, a halving of child malnutrition, and basic education for at least 80 per cent of children. Reporting on progress towards those goals at the end of 1994, Mr. Grant noted that more than half of the developing nations are on target to reach a majority of the goals. This means that, in the second half of the 1990s, approximately 2.5 million fewer children will die each year, and at least three quarters of a million fewer children will be disabled, blinded, crippled or mentally retarded.

These successes are the result of a massive effort by a great many people, governments and organizations in almost all countries. But no one who has followed the progress of the last 15 years has any doubt that James Grant's leadership is decisive.

Another milestone in Mr. Grant's career is the United Nations Convention on the Rights of the Child, which came into effect in 1990, less than a year after it was opened for signature and ratification by the United Nations General Assembly. The rapid response of the international community in ratifying the Convention is unprecedented in the history of international human rights law. With 170 States parties to the Convention, it is also the most widely ratified human rights treaty ever.

On assuming office in 1980, Mr. Grant established the annual *State of the World's Children* report, which provides an assessment of conditions and prospects for children worldwide. The annual *Progress of Nations* report, established by Mr. Grant in 1993, serves as a benchmark for the international community by ranking countries on their progress in meeting their people's basic health, nutrition and educational needs.

Mr. Grant came to UNICEF from the Overseas Development Council, which he helped found in 1969, serving as its President and Chief Executive Officer. He had previously served with the United States Agency for International Development (USAID) as an Assistant Administrator (1967-1969) and as Director of the USAID programme in Turkey with the rank of Minister (1964-1967). He was Deputy Assistant Secretary of State for Near East and South Asian Affairs (1962-1964) and a Deputy Director of the International Co-operation Administration (USAID's predecessor) with responsibility for world-wide programming and planning (1959-1962). His overseas assignments included service as Director of the United States aid mission in Sri Lanka (1956-1958), and Regional Legal Counsel resident in New Delhi for United States aid programmes for South Asia (1954-1956).

Mr. Grant began his career in 1946 with the United Nations Relief and Rehabilitation Administration in China. His early experience in China, and the pioneering work of his medical-missionary grandfather has remained a lifelong influence. In particular, he has based his efforts for children on the belief that medical advances do not reach the poor majority by any automatic process of diffusion, but must be made available by conscious and sustained efforts to bridge the gap between what science knows and what people need.

Mr. Grant has served on Boards of Directors of a number of organizations involved with development issues, including the Commission on Participation in Development of the World Council of Churches, the International Voluntary Services, the Pan American Development Foundation, the Institute of Current World Affairs, Save the Children and the Foreign Policy Association. He was President of the Society for International Development from 1979 to 1983. He also served as a trustee of the Rockefeller Foundation and of Johns Hopkins University, and as a member of the Trustee Visiting Committee, School of Nutrition, Tufts University.

In 1994, Mr. Grant received the Presidential Medal of Freedom -- the highest honour awarded by the President of the United States -- for his "compassion and courage in his crusade for the world's children and his tireless efforts to alleviate suffering around the world." He also received the "Sri Lanka Ratna," the Government of Sri Lanka's national honour. In 1993, he

received the National Order of Merit in Education from the President of Brazil; the "Hilal-i-Pakistan" from the President of Pakistan; the Order of the "Aguila Azteca" from the Government of Mexico; and the Ecuador National Award of Merit "Illustrious Citizen of the City of Quito." In 1991, he received the Gran Cruz of the Orden Daniel A. Carrion (Peru); the Community Prize by the Association of Italian Municipalities; and the First Class of the Order of the Sacred Treasure from the Japanese Government. In 1989, he was awarded the Commander of the National Order of Mali.

Among numerous other awards he has received during his career are: Distinguished Public Service, USAID (1961); Rockefeller Public Service (1980); Gold Mercury International, 1984 by ICC-International Organization for Co-operation, Rome and Lome; the Presidential Citation of the American Public Health Association in 1985; and the Hunger Award from Brown University in 1989. In 1990, he received the E.H. Christopherson Lectureship Award on International Child Health from the American Academy of Pediatrics; the Diplomatic World Bulletin's 1990 Award of Distinction; and the Leonardo d'Oro Award. In 1993, he was a recipient of the Tolstoy Award and the United Nations Human Rights Prize.

Mr. Grant received a Bachelor of Arts Degree from the University of California at Berkeley in 1943, and a Doctorate in Jurisprudence from Harvard University in 1951. He received honorary degrees from the University of Notre Dame and Hacettepe University in 1980, Maryville College in 1981, from Tufts and Denison Universities in 1983 and from the University of Maryland in 1986. He was also awarded an Honorary Professorship in 1983 from the Capital Medical College of China.

Mr. Grant was born in Beijing on 12 May 1922. He has three sons -- James, John and William -- from his marriage to the late Ethel Henck Grant and five grandchildren. He is currently married to Ellen Young.

9 January 1995

We musn't turn our backs on the children!

by James P. Grant

Illness has forced me to resign as Executive Director of the United Nations Children's Fund (UNICEF) after 15 years. It has been a privilege to serve a cause as noble as that of the world's children, who are our collective future. From my hospital bed, I would like to share some personal reflections and concerns with my compatriots.

As the United States rethinks and reforms its social and foreign aid policies, we must ensure that children -- American children and the poorest children in the world's poorest countries -- are not caught in the political cross-fire. Bipartisanship for children has worked well in the past; it can work now. To ensure that their well-being is not inadvertently sacrificed to partisan or ideological interests, we must reaffirm that children constitute a special case requiring consistent bipartisan action and a first call on society's resources.

Four years ago, the World Summit for Children agreed on some ambitious goals. They included: A major reduction in child deaths. A halving of child malnutrition. Immunization levels of 90 per cent. The complete eradication of polio. An end to iodine deficiency which causes most cases of preventable mental retardation. A drastic reduction in the number of children who go blind each year. An effective primary education for at least 80 per cent of girls as well as boys. Clean water and safe sanitation for all communities. And universal ratification of the Convention on the Rights of the Child.

Some of these goals were to be achieved by 1995, others by the year 2000. Most industrial nations have already achieved these targets, but in impoverished inner cities of wealthy and developing countries alike, reaching them is an urgent priority.

Achieving the goals will mean that approximately 2.5 million fewer children will die in 1996 than in 1990. Tens of millions will be spared the insidious sabotage wrought on their development by malnutrition. At least three-quarters of a million fewer children each year will be disabled, blinded, crippled, or mentally retarded.

Achievement of the 1995 targets will pave the way toward meeting the broader goals set for the year 2000, proving that it is possible to eradicate some of poverty's worst manifestations in the lives of the young.

Providing this demonstration of what is now possible, at relatively low cost, is critically important at a time when post-

Cold War optimism has faded.

There is something selfish, something excluding, something cruel in the temper of recent times that deeply concerns me. It has led to an unraveling or weakening of the social fabric, of nations, communities and families, in many countries. What is particularly worrisome about this mean-spiritedness is that it is gaining ground precisely when, for the first time in history, we have the means to satisfy the basic needs of each and every human being.

It would be a tragic mistake to succumb to pessimism -- just when so much progress is being made. In the 1995 State of the World's Children report, UNICEF reports good news from the developing world.

More than 100 of the developing nations - with over 90 per cent of the developing world's children - are making significant progress towards the goals that were set just four years ago. These achievements, which I have been privileged to witness with my own eyes, have not made the nightly news. But they have changed the daily lives of many millions of families in some of the world's poorest communities, where people have been empowered to help themselves.

These achievements are a suitable reply to those who say that goals are only ever set and never met, that there is only disaster and failure to report from the developing world, or that the United Nations family of organizations is not effective in helping to make the world a better place.

The task now, for us all, in rich countries and in poor, is to get behind this momentum for change, to push towards the achievement of the great goals that have been set for the year 2000, and help to overcome the worst-aspects of poverty on this planet.

Over a half century ago, thanks to the industrial revolution, the British historian Arnold Toynbee was able to write: "Our age is the first since the dawn of history that has dared dream it practical to make the benefits of civilization available to all."

That daring dream is even more practical today. If, through a failure of nerve, an impulse of selfishness, a confusion of priorities, a loss of self-confidence, we deny that dream and walk into the 21st century looking backwards, humankind will pay for its shortsightedness in spades.

The United States has provided enormous leadership to UN development efforts at many critical junctures in the past -- from JFK's launch of the First Development Decade to U.S. backing

3

of smallpox eradication and USAID's support for the Child Survival and Development Revolution -- and I am sure U.S. leadership will continue to play a vital role in the future. Without American support, the leadership of other countries will be seriously weakened.

By continuing to invest in American children and strengthening American families, and by ensuring that foreign assistance makes a difference in the lives of the world's poorest children, the United States, the world's sole superpower, would once more set the global standard and give a major boost to human development and economic growth at home and abroad.

Surveys of public opinion in the industrialized countries show continuing support for aid and development -- providing that aid and development are focused on the poorest, providing they are helping people to help themselves. Politicians in both parties need to make it unthinkable, on the threshold of the 21st century, for a country with the position and history of pioneering leadership like the United States to turn its back on children and the poor.

Over the past 15 years, I have seen how governments, opposing political parties and even armed adversaries, the business sector, non-governmental organizations and local communities can work together for human progress, and first and foremost for children. Let us all face forward -- toward the children, our collective future -- putting aside our differences and our fears in order to build a better world.

END

18 February 1995

Dear Mrs. Clinton,

On behalf of the Grants and the global UNICEF family, I write to thank you most sincerely for honouring Jim Grant with your presence and moving comments at the Cathedral of St. John the Divine on 10 February. There simply could not have been a greater tribute to Jim than the announcement of the President's decision to sign the Convention on the Rights of the Child. I know Jim would have been gladdened by this decision. Thank you on behalf of Jim and of children worldwide. I was also pleased to be present with Ambassador Albright yesterday at the United Nations when she signed on behalf of the United States.

I hope that much can be made of the Convention and its applicability in the United States. We believe that the Convention provides a programme and policy framework that will help guide UNICEF's actions well into the next century, not just in the developing world, but in the industrialized and emerging democratic and middle income countries as well. This is why the international community attaches such great importance to achieving universal ratification. It is also why Jim Grant missed no opportunity to advocate for its signing and ratification.

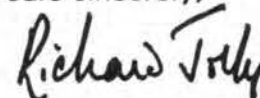
I know that many groups in the United States will wish to inform their constituencies and members about the Convention and the importance of early ratification. UNICEF would be pleased to provide any assistance that may be needed for this process.

You may already be aware that Jim had great faith in the Clinton Administration and the ideals for which it stood. He was also very encouraged by your personal concern for children's issues. Being awarded the Medal of Freedom meant a lot to Jim and his family as did the many calls you personally made to him before his death. He was strengthened and heartened by your concern.

I look forward to our continued cooperation.

With renewed thanks.

Yours sincerely,



Richard Jolly
Acting Executive Director

Mrs. Hillary Rodham Clinton
The White House
Washington D.C.



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FAX TRANSMISSION COVER SHEET

Date: February 9, 1995

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Fax: (202) 456-6244

Subject: Material on James P. Grant

Sender: Robert J. Ledogar, Senior Planning Officer

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URGENT

Here are:

1. Biography of Mr. Grant
2. Chronology of Important life events
3. Major Accomplishments
4. Quotes from his articles and speeches

JAMES P. GRANT

The appointment in 1980 of James P. Grant as Executive Director of the United Nations Children's Fund (UNICEF) brought to the United Nations a man whose energy and vision over a lifetime prepared him to lead the world as few have ever done. Under his tireless leadership UNICEF has grown to exemplify the best elements of global humanitarian concerns, not only in its response to disaster, famines and war, but even more constantly in addressing the daily tragedy of children caught in the "silent emergency" to which James Grant has dedicated his life. He has taken this message personally to virtually every head of state, making Grant arguably the best known and well liked UN agency leader in diplomatic, government and development communities worldwide.

Born in Beijing in 1922 Grant grew up in China, speaking fluent Mandarin even today. An infantry officer in Burma through World War II he served as Assistant to General George C. Marshall during the liberation and early rehabilitation of China. Grant stayed on through the early years of Chinese civil war as the UN Relief and Rehabilitation Special Representative for North China administering relief, food and development efforts often across active war zones. He continued work with rural farmers in Taiwan as the nationalist forces were driven from the mainland.

With a law degree from Harvard in 1951, Grant became the legal counsel for the US Aid Programmes in South Asia in 1954 before becoming the US Aid Director in Ceylon (Sri Lanka). In 1959 he became the youngest appointee of President Eisenhower, serving as Deputy Director of US Aid programmes until 1962 when President Kennedy appointed him as Deputy Assistant Secretary of State for Middle East and South Asia. He rejoined the Aid Programme as Director in Turkey, overseeing activities in health, education and the highly successful introduction of "green revolution" technologies, returning to Washington in 1967 as Assistant Administrator of USAID.

In 1969 James Grant established and directed the Overseas Development Council, a think-tank for development that, over the next decade, became a respected and influential voice in US development assistance policy. He devised the physical quality of life index (PQLI) to better reflect social and human concerns for development planners, bringing health and literacy to the forefront of development policy. His work on world hunger has been recognized with public awards and his numerous speeches helped frame the agenda for a new international order. During this time Grant served as advisor to U.S. Congressional Committees, was Vice Chair of the National Academy of Sciences study of World Food and Nutrition for President Carter and organized numerous international conferences while serving as an Adviser to the White House, the Club of Rome and as President of the Society for International Development. When proposed by President Jimmy Carter as the third director of UNICEF, he was arguably the most experienced American in the field of development. President Carter charged him with more than the leadership of UNICEF - his challenge was to transform, through example, the entire United Nations system to become less politicised and more an agent for creative change among the poorer nations of the world - a charge he has lived up to with brilliance and distinction.

- 2 -

At UNICEF Grant has pursued a series of "impossible tasks" carrying each to fruition and in the process successfully laying the groundwork for even more ambitious undertakings. Recognizing the importance of achieving specific measurable goals he articulated the Child Survival and Development Revolution, singling out for special focus health and nutrition activities that could bring rapid and documentable benefits to all children. He focussed attention on promoting Growth as the basic measure of child health, of wide knowledge and promotion of Oral rehydration therapy at family and community level to combat the largest killer of children, diarrhoeal dehydration, promotion of Breastfeeding as the optimal nutrition for every young infant and championing Immunization against the six major killer diseases of children - GOBI became the "doable" challenge of the 1980s. These simple measures addressed at once the greatest needs of children with the most affordable proven technologies which could be widely understood and disseminated. Together these four elements could dramatically reduce by as much as half the daily toll of 40,000 deaths among children. The potential for a revolutionary impact on child survival and development represented to Grant the best possibility of achieving international development goals and directly attacking the worst elements of poverty the world over.

Throughout the decade of the 1980s Grant undertook an exhausting schedule of travel, field visits and meetings with political leaders, NGOs, professional associations and international fora to spread understanding and ownership of this package of "doable" actions. Particularly unique is Grant's appeal to individual Heads of State, convincing them to join him in launching immunization campaigns, publicly promote the use of oral rehydration sachets and commit their countries to ambitious programmes to achieve specific targets, most notably universal childhood immunization, by 1990.

Meanwhile, UNICEF was involved in a series of the largest relief efforts in history. For nearly a decade, UNICEF was the lead UN agency within Kampuchea providing health, food, shelter and water to hundreds of thousands of displaced persons both inside the country and along the border. Grant's personal leadership in Lebanon enabled UNICEF staff to maintain water supplies and other basic needs in the midst of open warfare. In a series of worsening disasters in Africa, Grant undertook major fundraising and awareness building efforts supporting the UN Office for Emergency Operations in Africa and eventually personally heading Operation Lifeline Sudan, the first major international effort to provide relief across battle lines in a major civil war.

Meanwhile the effort to provide universal immunization offered an opportunity to bring peace amidst open battle. In El Salvador hostilities were suspended to allow immunization efforts to take place throughout the country when both sides were convinced by Grant that childhood diseases claimed more lives than all the trauma of the war itself. In Uganda, vaccines crossed through corridors of peace and established the primacy of humanitarian aid for children even in times of mortal conflict.

As 1990 approached, immunization campaigns and efforts throughout the world intensified involving not only governments but also organized religion, commerce, trade unions, professional associations, youth and community groups in a myriad of innovative approaches in countries of

- 3 -

all political and religious persuasions. By 1990, even the skeptics had to admit that the effort to reach universal childhood immunization had been a major public health success, the largest international peacetime collaboration in history. The success of immunization has given credence to other actions in the child survival spectrum and led to strengthened health care systems providing an increasingly wide range of services in the most remote and under served areas of the world.

The demonstration of successful public action for all children, though of tremendous inherent value, was part of a larger dream to involve the highest political levels in the pursuit of humanitarian goals. Grant's annual State of the World's Children Report continues to outline both the policy and the vision of human development that has now spread to many other agencies and organisations. Today, the UN enjoys a level of public credibility and accountability previously unknown, in part due to Grant's effort. The gathering of more than 70 Heads of State in the 1990 World Summit for Children, till then the largest such gathering in world history, was testimony that Grant's vision had indeed taken root. The ratification of the Convention on the Rights of the Child, now the most widely ratified Human Rights document in history, has given further substance to the validity of Grant's advocacy.

There are many world leaders with vision, but few who have translated it into such concrete and attainable action that it takes on a life of its own and transforms people, governments and entire nations as Grant has done through his work with children. In his untiring advocacy for the most vulnerable, Grant has helped to further a new global ethic where equity and human decency are considered the true measures of success of national development. His unswerving dedication to the cause of children combined with his intense pragmatism and sweeping vision sets James P. Grant apart. His vision has sustained millions of children and breathed new life into international agencies with the global recognition that seemingly impossible tasks can indeed be accomplished through political mobilization and the full participation of families and communities.

December 1994

Organizer for James P. Grant Oral History:
Chronology of Important Life Events

Date Month/Day/Yr	Event
5/12/22	Born in Peking Union Medical College of Dr. John B. Grant, M.D., Rockefeller Foundation and Charlotte Hill Grant, homemaker; Canadian citizenship. One sibling, Betty Shand Grant, now Mrs. John Austin with 2 sons and one daughter by prior marriage
-1937	9 years school, ended after freshmen yr. @ Peking American School, composition of which was half Chinese, half International, of which half was US/Canadians
	every 3 years homeleave, usually to Colon, Michigan; once to Princeton, NJ in 1933 for orthodontic work. Returned to China via Europe, Bombay, Hongkong in 1933. All cross-ocean travel by boat.
1933	Parents separated and JBG remarried Magdellan Lloyd, who had 9 yr. old son John. Both parents stayed in China. Lived with mother.
7/7/37	JPG Scout squad camped at site of Marco Polo Bridge, where Japanese Invasion of China started that night.
July 10, 1937	To Tientsin alone for visa to U.S.
circa July 15, '37	Returned to U.S. by last train out of Beijing
circa Aug 15, '37	Took up residence in Worchester, MA with Mr./Mrs. Roger S. Green and children Ned and Kitty, who had been close friends in China (mother to Oakland, CA to be with sister Betty, who was then starting college at UC). Did sophomore year at North High School in Worchester.
6-8/38	Spent summer in Truro, Nova Scotia with JBG's closest college friends, Lou and Mary Pattillo
9/38	To Oakland, CA to live with mother and attend University High School in Oakland, the public school which specialized in preparing students for college. Louis Swenson—social studies teacher—Influential on thinking. Lived with mother on Claremont Ave until entered college
March 10, 1943	Became American citizen in Berkeley, CA.

1/40	Entered UC Berkeley. Joined and resided in and later managed Alpha Delta Phi Fraternity, 2401 Ridge Rd., Berkeley. Notable events included: ◦ participation in campus politics, including notably implementation Fair Bear programs. Met Morris Morris, Catherine Henck. ◦ Member and then chairman of ASUC (Associated Students of UC) - Student Welfare Council, Stiles Hall YMCA, Harry Kingman. ◦ 4 year ROTC
9/41	Met Ethel Styer Henck, future wife
1/42	Announced engagement to ESH
12/42	Completed requirements for BA in Economics and Political Science
1/43-7/43	Attended accelerated Chinese study program in preparation for military service at UC
5/43-8/43	Went to work for Kaiser Ship Building as welder working swing shift, 8 hr day. Each weekend hitchhiked to Sky Forest and back to see ESH (10 hrs each way)
8/8/43-12/28/43	Went to Infantry Officer Training School as corporal, Fort Benning Georgia. Graduated as 2nd Lieutenant (well over 50% of class washed out)
12/30/43	Married ESH in Chicago, then residence of mother (Charlotte)
1/44	Service began at Fort Benning, GA, pending orders for overseas service
2/44	Shipped out across Atlantic for military service in Burma, with stopover in Calcutta to see JBG.
5/44	Joined siege of Myitthina, Burma (first combat commanding platoon of soldiers)
7/44-12/44	Joined staff of Col. Joseph Stillwell, G-2, Northern Area Combat Command.
1/45	Overland via Burma Rd to Kunming, China, as aid to Gen. ---
5/45	Transferred to Chunking, U.S. China Theater Headquarters, as Assistant G-2 (intelligence)
8/45	VJ Day I
8/12/45	Discharged from army service to join UNRRA (UN Relief and Rehabilitation Administration) China Office in Shanghai
12/45	Seconded from UNRRA to join immediate staff of Gen. George C. Marshall in Nanking

1/46	Became Special Assistant to Walter S. Robertson, Chairman of Tri-Partite Truce Headquarters, established in Beijing to monitor and enforce truce negotiated by Gen. Marshall.
5/46	With collapse of truce, returned to UNRRA at its insistence to become UNRRA special representative for North China for military and political affairs in Beijing, responsible for programs Communist areas and cities they were besieging EHG arrived Beijing after 12-week trip from New York by boat to Shanghai
2-5/47	Residence in Communist areas
6/47	Returned to US (Sky Forest) with EHG pregnant, baby due 8/47
6/47	Returned to North China (without EHG) to conduct special negotiations with Chou En-Lai in communist areas
8/47	Baby Grant still-birth in Sky Forest
9/47	Started Harvard Law School, Cambridge, MA
5/48	Returned to China for service (summer) with newly established US-China Aid Mission, established as a conditional counterpart to Marshall Plan in Europe
8/48	Returned US
9/48	Returned to China with EHG as special assistant to Chief, China Aid Mission (Roger Lapham). Took year's leave of absence from HLS.
12/48	EHG to Inner Mongolia
2-8/49	Became Acting Executive Director, Sino-American Joint Commission on Rural Reconstruction (JCRR) in Nanking.
5/49	JCRR moved to Canton as Chinese Communists overwhelmed Chinese Nationalists throughout central and northwest China, capturing Nanking and Shanghai.
6/49	Rescued EHG by special charter from Langzhou (last plane before fall of city)
8/49	Returned to HLS via 3-week vacation through Europe with JBG from Rome to Paris. First met Denise in Paris, JBG's future spouse.
6/50	Assigned by ECA (Economic Cooperation Administration-Marshall Plan) for summer close-out of remaining China aid program in Taiwan. Reversed by North Korean invasion of South Korea. Still went to Taiwan.

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8-9/50	Special survey at request of United States National Student Association of student movements in Southeast Asia.
9/50	Returned HLS to complete studies
4/51	Accepted by Covington and Burling, Washington, D.C., beginning 9/51
7-8/51	To Europe as special representative of USNSA and 2-week vacation with JBG. EHG accompanied.
(b)(6)	John Putnam Grant born (b)(6)
6/52	Moved into newly built house (b)(6) [too]
(b)(6)	James D. Grant born (b)(6)
12/53	Accepted post as regional legal advisor for South Asia, headquartered in New Delhi, for Foreign Operations Administration (FOA), successor to ECA and Point 4 Program
1/22/54	Departed D.C. for New Delhi.
(b)(6)	William Joseph Grant born (b)(6)
2/26/56	Offered and accepted post as US aid representative to new program for Ceylon (Philip Crowe, Ambassador). Took up responsibilities within one week
4/56	Joined by EHG and children
5/58	Offered and accepted (reluctantly) Washington assignment as Special Assistant to FOA Director James Smith
7/58	Became one of three Deputy Directors of FOA, responsible for worldwide programming and planning. Presidential appointment level. Also responsible jointly with FOA comptroller for Congressional presentation of foreign aid.
11/59	"Islands of Development" combining transforming Taiwan into financial self-sufficiency and first NIC (Newly Industrialized Country) and mobilizing massive new development program not linked to military security, with special intention of \$1 billion plus to India/year from West.
11/60	President Kennedy elected. JBG active in transition and new development-oriented foreign aid program preparations.
1/61	Assisted Sargent Shriver in coming to favorable decision on establishing large-scale Peace Corps. Offered and turned down post as Shriver's Deputy of new Peace Corps in order to assist in year-long study and implementation of restructured foreign aid under new aid administrator Harry Labouisse. new agency called USAID.

