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Interview with Dragan Mateljak\*  
by John Charnow at UNICEF Headquarters  
on 5 July 1984

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\*Mr. Dragan Mateljak was Chairman of the UNICEF Executive Board from 1 August 1981 to 31 July 1982 following a year as Chairman of the Programme Committee. He first attended UNICEF Board sessions in 1978 when he was counsellor in Charge of Social and Humanitarian Affairs in the Permanent Mission of Yugoslavia to the United Nations. A member of the Yugoslav diplomatic corps, he previously had served in India, Nigeria and Kenya. Currently he is Minister Counsellor in the Yugoslav Permanent Mission.

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Factors influencing Yugoslavian relations with UNICEF

Charnow: Thank you, Dragan, for allowing us this opportunity to discuss some aspects of your experience with UNICEF. I understand that the views you express are made in a personal rather than official capacity.

Mateljak: First of all, I would like to say something about co-operation between Yugoslavia and UNICEF, a few words about the things which are common to UNICEF and Yugoslavia. It is well known that Yugoslavia has excellent co-operation with UNICEF and people have asked the reason for this.

I think, first of all, that UNICEF and Yugoslavia actually belong to the same generation. They were born at the same time, as a result of the struggle for the freedom and independence of peoples, the struggle for human dignity and prosperity. And both Yugoslavia and UNICEF are trying to secure a better life and prosperity for present and future generations in an atmosphere of peace, friendship and friendly co-operation based on the principles of equality and mutual respect of peoples.

Yugoslavia and UNICEF face similar problems in the pursuit of their aims. I think these are some of