12/61	Labouisse transferred to US Ambassador to Greece. JPG offered new post as USAID Assistant Administrator for R&D, which he turned down because of unacceptable conditions. Considered many jobs, including President Asia Foundation, President Hudson Institute, Deputy Assistant Sec of State for International Organizations, Deputy Assistant Sec of State for Far East, and Deputy Assistant Sec of State for Near East and South Asia—latter accepted.
1/62	Deputy Assistant Sec of State for Near East and South Asian Affairs
??	Chinese troops cross into India. JPG special responsibilities.
10/64	With LBJ's changed policies and emphases toward Middle East affairs, returned to USAID to become AID Mission Director in Turkey responsible for accelerated, expanded program linked to Cyprus crisis.
12/66?	Launching of Green Revolution in Turkey, with first big harvest due summer 1967.
6/67	White House ordered JPG to become first Assistant Administrator for Vietnam Affairs in Washington. EHG and Kaki returned via Europe.
12/12/68	With new Republican Administration, "voluntarily" offered resignation as a Presidential appointee of previous administration. JPG was asked by a citizen's group (David Rockefeller, Eugene Black, Ford Foundation, Rockefeller Foundation, Professor Ed Mason, etc.) to establish new development assistance research and advocacy organization, Overseas Development Council (ODC). Lester Brown, senior colleague. Accepted, after turning down request by new Administration to serve as Deputy Administrator of USAID
1969	Tidewater
1/28/69	Formal announcement of establishment and opening of ODC. ◦ Issuance of <i>Agenda for Action, 1970-79</i>—inspiration for annual World Development Reports later issued by World Bank and for UNICEF's annual <i>State of the World's Children</i> ◦ Writings and legislation on meeting basic human needs and overcoming worst aspects of mass poverty by Year 2000. Growth from below ◦ 1973 basic human needs legislation in Congress ◦ Active participation SID (Society for International Development)
early 1976	JPG nominated by President Ford as U.S. candidate to succeed Harry Labouisse as Executive Director of UNICEF

2/77	President Carter renominated JPG as U.S. candidate to succeed Harry Labouisse as Executive Director of UNICEF and JPG named US Representative to UNICEF Executive Board
5/79	Waldheim announced appointment of JPG as Executive Director of UNICEF
1/1/80	Entered on duty at UNICEF as Executive Director o UNICEF as lead agency for Kampuchea emergency
12/82	GOBI (Growth monitoring, oral rehydration, breast feeding, immunization)—FFF (Female education, Family spacing,...)/Child Survival and Development Revolution launched
2/83	Completion of Roof House
4/30/84	JPG appointed to 2nd 5-year term as Executive Director, UNICEF
1985	Formulation of OEOA (Office of Emergency Operations—Africa) concept of responding to emergencies
1985	El Salvador's "Days of Tranquility" for immunizing all children
1984-85	Colombia's national implementation of Child Survival Revolution
4/1/88	EHG dies of heart attack in Agra (Taj Mahal), India. Memorial service at Cathedral of St. John the Divine.
8/88	Launching of <i>Facts for Life</i> , now in more than 40 languages and 10 million copies (still going strong)
2/89	Launch of Bamoko Initiative
Spring 1989	Sudan Operation Lifeline—expansion of El Salvador's days of tranquility
1989	UNGA adoption Convention of the Rights of the Child
7/27/89	JPG marries Ellen Ulery Young. Three grown children: Melissa, Sarah (Athos), and Andy.
11/20/89	UNGA adoption Convention of the Rights of the Child
2/90	Successful convening of EFA —first global ministerial conference on education for all (EFA)
4/90	UN Secretary General appointed JPG for 3rd 5-year term as Executive Director UNICEF

9/30/90	World Summit for Children—expansion and culmination of regional initiatives with heads of state for children beginning in Nov. 1986 Summit for South Asian Association for Regional Cooperation (SAARC), OAU, Central American heads of state and government
12/90	Achievement of global UCI (Universal Child Immunization)
2/91	Launching Baby Friendly Hospital Initiative (BFHI) to promote breast feeding
1991-	Serious implementation World Summit For Children plan of action
1992	Establishment of mid-decade goals
5/1/93	JPG operation for cancer
11/1/94	UN Secretary General announced one-year extension for JPG as Executive Director UNICEF

February 1, 1995

Date Month/Day Yr	Event
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Major Accomplishments

1940-42	Fair Deal New Deal for students at UC Berkeley
1949	Establishment and Acting Executive Director JCRR and its rural and land tenure reform programs—Taiwan land reform
12/59	Taiwan as "island of development"—to become first NIC
8-9 1950	US National Student Association-sponsored survey of Southeast Asia student movements. Olof Palme
1956-58	Establishment of Ceylon aid program
Early 1961	Assisting Sargent Shriver in formulating and establishing large-scale Peace Corps
1966-67	Green Revolution, Turkey
1967-68	Successful agricultural production revolution (Incorporating Green revolution), South Vietnam
1969	Creation and establishment of Overseas Development Council
1969	Tidewater
1972-75	Growth from below: formulating priorities for meeting basic needs and overcoming worst aspects of mass poverty by year 2000; Congressional basic human needs initiative
	ODC's <i>Agenda for Action</i> ,—forerunner of World Bank's annual development reports and Unicef's <i>State of the World's Children</i>
1980	Response to Kampuchea
1982	Construction of Roof House ("castle in the sky") in New York City
1982-	Launching GOBI-FFF campaign/Child Survival and Development Revolution (CSDR). "Billion \$ bargain."
1985	Formulation of OEOA (Office of Emergency Operations—Africa) concept of responding to emergencies

February 1, 1995

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1992	Establishment of mid-decade goals

Quotes from speeches and articles by James P. Grant, Executive Director, UNICEF

As requested, following are several quotes -- in no special order -- that you may find useful.

1. "The Convention on the Rights of the Child is at the cutting edge of human rights and UNICEF efforts to guarantee child survival and development. Healthy, educated girls and boys, raised in tolerance and respect for the differences and rights of others, are critical to a more peaceful and productive world. Nine tenths of the world's children already live in countries that have ratified the Convention, which looks likely to become the first human rights legal code ever to be adopted by every member of our family of nations... The international community's growing acceptance that children's needs are in fact 'rights' has extended UNICEF's leverage to break the chain of sickness, malnutrition and illiteracy at the hub of the poverty cycle." -- UNICEF 1994 Annual Report

2. "We have a range of old and new technologies that have saved an estimated 20 million young lives over the past decade and improved the quality of life for an additional 100 million children. Near universal acceptance of the Convention on the Rights of the Child and the proposition that the young should have first call on national resources would boost our peaceful revolution for children through the closing years of the decade and into the new millennium." -- UNICEF 1994 Annual Report

3. "UNICEF considers the family 'the smallest democracy at the heart of society', but we know too well how often it falls short of that ideal. Of special concern are the seemingly endless demands on women to shoulder new responsibilities in child-rearing, in home management and economic production, in the workplace and in social and community service. The role of fathers in family life and parenting is too often neglected." -- UNICEF 1994 Annual Report

4. "The recalcitrance of poverty... is one reason UNICEF is promoting the 20/20 concept. Our suggestion is that developing countries devote at least 20 per cent of government expenditures to human priorities such as primary health care and family planning, nutrition, basic education, low-cost water supply and sanitation, and that donors provide a commensurate level of official development assistance (ODA) for the same priorities." -- UNICEF 1994 Annual Report

5. "...some of the wealthier nations...[have] obviously lost sight of the bottom line - the quality of life for their children.

Why is it that a country like Bhutan, with an average per capita income of US\$180 a year, manages to immunize

82 per cent of its children against measles, when countries with incomes ranging from US\$13,000 to US\$27,000 have coverage rates ranging from just 42 per cent to 77 per cent?

Why is it that a country like Sri Lanka, with annual per capita income of US\$500, has one of the world's highest rates of child survival and 91 per cent of its children completing four years of primary school?

And how has Zimbabwe, with an average GNP per capita of only US\$620, managed to ensure that 94 per cent of its children reach grade five, thus achieving the same rate as several industrialized countries?

The answers reside within the commitment of these nations to an ideal: A commitment to give the very best they can to their children; a commitment to extract the maximum social miles per gallon from their available resources."- UNICEF 1994 Annual Report

6. "...a new social ethic is beginning to gather momentum worldwide. It places human beings -- and particularly the poor -- at the centre of the development process, and gives children's basic needs a first call on society's concerns and resources. -- speech to the Ministerial Meeting on Follow-up to the World Summit for Children -- Children and Social Policy in the Americas, Bogota - 5 April 1994

7. "For the first time in history, the world is in the process of agreeing on minimum standards for nurturing the young."

8. "...meeting children's basic needs will help accelerate solutions to the main problems that vex and threaten humankind on the threshold of the 21st century -- the problems of poverty, population, and environmental degradation that feed off of one another in a downward spiral that brings instability and strife in its wake. We believe that an extraordinary lever for global progress has been found, and its name is children."

9. "If we can overcome the worst manifestations of poverty early in the lives of young children we'd be going a long way toward eradicating poverty itself, because frequent illness, malnutrition, poor growth, and illiteracy are not only symptoms, but also some of the most fundamental causes of poverty."

10. "The world is undergoing a tectonic shift. From historical acceptance of the notion that people exist to serve their State and its elite -- that under conditions of scarcity, the vast majority must labour to support the privileges of a few -- we are gradually, painfully, zig-zaggingly and bravely moving toward universal acceptance of the idea that the State exists to serve people and communities. Development, therefore, must be responsive to this new construct. Development, if it is to be sustainable today, must not only be sustainable in the environmental sense -- protecting nature and conserving scarce

resources -- but it also must break the grip of poverty on the bottom half or third of society and slow population growth, while sustaining democracy, human rights and people's participation in the development process." -- address at the Third Meeting of CEOs of Humanitarian and Development NGOs
Geneva - 27 May 1994

12. "Now that the vast majority of nations have embraced the Convention on the Rights of the Child, how do we judge a country's compliance in the field of child labour or child prostitution, for example, for which the international community has not adopted convenient targets and timelines? Passing and enforcing the necessary laws and regulations is obviously an essential part of what needs to happen, but eliminating such social evils is a complex undertaking that cannot be accomplished overnight in any society. But at the same time, if States Parties do not start moving seriously on this front, they open themselves to criticism for failing to comply with the relevant provisions of the Convention. What I am suggesting, then, is that we urge countries where such problems are serious to develop national plans and timelines for compliance. Enforcement can be phased in over a realistic but not overly-long timeframe. For example, a country might set itself the goal of getting all children 12 years old and under out of the workplace and into the schoolroom by the year 2000, starting with six year olds in 1995, seven year olds in 1996, and so on until achieving the goal in the year 2000."

13. "We do not have a vaccine, a micronutrient, a miracle technology for bringing about lasting peace, but we do know that our efforts to overcome poverty's worst symptoms and causes among children by the year 2000 will make a major contribution to peace -- which was the essential reasoning behind the awarding of the Nobel Peace Prize to UNICEF in 1965."

14. "As we get better and better at helping the world's poorest children 'outsmart poverty' during their first three to five years of life, we must increasingly turn our attention to older children and youth. The truth is that the world -- UNICEF included -- has paid far too little attention to youth -- to their needs, to their ideas, to their rights and dreams. And yet if we look at the faces in the multitudes marching for democracy, for the environment, for an end to Apartheid, for equality for women, for proper treatment for HIV/AIDS, etc. -- we see they are overwhelmingly young faces. If we look at the links in the Cold Chain that manages to get vaccines into the world's most remote and inaccessible villages and jungles, we see they are overwhelmingly young people. How much more could be accomplished, how much more energy could be harnessed for progressive change, how much new insight and fresh thinking could be mobilized -- if the adult world would only truly welcome the initiative and respect the contribution and encourage the

**WORLD DECLARATION
ON THE SURVIVAL, PROTECTION
AND DEVELOPMENT OF CHILDREN**

AND

**PLAN OF ACTION
FOR IMPLEMENTING THE WORLD DECLARATION ON THE
SURVIVAL, PROTECTION AND DEVELOPMENT OF CHILDREN IN THE 1990s**



WORLD SUMMIT FOR CHILDREN

**UNITED NATIONS, NEW YORK
30 September 1990**

WORLD DECLARATION ON THE SURVIVAL, PROTECTION AND DEVELOPMENT OF CHILDREN

1. We have gathered at the World Summit for Children to undertake a joint commitment and to make an urgent universal appeal—to give every child a better future.
2. The children of the world are innocent, vulnerable and dependent. They are also curious, active and full of hope. Their time should be one of joy and peace, of playing, learning and growing. Their future should be shaped in harmony and co-operation. Their lives should mature, as they broaden their perspectives and gain new experiences.
3. But for many children, the reality of childhood is altogether different.

The challenge

4. Each day, countless children around the world are exposed to dangers that hamper their growth and development. They suffer immensely as casualties of war and violence; as victims of racial discrimination, apartheid, aggression, foreign occupation and annexation; as refugees and displaced children, forced to abandon their homes and their roots; as disabled; or as victims of neglect, cruelty and exploitation.
5. Each day, millions of children suffer from the scourges of poverty and economic crisis—from hunger and homelessness, from epidemics and illiteracy, from degradation of the environment. They suffer from the grave effects of the problems of external indebtedness and also from the lack of sustained and sustainable growth in many developing countries, particularly the least developed ones.
6. Each day, 40,000 children die from malnutrition and disease, including acquired immunodeficiency syndrome (AIDS), from the lack of clean water and inadequate sanitation and from the effects of the drug problem.
7. These are challenges that we, as political leaders, must meet.

The opportunity

8. Together, our nations have the means and the knowledge to protect the lives and to diminish enormously the suffering of children, to promote the full development of their human potential and to make them aware of their needs, rights and opportunities. The Convention on the Rights of the Child provides a new opportunity to make respect for children's rights and welfare truly universal.
9. Recent improvements in the international political climate can facilitate this task. Through international co-operation and solidarity it should now be possible to achieve concrete results in many fields—to revitalize economic growth and development, to protect the environment, to prevent the spread of fatal and crippling diseases and to achieve greater social and economic justice. The current moves towards disarmament also mean that significant resources could be released for purposes other than military ones. Improving the well-being of children must be a very high priority when these resources are reallocated.

The task

10. Enhancement of children's health and nutrition is a first duty, and also a task for which solutions are now within reach. The lives of tens of thousands of boys and girls can be saved every day, because the causes of their death are readily preventable. Child and infant mortality is unacceptably high in many parts of the world, but can be lowered dramatically with means that are already known and easily accessible.
11. Further attention, care and support should be accorded to disabled children, as well as to other children in very difficult circumstances.
12. Strengthening the role of women in general and ensuring their equal rights will be to the advantage of the world's children. Girls must be given equal treatment and opportunities from the very beginning.
13. At present, over 100 million children are without basic schooling, and two-thirds of them are girls. The provision of basic education and literacy for all are among the most important contributions that can be made to the development of the world's children.
14. Half a million mothers die each year from causes related to childbirth. Safe motherhood must be promoted in all possible ways. Emphasis must be placed on responsible planning of family size and on child spacing. The family, as a fundamental group and natural environment for the growth and well-being of children, should be given all necessary protection and assistance.

15. All children must be given the chance to find their identity and realize their worth in a safe and supportive environment, through families and other caregivers committed to their welfare. They must be prepared for responsible life in a free society. They should, from their early years, be encouraged to participate in the cultural life of their societies.
16. Economic conditions will continue to influence greatly the fate of children, especially in developing nations. For the sake of the future of all children, it is urgently necessary to ensure or reactivate sustained and sustainable economic growth and development in all countries and also to continue to give urgent attention to an early, broad and durable solution to the external debt problems facing developing debtor countries.
17. These tasks require a continued and concerted effort by all nations, through national action and international co-operation.

The commitment

18. The well-being of children requires political action at the highest level. We are determined to take that action.
19. We ourselves hereby make a solemn commitment to give high priority to the rights of children, to their survival and to their protection and development. This will also ensure the well-being of all societies.
20. We have agreed that we will act together, in international co-operation, as well as in our respective countries. We now commit ourselves to the following 10-point programme to protect the rights of children and to improve their lives:
 - (1) We will work to promote earliest possible ratification and implementation of the Convention on the Rights of the Child. Programmes to encourage information about children's rights should be launched world-wide, taking into account the distinct cultural and social values in different countries.
 - (2) We will work for a solid effort of national and international action to enhance children's health, to promote pre-natal care and to lower infant and child mortality in all countries and among all peoples. We will promote the provision of clean water in all communities for all their children, as well as universal access to sanitation.
 - (3) We will work for optimal growth and development in childhood, through measures to eradicate hunger, malnutrition and famine, and thus to relieve millions of children of tragic sufferings in a world that has the means to feed all its citizens.
 - (4) We will work to strengthen the role and status of women. We will promote responsible planning of family size, child spacing, breastfeeding and safe motherhood.

- (5) We will work for respect for the role of the family in providing for children and will support the efforts of parents, other care-givers and communities to nurture and care for children, from the earliest stages of childhood through adolescence. We also recognize the special needs of children who are separated from their families.
- (6) We will work for programmes that reduce illiteracy and provide educational opportunities for all children, irrespective of their background and gender; that prepare children for productive employment and lifelong learning opportunities, i. e. through vocational training; and that enable children to grow to adulthood within a supportive and nurturing cultural and social context.
- (7) We will work to ameliorate the plight of millions of children who live under especially difficult circumstances—as victims of apartheid and foreign occupation; orphans and street children and children of migrant workers; the displaced children and victims of natural and man-made disasters; the disabled and the abused, the socially disadvantaged and the exploited. Refugee children must be helped to find new roots in life. We will work for special protection of the working child and for the abolition of illegal child labour. We will do our best to ensure that children are not drawn into becoming victims of the scourge of illicit drugs.
- (8) We will work carefully to protect children from the scourge of war and to take measures to prevent further armed conflicts, in order to give children everywhere a peaceful and secure future. We will promote the values of peace, understanding and dialogue in the education of children. The essential needs of children and families must be protected even in times of war and in violence-ridden areas. We ask that periods of tranquillity and special relief corridors be observed for the benefit of children, where war and violence are still taking place.
- (9) We will work for common measures for the protection of the environment, at all levels, so that all children can enjoy a safer and healthier future.
- (10) We will work for a global attack on poverty, which would have immediate benefits for children's welfare. The vulnerability and special needs of the children of the developing countries, and in particular the least developed ones, deserve priority. But growth and development need promotion in all States, through national action and international co-operation. That calls for transfers of appropriate additional resources to developing countries as well as improved terms of trade, further trade liberalization and measures for debt relief. It also implies structural adjustments that promote world economic growth, particularly in developing countries, while ensuring the well-being of the most vulnerable sectors of the populations, in particular the children.

The next steps

21. The World Summit for Children has presented us with a challenge to take action. We have agreed to take up that challenge.
22. Among the partnerships we seek, we turn especially to children themselves. We appeal to them to participate in this effort.
23. We also seek the support of the United Nations system, as well as other international and regional organizations, in the universal effort to promote the well-being of children. We ask for greater involvement on the part of non-governmental organizations, in complementing national efforts and joint international action in this field.
24. We have decided to adopt and implement a Plan of Action, as a framework for more specific national and international undertakings. We appeal to all our colleagues to endorse that Plan. We are prepared to make available the resources to meet these commitments, as part of the priorities of our national plans.
25. We do this not only for the present generation, but for all generations to come. There can be no task nobler than giving every child a better future.

New York, 30 September 1990

**PLAN OF ACTION FOR IMPLEMENTING
THE WORLD DECLARATION ON THE SURVIVAL, PROTECTION
AND DEVELOPMENT OF CHILDREN IN THE 1990s**

I. INTRODUCTION

**II. SPECIFIC ACTIONS FOR CHILD SURVIVAL, PROTECTION
AND DEVELOPMENT**

The Convention on the Rights of the Child

Child health

Food and nutrition

Role of women, maternal health and family planning

Role of the family

Basic education and literacy

Children in especially difficult circumstances

Protection of children during armed conflicts

Children and the environment

Alleviation of poverty and revitalization of economic growth

III. FOLLOW-UP ACTIONS AND MONITORING

Action at the national level

Action at the international level

Appendix:

Goals for children and development in the 1990s

I. INTRODUCTION

1. This Plan of Action is intended as a guide for national Governments, international organizations, bilateral aid agencies, non-governmental organizations (NGOs) and all other sectors of society in formulating their own programmes of action for ensuring the implementation of the Declaration of the World Summit for Children.
2. The needs and problems of children vary from country to country, and indeed from community to community. Individual countries and groups of countries, as well as international, regional, national and local organizations, may use this Plan of Action to develop their own specific programmes in line with their needs, capacity and mandates. However, parents, elders and leaders at all levels throughout the world have certain common aspirations for the well-being of their children. This Plan of Action deals with these common aspirations, suggesting a set of goals and targets for children in the 1990s, strategies for reaching those goals and commitments for action and follow-up measures at various levels.
3. Progress for children should be a key goal of overall national development. It should also form an integral part of the broader international development strategy for the Fourth United Nations Development Decade. As today's children are the citizens of tomorrow's world, their survival, protection and development is the prerequisite for the future development of humanity. Empowerment of the younger generation with knowledge and resources to meet their basic human needs and to grow to their full potential should be a primary goal of national development. As their individual development and social contribution will shape the future of the world, investment in children's health, nutrition and education is the foundation for national development.
4. The aspirations of the international community for the well-being of children are best reflected in the Convention on the Rights of the Child unanimously adopted by the General Assembly of the United Nations in 1989. This Convention sets universal legal standards for the protection of children against neglect, abuse and exploitation, as well as guaranteeing to them their basic human rights, including survival, development and full participation in social, cultural, educational and other endeavours necessary for their individual growth and well-being. The Declaration of the World Summit calls on all Governments to promote earliest possible ratification and implementation of the Convention.

5. In the past two years, a set of goals for children and development in the 1990s has been formulated in several international forums attended by virtually all Governments, relevant United Nations agencies and major NGOs. In support of these goals and in line with the growing international consensus in favour of greater attention to the human dimension of development in the 1990s, this Plan of Action calls for concerted national action and international co-operation to strive for the achievement, in all countries, of the following major goals for the survival, protection and development of children by the year 2000.

- (a) Reduction of 1990 under-5 child mortality rates by one third or to a level of 70 per 1,000 live births, whichever is the greater reduction;
- (b) Reduction of maternal mortality rates by half of 1990 levels;
- (c) Reduction of severe and moderate malnutrition among under-5 children by one half of 1990 levels;
- (d) Universal access to safe drinking water and to sanitary means of excreta disposal;
- (e) Universal access to basic education and completion of primary education by at least 80 per cent of primary school age children;
- (f) Reduction of the adult illiteracy rate to at least half its 1990 level (the appropriate age group to be determined in each country), with emphasis on female literacy;
- (g) Protection of children in especially difficult circumstances, particularly in situations of armed conflicts.

6. A list of more detailed sectoral goals and specific actions which would enable the attainment of the above major goals can be found in the appendix to this Plan of Action. These goals will first need to be adapted to the specific realities of each country in terms of phasing, priorities, standards and availability of resources. The strategies for the achievement of the goals may also vary from country to country. Some countries may wish to add other development goals that are uniquely important and relevant for their specific country situation. Such adaptation of the goals is of crucial importance to ensure their technical validity, logistical feasibility, financial affordability and to secure political commitment and broad public support for their achievement.

II. SPECIFIC ACTIONS FOR CHILD SURVIVAL, PROTECTION AND DEVELOPMENT

7. Within the context of these overall goals, there are promising opportunities for eradicating or virtually eliminating age-old diseases that have afflicted tens of millions of children for centuries and for improving the quality of life of generations to come. Achievement of these goals would also contribute to lowering population growth, as sustained decline in child death rates towards the level at which parents become confident that their first children will survive is, with some time lag, followed by even greater reduction in child

births. To seize these opportunities the Declaration of the World Summit for Children calls for specific actions in the following areas:

The Convention on the Rights of the Child

8. The Convention on the Rights of the Child, unanimously adopted by the United Nations General Assembly, contains a comprehensive set of international legal norms for the protection and well-being of children. All Governments are urged to promote earliest possible ratification of the Convention, where it has not already been ratified. Every possible effort should be made in all countries to disseminate the Convention and, wherever it has already been ratified, to promote its implementation and monitoring.

Child health

9. Preventable childhood diseases—such as measles, polio, tetanus, tuberculosis, whooping cough and diphtheria, against which there are effective vaccines, and diarrhoeal diseases, pneumonia and other acute respiratory infections that can be prevented or effectively treated through relatively low-cost remedies—are currently responsible for the great majority of the world's 14 million deaths of children under 5 years and disability of millions more every year. Effective action can and must be taken to combat these diseases by strengthening primary health care and basic health services in all countries.
10. Besides these readily preventable or treatable diseases and some others, such as malaria, which have proved more difficult to combat, children today are faced with the new spectre of the acquired immunodeficiency syndrome (AIDS) pandemic. In the most seriously affected countries HIV/AIDS threatens to offset the gains of child survival programmes. It is already a major drain on limited public health resources needed to support other priority health services. The consequences of HIV/AIDS go well beyond the suffering and death of the infected child and include risks and stigmas that affect parents and siblings and the tragedy of "AIDS orphans". There is an urgent need to ensure that programmes for the prevention and treatment of AIDS, including research on possible vaccines and cures that can be applicable in all countries and situations, and massive information and education campaigns, receive a high priority for both national action and international co-operation.
11. A major factor affecting the health of children as well as adults is the availability of clean water and safe sanitation. These are not only essential for human health and well-being, but also contribute greatly to the emancipation of women from the drudgery that has a pernicious impact on children, especially girls. Progress in child health is unlikely to be sustained if one third of the developing world's children remain without access to clean drinking water and half of them without adequate sanitary facilities.

12. Based on the experience of the past decade, including the many innovations in simple, low-cost techniques and technologies to provide clean water and safe sanitary facilities in rural areas and urban shanty towns, it is now desirable as well as feasible, through concerted national action and international co-operation, to aim at providing all the world's children with universal access to safe drinking water and sanitary means of excreta disposal by the year 2000. An important related benefit of universal access to water and sanitation combined with health education will be the control of many water-borne diseases, among them elimination of guinea-worm disease (dracunculiasis), which currently afflicts some 10 million children in parts of Africa and Asia.

Food and nutrition

13. Hunger and malnutrition in their different forms contribute to about half of the deaths of young children. More than 20 million children suffer from severe malnutrition, 150 million are underweight and 350 million women suffer from nutritional anaemia. Improved nutrition requires (a) adequate household food security, (b) healthy environment and control of infections and (c) adequate maternal and child care. With the right policies, appropriate institutional arrangements and political priority, the world is now in a position to feed all the world's children and to overcome the worst forms of malnutrition, i.e. drastically to reduce diseases that contribute to malnutrition, to halve protein-energy malnutrition, virtually to eliminate vitamin A deficiency and iodine deficiency disorders and to reduce nutritional anaemia significantly.
14. For the young child and the pregnant woman, provision of adequate food during pregnancy and lactation; promotion, protection and support of breastfeeding and complementary feeding practices, including frequent feeding; growth monitoring with appropriate follow-up actions; and nutritional surveillance are the most essential needs. As the child grows older, and for the adult population as a whole, an adequate diet is an obvious human priority. Meeting this need requires employment and income-generating opportunities, dissemination of knowledge and supporting services to increase food production and distribution. These are key actions within broader national strategies to combat hunger and malnutrition.

Role of women, maternal health and family planning

15. Women in their various roles play a critical part in the well-being of children. The enhancement of the status of women and their equal access to education, training, credit and other extension services constitute a valuable contribution to a nation's social and economic development. Efforts for the enhancement of women's status and their role in development must begin with the girl child. Equal opportunity should be provided for the girl child to benefit from the health, nutrition, education and other basic services to enable her to grow to her full potential.

16. Maternal health, nutrition and education are important for the survival and well-being of women in their own right and are key determinants of the health and well-being of the child in early infancy. The causes of the high rates of infant mortality, especially neonatal mortality, are linked to untimely pregnancies, low birth weight and pre-term births, unsafe delivery, neonatal tetanus, high fertility rates, etc. These are also major risk factors for maternal mortality claiming the lives of 500,000 young women each year and resulting in ill-health and suffering for many millions more. To redress this tragedy, special attention should be given to health, nutrition and education of women.
17. All couples should have access to information on the importance of responsible planning of family size and the many advantages of child spacing to avoid pregnancies that are too early, too late, too many or too frequent. Prenatal care, clean delivery, access to referral facilities in complicated cases, tetanus toxoid vaccination and prevention of anaemia and other nutritional deficiencies during pregnancy are other important interventions to ensure safe motherhood and a healthy start in life for the newborn. There is an added benefit of promoting maternal and child health programmes and family planning together in that, acting synergistically, these activities help accelerate the reduction of both mortality and fertility rates, and contribute more to lowering rates of population growth than either type of activity alone.

Role of the family

18. The family has the primary responsibility for the nurturing and protection of children from infancy to adolescence. Introduction of children to the culture, values and norms of their society begins in the family. For the full and harmonious development of their personality, children should grow up in a family environment, in an atmosphere of happiness, love and understanding. Accordingly, all institutions of society should respect and support the efforts of parents and other care-givers to nurture and care for children in a family environment.
19. Every effort should be made to prevent the separation of children from their families. Whenever children are separated from their family owing to force majeure or in their own best interest, arrangements should be made for appropriate alternative family care or institutional placement, due regard being paid to the desirability of continuity in a child's upbringing in his or her own cultural milieu. Extended families, relatives and community institutions should be given support to help to meet the special needs of orphaned, displaced and abandoned children. Efforts must be made to ensure that no child is treated as an outcast from society.

Basic education and literacy

20. The international community, including virtually all the Governments of the world, have undertaken a commitment at the World Conference on Education for All at Jomtien, Thailand, to increase significantly educational opportunity

for over 100 million children and nearly 1 billion adults, two thirds of them girls and women, who at present have no access to basic education and literacy. In fulfilment of that commitment, specific measures must be adopted for (a) the expansion of early childhood development activities, (b) universal access to basic education, including completion of primary education or equivalent learning achievement by at least 80 per cent of the relevant school-age children with emphasis on reducing the current disparities between boys and girls, (c) the reduction of adult illiteracy by half, with emphasis on female literacy, (d) vocational training and preparation for employment and (e) increased acquisition of knowledge, skills and values through all educational channels, including modern and traditional communication media, to improve the quality of life of children and families.

21. Besides its intrinsic value for human development and improving the quality of life, progress in education and literacy can contribute significantly to improvement in maternal and child health, in protection of the environment and in sustainable development. As such, investment in basic education must be accorded a high priority in national action as well as international co-operation

Children in especially difficult circumstances

22. Millions of children around the world live under especially difficult circumstances—as orphans and street children, as refugees or displaced persons, as victims of war and natural and man-made disasters, including such perils as exposure to radiation and dangerous chemicals, as children of migrant workers and other socially disadvantaged groups, as child workers or youth trapped in the bondage of prostitution, sexual abuse and other forms of exploitation, as disabled children and juvenile delinquents and as victims of apartheid and foreign occupation. Such children deserve special attention, protection and assistance from their families and communities and as part of national efforts and international co-operation.
23. More than 100 million children are engaged in employment, often heavy and hazardous and in contravention of international conventions which provide for their protection from economic exploitation and from performing work that interferes with their education and is harmful to their health and full development. With this in mind, all States should work to end such child-labour practices and see how the conditions and circumstances of children in legitimate employment can be protected to provide adequate opportunity for their healthy upbringing and development.
24. Drug abuse has emerged as a global menace to very large numbers of young people and, increasingly, children—including permanent damage incurred in the pre-natal stages of life. Concerted action is needed by Governments and intergovernmental agencies to combat illicit production, supply, demand, trafficking and distribution of narcotic drugs and psychotropic substances to

counter this tragedy. Equally important is community action and education, which are vitally needed to curb both the supply of and the demand for illicit drugs. Tobacco and alcohol abuse are also problems requiring action, especially preventive measures and education among young people.

Protection of children during armed conflicts

25. Children need special protection in situations of armed conflict. Recent examples in which countries and opposing factions have agreed to suspend hostilities and adopt special measures such as "corridors of peace" to allow relief supplies to reach women and children and "days of tranquillity" to vaccinate and to provide other health services for children and their families in areas of conflict need to be applied in all such situations. Resolution of a conflict need not be a prerequisite for measures explicitly to protect children and their families to ensure their continuing access to food, medical care and basic services, to deal with trauma resulting from violence and to exempt them from other direct consequences of violence and hostilities. To build the foundation for a peaceful world where violence and war will cease to be acceptable means for settling disputes and conflicts, children's education should inculcate the values of peace, tolerance, understanding and dialogue.

Children and the environment

26. Children have the greatest stake in the preservation of the environment and its judicious management for sustainable development as their survival and development depends on it. The child survival and development goals proposed for the 1990s in this Plan of Action seek to improve the environment by combating disease and malnutrition and promoting education. These contribute to lowering death rates as well as birth rates, improved social services, better use of natural resources and, ultimately, to the breaking of the vicious cycle of poverty and environmental degradation.
27. With their relatively low use of capital resources and high reliance on social mobilization, community participation and appropriate technology, the programmes designed to reach the child-related goals of the 1990s are highly compatible with and supportive of environmental protection. The goals for the survival, protection and development of children as enunciated in this Plan of Action should therefore be seen as helping to protect and preserve the environment. Still more action is needed, of course, to prevent the degradation of the environment in both the industrialized and the developing countries, through changes in the wasteful consumption patterns of the affluent and by helping to meet the necessities of survival and development of the poor. Programmes for children that not only help to meet their basic needs but which inculcate in them respect for the natural environment with the diversity of life that it sustains and its beauty and resourcefulness that enhance the quality of human life, must figure prominently in the world's environmental agenda.

Alleviation of poverty and revitalization of economic growth

28. Achievement of child related goals in the areas of health, nutrition, education, etc., will contribute much to alleviating the worst manifestations of poverty. But much more will need to be done to ensure that a solid economic base is established to meet and sustain the goals for long-term child survival, protection and development.
29. As affirmed by the international community at the eighteenth special session of the United Nations General Assembly (April 1990), a most important challenge for the 1990s is the need for revitalization of economic growth and social development in the developing countries and to address together the problems of abject poverty and hunger that continue to afflict far too many people in the world. As the most vulnerable segment of human society, children have a particular stake in sustained economic growth and alleviation of poverty, without which their well-being cannot be secured.
30. To foster a favourable international economic environment, it is essential to continue to give urgent attention to an early, broad and durable solution to the external debt problems facing developing debtor countries; to mobilize external and domestic resources to meet the increasing needs for development finance of developing countries; to take steps to ensure that the problem of the net transfer of resources from developing to developed countries does not continue in the 1990s and that its impact is effectively addressed; to create a more open and equitable trading system to facilitate the diversification and modernization of the economies of developing countries, particularly those that are commodity-dependent; and to make available substantial concessional resources, particularly for the least developed countries.
31. In all of these efforts the fulfilment of the basic needs of children must receive a high priority. Every possible opportunity should be explored to ensure that programmes benefiting children, women and other vulnerable groups are protected in times of structural adjustments and other economic restructuring. For example, as countries reduce military expenditures, part of the resources released should be channelled to programmes for social and economic development, including those benefiting children. Debt-relief schemes could be formulated in ways that the budget reallocations and renewed economic growth made possible through such schemes would benefit programmes for children. Debt relief for children, including debt swaps for investment in social development programmes, should be considered by debtors and creditors. The international community, including private-sector creditors, are urged to work with developing countries and relevant agencies to support debt relief for children. To match increased efforts by developing countries themselves, the donor countries and international institutions should consider targetting more development assistance to primary health care, basic education, low-cost water and sanitation programmes and other interventions specifically endorsed in the Summit Declaration and this Plan of Action.

32. The international community has recognized the need to stop and reverse the increasing marginalization of the least developed countries, including most countries of sub-Saharan Africa and many land-locked and island countries that face special development problems. These countries will require additional long-term international support to complement their own national efforts to meet the pressing needs of children over the 1990s.

III. FOLLOW-UP ACTIONS AND MONITORING

33. Effective implementation of this Plan of Action will require concerted national action and international co-operation. As affirmed in the Declaration, such action and co-operation must be guided by the principle of a "first call for children"—a principle that the essential needs of children should be given high priority in the allocation of resources, in bad times as well as in good times, at national and international as well as at family levels.
34. It is particularly important that the child-specific actions proposed must be pursued as part of strengthening broader national development programmes combining revitalized economic growth, poverty reduction, human resource development and environmental protection. Such programmes must also strengthen community organizations, inculcate civic responsibility and be sensitive to the cultural heritage and social values which support progress without alienation of the younger generation. With these broad objectives in mind, we commit ourselves and our Governments to the following actions:

Action at the national level

- (i) All Governments are urged to prepare, before the end of 1991, national programmes of action to implement the commitments undertaken in the World Summit Declaration and this Plan of Action. National Governments should encourage and assist provincial and local governments as well as NGOs, the private sector and civic groups to prepare their own programmes of action to help to implement the goals and objectives included in the Declaration and this Plan of Action;
- (ii) Each country is encouraged to re-examine in the context of its national plans, programmes and policies, how it might accord higher priority to programmes for the well-being of children in general, and for meeting over the 1990s the major goals for child survival, development and protection as enumerated in the World Summit Declaration and this Plan of Action;
- (iii) Each country is urged to re-examine in the context of its particular national situation, its current national budget, and in the case of donor countries, their development assistance budgets, to ensure that programmes aimed at the achievement of goals for the survival, protection and development of children will have a priority when

resources are allocated. Every effort should be made to ensure that such programmes are protected in times of economic austerity and structural adjustments;

- (iv) Families, communities, local governments, NGOs, social, cultural, religious, business and other institutions, including the mass media, are encouraged to play an active role in support of the goals enunciated in this Plan of Action. The experience of the 1980s shows that it is only through the mobilization of all sectors of society, including those that traditionally did not consider child survival, protection and development as their major focus, that significant progress can be achieved in these areas. All forms of social mobilization, including the effective use of the great potential of the new information and communication capacity of the world, should be marshalled to convey to all families the knowledge and skills required for dramatically improving the situation of children;
- (v) Each country should establish appropriate mechanisms for the regular and timely collection, analysis and publication of data required to monitor relevant social indicators relating to the well-being of children—such as neonatal, infant and under-5 mortality rates, maternal mortality and fertility rates, nutritional levels, immunization coverage, morbidity rates of diseases of public health importance, school enrolment and achievement and literacy rates—which record the progress being made towards the goals set forth in this Plan of Action and corresponding national plans of action. Statistics should be disaggregated by gender to ensure that any inequitable impact of programmes on girls and women can be monitored and corrected. It is particularly important that mechanisms be established to alert policy makers quickly to any adverse trends to enable timely corrective action. Indicators of human development should be periodically reviewed by national leaders and decision makers, as is currently done with indicators of economic development;
- (vi) Each country is urged to re-examine its current arrangements for responding to natural disasters and man-made calamities which often afflict women and children the hardest. Countries that do not have adequate contingency planning for disaster preparedness are urged to establish such plans, seeking support from appropriate international institutions where necessary;
- (vii) Progress towards the goals endorsed in the Summit Declaration and this Plan of Action could be further accelerated, and solutions to many other major problems confronting children and families greatly facilitated, through further research and development. Governments, industry and academic institutions are requested to increase their

efforts in both basic and operational research, aimed at new technical and technological breakthroughs, more effective social mobilization and better delivery of existing social services. Prime examples of the areas in which research is urgently needed include, in the field of health, improved vaccination technologies, malaria, AIDS, respiratory infections, diarrhoeal diseases, nutritional deficiencies, tuberculosis, family planning and care of the newborn. Similarly there are important research needs in the area of early child development, basic education, hygiene and sanitation, and in coping with the trauma facing children who are uprooted from their families and face other particularly difficult circumstances. Such research should involve collaboration among institutions in both the developing and the industrialized countries of the world.

Action at the international level

35. Action at the community and national levels is, of course, of critical importance in meeting the goals and aspirations for children and development. However, many developing countries, particularly the least developed and the most indebted ones, will need substantial international co-operation to enable them to participate effectively in the world-wide effort for child survival, protection and development. Accordingly, the following specific actions are proposed to create an enabling international environment for the implementation of this Plan of Action.
- (i) All international development agencies—multilateral, bilateral and non-governmental—are urged to examine how they can contribute to the achievement of the goals and strategies enunciated in the Declaration and this Plan of Action as part of more general attention to human development in the 1990s. They are requested to report their plans and programmes to their respective governing bodies before the end of 1991 and periodically thereafter;
 - (ii) All regional institutions, including regional political and economic organizations, are requested to include consideration of the Declaration and this Plan of Action on the agenda of their meetings, including at the highest political level, with a view to developing agreements for mutual collaboration for implementation and ongoing monitoring;
 - (iii) Full co-operation and collaboration of all relevant United Nations agencies and organs as well as other international institutions are requested in ensuring the achievement of the goals and objectives of the national plans envisaged in the World Summit Declaration and Plan of Action. The governing bodies of all concerned agencies are requested to ensure that within their mandates the fullest possible support is given by these agencies for the achievement of these goals;

- (iv) The assistance of the United Nations is requested to institute appropriate mechanisms for monitoring the implementation of this Plan of Action, using existing expertise of the relevant United Nations statistical offices, the specialized agencies, UNICEF and other United Nations organs. Furthermore, the Secretary-General of the United Nations is requested to arrange for a mid-decade review, at all appropriate levels, of the progress being made towards implementing the commitments of the Declaration and Plan of Action;
- (v) As the world's lead agency for children, the United Nations Children's Fund is requested to prepare, in close collaboration with the relevant specialized agencies and other United Nations organs, a consolidated analysis of the plans and actions undertaken by individual countries and the international community in support of the child-related development goals for the 1990s. The governing bodies of the relevant specialized agencies and United Nations organs are requested to include a periodic review of the implementation of the Declaration and this Plan of Action at their regular sessions and to keep the General Assembly of the United Nations, through the Economic and Social Council, fully informed of progress to date and additional action required during the decade ahead.

36. The goals enunciated in the Declaration and this Plan of Action are ambitious and the commitments required to implement them will demand consistent and extraordinary effort on the part of all concerned. Fortunately, the necessary knowledge and techniques for reaching most of the goals already exist. The financial resources required are modest in relation to the great achievements that beckon. And the most essential factor—the provision to families of the information and services necessary to protect their children—is now within reach in every country and for virtually every community. There is no cause which merits a higher priority than the protection and development of children, on whom the survival, stability and advancement of all nations—and, indeed, of human civilization—depends. Full implementation of the Declaration and this Plan of Action must therefore be accorded a high priority for national action and international co-operation.

Appendix

GOALS FOR CHILDREN AND DEVELOPMENT IN THE 1990s

The following goals have been formulated through extensive consultation in various international forums attended by virtually all Governments, the relevant United Nations agencies including the World Health Organization (WHO), UNICEF, the United Nations Population Fund (UNFPA), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Development Programme (UNDP) and the International Bank for Reconstruction and Development (IBRD) and a large number of NGOs. These goals are recommended for implementation by all countries where they are applicable, with appropriate adaptation to the specific situation of each country in terms of phasing, standards, priorities and availability of resources, with respect for cultural, religious and social traditions. Additional goals that are particularly relevant to a country's specific situation should be added in its national plan of action.

I. MAJOR GOALS FOR CHILD SURVIVAL, DEVELOPMENT AND PROTECTION

- (a) Between 1990 and the year 2000, reduction of infant and under-5 child mortality rate by one third or to 50 and 70 per 1,000 live births respectively, whichever is less;
- (b) Between 1990 and the year 2000, reduction of maternal mortality rate by half;
- (c) Between 1990 and the year 2000, reduction of severe and moderate malnutrition among under-5 children by half;
- (d) Universal access to safe drinking water and to sanitary means of excreta disposal;
- (e) By the year 2000, universal access to basic education and completion of primary education by at least 80 per cent of primary school-age children;
- (f) Reduction of the adult illiteracy rate (the appropriate age group to be determined in each country) to at least half its 1990 level with emphasis on female literacy;
- (g) Improved protection of children in especially difficult circumstances.

II. SUPPORTING/SECTORAL GOALS

A. Women's health and education

- (i) Special attention to the health and nutrition of the female child and to pregnant and lactating women;
- (ii) Access by all couples to information and services to prevent pregnancies that are too early, too closely spaced, too late or too many;
- (iii) Access by all pregnant women to pre-natal care, trained attendants during childbirth and referral facilities for high-risk pregnancies and obstetric emergencies;
- (iv) Universal access to primary education with special emphasis for girls and accelerated literacy programmes for women.

B. Nutrition

- (i) Reduction in severe, as well as moderate malnutrition among under-5 children by half of 1990 levels;
- (ii) Reduction of the rate of low birth weight (2.5 kg or less) to less than 10 per cent;
- (iii) Reduction of iron deficiency anaemia in women by one third of the 1990 levels;
- (iv) Virtual elimination of iodine deficiency disorders;
- (v) Virtual elimination of vitamin A deficiency and its consequences, including blindness;
- (vi) Empowerment of all women to breast-feed their children exclusively for four to six months and to continue breast-feeding with complementary food, well into the second year;
- (vii) Growth promotion and its regular monitoring to be institutionalized in all countries by the end of the 1990s;
- (viii) Dissemination of knowledge and supporting services to increase food production to ensure household food security.

C. Child health

- (i) Global eradication of poliomyelitis by the year 2000;
- (ii) Elimination of neonatal tetanus by 1995;
- (iii) Reduction by 95 per cent in measles deaths and reduction by 90 per cent of measles cases compared to pre-immunization levels by 1995, as a major step to the global eradication of measles in the longer run;
- (iv) Maintenance of a high level of immunization coverage (at least 90 per cent of children under one year of age by the year 2000) against diphtheria, pertussis, tetanus, measles, poliomyelitis, tuberculosis and against tetanus for women of child-bearing age;
- (v) Reduction by 50 per cent in the deaths due to diarrhoea in children under the age of five years and 25 per cent reduction in the diarrhoea incidence rate;
- (vi) Reduction by one third in the deaths due to acute respiratory infections in children under five years.

D. Water and sanitation

- (i) Universal access to safe drinking water;
- (ii) Universal access to sanitary means of excreta disposal;
- (iii) Elimination of guinea-worm disease (dracunculiasis) by the year 2000.

E. Basic education

- (i) Expansion of early childhood development activities, including appropriate low-cost family- and community-based interventions;
- (ii) Universal access to basic education, and achievement of primary education by at least 80 per cent of primary school-age children through formal schooling or non-formal education of comparable learning standard, with emphasis on reducing the current disparities between boys and girls;
- (iii) Reduction of the adult illiteracy rate (the appropriate age group to be determined in each country) to at least half its 1990 level, with emphasis on female literacy;

- (iv) Increased acquisition by individuals and families of the knowledge, skills and values required for better living, made available through all educational channels, including the mass media, other forms of modern and traditional communication and social action, with effectiveness measured in terms of behavioural change.

F. Children in difficult circumstances

Provide improved protection of children in especially difficult circumstances and tackle the root causes leading to such situations.

I can tell you it only fortifies the determination of your Nation and its Government. That is why we remain determined to see that those who murdered those who were aboard Pan Am 103 are brought to justice, why we have demanded the surrender of the two Libyans indicted for this vicious offense, why we have pushed for and secured tougher international sanctions against Libya, and why we will not rest until the case is closed.

As we break ground, let us vow again that we will do all we can to protect our people. And let us draw renewed strength from the lives of the individuals in whose memories we come to honor.

I want to read to you in closing the words of Georgia Nucci, who lost her son over Lockerbie and later assembled an extraordinary book about the lives of each of the victims. As she returned from Scotland, she wrote the following: "Out of the ashes of this disaster came a torrent of love and friendship and help freely given from a whole community that was itself a victim."

Today is the shortest day of the year. But the winter solstice is also a turning point from which the light begins to return. While this season and this day for you and for all Americans are blackened by the agony of senseless loss, I pray that each of your lives will be brightened in some measure by the monument we dedicate here.

Let us grieve for those who fell from the firmament, and those who lay below, on that winter day still frozen so clearly in your memory. The Bible says: "Blessed are they that mourn, for they shall be comforted." As each stone is set in this cairn, may your wounds set and heal as well. And as long as this monument shall stand, may you find comfort in the knowledge that your Nation stands behind you.

I ask you now to join me in a moment of silent prayer.

I'd like now to ask Constable George Esson and Eleanor and Nicky Bright to join Jane Schultz down here for the groundbreaking ceremony.

NOTE: The President spoke at 10:23 a.m. at Arlington National Cemetery. In his remarks, he referred to Jane Schultz, executive vice president, Victims of Pan Am Flight 103; Chief Constable

George Esson; and Eleanor and Nicky Bright, family members of a Pan Am flight 103 victim.

Remarks Honoring UNICEF Health Heroes

December 21, 1993

Thank you. Thank you very much, Jim. Hillary and I are delighted to have you and so many of your friends from around America here today for the presentation of this report. We especially appreciate the presence here—I see Senator Leahy, Senator Sarbanes, and Congressman Obey. I don't know if Senator Dole and Congressman Porter are here, but I think they were coming. I'm delighted to see from the administration, Tim Wirth from the State Department; Secretary Shalala from HHS; our United Nations Ambassador, Madeleine Albright; our AID Administrator, Brian Atwood; and the Surgeon General, Dr. Joycelyn Elders. There are many other distinguished people here, but most of all I'm glad to see the children here. For after all, we're here to celebrate a season filled with the joy of children and to remind ourselves of much of the work still to be done.

James Agee once wrote, "In every child who is born under no matter what circumstances, the potentiality of the human race is born again, and in him, too, our terrific responsibility toward human life, toward the utmost idea of goodness, the horror of error, and of God." We are here in part to note the outstanding work of the fine man who just spoke.

Jim Grant and UNICEF are among the best friends any child could have. UNICEF was the driving force behind the historic world summit for children 3 years ago when leaders of 150 nations met to define the goals for improving health and welfare of our children by the year 2000. Jim and UNICEF continue to see that all the rest of us do our part to make progress toward those goals.

Today, with the annual State of the World's Children Report, UNICEF lays down another marker for the rest of us. The U.S. Agency for International Development also releases its own report on child survival.

And these impressive reports both mark the progress that has been made as well as outlining what still we must do. They document, for example, that over the past decade the international community has reduced the instances of some of the world's worst childhood diseases: measles, polio, and neo-natal tetanus, by over half. Yet we have still so much to do. Around the world, children suffer more than anyone else from poverty, malnutrition, disease, environmental decay, and even armed conflict. Today and every day in villages and neighborhoods around the globe, 30,000 children will die from malnutrition and preventable disease. As Jim has noted, behind each of these statistics there's a face, a family, a set of hopes and dreams, and a future that now will never be.

And while the plight of children abroad is especially acute, we must never forget that poverty, hunger, and disease are not strangers to our children here in the United States. One of every five of our children lives in poverty. By the time they're 15 years old, nearly one-third of our children in inner cities will have known someone who has died violently. One of my highest goals is to see that the next generation of our children grows up with more health, more security, more safety, and more hope than those of this generation. That's one of the reasons why we worked so hard for the Family and Medical Leave Act, for the new crime bill, for the Brady bill, and perhaps most importantly, for universal health care coverage for all of our people.

The First Lady, Secretary Shalala, and others are working on a health care reform plan that, when enacted, will provide complete preventive care and health security for over 8 million American children that today are uninsured. We're working to boost the immunization rate of our 2-year-olds to 90 percent; striving to ensure adequate nutrition for all of our children, including full funding for the women, infants and children's feeding program; fighting the plague of violence against our children; and committed also to improving the lives of children in other lands, not out of simple charity but also out of prudence. Because investing in the children of the world can be the most cost-effective way not only to relieve suffering but to advance economies, to promote self-sufficiency, to

promote democracy, and to avert future conflicts.

There have been times when the fight for the world's children seemed to be a losing one. But the children's summit and related events have transformed that frustration into hope. Our own Nation can take pride in decades of our leadership, with bipartisan support here at home on behalf of worldwide efforts to improve children's health.

The continuing leadership of this Nation is revealed in the work of the six health heroes we will honor here today and countless others like them. Building on their contributions and concentrating on the most cost-effective way of helping children, we're making great strides in areas like immunization and child nutrition. We're determined to build on this progress.

Under the direction of AID Director, Brian Atwood, we proposed an overhaul of our foreign assistance programs to reflect new times and new priorities. At the heart of this is a vision for sustainable development, centered on human development, a vision that will help us to make progress in child health, population, and environmental protection, a cause the Vice President has done so much to advance. Working with UNICEF and other governmental and non-governmental organizations, we want to make those goals at the children's summit come true. That's the best Christmas present we could give to the world.

So today I call on Americans in private and public life to join with leaders in developing nations to help ensure that we do make tangible progress, especially in three key areas. First, by the year 2000, we ought to set our sights on getting 90 percent of the world's children vaccinated for measles and on virtually eradicating polio, as surely as the world eradicated smallpox decades ago. Second, we should strive to give at least 80 percent of the world's children access to lifesaving treatment for the world's two biggest childhood killers, diarrhea and pneumonia. Third, on nutrition, the world can make enormous improvements through simple steps such as eliminating Vitamin A deficiency, which can be deadly, and by promoting more breast feeding for infants.

These are simple low-cost strategies. They don't require space-age technology. They rely on basic medicines, inexpensive vaccines, drinkable water, access to family planning, and expanded educational opportunities, especially for women and girls. And we can afford to do our part in this effort because the financial burden will be shared among many nations.

If we let the world's children suffer, we know that in time we'll reap a bitter harvest of despair and desperation and violence. We know that when children grow up healthy and nurtured, they're more likely to do better by their own children, they're more likely to become citizens and contributors, more likely to add to the global marketplace. This is how free societies and open markets evolve, how global progress happens, how future friends of the United States and these children will be created.

We still call this, I think instructively, the post-cold-war era. The problem with that designation is it tells us where we've been but not where we're going. We have to chart a new path, channeling the remarkable forces at work in this era with a bold vision of what might be. Let us today commit that our children and the world's children will figure large in that vision, that the post-cold-war era will instead be the world's era of peace and prosperity and humanity in which our minds and hearts work together to give all children a better life.

Now I'd like to ask our six health heroes to step forward and to be recognized for the outstanding work they've done. First, Dr. Gretchen Berggren, being recognized for her lifelong commitment to the health of the world's children as a medical missionary and an innovator in community-based nutrition and primary health care; next, Dr. William Foege, for his long commitment to the health of the world's children through his global leadership on immunization goals and the eradication of smallpox; Dr. Norbert Hirschorn, for his distinguished career in public health and his leadership in demonstrating the value of oral rehydration therapy to change children's lives all around the world; Dr. Donald Hopkins, for his leadership in the global effort to eradicate Guinea worm and other diseases and to assure safe

water and better sanitation to support children's health around the world; Patrice Jeliffe, for her lifetime commitment to the world's children as a public health expert, promoting breast feeding and appropriate weaning foods and practices in the developing world; Dr. Carl E. Taylor, for his sustained work around the world, from India to Beijing, which has demonstrated key linkages among nutrition, family size, and other efforts on child survival.

Thank you.

NOTE: The President spoke at 2:28 p.m. in the East Room at the White House. In his remarks, he referred to Jim Grant, American executive director of UNICEF. A tape was not available for verification of the content of these remarks.

Proclamation 6643—National Law Enforcement Training Week, 1994

December 21, 1993

*By the President of the United States
of America*

A Proclamation

One of the most essential and challenging jobs in America belongs to our law enforcement officers. The men and women who safeguard our lives and property every hour of every day are true heroes. They must be physically fit, well-versed in criminal law and procedure, skilled in the use of weapons and other technologies, adept at communicating, leading, and problem-solving, and able to make split-second decisions in life-or-death situations. There is no time to look up answers in a textbook out on the street; an officer's education and training make all the difference.

High-quality instruction and preparation are the foundations of successful law enforcement. As the problem of crime grows and criminals become more sophisticated, knowledge of law enforcement skills must enable officers to bring every available tool to bear to prevent crime and to apprehend those who, with no regard for the rights of others, defy our laws. It is no longer sufficient for officers to know how to use a car, a gun, and a fingerprint pad; today's professionals

**Letter to the Editor of *The Washington Post*****Bogotá, Colombia, December 19, 1994**

Joel Achenbach ("The First Lady, Following the Leader", Dec. 14, p. C1) says of the Miami Summit of the Americas: "While the men ... talked about trade and made important decisions affecting the entire Western Hemisphere, the First Ladies ... met across town at the Biltmore and talked about children." It reads as though children were irrelevant to the important decisions affecting the hemisphere. In fact, the "men" also had a thing or two to say about children. They set goals for universal primary education and child mortality reduction. They renewed their commitment to the goals of the 1990 World Summit for Children and the 1994 Nariño Accord (which set very specific goals for children to be reached by the end of 1995). They talked about the rights of children, agreeing "to give serious consideration to ratifying the United Nations Convention on the Rights of the Child" (the U.S. and Haiti being the only countries in the Hemisphere that have not already done so). Of course, UNICEF and others would have applauded if these leaders had even more to say about children, who bear the brunt of this Hemisphere's poverty and inequality and who are the ones for whom the leaders should *really* be seeking a level playing field. But if the mostly male Heads of State, and the media, put trade at the top of their agendas, might it not be that their spouses simply had a better sense of priorities?

Marta Maurás Pérez
Regional Director for Latin America
and the Caribbean,
United Nations Children's Fund



United Nations Children's Fund
Fonds des Nations Unies pour l'enfance
Fondo de las Naciones Unidas para la Infancia

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Date: December 19, 1994

To: Melanne Verveer/ Nicole Rabner

Fax: (202) 456-6244

Subject: Letter to the editor of the Washington Post

Sender: Robert J. Ledogar, Senior Planning Officer *RL*

YOU SHOULD RECEIVE 3 PAGE(S), INCLUDING THIS COVER SHEET. IF YOU DO NOT RECEIVE ALL THE PAGES, PLEASE CALL (212) 326-7783/7466.

We sent the attached letter to the editor this afternoon concerning the piece by Joel Achenbach on Dec. 14 in the Style section.

Let's see if they publish it.



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FAX TRANSMISSION COVER SHEET

Date: December 19, 1994

To: The Washington Post

Fax: ~~(202) 334-5269~~ (202) 334-5269

Subject: A letter to the editor

Sender: Richard Jolly, Acting Executive Director

YOU SHOULD RECEIVE 2 PAGE(S), INCLUDING THIS COVER SHEET. IF YOU DO NOT RECEIVE ALL THE PAGES, PLEASE CALL (212) 326-7783/7466.

Attached is a letter to the editor concerning the article entitled "The First Lady, Following the Leader" by Joel Achenbach in the Style section of the Post on 14 December, 1994.

We hope you will see fit to publish this letter.

Thank you.

Richard Jolly

A CULTURE OF CARING



America's Commitment to Children and Families



INTRODUCTION



Americans have always passed on to the next generation a more prosperous and more humane society than the one they inherited. That's what has given America strength. That's what has made the United States a lighthouse for the world. We have a responsibility to continue this tradition, to make sure that our actions today produce a brighter future for our children tomorrow. We must make sure America remains a land of opportunity for our children. America's plan of action is simple: we will give our children a more prosperous, healthier and more secure future.

The current generation of American adults recognizes that to do this, we must provide our children with the tools that will enable their generation to experience progress. For this to occur, we must have an education system that works. Children must arrive at school healthy and ready to learn. With these tools our children can assure themselves of a growing economy so that they can continue to build our Nation and prosper in the same way previous generations of Americans have prospered. This report, a response to the World Summit for Children held in New York in September 1990, presents both the steps the Administration is taking to improve the lives of children in the United States and the initiatives the United States is undertaking to improve the lives of children worldwide.

This report's narrative focuses for the most part on the activities of the Federal Government. Yet the Bush Administration has always stressed that the answer to creating a better future for America's children does not lie primarily with Washington. The answer is in the home life of all American families, reinvigorated local communities, and economic conditions that ensure a growing and prosperous economy.

The Bush Administration recognizes that the Federal Government plays an important role in protecting children from poverty, disease, malnutrition, illiteracy and abuse. But the primary responsibility for America's children must rest with the family and the local community. The state of our children is the state of our families.

As U.S. Department of Health and Human Services Secretary Louis W. Sullivan, M.D. has said, "The family is the first and the most effective Department of Health and Human Services." That's because the forces that truly shape a child's development — care, love, and the instilling of moral values — are best provided by the family and the local community.

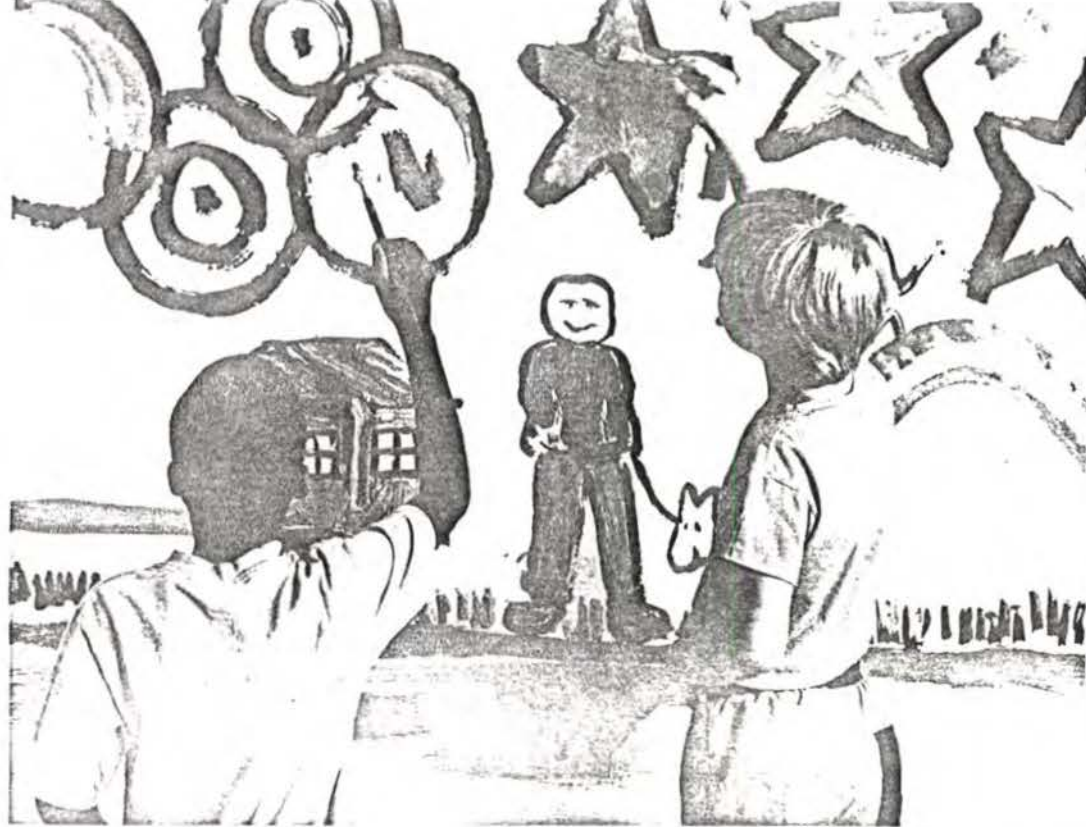
The Bush Administration believes that the Federal Government should look for ways to reinforce and strengthen the basic building blocks of a healthy society, including family, community, business and schools. Such policies will go further toward improving the lives of children than all the government programs money can buy.

Nonetheless, the Administration also recognizes that far too many children are deprived of the nurturing environment that family

and community can best provide. For millions of American children, government serves as a provider, paying welfare benefits in lieu of the wages that would be provided by an absent parent. But children need the care and support of both parents. Without a mother and father, a child would be left to depend on the government for warmth, love, and moral guidance as well as economic assistance.

In addition, far too many children grow up in areas where work is not readily available. So the U.S. Government, in pursuit of its long-standing commitment to ensure the well-being of its citizens, provides many programs designed to offer assistance when these traditional front-line institutions break down.

This report provides an overview of innovative Federal efforts. By no means is the information contained here intended to be comprehensive or all-encompassing. Instead, this report outlines the Administration's general approach to tackling many of the most pressing and critical issues facing the next generation of Americans and demonstrates the President's commitment to America's children, our most precious resource.



A BRIGHTER FUTURE FOR OUR CHILDREN

The United States is proud of its accomplishments for its children. As a whole, America's children are at or near the top among nations in almost every important measured index on the quality of life: standard of living, health, expected lifespan, and level of education. America's families have worked hard to achieve this level of success. Nevertheless, too many children in the United States have not received the full benefit of the American system. Too many children today must still be considered "at risk." Prosperity is not universal, even in the United States. The lives of too many American children are still blighted by poverty, violence in their homes and communities, lack of education, and inadequate health care.

Despite efforts dating back 25 years to the "War on Poverty" declared by President Johnson, government efforts, including significant growth in government spending, have been largely unsuccessful for some segments of our population.

The Bush Administration has outlined a new strategy to improve circumstances for children in America. The President's new ideas for the future will move us toward such goals as:

1. Strengthening the family
2. Supporting community action
3. Creating a stronger economy
4. Making streets and school yards safe
5. Comprehensive health care reform
6. Improving education



STRENGTHENING THE FAMILY

A major cause of poverty in America is the breakdown of the family. The numbers tell the story. Nine out of ten children from two-parent families avoid poverty, but half of the children living in single family households are poor. The vast majority of single parents are women raising their children without any male support at home. The increase in the proportion of mother-only families accounted for about half of the overall increase in child poverty from 1979 through 1987. It would be an over-simplification to say that two parents are always better than one. Not all absent parents are willing, or able, to make a positive contribution to family life. And there are many courageous and loving single-parents who are able to balance

the competing demands on their time and attention to provide and care for their children. Still, children who are missing a parent are 500 percent more likely to be poor and 200 percent more likely to drop out of school than children who live with both parents.

Absent fathers also take their toll on the physical, mental and emotional health of children. A recent study by the National Center for Health Statistics found that children living in single-parent or step-parent families suffer from more health problems and emotional distress. Even after controlling for age, gender, race and socioeconomic status, children from disrupted families were 20 percent to 40 percent more likely to suffer health problems than children living with their biological parents. These children were also

much more likely to display antisocial behavior.

Nearly one half of all black families are now headed by females. Among black families consisting of married couples and their children the poverty rate is 14 percent, which is about the national average. But among families headed by single mothers, the poverty rate is a staggering 52 percent. Two-thirds of all black infants today are born of unwed mothers.

Approximately 70 percent of juveniles in long-term correctional facilities did not have a father at home while growing up. As Secretary Sullivan has said: "We are raising a generation of young males who measure their manhood by the calibre of their gun and the number of children they have fathered — a generation for whom the comradeship of a gang has replaced the love of a family." All this points to one conclusion: children need the love, support and guidance of both their mother and their father.

There has also been an accompanying erosion in traditional moral values. The television and movie industries often depict scenes of casual sex, violence, lack of responsible behavior and defiance of legitimate authority. The legacy of the "Sexual Revolution" of the 1960s and 1970s is an epidemic of sexually transmitted diseases, unwanted pregnancies, shattered lives and children lacking a moral compass. For the middle class, the majority have survived this sea change in social mores. But many of the poor, with a less secure family life, have not. The inter-generational poverty now plaguing America's inner-cities is the legacy of a break-

down of the traditional family and of family values.

A series of initiatives has been proposed by President Bush that would reward instead of discourage family formation, and discourage instead of reward the break-up of families. These include:

1. Project KIDS: Making absent parents responsible for their children.

In families where one parent is absent, the parent who cares for the children can seek from the courts a judicial decree that the absent parent should financially support his or her children. Presently, only half of women legally entitled to receive child support receive the full-amount owed, a quarter receive partial payment, and a quarter receive nothing. Most significant is the behavior of fathers among low-income Americans. More than 90 percent of children now in the Aid to Fam-

ilies with Dependent Children (AFDC) program have able-bodied absentee fathers, but only 10 percent receive any child support from these fathers. The Bush Administration believes the law should be tough on these delinquent fathers. The U.S. Department of Health and Human Services' new Administration on Children and Families has dramatically stepped up child support enforcement. Child support payments during the first three years of the Bush Administration have increased by \$3 billion. But more must be done.

President Bush recently announced a new initiative, Project KIDS. Its goals for 1996:

- Three quarters of absent parents will be required to support their children, up from half now.
- Three quarters of absent parents will pay child support in full, on time, up from half now.

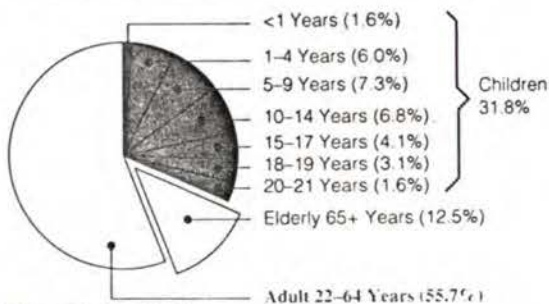
Improved Child Support

"Americans want to see government at every level work together to track down the deadbeat dads — the ones who cannot be bothered to pay child support. They want to see us break this cycle of dependency that destroys dignity and passes down poverty from one generation to the next."

— President Bush
March 16, 1992

U.S. Population

by Age Group 1989
Source (1.1) U.S. Bureau of the Census



Population of Children

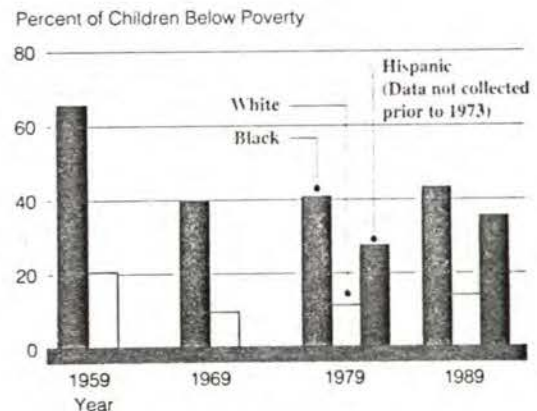
In 1989, there were 79 million children through the age of 21 in the United States, representing 31.8% of the total population.

Between 1980 and 1989, there was a 13.9% increase in the number of children under 5 years of age. Although there were 23 million more children younger than 22 in 1988 than in 1950, this age group is declining relative to other age groups in the population.

In 1989, persons aged 65 and over represented 12.5% of the total population. By the year 2000, this group is expected to increase by 12.6%, whereas the child population is expected to increase by only 2.1%.

Children in Poverty

Under 18 Years of Age: 1989
Source (1.2) U.S. Bureau of the Census



HOPE

"We must promote new hope through home ownership. People can't take it out of their community, something of value that they can pass along to their kids. And that's what the HOPE initiative does. It turns public housing tenants into homeowners."

— President Bush
May 8, 1992

- Two out of three children born to single mothers will have their fathers identified, up from one in three.
- Half of absent parents will cover their children on their health coverage plans, up from one in five.

Absent parents who do not support their children would lose many of the privileges State and Federal governments extend to citizens and would be subject to stiffer criminal penalties. The Internal Revenue Service would collect overdue child support along with taxes owed the Federal government.

2. Fully funding HOPE (Home Ownership for People Everywhere).

Under the HOPE program proposed by President Bush and Housing and Urban Development Secretary Jack Kemp, residents of public housing would be empowered to purchase their units in public or American Indian housing properties. Assistance would be made available in the form of two types of grants:

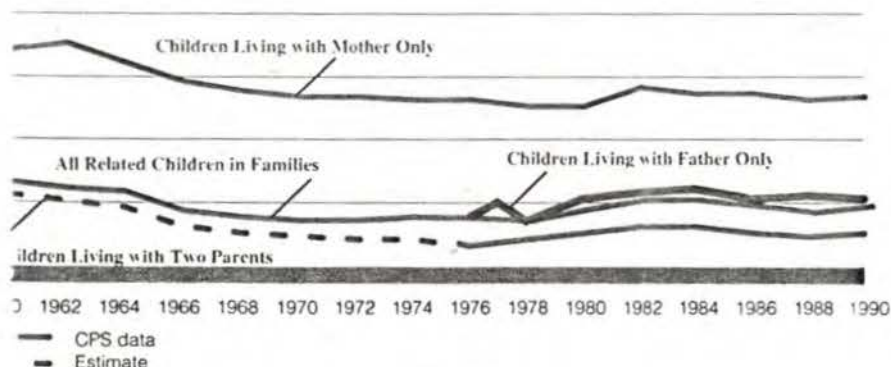
- Planning grants to assess viability and provide technical assistance to prepare public and American Indian housing residents for home ownership;
- Implementation grants for the rehabilitation of public housing projects, as well as counseling and training, capital and operating reserves, and helping to cover the costs of actually buying the properties at heavily discounted prices.

Families with incomes below 80 percent of the local median income would be eligible for Federal assistance to buy their homes in public or Indian housing facilities. HOPE would also make grants available to organizations that help families in public housing or FHA distressed multi-family buildings to buy and maintain their homes and properties.

By providing opportunity for home ownership, HOPE would give low-income families greater control over their homes and neighborhoods; help expand the supply of decent housing; and promote economic self-sufficiency. HOPE will help give low-income Americans a stake in the American Dream. Home ownership is one of the most powerful equity-building, wealth-creating investments families can make. HOPE would allow low-income families an opportunity to reap the benefits of home ownership. Home ownership helps provide stability and security to family life — essential to healthy child development.

Percentage Rate of Children by Living Arrangement

percentage
U.S. Bureau of the Census, Current Population Reports, series P-60,
1965 and earlier reports.





SUPPORTING COMMUNITY ACTION

The Administration has proposed a new approach, one that would strengthen community and family life and encourage local, grass-roots initiatives. President Bush speaks often about the "Points of Light," meaning people who pull together and volunteer to aid a neighbor in need. The residents of a particular neighborhood understand their needs far better than the remote bureaucracy in Washington, D.C. And, for the most part, residents of neighborhoods are better equipped to deal with their own problems

when encouraged to do so. A successful attack on poverty must foster self-sufficiency instead of need. It must highlight and strengthen the many positive aspects that already exist in communities. For this reason, community action is one of three great engines of progress — together with economic growth and government action. In order to ensure that government fully supports the initiatives of groups and individuals at the community level, the Bush Administration has proposed the following plan of action:

Thousand Points of Light

"These individuals and groups realize that we build a better America not by protesting or demanding that others assume

responsibility for the problems of

the nation. They are the

President Bush

September 28, 1991

Welfare Reform

"It's time to replace the assumptions of the welfare state and help reform the welfare system... when able-bodied people receive government assistance, they have responsibilities to the taxpayer; a responsibility to seek work, education, or job training, a responsibility to hold their families together and refrain from having children out of wedlock."

— President Bush
January 28, 1992

1. Creating enterprise zones in poor areas.

Enterprise zones will attack poverty by promoting investment in economically distressed neighborhoods. These designated areas will be given tax incentives and regulatory relief to attract new seed capital for small business start-ups and to make risk-taking possible.

Many people are deterred from starting a business because taxes are too high and regulations are too complicated. The Administration has proposed eliminating costly legal barriers that discourage low-income people from starting their own businesses. Barriers that small businessmen must overcome include: zoning ordinances that prevent people from running a business out of their home; occupation licensing and bonding requirements; property taxes, inventory taxes and other business taxes. By removing all non-health related government barriers to private enterprise in enterprise zones, we will be better able to provide additional incentives to expand the economy.

2. Giving greater authority to State and local government to experiment with new approaches to fighting poverty.

The Bush Administration has been waiving many Federal restrictions on AFDC and other public assistance programs to allow State and local governments to experiment with new approaches to alleviating poverty.

Wisconsin, through a program called Learnfare, requires students to attend school for their parents to receive maximum welfare benefits. Maryland officials have announced a plan to encourage more responsible behavior among the poor by paying bonuses to those who get preventive health care, keep children in school and pay their rent.

New Jersey no longer pays mothers additional AFDC benefits if they have more children out of wedlock, but allows mothers to continue to receive benefits if they marry ("wedfare"). New Jersey's welfare law allows mothers to get a job and earn up to 50 percent of their total benefits without being forced off welfare. The New Jersey law also requires mothers with children over the age of 2 to work or get job training. This is the kind of innovation the Bush Administration is encouraging. Government works best when it's closest to the people. State and local governments are much better positioned, strategically, to address the real needs of their people than is distant Washington, D.C. Each project will be carefully evaluated to determine its effectiveness.

3. Full funding for Head Start.

One Federal anti-poverty program that has worked very well is Head Start. Head Start offers preschool experience to children who live in poor households. Head Start works because it relies on parents and volunteers in the local

community to run the program and make it work.

Neighborhood volunteers at Head Start centers outnumber paid staff three to one. Head Start attempts to give poor children some of the advantages they may be missing at home, advantages that have enabled other kids to arrive at kindergarten and first grade ready to learn. Head Start teaches disadvantaged preschool children basic values, values such as respect for teachers and authority, integrity, hard work, patience, and service to others.

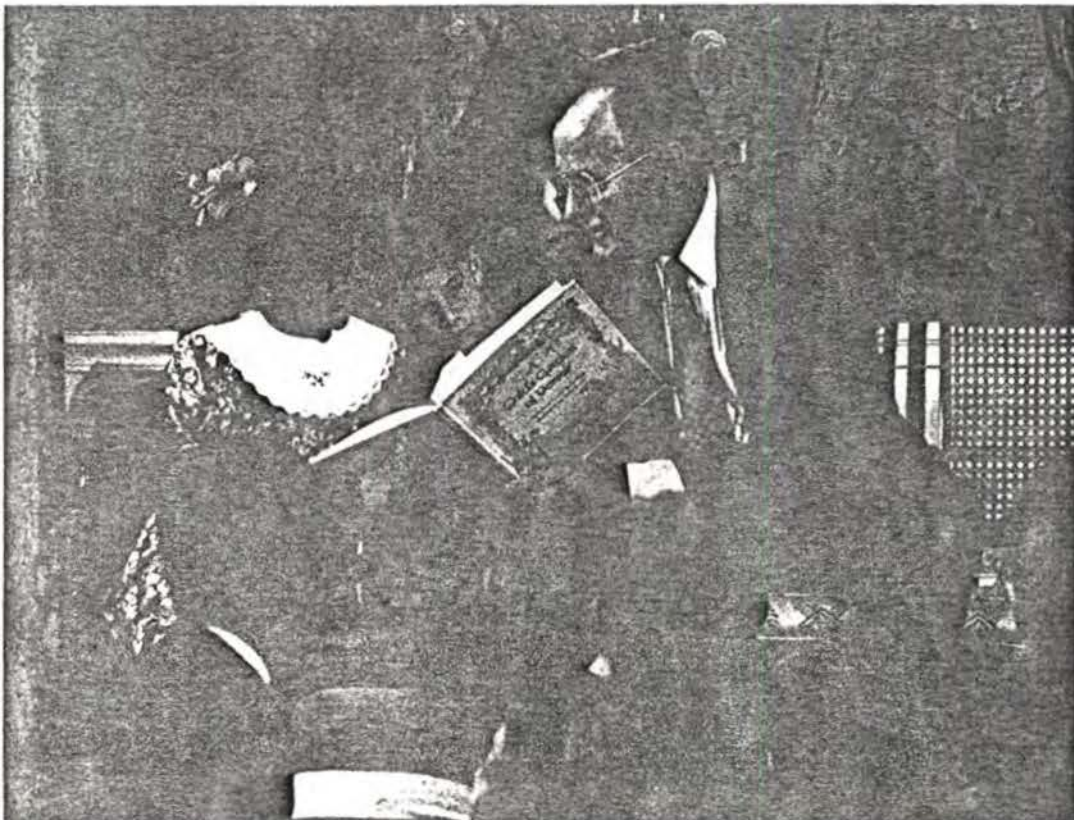
President Bush is a strong believer in the value of Head Start, which is why he has proposed and Congress accepted a record \$600 million increase in Head Start funding for Fiscal Year 1993. This will enable every eligible 4-year

old to participate in Head Start. It will also enable Head Start to open Family Service Centers, which will assist parents who are involved in the program and face problems such as illiteracy, unemployment, and drug or alcohol abuse. By addressing these problems, the Centers will help parents create a more positive, nurturing home environment for their children.

Head Start

"Everyone agrees Head Start is a program that works for children — by enhancing their educational performance and really fostering success in life. Head Start also works for families by offering child care and child development programs for parents which build self-confidence by encouraging a commitment to improve the lives of the children."

*— President Bush
May 24, 1990*



CREATING A STRONGER ECONOMY

The best anti-poverty program is a growing economy. The historical record shows that poverty in America has declined, not when spending on social programs has increased, but during periods of economic expansion. Poverty plunged during the post-war period while the economy was growing at a rapid pace. In 1959, the poverty rate was 22.4 percent, and dropped to 12.1 percent by 1969. But then the decline in the poverty rate stopped in 1969, just as the Great Society's War on Poverty programs were kicking in. The poverty rate began to climb from 11.7 percent in 1979 to 15.2 percent in 1983 when the economy slowed and sank into a recession. Poverty fell again throughout the 1980s to 12.8 percent in 1989 as the economy improved. This was certainly true of the period between 1983 to 1989 when American aggregate output grew by a staggering 24 percent, the equivalent of creating another economy the size of Germany's inside the United States. The facts show that the poor did not get poorer between 1983 and 1989, when the economy was growing. All income

groups were better off as a result of the 19 million jobs created by the longest economic expansion in American history. The average income of the poorest fifth of American families increased by 10.4 percent during this period. The average income jumped 9.5 percent for the second lowest fifth; 11.7 percent for the middle fifth; 12.2 percent for the second highest fifth; and 13.6 percent for the highest fifth. As President Kennedy often said, "a rising tide lifts all boats." And that was certainly the case during that period of economic growth, from 1983 through 1989. If we are to give our children a bright and prosperous future in which their opportunities are limited by their dreams and not their circumstances, we must have a growing economy. The Bush Administration has proposed an economic growth program to lessen the burden of government on those who pay the country's bills — families and businesses:

1. A Balanced Budget Amendment to the Constitution.

We have a moral responsibility not to leave a legacy of debt to

Balanced Budget

"We've got to remember, these aren't government dollars, they're taxpayer dollars. And when it comes to the deficit, let's remember who foots the bill — our children, our grandchildren. We need a balanced budget amendment."

*— President Bush
May 27, 1992*

our children and grandchildren. We cannot give the next generation the same opportunities our parents and grandparents gave us so long as the Federal Government continues to run up yearly deficits in excess of \$300 billion. Washington must stop spending more than it takes in.

Nearly 15 percent of the entire Federal budget is spent just on paying interest on the Federal debt. A Balanced Budget Amendment is clearly needed. Sadly, the House on June 11, 1992, once again rejected a Balanced Budget Amendment to the Constitution, this time by only nine votes. We owe our children better leadership and more responsible fiscal policy than this.

2. Tax relief for first-time home buyers.

The Administration has proposed allowing the use of Individual Retirement Accounts by first-time home buyers to purchase a home. In addition, the Administration has proposed a \$5,000 tax credit for first time home buyers. President Bush has also recommended efforts to provide a much-needed boost to the real estate industry, the backbone of the American economy.

3. A moratorium on new regulations.

President Bush, in his State of the Union Message to the Nation on January 28, 1992, announced a 90-day moratorium on Federal agencies issuing new regulations. The President has since extended that moratorium indefinitely. Meanwhile, the President's Council on Competitiveness, chaired by Vice President Dan Quayle, is conducting a comprehensive review of existing regulations to identify unnecessary government red-tape that can be streamlined or eliminated. The regulatory burden on business and enterprise is crushing economic growth.

A growing economy is vital not just to the economic well-being of families and children, but to their emotional well-being as well. Life at home is more secure and far less stressful if dad, mom or both have decent jobs that provide the necessary financial support for the family. Children cannot achieve their full potential in life without opportunity, which results from the continuous creation of new businesses and industries.

New Regulations Moratorium

"I won't neglect my responsibility for sound regulations that serve the public good, but regulatory overkill must be stopped."

*— President Bush
January 28, 1992*



MAKING THE STREETS AND SCHOOLYARDS SAFE

The threat of violent crime constitutes an assault on family and community. The basis of community is the confidence that we can live, work and play in our neighborhoods free from the threat of violence. If a single mother in an inner-city neighborhood must worry about drugs being sold outside her home on the street corner or whether her children will get drawn into joining a gang, this makes the already difficult job of motherhood nearly impossible.

More than tough law enforcement is needed to address problems in the inner-cities. But ridding communities of violent crime is an

absolutely necessary pre-condition for any social progress. The following three-part plan has been launched by the Administration to make America's streets and playgrounds safe:

1. Stronger law enforcement.

There is no mystery as to how to protect our families from violent crime. Study after study shows that only a small segment of our population commits violent crimes, and that almost all violent crimes are committed by repeat offenders. A 1980 study of just 240 habitual offenders found that this small group was responsible for over 500,000 crimes over an 11-year period — an average of 190

crimes per year per offender. A 1982 study by the Rand Corporation found that the average state inmate committed between 187 and 287 crimes per year while on the street (not including drug deals). A recent study by the Bureau of Alcohol Tobacco and Firearms found that criminals serving time for firearms offenses averaged 160 crimes per year prior to being incarcerated. These are career criminals who began their careers in crime as juveniles and continue to commit crimes as adults. There is only one way to make America's streets safe, and that's to make sure that chronic violent offenders are not released from prison until they have served their full sentences.

The Bush Administration's Crime Bill now before Congress includes the following reforms:

- Mandatory 5- and 10-year prison terms for firearms possession by a person with one or two prior convictions for violent felonies or serious drug offenses.
- Override of State negation of convictions for armed career criminals.
- Broader definition of serious drug offense for armed career criminals to include State offenses where conduct would have carried a maximum term of 10 years or more if federally prosecuted.
- Broader Federal jurisdiction and adult prosecution for juvenile offenders
- Mandatory 10-year term for use of a semi-automatic firearm in a Federal crime of violence or a drug trafficking crime.
- A workable Federal death penalty for murders implicating Federal interests or responsibilities, including substantially all drug-related murders.
- A workable Federal death penalty for certain non-homicidal offenses, including "drug kingpins" and those convicted of treason and espionage.
- An objective reasonableness ("good faith") exception to the "exclusionary rule."

2. Expand the Administration's "Weed and Seed" program.

Operation Weed and Seed is a new initiative to combat violent crime and drug trafficking in targeted distressed neighborhoods. Weed and Seed improves the circumstances of children living in these neighborhoods by reducing crime and providing social services. President Bush requested from Congress \$500 million for the Weed and Seed initiative for 1993.

The key to Weed and Seed is not so much in new spending as in a new way of operating. It involves the integration of Federal, State and local law enforcement activities to "weed" out violent criminals, drug traffickers and youth gangs. It then provides community revitalization and social welfare programs to "seed" the areas for long-term economic growth and revitalization of low-income communities. The Weed

Crime Bill

"It's time for a criminal justice system that allows us to see the truth come out, the guilty punished, the law upheld, and justice done. And that's what I believe our crime bill stands for."

— President Bush
October 16, 1992

Weed & Seed

"Families can't thrive, children can't learn, jobs can't flourish in neighborhoods like this. And it's just our responsibility to preserve the domestic order... We can reclaim our crime-ravaged neighborhoods through a new initiative that we call Weed & Seed."

— President Bush
May 8, 1992

and Seed initiative involves four basic elements:

- **Eliminating violent crime.**

The Administration is working to build on a partnership among State, local and Federal law enforcement agencies to target aggressively violent street criminals and street gangs. Programs such as the Justice Department's "Project Triggerlock" target violent and armed offenders for prosecution in Federal court to take advantage of tough Federal firearms laws. Between April 1991 and February 1992, Project Triggerlock resulted in approximately 4,500 cases charged with a conviction rate of 91 percent.

- **Providing hope and assistance.**

Weed and Seed coordinates social programs and services to help residents reclaim their lives and their neighborhoods from

the criminals and street gangs. These programs include access to primary and prenatal health care, drug abuse treatment and prevention. Head Start, job training, and after-school education programs.

- **Creating jobs and economic opportunity.**

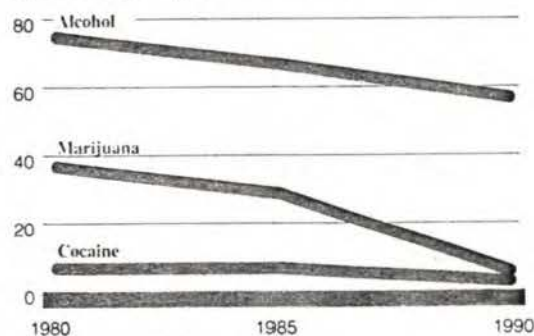
The Administration has earmarked up to \$400 million in its weed and seed proposal budget for enterprise zones (described above). In poor areas designated by the Department of Housing and Urban Development as enterprise zones, taxes and regulations discouraging business activity would be eliminated or dramatically reduced. Stimulating economic growth in economically distressed areas (especially in the inner-cities) is critical to breaking the cycle of drug use, poverty and unemployment.

- **Housing and community development.**

Public housing developments in Weed and Seed areas would be eligible for assistance through the HOPE program. HOPE gives more authority to residents of public housing to manage their own buildings and to evict drug users and troublemakers. In addition, HUD, under the Weed and Seed initiative, would provide housing vouchers, community development block grants for

Trends in Student Drug Use

Percent of 12th graders who reported using the following during the previous 30 days, 1980 to 1990
Source: University of Michigan, 1991



Drug and alcohol use by high school seniors has declined noticeably since 1980.

recreation areas and other community infrastructure improvements.

Riot-torn South Central Los Angeles is an important test site for the Weed and Seed program. On May 7, 1992, President Bush announced a \$19 million Weed and Seed operation designed to revitalize the burned, looted and terrorized communities of South Central Los Angeles.

3. Commitment to a drug-free America.

President Bush on September 5, 1989 declared a "War on Drugs," announcing a two-pronged attack to make America's school yards, streets and workplaces drug-free. First, the President said he would strike aggressively at those who supply illegal drugs. Second, the President said he would work to provide greater prevention and treatment programs to reduce the demand for drugs. Over the last 3 years, the Bush Administration has:

- Enforced drug laws with greater certainty and regularity, both to make our neighborhoods safer for those who do not use drugs, as well as to hold drug users strictly accountable for their actions.
- Tried to prevent drug use before it starts by requiring every elementary, secondary and post-secondary school to adopt, implement and enforce tough anti-drug policies and effective drug education programs.
- Expanded opportunities for treatment each year so that those who might benefit would have

treatment available.

— Worked closely with our allies in Latin America to close America's borders to drug traffickers.

The President has committed huge, unprecedented funding to the War on Drugs. Since taking office, funding has increased 81 percent to nearly 12.0 billion for Fiscal Year 1992. The United States has added nearly 26,000 employees, including agents, attorneys, and prevention and treatment specialists to the Federal effort. Federal funding for drug treatment has nearly doubled since 1989, so that now 1.8 million Americans can be treated for drug dependence.

The results of these efforts in this short period of time have been impressive. Overall drug use has dropped by 13 percent since 1988. Occasional use of cocaine has dropped by 23 percent. Current adolescent cocaine use has dropped by 63 percent; and student approval of drug use dropped by 28 percent. Drug-related crime rates have also started to fall. Despite stepped up law enforcement efforts, drug-related arrests are down by 24 percent from 1989 to 1991, indicating major gains in the War on Drugs in the inner-cities.

There is certainly much more to be done. But these trends show that the Administration has adopted the right strategy. We have sent out the message that Americans will not permit the drug traffickers to poison our children

with drugs. With continued vigilance, we can achieve victory.

Some complain that the Administration's anti-crime and anti-drug policies are too tough. But if we truly are to have a kinder and gentler America, if America is truly to be a brighter and happier place for our children tomorrow, the perpetrators of violence and drug trafficking must be removed from our communities. We cannot have social progress in the midst of chaos. We cannot raise our families, educate our children, build our businesses and enjoy the blessings of liberty without law and order.

War on Drugs

"To win the war against addictive drugs like crack will take more than just a Federal strategy. It will take a national strategy, one that reaches into every school, every workplace, involving every family."

— President Bush
September 5, 1989

A SPECIAL EMPHASIS ON HEALTHY CHILDREN

America prepares for the future by paying special attention to health of our young ones, especially in poor communities where children are more likely to be neglected. This year alone, 40,000 babies will die before their first birthday, and a quarter of a million will be born with low birth weight, making them susceptible to early death, disability and lifelong chronic illness. Black babies are more than twice as likely as white babies to die. The Bush Administration has made healthy children a national priority through the following initiatives:

1. Healthy Start.

The strategy behind this Bush Administration initiative is to concentrate resources in 15 communities throughout the Nation with stubbornly high infant

mortality rates. Each community is given the flexibility to design their own programs and strategies tailored to the needs of its people. The goal is to reduce infant mortality in these communities by at least 50 percent over a 5-year period. The practical knowledge gained from these demonstration projects can then be used as models for communities across the nation.

Healthy Start emphasizes the importance of personal responsibility. Many factors leading to high infant mortality rates, especially in low-income urban areas, stem from the behavior of the expectant mother. Drug and alcohol abuse and smoking during pregnancy account for about 20 percent of infant deaths. Other factors jeopardizing a healthy start for America's children include unwed teen pregnancy, poor nutrition, inadequate prenatal care and the absence of family or community support.

Healthy Start is a major initiative to improve the health of those American children who are born into low-income and high-risk situations. President Bush has asked Congress for a total of \$314 million for Healthy Start over the past 2 fiscal years. Regrettably, Congress has fallen short of providing the full amount requested by the President.

2. Attacking childhood diseases.

Children in the United States receive vaccinations against eight diseases: Diphtheria, tetanus, pertussis, polio, Hemophilus b influenza, measles, mumps and

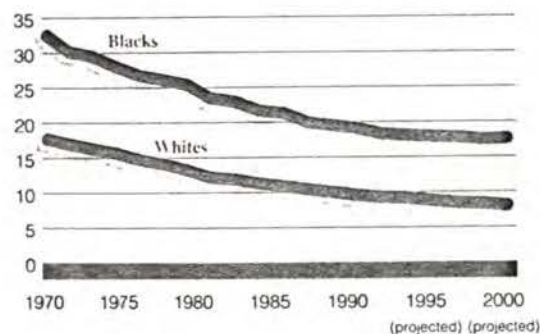
Healthy Start

"We must reverse the factors that cause poor infant health. That's why I have personally made the Healthy Start Program a Presidential Initiative and a top national priority."

*— President Bush
September 18, 1991*

Infant Mortality Rates, Blacks and Whites

Deaths Per 1,000 Live Births
Source: National Vital Statistics System and National Linked Birth and Infant Death Data Set, CDC





rubella. This series of vaccinations starts when infants are 2 months old. President Bush has called on Secretary Sullivan to ensure that all of America's children receive their vaccinations on schedule. This program has produced one of the great child health successes of the 20th century. In 1900, these infectious diseases were among the leading causes of death in children. These diseases have now either been completely conquered or are in sharp decline. We can be proud of the fact that 97 percent of American children entering school are immunized.

But the immunization rate among 2-year-olds in some inner-city areas is still an abysmal 20 percent. President Bush is leading an effort to increase the number of fully immunized infants and

children, especially in high-risk, low-income inner-city areas. The President has increased the federal immunization budget from \$141 million in 1989 to \$344 million in Fiscal Year 1993 — an increase of over 140 percent. The President has asked Congress for an additional \$40 million for the next fiscal year.

3. Food and nutrition.

The U.S. government has established programs to ensure that no child goes hungry. The U.S. Department of Agriculture will spend more than \$30 billion this year on food assistance efforts, the largest being the Food Stamp Program. The Food Stamp Program allows low-income households to obtain a more nutritious diet by increasing their purchasing

Improved Childhood Immunizations

"Today we're announcing a new action plan to get our children vaccinated when it makes the greatest difference — by the age of two. We're also announcing new standards for pediatric immunization — the work of an expert panel representing many private and public sector organizations. And they're going to help clinics improve their methods to provide vaccinations to kids who need them the most."

*— President Bush
May 11, 1992*



America 2000: An Education Strategy

"Education has always meant opportunity. Today, education determines not just which student will succeed, but also which nations will thrive in a world united in pursuit of freedom and enterprise. Our greatest national resource lies within ourselves... Think about every problem, every challenge we face. The solution to each starts with education."

*— President Bush
Introduction to "AMERICA 2000"*

power. The Special Supplemental Food Program for Women, Infants and Children (WIC) serves low-income pregnant women and mothers with young children, as well as infants and children up to the age of 5 at 8,200 sites through the United States. The program served about 3.8 million infants and children each month in 1991.

Meanwhile, the fortification of staple foods, general national prosperity, and the widespread availability of public assistance ensures that the vast majority of Americans are well nourished. Diseases caused by nutritional deficiency have been virtually eliminated in the United States, although nutritional problems among children still remain.

For most American children, diseases from nutritional deficiency have been replaced by other health problems related to dietary excesses and imbalances. Overconsumption and poor selection of food ranks among the leading causes of illness in the United States and generates substantial health costs. In 1991, the Food and Drug Administration issued new regulations governing food labels to help consumers make wiser and healthier choices in the foods they consume.

4. Continued vigilance in public and child health.

Public health advances such as clean water, sanitation systems and food preservation have saved the lives of untold numbers of children who otherwise might have died young or been disabled for life.

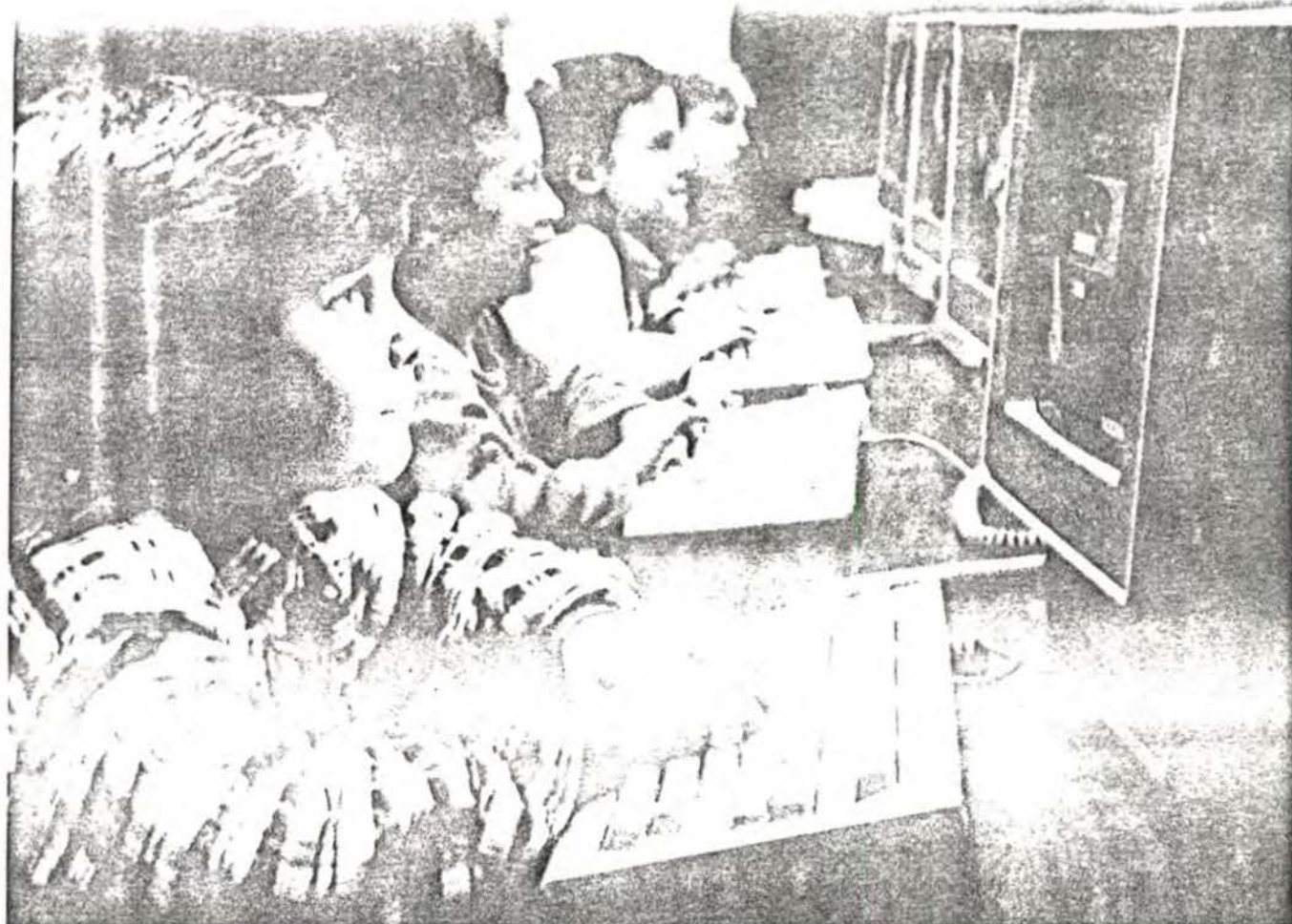
Each year, the Federal Government spends over \$7 billion on maternal, infant and child health. But there is only so much government can do. As Secretary Louis Sullivan has said, "It is the responsibility of each American to give every child the best opportunity for a healthy start and the best possible protection from childhood diseases, problems and harm." Ultimately, says Dr. Sullivan, "we must rely on the core institutions of family, school, church and community to band together to make sure each child is immunized, healthy, well fed, emotionally secure, and is able to socialize with other children and adults. Then we have done our job and they are ready to learn."



IMPROVING EDUCATION

Americans believe strongly in the power of education. Almost 90 percent, according to a recent Gallup poll, rate a world-class education system as critical to the Nation's future. America has some fine elementary and secondary schools, and many of America's children are performing well. But too many are not. In comparison with their peers internationally, too many American thirteen-year olds have trouble

solving problems involving fractions, decimals, percentages or simple algebra, and some are unable to figure the cost of a meal from a menu. More than one-quarter of American young adults cannot read well enough to interpret the instructions from an appliance warranty, and 43 percent couldn't follow instructions using a street map to travel from one location to another. About 500,000 young people drop out of school every year.



The connection between poverty and inferior education is also clear. The 1991 poverty rate for high school graduates is 9.0 percent; while, among those who fail to get their high school diplomas, the poverty rate shoots up to 24 percent. An under-educated child is a child at risk. Inferior education breeds poverty.

National Education Goals

In September 1989, President Bush called a historic two-day Education Summit with the Nation's Governors at Charlottesville, Virginia, to formulate an action plan for education reform. The President and the Governors agreed to a decade-long Federal-State partnership to create and meet a set of National Education Goals.

In his 1990 State of the Union Address, the President, for the first time in our history, announced six National Education Goals to be met by the year 2000:

1. All children will start school ready to learn;
2. The high school graduation rate will increase to at least 90 percent;
3. Students will leave grades 4, 8, and 12 having demonstrated competency in challenging subject matter;
4. U.S. students will be first in the world in science and mathematics achievement;
5. Every adult American will be literate and will possess the knowledge and skills necessary to compete in a global economy and exercise the rights and

responsibilities of citizenship;

6. Students will be provided a safe, disciplined, and drug-free environment in which to learn.

AMERICA 2000

In April 1991, the President announced AMERICA 2000, his innovative four-part strategy to help the U. S. achieve the National Education Goals community by community.

The AMERICA 2000 movement is spreading like wildfire. Over 2,000 communities, 44 states, and 1,000 Chambers of Commerce across the U.S. have accepted the President's challenge to adopt the national goals. President Bush is promoting four revolutionary ideas to help communities transform education:

- Break-the-Mold New American Schools
- Academic standards and voluntary national exams.
- Flexibility for teachers and principals.
- Educational choice for families.

Break-the-Mold New American Schools

At the President's request the New American Schools Development Corporation (NASDC) was formed to create break-the-mold schools. Eleven design teams, out of almost 700 submissions, were chosen to move forward with their proposals for the 1993 school year. These proposals came from across the United States from some of the most creative minds in our country. For example, Bensenville, Illinois, is a small community with big ideas. Their design was one of the eleven chosen by NASDC. This village of 17,000 plans to turn the entire community into a school, with a Lifelong Learning Center at the hub. Students will learn math at the bank and journalism at the local paper. School facilities will be open all year, from 6 a.m. to 10 p.m. daily. The whole village cooperated to make it all possible.

In the Los Angeles design selected by NASDC, students will have a "moving diamond" of support, linking each young student with an older student, teachers, parents and a community volunteer. One day a week will be allocated to teachers to continue their learning, to create teaching plans with colleagues, and to find ways to

better address the needs of students.

In Orrville, Ohio, home of the J.M. Smucker Company, the Heartland Incorporated design team, with the help of CEO Tim Smucker, is going ahead with its proposal even though they weren't funded by NASDC. The community response in Orrville has been inspiring — four hundred citizens working together for a year and "No one has said no" when called upon to participate.

All these proposals have tough standards. They are all generating bold new ideas: high schools in corporate headquarters, kindergartens in banks, elementary schools operated by museums. School staffing would change and new technology would be incorporated. These designs will be a catalyst for change.

World-Class Standards

President Bush has called for the development of World-Class Standards describing important knowledge and skills that all students should learn.

The National Council of Teachers of Mathematics (NCTM) believes that high standards can provide a vision of what is possible for all children. Forty-one states have revised, or are revising, their math curriculum frameworks based on the NCTM standards. Already, about 40 percent of the classrooms in the United States are using the new, tougher math standards NCTM established.

The Department of Education

is working with experts and teachers to develop a national consensus of world-class standards in other core subjects: history, science, civics, geography, English, and the arts. These new standards will be ready for the schools by 1994-95, so parents will know what their children need to learn to live and work in this world. A voluntary national examination system is also being developed to help states and communities assess whether our children are learning what they should.

Flexibility for Teachers and Principals

The President is seeking to deregulate all 110,000 U.S. schools, and make more flexible the Federal rules that follow the allocation of Federal money.

Many states are already deregulating their schools. In Lehigh Valley, Pennsylvania, the first thing the teachers told President Bush was, "Help us get Harrisburg off our backs." Ohio and Texas are already easing state regulations, and other states, like Minnesota and California, are helping teachers create and charter new kinds of schools from scratch.

Choice — The GI Bills for Children

President Bush's "GI Bills for Children" would provide middle- and low-income families with more choices for their children's schooling. "The GI Bills for Children" would give families consumer power, \$1,000 scholarships for each

child, to use at the school they feel best meets their children's needs.

In Milwaukee, Mayor John Norquist has joined with Governor Tommy Thompson, State Representative Polly Williams, and an array of business and community leaders in a spirit of bipartisanship to put in place a strong choice program. This choice program is improving schools in all sectors — public, private and religious. The recent Gallup Poll shows 70 percent of Americans support the President's plan. Colorado, Indianapolis, and San Antonio are also moving ahead to provide more school choices for all families.

In July 1990, the National Education Goals panel was created and charged with measuring progress toward achieving the six National Education Goals listed above. This panel includes eight governors, two members of the Federal Administration and four Members of Congress. Progress being made includes:

- **More rewards for achievement.** Differential pay will be encouraged for those who teach well, who teach core subjects, who teach in dangerous and challenging settings, and who serve as mentors for new teachers. New ways of certifying teachers and principals will be developed so that those with strong subject matter expertise will be encouraged to enter into teaching

and operating schools. The Federal Government will honor and reward outstanding teachers in all five of the core subjects with honor and reward outstanding teachers in all five of the core subjects with Presidential Awards for Excellence in Education.

- **Life-long education.** The President is asking adults to become a nation of learners—to “go back to school.” The President is challenging every city, town and neighborhood to become an AMERICA 2000 community, emphasizing parental involvement and neighborhood commitment.
- **Making sure children arrive at school “ready to learn.”** Ensuring that each and every child starts school “ready to learn” is the first national education goal. children arrive at school ready to learn if they are immunized, healthy, well-fed and emotionally secure, and if they can socialize with other children and adults. The Department of Health and Human Services has taken a series of steps to address preventable health conditions that may impair a child's intellectual development, including: lead poisoning prevention and screening; ensuring increased access to prenatal care and immunization; and expanding Medicaid to cover more children. An unhealth child cannot begin school ready to learn.



INTERNATIONAL CHALLENGES

The ability of developing nations to advance is to the productivity, health, education and general well-being of their children — tomorrow's leaders. The United States recognizes that its place in the world is more secure when other countries are prospering through open markets, free economies and democratic governments. The United States has made the

well-being of children a centerpiece of its international activities since it is an investment in a brighter future for all of our citizens.

The United States has marshalled the skills and commitment of its universities, its nongovernmental and voluntary organizations, its commercial sector and its research institutions to mount an aggressive international program for the survival,

development and protection of children.

The United States Agency for International Development (USAID) is the major U.S. agency providing development services, technical assistance and relief to the developing world. USAID conducts programs in the areas of nutrition, agriculture, energy, health (including child survival and HIV/AIDS prevention), education and training, family planning, human rights, private enterprise and disaster and refugee assistance. In FY 1992, USAID committed more than \$1.2 billion for child survival, HIV/AIDS prevention, nutrition, family planning and education and other programs directly designed to help children and their families in the developing world.

The United States, principally through USAID, has played a role in the following achievements:

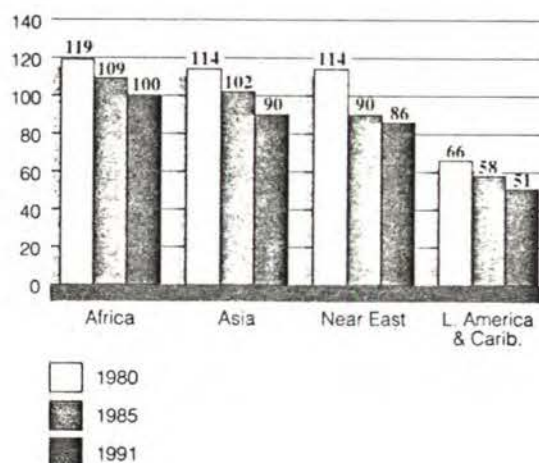
- Overall, mortality rates of infants and children under five declined by 10 percent and 12 percent respectively between 1995 and 1991. In several USAID-assisted countries, the percentage decline has been more than 50 percent.
- USAID-funded immunization programs and treatments for diarrheal diseases are saving the lives of more than three million children every year. In 1980, only 20 percent of the world's children were fully immunized, as compared to 80 percent immunized in 1992.
- USAID support led to the development of oral rehydration therapy (ORT) for the treatment of dehydration due to diarrhea. Largely due to USAID's efforts, access to ORT has

nearly doubled from 35 percent in 1984 to 63 percent in 1989. As a result, one million lives are being saved each year.

- Current measles vaccination programs are preventing some 1.9 million deaths annually. Over the next five years, USAID plans to provide substantial funds as part of a global effort to reduce the threat of measles, which now claims the lives of more than one million children a year.
- USAID has been an active supporter of and participant in the Children's Vaccine Initiative, which was launched in response to the World Summit for Children to accelerate the development of new and improved vaccines. In Fiscal Year 1992, USAID committed more than \$15 million for vaccine research, most of it focused on the diseases most threatening to children.
- Since 1987, USAID has committed about \$358 million for AIDS prevention activities through work

Reduction in Infant Mortality

USAID-Assisted Countries by Region, 1980 - 1990
Source: World Population Prospects 1990



bilateral assistance, support for the World Health Organization's Global Program on AIDS, and support for community-based and other non-governmental organizations in more than 70 countries. Over the next five years, USAID expects to invest \$400 million in HIV/AIDS prevention activities worldwide.

- USAID is continuing its support for a major research effort to develop a malaria vaccine, an effort made more urgent by the resurgence of the disease. USAID is also a leader in the treatment and prevention of other tropical diseases that cause half of the world's illnesses, such as Guinea worm, river blindness, schistosomiasis, Dengue fever, yellow fever and Chagas disease.
- USAID supports a variety of nutrition programs for women and children. Vitamin A, iron and iodine are viewed as key elements of USAID's comprehensive approach to improving nutritional status. The Agency has also been a pioneer in demonstrating the impact of vitamin A supplementation in reducing childhood mortality and morbidity, reducing nutritional blindness and improving nutritional status.
- USAID will continue its efforts to improve the nutritional status of females, especially those of childbearing age, to enhance their potential to breastfeed, improve their productivity, health and well-being, and reduce the number of low birth weight infants.
- In 1990, well over 30 million

couples used family planning as a direct result of U.S.-sponsored programs. USAID provides 45 percent of all the family planning funds in the world. As the world's leading donor in the development and delivery of contraceptives, USAID has increased the ability of parents to plan families that they can afford to keep healthy.

- USAID is the largest bilateral donor to primary education programs. Primary school enrollment in USAID-assisted countries has increased by 50 percent, and enrollment for girls has doubled.
- As the largest food aid donor in the world, the United States continues to lead in the innovative, developmental and life-saving uses of food assistance. Since 1954, the United States has provided \$44 billion worth of food aid, or about half of worldwide food contributions to developing countries made each year. U.S. food aid is equivalent to 13 billion meals a year, or enough to feed 35 million people annually.

It is through the partnership of public and private agencies as well as through the effort and commitment of hundreds of thousands of U.S. citizens that the United States has been able to remain focused on the needs of children everywhere. One of the most successful partnerships of governmental and private efforts on behalf of the world's children is the Peace Corps. Established in 1961 as part of President John F. Kennedy's objective of expanding American assistance to the developing world, the peace Corps has sent nearly 140,000 people into

more than 100 countries over the past 30 years.

Today, the Corps has about 7,000 volunteers working in nearly 90 nations. Peace Corps volunteers teach villagers in remote corners of the world how to build efficient water and septic systems, how to grow their crops more efficiently, how to eat better, how to start profitable businesses, and how to create the laws and institutions needed to institute a free-market economic system.

Over the years, Peace Corps workers have taught English to 5 million people, and have launched water and sanitation projects that have benefitted millions more. Many volunteers now have highly specialized skills as doctors, engineers, horticulturists, and members of other technical professions.

The Peace Corps is also a major player in the battle against childhood death and illness worldwide. Nine years ago, the Peace Corps, in association with the Agency for International Development, launched a program aimed at reducing levels of infant mortality and morbidity, especially in sub-Saharan Africa. This effort was developed as part of a larger program called Combatting Childhood Communicable Diseases (CCDC) initiated by the World Health Organization and the Centers for Disease Control.

Over 1,000 Peace Corps volunteers are involved in agricultural development. Another 1,000 volunteers are working on maternal and child health, nutrition, and community health education. More than 2,200 Peace Corps volunteers



Peace Corps

"For nearly 30 years, the men and women of America's Peace Corps have built bridges of understanding and goodwill between the peoples of the United States and the peoples of scores of other nations. And today, we launch a new people-to-people effort through which the citizens of America, Poland, and Hungary can work together in the exhilarating process of building new democratic societies."

*— President Bush
June 15, 1990*

work on education projects, of which more than 1,000 teach children in pre-primary, primary and secondary school programs. In addition, special education volunteers work with blind, deaf, mentally retarded, and learning disabled children in 13 countries.

Another successful USAID – private sector partnership involves programs targeted for children orphaned by natural or man-made disasters. In Fiscal Year 1992 USAID provided \$10 million to support nongovernmental organizations in 15 countries that aid orphans, displaced children and street children.

The needs are great, but so too is the U.S. commitment to help. Over the long run, the United States government recognizes that the best way to promote

brighter futures for all the world's children is to continue to promote the free market system in developing nations and to emphasize America's belief that unshackling the entrepreneurial spirit is the key to achieving prosperity. In keeping with this philosophy, the United States will continue to urge other nations to remove regulatory barriers and to lower taxes that discourage business formation and prevent the creation of jobs. Without a growing economy, a nation cannot afford to feed and clothe its children, nor to provide a modern health care system, universal education, or environmental protection.

These are important issues for all of us. Children may be only 25 percent of the world's population, but they are 100 percent of its future.



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Democratic Chief of Staff

June 18, 1997

Mr. Kofi Annan
Secretary General
United Nations
New York, New York 10017

Re: UNICEF and WFP

Dear Secretary General Annan:

We are writing to express our concerns about proposals that may be made to consolidate the United Nations Children's Fund ("UNICEF") or the World Food Program ("WFP") into a new United Nations Development Group.

As you know, both the House and Senate recently passed versions of the Foreign Relations Authorization bill for fiscal years 1998 and 1999 (H.R. 1757). The Senate version of the bill contains an authorization for the appropriation of arrears owed by the United States to the United Nations and other international organizations and conditions on the payment of those funds based on reforms outlined in the bill. Nothing in either the House or Senate bill calls for UNICEF or WFP to become part of a UN Development Group.

As we approach conference on our bill, we will work to provide clear guidance from the Congress in the final bill that the process of U.N. reform does not include merging

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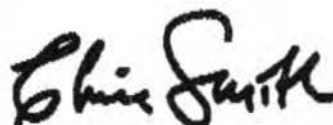
UNICEF or WFP into a UN Development Group. We believe that such a move would be counterproductive and could diminish the strong financial support the U.S. provides to both organizations.

With best wishes,

Sincerely,



BENJAMIN A. GILMAN
Chairman
Committee on International Relations



CHRIS SMITH
Chairman
Subcommittee on International Operations
and Human Rights

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Congress of the United States

House of Representatives

Committee on Appropriations

Washington, DC 20515-6015

June 12, 1997

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Mr. Kofi Annan
 Secretary-General
 United Nations
 New York, New York 10017

Dear Secretary-General Annan:

I am writing to express my grave concerns about proposals being developed within the United Nations Secretariat that would dismantle the United Nations Children's Fund (UNICEF) and merge its functions with a new United Nations Development Group. As I understand it, UNICEF, the United Nations Development Program (UNDP), and the United Nations Population Fund (UNFPA) would be consolidated into this new organization.

As you know, UNICEF is a unique organization within the United Nations system. It has a focused mission, and enjoys broad support within the United States and on Capitol Hill. Indeed, it is able to raise millions of dollars from private individuals and groups.

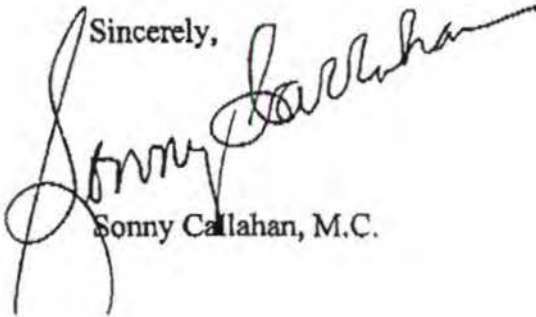
As chairman of the Foreign Operations Subcommittee of the House Appropriations Committee, I have been a strong supporter of international children's programs. Last year I led efforts to establish a Child Survival and Disease Programs Fund within the United States Agency for International Development. As part of the fund, Congress provided our voluntary contribution for UNICEF at a level of \$100,000,000.

I would strongly oppose efforts to eliminate UNICEF, or to merge its vital functions with any other organization that is not committed to assisting the children of the world as its primary mission. UNICEF has broad, bipartisan support within the Congress due to the nature of its mission and due to its reputation. Frankly, other organizations within the United Nations system do not enjoy this same support.

I strongly support efforts to reform the United Nations. However, any attempt to dilute the mission of UNICEF, or to destroy its integrity, would undoubtedly be met with universal opposition in the Congress. Speaking for myself, I would find it extremely difficult to recommend the appropriation of any funds for a voluntary contribution to a United Nations Development Group if it meant the elimination of UNICEF, in name or in fact.

I appreciate the opportunity to share my views with you. I encourage you to carefully review any proposals that would adversely affect the ability of UNICEF to assist the world's children, and I further urge you to make no recommendations to the General Assembly that would jeopardize its existence.

Thank you very much for your attention to this matter.

Sincerely,

Sonny Callahan, M.C.

cc: The Honorable Madeleine Albright,
Secretary of State of the United States

**OPENING STATEMENT by CAROL BELLAMY
EXECUTIVE DIRECTOR OF THE UNITED NATIONS CHILDREN'S FUND
TO THE UNICEF EXECUTIVE BOARD
ANNUAL SESSION**

Headquarters — 2 June 1997

I'm very glad to welcome all of you to this, our third Executive Board gathering of 1997. Ordinarily, my Statement at our Annual Session is aimed at reviewing the work of the past year and addressing the entire range of issues that are facing UNICEF.

But today I've decided to dispense with the usual format to focus on a single issue that is of over-arching importance for all aspects of UNICEF's work. That issue is, of course, UN reform — what has happened to date, what is currently under way and what we may expect; what we have accomplished and how can we do even more in the future.

Before we go any further, it should be clearly understood that UNICEF strongly supports the current reform process. We recognize the need for it, we have seen the benefits of it, we know how speedily it must be achieved — and we are active participants.

As Executive Director, I am deeply committed to the reform process both within UNICEF and in the UN System as a whole. UNICEF strongly supports the Secretary-General's view that reform must transform the Secretariat, the Funds and Programmes and all the component parts of the System. Our experience to date — with the harmonization of budgets and with the Common Country Assessment, for example — has revealed a UN System that is hungry for good ideas. A System where proposals for reform, if properly conceived and carefully considered, will enjoy widespread support, including, I might say, the support of the specialized agencies.

Our Management Excellence Programme is only the most obvious evidence of UNICEF's commitment to the goals of reform. In conjunction with Management Excellence, UNICEF has developed a clear set of principles and professional standards for all of its staff. We have clarified accountability and overall interrelationships among Country and Regional offices and Headquarters. We have streamlined oversight of UNICEF programmes; increased effective field management through the use of management teams; and developed new programme and financial-management information capabilities. Management Excellence is helping UNICEF create a new internal management culture, one that reflects enhanced standards of performance and accountability. And all of this has made it possible for UNICEF to coordinate its work even more effectively with other parts of the UN System.

As part of the Joint Consultative Group on Policy (JCGP), the chair of which UNICEF assumed just this past April, we have joined in several significant achievements with the core grouping of UN field-based operational bodies: UNDP, UNFPA, the World Food Programme and IFAD.

A common budget format has been approved, as you know, by the Executive Boards of UNDP, UNFPA and UNICEF. Policy guidelines have been developed for payments to national project personnel and for the mainstreaming of gender concepts from the Beijing Plan of Action. Draft guidelines now exist for the Common Country Assessment, a common data base and situation analysis by the JCGP organizations. The first prototype Assessment was prepared in Ghana, and two

more are scheduled for completion by the end of August of this year. And we now have common guidelines for field-level monitoring and evaluation.

It's in this spirit of accomplishment that we've entered into discussions on the prospective wider reform of the UN's Funds and Programmes. We recognize the need for closer collaboration and coordination with our sister agencies, for greater coherence in planning, programming and implementation — and we are involved in energetic discussions on just how to make that happen.

In this process, we are guided by the belief that our strongest support should go to reforms that enhance our capacity to promote the protection of children's rights, and to work for the survival and full development of children.

As you know, the Secretary-General has established four Executive Committees to serve as policy development and management instruments to strengthen the overall management of the UN System and to support the strategic planning process in each of the participating organizations. These Committees also represent the main paths along which reform will advance in the upcoming period. UNICEF is represented on two of them: the Committee on Development Operations, and the Committee on Humanitarian Affairs.

We have asked to join the Committees on Economic and Social Affairs and on Peace and Security — and while we are not presently represented on them, we nevertheless expect to be invited to join their deliberations whenever issues of direct relevance to UNICEF are raised.

I am also a member of the Policy Coordination Group — often referred to as the Secretary-General's Cabinet. This is a group that meets every other week and where reform issues are discussed regularly. In the five months of its existence, the Policy Coordination Group has also addressed issues as diverse as the follow-up to the Fourth World Conference on Women and gender issues in the UN, the Special Session of the General Assembly to Review and Appraise the Implementation of Agenda 21, as well as budgets, staffing, and oversight issues.

The Secretary-General has also created a Steering Committee on Reform, chaired by his Executive Coordinator for UN Reform, Mr. Maurice Strong. While UNICEF is not a member of this panel, we have made our presence felt — most recently at a key meeting that I attended on May 9th at which the main topic was the reform of the development operations bodies. The experience was a good one and provided an opportunity for me to express some of UNICEF's views and some of its concerns. We understand that UNICEF will be a participant in all future meetings.

Up to now, the reform groups in which UNICEF has participated have been focusing on the Track One proposals. As you are no doubt aware, these are the proposals for action announced on March 17th that the Secretary-General considers within his power and prerogative, and which can be implemented quickly. The main objective, which we entirely share with the Secretary-General, is to reduce administrative costs, streamline Secretariat functions, and better integrate UN activities at the country level.

It is this last category — country level operations — that is obviously of greatest relevance to UNICEF.

Let me bring you up to date on where we stand with Track One:

At the country level, the Secretary-General has announced reforms in four areas. First, he intends to strengthen the role of the Resident Coordinator. Second, he will ask that the UN Funds and Programmes involved in development work prepare a common Development Assistance Framework. Third, he will step up the drive for common premises and services. And fourth, he will

request that the heads of the Funds and Programmes ensure that their country staffs are headed by leaders who will meet the needs and requirements of developing countries.

These are significant measures, aimed at making operations more effective, particularly at the country level. The Development Assistance Framework, for example, is designed to provide the context for all UN activities in a country and to promote the harmonized development of individual Country Programmes. UNICEF is chair of the sub-group that has taken the lead in developing this Framework. It will be prepared in consultation with Governments and outline the major themes and sectors for achieving goals set out at past UN conferences.

The concept of an overall framework was recently put to the test in Ghana. Here, the JCGP partners at country level, with support from other UN agencies, prepared a Common Country Assessment identifying social and economic trends and highlighting key issues that the agencies jointly consider vital to the UN's efforts to support Ghana's social development programme.

On the strengthening of the role of the Resident Coordinator, we want to benefit from the experiences of the past to develop a strengthened and more effective system. Through the Executive Committee on Development Operations, we are designing a management model for the Resident Coordinator System that remains based on current arrangements -- namely funding and management links to UNDP. However, there will be major improvements aimed at meeting the concerns of partner Funds and Programmes.

Coordinators would generally come from an operational agency and would normally also serve as UNDP Resident Representative. Issues concerning the Resident Coordinator's authority, as well as reporting lines and accountability, are currently being addressed.

At present, two UNICEF staff members are serving as Resident Coordinators and two more will soon assume posts. UNICEF has increased the numbers of staff nominated for Resident Coordinator posts -- and we have seconded a senior officer to work with UNDP's Office of UN System Support and Service, which is responsible for the Headquarters servicing of the Resident Coordinator system.

On another matter, we strongly support the Secretary-General's initiative to accelerate the drive for common premises and common services. Again, as chair of a sub-group on this issue within the Joint Consultative Group on Policy, UNICEF has endorsed a "fast track" approach.

UNICEF, on behalf of the JCGP agencies, is developing a collective data base to track and monitor field-office operations more effectively. A presentation of the proposed system's capabilities was made to representatives from UNDP, UNFPA and WFP approximately six weeks ago. I think it is appropriate to say that they were enthusiastic in their response and all are committed to getting the new data base up and running.

We think that each case for common premises should be examined in terms of cost-effectiveness -- and if there are additional costs, they should be very clearly identified.

UNICEF already benefits from government-provided premises in many areas -- and the most desirable option, of course, would be for governments to offer common premises in all locations.

Overall, Track One is proceeding at a good pace and all outstanding matters appear well on the way to resolution. We are confident that these reforms will improve UNICEF's working relationships with the other Funds and Programmes, and will lead to more cost-effective programme delivery.

Let me turn now to the Track Two initiatives. They are to be announced toward the middle

of July – and UNICEF is committed to helping advance these more far-reaching reforms. The details of the Track Two proposals are still being developed, and as part of the consultative process leading to more specific ideas, I would like share with you my views on the nature of these broader reform proposals – as well as to pose several key questions.

There are two key areas of reform currently under discussion with direct relevance to UNICEF – development operations and humanitarian affairs. Let me deal first with humanitarian affairs.

The options under discussion include alternatives as far-reaching as the creation of a new humanitarian affairs agency into which the agencies handling emergencies would be consolidated. This would include UNICEF, the UN Department of Humanitarian Affairs, the United Nations High Commissioner for Refugees – and possibly the World Food Programme.

In this scenario, UNHCR would effectively become the UN's humanitarian organization, with wider powers than it presently has.

UNICEF, as you know, has already set out a strategic framework for strengthened inter-agency coordination in humanitarian operations, and we have been actively engaged in discussions to work out the possible inter-relationships between agencies under any new arrangement.

Besides basic child survival, development and protection imperatives that arise in humanitarian crises, UNICEF works for the care and protection of unaccompanied children; recuperation of child combatants; the reintegration of child soldiers into society; the maintenance of basic education for children in time of war; peace education; and trauma counseling.

We must ensure that these and other aspects of the child care and protection remain high on the humanitarian agenda, and that UNICEF, with its special developmental perspective, continue to be recognized as the leading advocate of “first call for children.”

To this end, we are urging that measures be taken to guarantee the effectiveness and impartiality of the Office of the Emergency Relief Coordinator, and that efforts continue to assure a stronger decision-making and consultative role for the Inter-Agency Standing Committee. UNICEF, meanwhile, will continue to solidify its support for the Coordinator by seconding experienced UNICEF personnel to senior headquarters and field positions.

Now let me turn to development operations, where we have a number of concerns – concerns that grow out of UNICEF's 50 years of experience in the field.

First, I can say without reservation that we in UNICEF enjoy working with our Executive Board as it is presently constituted. Our discussions are frank, they are substantive and they are knowledgeable. The level of mutual confidence and trust is high.

No doubt you have heard suggestions for the consolidation of several existing Executive Boards into a single Board that would operate in a manner similar to that of the World Bank. It is our hope that we can maintain the same degree of specialized knowledge, support and non-political dialogue in any future structure.

But what most concerns UNICEF is what happens in the field, because what we do at the country level is the paramount reason for this UNICEF's existence.

In order to fulfill our mandate as set out in our Mission Statement – to be an advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential – UNICEF needs continued access to the senior political leadership of the countries in which we work. UNICEF's voice must remain strong and identifiable in the social and

economic dialogue and in the planning process.

It is not an overstatement to say that our progress in ensuring the development and well-being of children and women, and in building support for the Convention on the Rights of the Child, will continue to depend on UNICEF's independent identity and voice.

Nor is it an overstatement to say that UNICEF's capacity for independent dialogue is the key factor that made possible Adjustment With a Human Face; the campaign for Universal Child Immunization; the convening of the World Summit for Children; the rapid near-universal ratification of the Convention on the Rights of the Child; the institution of "Days of Tranquility" and "Corridors of Peace" – and the Graca Machel study, the most comprehensive evaluation ever made of the effects of armed conflict on children.

In order to carry out its mandate, UNICEF must be able to continue its Country Programme. This means working in partnership with governments and civil society, with collaborative input from the UN System. It means that UNICEF representatives, who are answerable to the Executive Director, must remain responsible for development and implementation of the Country Programme.

And it means the retention of the capacity and authority to raise funds for UNICEF – for it is also not an overstatement to say that the existence of a discrete and unique UNICEF programme is the reason for our successful National Committee structure, a network that is now established in nearly 40 countries.

UNICEF's programmes are the basis for our consistently high public recognition. They explain why, for over half a century, we have enjoyed the support of an unbroken string of Goodwill Ambassadors, from Danny Kaye to Audrey Hepburn, Peter Ustinov, Roger Moore, Harry Belafonte, Liv Ullman, Tetsuko Kuroyanagi, and of the broader community, as well as religious leaders, parliamentarians and representatives of many other non-governmental organizations.

But if UNICEF is obliged to seek permission or clearance before acting for children – let us say from an integrated field office, through which we would have to clear everything via a higher authority at the country level, a matter quite distinct from coordination and collaboration – then this organization would be a markedly different UNICEF.

We believe that within any collaborative and coordinated framework, it remains vital that we retain our capacity and authority to speak directly for children everywhere, to develop and implement discrete Country Programmes under your guidance, and to carry out our own fund raising. Those capabilities are at the heart of what we do.

In fact, it was just a few weeks ago that Mr. Strong wrote a letter to us asking for our outline of UNICEF's core functions. We provided one, in a formal reply on April 30th. We have shared that reply with you. We told him that the varied facets of UNICEF's role – as an advocate for children's rights, as a provider of children's basic needs, and as a facilitator to expand their opportunities to reach their full potential – all grow out of our distinct organizational identity.

We said that UNICEF's singular focus on the well-being of the "whole child" involves an integrated approach to programming that no amalgamation of agencies could reasonably be expected to duplicate. This all-embracing strategy – combined with our "brand name," if you will – has allowed UNICEF to act as a moral force for children the world over. It has won us not only the support of Governments, but of a public constituency as well.

We said that UNICEF's concept of children as "citizens," with the same enduring spectrum of basic rights as adults, implies an approach to development that no other UN agency is likely to

employ. We said that no other UN agency can concentrate on issues of adolescence and youth with the clarity that the Convention on the Rights of the Child gives us.

We also pointed out that no other UN agency has the mandate UNICEF can claim in upholding the self-reinforcing principles of the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination Against Women.

And all of this, we said, has enabled UNICEF to increase its private-sector fund raising to more than \$300 million a year, a blessing that helps sustain a worldwide structure of National Committees supported by hundreds of thousands of community volunteers. This, in turn, has made it possible to mobilize literally millions of people in the service of the UNICEF mandate -- and by extension, the mandate of the whole UN System.

It is self-evident that no other United Nations agency speaks directly for children, day in and day out, globally and locally. If that voice is muted or even stilled, there is a real and present danger that children will become a lesser priority. They will drop down on the list of development and human rights concerns in country after country just as surely as night follows day. It is as grave and simple a matter as that.

We ask you, therefore, to consider the Track Two reform proposals, whatever their ultimate form, in light of a number of considerations.

So let me try to express these considerations forthrightly, but in a spirit of genuine respect and inquiry.

What effect will the Track Two proposals have on the nature and role of UNICEF? How would they work in detail? Will they improve operations in the field? Will they help mobilize additional resources for basic social services? Will they improve governance? And, most importantly, how will they serve the rights and the needs of children?

I admit it sounds rather stark to put it this way. But I do so in the knowledge that UNICEF, from the very beginning, has demonstrated a remarkable capacity to re-invent itself as needed to confront the shifting challenges of the global environment. We will surely do so again.

You've seen and reaffirmed what we've been able to achieve internally at UNICEF. We eat, drink, and sleep reform. But reform requires careful thought and reflection on all of its possible consequences, whether they are intended or not.

Above all, we must protect the things that work. That is part of my mandate as Executive Director.

Thirty-seven years ago, Henry Labouisse accepted the Nobel Peace Prize for UNICEF. It was a moment that summed up everything that UNICEF had become -- and everything that it is still working to achieve.

The most important meaning of the Prize, Labouisse told the audience in Oslo, was "the solemn recognition that the welfare of today's children is inseparably linked with the peace of tomorrow's world."

That truth of that observation has not changed, nor has UNICEF's central and leading role as a strong and independent voice for children the world over.

I hope, personally, that you will not mind my speaking in so frank and open a fashion. The Secretary-General appointed me to this post. I feel that I do his bidding when I speak in support of UNICEF as an agency that attempts to bring honour to the United Nations family.

Thank you.

4 June 1997

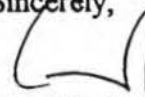
Princeton
Dear Ambassador Lyman,

I would like to follow up on my letter of May 14th and our conversation on the Secretary-General's UN reform efforts. As you know, UNICEF strongly supports the need for reform within the UN system and, in that context, I wanted to share with you a copy of my opening statement this Monday to our Executive Board at its Annual Meeting. My statement describes a number of actions UNICEF is taking under the Secretary-General's Track 1 proposals. However, the statement also raises serious concerns we have about some of the radical options under consideration for Track 2. Actually, very little written information is available but given the fast time-table and requests from numerous board members for our views, I felt it necessary to raise several important questions concerning the possible impact on the ability of UNICEF to continue its work.

I have also enclosed a copy of an internal working document identifying the essential elements of UNICEF which need to be preserved in order for UNICEF to carry out effectively its mandate as a global advocate for children.

I hope you find this information useful.

Sincerely,



Carol Bellamy
Executive Director

The Honorable Princeton Lyman
Assistant Secretary
Bureau for International Organization Affairs
U.S. Department of State
Washington, D.C.

DRAFT

“Child-Friendly” UN Reform: Minimum Conditions

For the past 50 years the world has recognized the need for special arrangements to protect the interests of children. The existence of a unique United Nations organization for children and the development of a special convention to protect children's rights illustrate this conviction. Children's interests are at the core of all human development and represent one of the few human truths that unite the people of all nations. As we enter the 21st century, continuing conflict, the increasing gap separating rich from poor both within and among countries, and the gaping inadequacies in care, shelter and education offered to the world's youngest citizens, make the continued existence of special arrangements for children ever more essential.

Ensuring that the interests of children are fully met is a major challenge of UN Reform. It is, in fact, the most fundamental rationale for the overall process: guaranteeing a strong, effective and dynamic mechanism for global development and peace for future generations.

Within the United Nations system, UNICEF serves as the focal point for children, advocating, programming, mobilizing resources and coordinating global efforts on their behalf. As such, UNICEF welcomes the opportunity to improve the UN system in ways that strengthen and reinforce its ability to act in children's best interests.

While fully welcoming the reform process, UNICEF recognizes a number of conditions as essential to its continued effectiveness as the global advocate for children. These conditions are summarized below.

Representation at Country Level

In his Track 1 proposals, the Secretary-General calls for the strengthening of the Resident Coordinator system. UNICEF has indicated strong support for these efforts and has participated in their development. As part of Track 2, the designation of one overall UN “Team Leader” is proposed, which UNICEF also supports in principle. This Team Leader could, in consultation with colleagues at country level, articulate UN positions on issues of development, governance and other areas critical to creating an “enabling” environment for the promotion and protection of children's rights. UNICEF believes that, in defining this structure, a number of options should be explored, including the establishment of an entirely separate post (unconnected to a specific organization) or periodic rotation of the coordinator among the representatives of the operational agencies in each country.

Given both the immediacy and special nature of children's needs and interests, however, UNICEF must, within the context of a better coordinated system, maintain:

- direct access to government officials (up to and including the Head of State), individuals and groups within civil society, bilateral organizations, embassies and the media on issues directly related to children;
- the Executive Director's authority to appoint heads of UNICEF offices, who are directly responsible to her on all issues related to the planning and implementation of the UNICEF supported country programme;
- authority to speak out immediately and forcefully in all situations in which children's interests or rights are threatened or in which their needs are not adequately addressed; and
- a direct role in supporting governments, civil society and the Committee on the Rights of the Child in implementing the Convention on the Rights of the Child.

Country Programmes

UNICEF welcomes the further development of the Common Country Assessment (CCA) and Development Assistance Framework (DAF) at country level. Through the JCGP mechanism, UNICEF is, in fact, leading this process, drawing on well-recognized programme strengths and experience. Enriched by the perspectives of a wide range of organizations and mandates, these efforts will strengthen the coherence - and impact - of the UN's contribution to national development.

UNICEF will work toward ensuring that the CCA includes a thorough analysis of the situation of children and that the DAF embodies the recommendations of a "child-focused" CCA.

In order to continue to promote a holistic and comprehensive approach to meeting children's needs at country level, however, UNICEF must also maintain:

- a distinct country programme, negotiated with and formally approved by each host government;
- authority over the management of all aspects of that country programme ensuring the most efficient use of human, financial and other resources for children; and

supervisory authority of the UNICEF head of office over all staff recruited to develop and implement the UNICEF supported country programme.

Fund-Raising

The progressive harmonization of programme and budgetary cycles and the adoption of the CCA and DAF will facilitate the organization of Round Tables and other collaborative mechanisms for resource mobilization. UNICEF has considerable experience in fundraising and could contribute substantially to these efforts.

In order to continue to mobilize maximum resources for children, UNICEF must also maintain:

- the authority/independence to raise funds specifically for UNICEF, both globally and for individual country programmes. This authority is essential to UNICEF's ability to raise the USD 300 million it receives annually from private resources. In several countries there are laws prohibiting the "co-mingling" of funds raised in the name of one organization with the funds of other groups, regardless of formal or informal connections. Furthermore, the millions of volunteers who raise these funds do so on behalf of children, viewing UNICEF as a viable partner through which to channel their concern. It is almost certain that they would not view an undifferentiated unified structure in the same way.
- full accountability for funds contributed specifically to UNICEF, including authority to allocate, expend and account for these funds in the best interests of children and in line with the expectations of both public and private donors.

Governance

UNICEF recognizes the advantages of common governance structures, including the possibility of one Executive Board for the proposed UN Development Operations Group.

From UNICEF's perspective, whatever governance structure is developed must meet the following three conditions:

- decision-making in the best interests of children, free of political or external interests;
- a size and structure conducive to sound, technical decision-making, including balanced and equitable representation of all geographic regions; and

- specific consideration and approval of UNICEF policies and supported country programmes, giving UNICEF the authority to manage those programmes and seek funding for their full implementation.

Common Premises and Services

UNICEF is participating in the working groups set up by the Secretary-General to specify the scope, nature and timing of Track 1 proposals with regard to common premises and services. UNICEF welcomes the opportunity to improve cost-effectiveness and efficiency in these areas. Nevertheless UNICEF believes that sufficient flexibility must be maintained to ensure successful programme delivery for children.

In the discussions now under way, UNICEF will insist that:

- cost-effectiveness be adopted as the most fundamental criterion to determine which and to what extent premises and services are combined;
- all proposals are carefully scrutinized for their potential impact on programme delivery and effectiveness, especially at the country level;
- sound and transparent processes are developed to determine each organization's contribution to and involvement in common services, at both global and country level; and
- the common administrative, financial and personnel systems adopted allow UNICEF to maintain authority to manage and account for programme funds and to manage its own staff effectively.

HUMANITARIAN REFORM

UNICEF has consistently supported the goal of improved operational coordination between the humanitarian agencies of the United Nations and also believes that a strong, effective and impartial entity to ensure strategic coordination in the humanitarian field is important. UNICEF continues to work with partners to ensure close collaboration and a clear division of labour in complex emergencies. It has also developed a revised strategic framework for its role as a partner in humanitarian action, with an increasing focus on ensuring the protection of children from harm and on their rehabilitation in a protective family environment. UNICEF would wish to ensure that:

- The needs and rights of children are accorded the highest priority in emergency action and in the allocation of resources; and that UNICEF continues to be able to play its key role as an independent advocate for "a first call for children" under all circumstances.

DRAFT

As the humanitarian activities of the United Nations are consolidated, priority is accorded to developing the capacity of local and national structures to ensure the well-being of the child and to a longer term perspective which addresses the child's rehabilitation and recovery needs, as well as immediate survival. UNICEF is well-placed to ensure the linkage between humanitarian and developmental actions addressing the well-being of the child.

- A future Office of the Emergency Relief Coordinator, focussed on its core functions of strategic coordination and humanitarian advocacy, and divested of operational functions, will turn to UNICEF for reliable, effective design and implementation of child-centred activities.
- The Inter-Agency Standing Committee will play a strong role in decision-making in relation to coordination of specific humanitarian operations and in ensuring interagency consultation to achieve policy coherence.

Note: For further information on any of the above proposals, please contact Mr. Ado Vaheer, Director UN Affairs, ext. 7033

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Unicef Says U.N. Reforms Could Harm the World's Children

By BARBARA CROSSETTE

UNITED NATIONS, June 2 — As the United Nations prepares for the broadest restructuring in its history, the executive director of Unicef took the unusual step today of warning publicly that, under the proposed changes, the agency is in danger of losing its independent voice for children around the world.

The director, Carol Bellamy, a former New York politician, told Unicef's executive board that, under plans now being considered, the agency's activities would be folded into a group dealing with social and economic development. Other Unicef functions would be taken over by a separate emergency relief team.

Unicef and the United Nations High Commissioner for Refugees are concerned that they will be significantly altered in a reshuffling that is intended to streamline and strengthen the United Nations. Both have been widely praised for effectiveness and both have the support of Congress, which has been generally cool toward the United Nations.

In a separate proposal that raises different concerns, the High Commissioner for Refugees may become the coordinator for all international relief, picking up new responsibilities that some officials believe could dilute the image of the agency known as the world's strongest advocate for displaced people.

Unicef, until now, has maintained its own operations overseas, dealing with governments on issues strictly related to children, including immunization and education. Its reputation has enabled Unicef, which depends on voluntary contributions, to raise more than \$300 million annually from private sources in addition to government donations. The United States contributes \$100 million, a grant Congress protected this year after the Clinton Administration tried to cut it by 10 percent.

"If Unicef is obliged to seek permission or clearance before acting for children," Ms. Bellamy said, "then this organization would be a markedly different Unicef."

She said Unicef's effectiveness depends on its "independent entity and voice."

Plans for restructuring the United Nations will be made public in mid-July by Secretary General Kofi Annan, who has already proposed administrative changes that are within his power to make. The larger reorganization must be approved by the General Assembly, the forum of the 185 member nations, and the international politicking and turf wars have already begun.

The changes involving Unicef have prompted meetings around the world.

"Unicef has a very special relationship with political leaders," said Robert Smith, executive director of Britain's Committee for Unicef, one of 36 national committees that raise money for the agency. "By having direct access to presidents, national and provincial premiers and ministers of health and ministers of social welfare, Unicef can get things done."

United Nations officials planning the reform under the direction of Maurice Strong, a Canadian who organized the Earth Summit in Rio de

Janeiro five years ago, say they are well aware of the importance of Unicef's appeal.

"Everyone is very sensitive to the need to keep the brand name, so to speak, and visibility of the individual components of the United Nations, many of which do have considerable name recognition and public appeal," a high official involved in the restructuring said. "Of course Unicef is at the top of that pile with generations of work and funding. The last thing that anyone wants to do is jeopardize that."

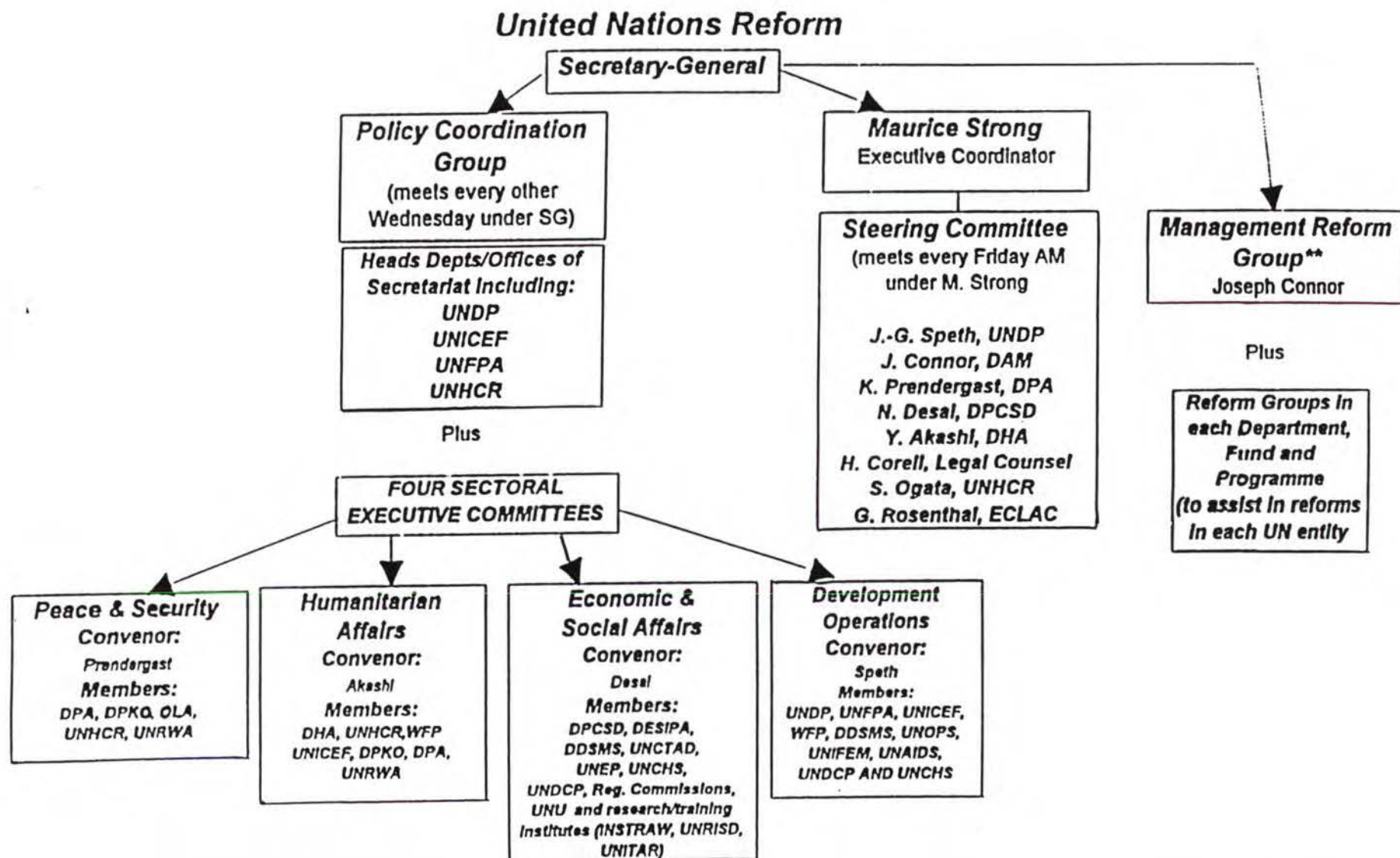
This official said that in both development and emergency relief, "the current situation is not adequate to the needs of the day." This widely shared view led to the proposal affecting the High Commissioner for Refugees.

The proposal would abolish the United Nations Department of Humanitarian Affairs, which is based in New York and has had trouble dealing with international emergencies, and transfer those and other functions to the High Commissioner's headquarters in Geneva. The High Commissioner's job, now held by Sadako Ogata of Japan, would be expanded to include responsibility for coordinating a wide range of emergency programs.

Some diplomats say it is a mistake to burden the commissioner with too many tasks at a time when refugee flows are at their highest peak in modern history, and reports of atrocities are mounting from places like Congo. The Security Council is increasingly reluctant to put muscle behind the High Commissioner for Refugees or the High Commissioner for Human Rights when those agencies want to investigate atrocities, protect refugee camps or call in an armed force.

Arthur C. Helton, a lawyer who has specialized in refugee issues and who now directs migration programs for the Open Society Institute in New York, described the proposed changes affecting relief and refugee protection as inadequate.

"I don't think there is the stomach for the real visionary changes that would make these institutions and, more importantly, the government sponsors in the background, capable of addressing emergencies at the level of root causes," he said. "This is not just a technical question. It is far more fundamentally political."



THE ABOVE WILL BUILD ON PAST WORK OF GOVERNMENTS, GA WORKING GROUPS AND INDEPENDENT COMMISSIONS

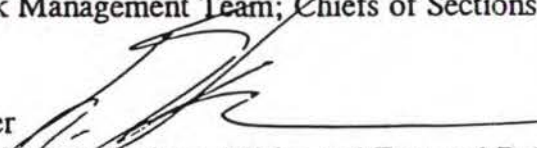
** Replaces the Efficiency Board within Department of Administration and Management

CF/UNA/1997-001
17 April 1997

UN REFORM UPDATE

FOR INFORMATION

To: Regional Directors
Representatives/Assistant Representatives
Directors: Copenhagen, Brussels, Florence, Tokyo
New York Management Team; Chiefs of Sections

From: Ado Vaher 
Director, United Nations Affairs and External Relations

PRESIDENT'S OFFICE	
For Information	JC, JD, MR, LS
DATE	APR 28 1997 
For Action	
File	

Subject: United Nations Reform: Secretary-General's Announcement of 17 March and Other Recent Developments

INTRODUCTION

The Secretary-General's initiative for reform of the United Nations system is moving quickly and will have major and far-reaching consequences for the entire UN family including UNICEF. While the full extent of current changes will not be finalized until the General Assembly reviews proposals and adopts resolutions in December 1997 - if even by then, given the on-going nature of reform - the structures for managing and coordinating the process are in place and the general direction of proposed measures is increasingly clear.

If reform should bring about any modifications in the nature of UNICEF field operations, the structure of country offices or the responsibilities of country representatives, this will be communicated to you directly by the Executive Director. Until such specific notice of changes in operational practices or institutional arrangements, UNICEF field offices should continue to operate as before. We in United Nations Affairs and External Relations (UNAERO) will keep UNICEF staff informed of key developments, new ideas, output from working groups, etc and seek views on important issues. However, as the pace of reform is extremely quick, it is inevitable, as well as deeply regretted, that gaps in information sharing and consultation may occur.

Throughout the reform process, UNICEF's position will be guided by one over-arching consideration - that proposals for change provide ultimate benefits for children, ie. that reform enhances the capacity of UNICEF to advocate for the protection of children's rights and to work for their survival, protection and development. UNICEF views on UN reform were set out by the

Executive Director in her letter of 14 November 1996 to the Secretary-General. A copy of this correspondence is attached for your information.

RECENT DEVELOPMENTS

In January, the Secretary-General established a Policy Coordination Group, chaired by himself and made up of the heads of UN departments/offices and the UN funds and programmes. This Group meets biweekly and functions as a UN cabinet, contributing to enhanced coordination within the UN Organization. In February, the Secretary-General established four permanent Executive Committees to strengthen policy development and management within the Organization and to contribute to the reform process. The subject areas of these sectoral groups are Peace and Security, Humanitarian Affairs, Economic and Social Affairs and Development Operations. UNICEF is a member of the Committees dealing with Humanitarian Affairs, convened by Yashushi Akashi, Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, and Development Operations, convened by Gus Speth, Administrator of UNDP. In addition, Maurice Strong was appointed Executive Coordinator for UN Reform and chairs the newly established Steering Committee on Reform. A chart of the complete institutional structure for reform is attached.

TRACK 1 REFORM

In a letter of 17 March to the President of the General Assembly, the Secretary-General announced a number of reform measures designed to reduce administrative costs, streamline Secretariat functions, secure cost savings and integrate activities at the country level. These proposals, referred to as Track 1 reforms, are within the prerogative of the Secretary-General and are designed for speedy implementation:

United Nations at the country level: The Secretary-General will strengthen the role of the resident coordinator, request all UN Funds and Programmes involved with development activities to prepare a common UN Development Assistance Framework, intensify the drive for common premises and services, request the heads of UN Funds and Programmes to ensure that appointments of leaders of country staff meet the needs and requirements of developing countries.

Integration of Secretariat functions in the economic and social areas: The Department for Policy Coordination and Sustainable Development, the Department for Economic and Social Information and Policy Analysis, and the Department of Development Support and Management Services will be merged into a single department.

Transfer of resources from administration to programmes: The UN regular budget for 1998-1999 will be some \$123 million lower than that for the current biennium with a reduction by at least one third in the proportion of resources devoted to administration by the year 2001 and the reduction of 1000 posts by the 1998-1999 budget.

Other proposals: Other proposals provide for a Code of Conduct; limit documentation; call for a review of existing arrangements for administrative, financial, personnel, procurement and other services; reorient public information functions; and further integrate major technical support services for the General Assembly and other inter-governmental bodies.

TRACK 2 REFORM

Future stages of the reform process include a Track 2 announcement scheduled for the end of June, setting out proposals for future directions, generally requiring the concurrence of the inter-governmental machinery. These latter proposals are intended for discussion by the General Assembly in the fall of 1997 with approval expected in December 1997. While not yet defined, Track 2 is expected to build on the work of the four Executive Committees, the Track 1 proposals and the work of inter-governmental working groups on reform.

Topics for review under Track 2 are likely to include further secretariat improvements, securing of greater financial resources for development, the functioning of the main inter-governmental organs (General Assembly, ECOSOC and executive boards), enhanced relations with civil society, strengthened inter-agency coordination mechanisms, changes to regional commissions, and a review of relevant provisions in the UN Charter. It is expected this stage will encompass human rights aspects of UN operations also. While direct action will focus on the UN secretariat and the Funds and Programmes, it is hoped the specialized agencies and Bretton Wood institutions will adopt the reforms on a voluntary basis. Implementation of Track 2 reforms, as with those of Track 1, will follow the approval of specific guidelines.

NEXT STEPS AND IMPLICATIONS FOR UNICEF

While the Executive Committee for Humanitarian Affairs has concentrated on operational issues, the priority of the Committee for Development Operations is implementation of Track 1 reforms, and development of Track 2 proposals. The group, with its membership of UNICEF, UNDP, UNFPA, WFP, UNAIDS, HABITAT and UNDCP, is expected to complete guidelines by 31 May 1997 for announcement by the Secretary-General in July.

It is envisaged guidelines will include clear deadlines for the establishment of a preparation and approval process for the UN Development Assistance Framework, the formulation and approval for the first 10 of these, a mechanism for ensuring that the leaders of UN offices and those of Funds and Programmes are selected in a manner which results in a mix of skills compatible with the needs and priorities of host countries, a timetable for implementation of common premises arrangements for all UN Funds and Programmes, and proposals for establishment of common services arrangements. Specific action or changes in current operational procedures of UNICEF offices, or of any other UN offices, will follow completion and approval of these guidelines.

The preparation of specific Track 1 guidelines is being carried out by a Working Group composed of all members of the Executive Committee with certain tasks being assigned to the JCGP sub-groups.

BASIC DOCUMENTATION

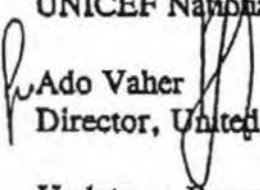
There is already a large body of documentation, correspondence and other written material available on this reform process and its on-going activities. A copy of all relevant material is being sent to each regional office and will be updated on a regular basis. Field offices are encouraged to review this material wherever possible.

CF/UNA/1997-003
17 May 1997

UN REFORM UPDATE

FOR INFORMATION

To: Regional Directors
Representatives/Assistant Representatives
Directors: Copenhagen, Brussels, Florence, Tokyo
New York Management Team; Chiefs of Sections
UNICEF National Committees

From:  Ado Vaher
Director, United Nations Affairs and External Relations

Subject: Update on Recent Developments

UNICEF continues its participation in the reform process described in *UN Reform Update CF/UNA/1997-001* of 17 April 1997. This activity supports UNICEF's internal reforms implemented through the Management Excellence Programme and ongoing collaboration in existing bodies such as the Administrative Committee on Coordination (ACC) and the Joint Consultative Group on Policy (JCGP). This current note provides an update on events of the last month and important new information on the Secretary-General's Track 2. Many representatives will no doubt be asked by government contacts for UNICEF views on reform proposals and should feel free to draw on the contents of this note in their responses.

1. Secretary-General's Announcements of March 17 - Track 1

UNICEF is working actively for the elaboration and implementation of Track 1 reforms, largely through its participation in the Executive Committee on Development Operations and the Executive Committee on Humanitarian Activities. These reforms are within the prerogatives of the Secretary-General and the executive heads of the funds and programmes, and conform to existing mandates and decisions of the inter-governmental machinery. Of particular relevance to UNICEF in Track 1 are proposals for an improved and strengthened resident coordinator system, the preparation of a UN Development Assistance Framework, increased use of common premises and services, and appointments to representative posts that meet the needs of developing countries. UNICEF, as current chair of JCGP as well as of several of its subgroups, has been requested to take the lead on development of many of the new mechanisms.

Key aspects of Track 1 reform include the following:

1.1 UN Development Assistance Framework (UNDAF)

- UNDAF is now defined as a succinct programmatic framework for harmonized development of individual country programmes. It will draw on the goals of recent international conferences as well as on other UN mandates to set out issues and perspectives that are common to the UN system, and to define major areas of concern and themes for UN action. It will provide the overall context within which individual country programmes are prepared.
- By mid-June, initial UNDAF guidelines will be developed with an emphasis on flexibility and scope for experimentation and adjustment based on experience.
- The first ten UNDAFs will be prepared by end-1997.
- UNDAF is proposed as a UN document prepared in consultation with governments but not requiring their formal approval.

1.2 Common Country Assessment (CCA)

- This common database and country assessment will support the UNDAF process.
- The first CCA was prepared for Ghana.
- Two more CCAs will be prepared before September.
- While the CCA is a JCGP exercise, specialized agencies and the World Bank have expressed interest.

1.3 Common Premises and Common Services

- These should be cost-effective or, if not, there should be a clear estimate of additional costs.
- Next stage is to develop cost/benefit methodology, management procedures, methods for cost allocation and data collection, develop timetables, review data, etc.
- We have accepted "fast track" for introduction of additional common premises but will quantify additional costs of such acceleration.
- Most desirable option is government provision of "free" common premises.
- Next stage will include preparation of guidelines for common services.

1.4 Resident Coordinator System (RCS)

- We have agreed to strengthen the current RC system with resident coordinators generally coming from an operational agency.
- "Normally" the RC is also the UNDP representative but exceptions are possible.
- Current problems of the RCS include unclear authority and lines of responsibility, lack of RCs from widened pool, conflict of interest in roles as resident coordinator and UNDP resident representative. These need to be resolved.
- Resident coordinator system currently costs UNDP some \$50 - \$100 million per year; may need more resources in future.
- UNICEF has appointed Special Adviser for UN Reform and Coordination, Mr. Kunio Waki, former Director of UNICEF Tokyo, to work closely with the Office of UN System Support and Services, that office of UNDP responsible for administration of the RCS.

2. Secretary-General's Report at end June - Track 2

Track 2 reforms will propose "a new UN", "a vision for the future", covering the UN secretariat, funds and programmes, the inter-governmental machinery - particularly ECOSOC, and relations among different UN organs. There will be no reform proposals in the political area nor will proposals specifically address any of the specialized agencies. The options currently being canvassed with governments have the following general characteristics:

2.1 Development Operations

- UN Development Group, a single development group with a common secretariat and budget framework, allowing for retention of "distinctive programmatic features" of the component organizations, ie. UNDP, UNICEF, WFP and UNFPA.
- UNICEF would retain its distinctive "brand name".
- A single organizational entity at both HQ and country levels.
- Similar consolidation at inter-governmental level with a single Board, functioning much like World Bank Executive Board, with senior representatives, for whom it would be a primary and continuing responsibility.
- Decentralized authority rests with Team Leader in the field.

2.2 Humanitarian Affairs

- UNHCR becomes the humanitarian organization of the UN with a dissolution of DHA and assigning its functions to UNHCR in Geneva.
- Retain a direct link to the Secretary-General with a strong and high-level humanitarian assistance liaison function in New York to ensure coordination with the Office of the Secretary-General and the political departments.
- World Food Programme (WFP) could become part of this structure but would need to retain its development functions.

3. UNICEF POSITION ON REFORM

UNICEF recognizes the need for closer collaboration/coordination between UN funds and programmes, as well as with other development partners. In this regard, UNICEF has fully participated in many aspects of Track 1: RCS, common formats, harmonization, etc. We believe Track 1 will provide significant improvements over the existing situation. In addition, UNICEF will continue its internal reforms as part of the Management Excellence Programme (MEP).

With respect to Track 2, it is important to examine carefully the consequences of any proposal to ensure that all concerned fully appreciate the impact and likely consequences, particularly at the field level. It is at the country level that UNICEF effectiveness should be determined. This call for careful consideration should not be construed as being against reform.

As a fundamental principle, UNICEF needs to maintain its distinct identity as the single agency in the UN system that focuses on the well-being of the "whole child" and serves as the leading moral force for the world's children. Unless there is a UN agency that speaks specifically for children, there is a real danger that their welfare will be overlooked. Experience has shown that

children are not automatically placed on the list of a country's development and human rights priorities.

UNICEF can maintain its strong, constant and unyielding voice for children only if it has a clear and distinct country level presence, with accountability to the UNICEF Executive Director, the ability to advocate and generate political will at the highest levels of national governments, the capacity to cooperate freely with governments in the development and implementation of country programmes, the capacity to deliver identifiable essential services for children, and the ability to mobilize resources.

It is not clear at this moment how UNICEF's strong interventions for children, globally and locally, could continue within the context of a single consolidated development entity. What we must protect, in addition to the centrality of country programming, is our capacity to achieve those aspects of UNICEF's work which give us our unique identity and worldwide respect, such as:

- World Summit for Children - first "world" summit with 70 heads of state/government.
- Successful policy dialogues: Structural Adjustment with a Human Face, debt relief, child labour, anti-war agenda, forceful "seat at table" for consultative group meetings.
- Social mobilization: UCI, smallpox eradication, polio, "corridors of peace".
- Support of national committees, goodwill ambassadors.
- Private sector fundraising - more than \$300 million per year.
- Acceptable "critical partner" of governments.
- Unique as UN agency with many characteristics of NGO, drawing the best from both.
- Advocacy directly with heads of state/government
- Rapid, near universal ratification of Convention on the Rights of the Child.
- Rights based approach to development.
- Broad network of support from civil society, religious leaders, parliamentarians, etc.

Further consideration and reflection are required on several issues. What would these proposals do to the nature and role of UNICEF? How would they work in detail? Would they improve operations in the field? Would they help mobilize additional resources for basic social services? Would they improve governance? What is a "brand name" when it describes a UN organization?

Also, please refer to our last UN Reform Update CF/UNA/1992-002, with a copy of Stephen Lewis' letter to Maurice Strong which amplifies many of the issues raised above. It has been circulated to members of the Executive Board and can be shared with your government contacts.

Finally, we would appreciate any comments and views on the issues raised in this note and any feedback you may have.

UNICEF EXECUTIVE DIRECTOR
DESIRABLE CRITERIA

- Proven leadership experience, including the capacity to instill a sense of purpose among employees in a large and complex organization.
- Experience in the management of a large and complex organization.
- Knowledge of development issues.
- Experience with the UN system and ability to work in a consensus environment.
- National and international reputation.
- Experience, commitment and track record in advocacy for children (if possible).

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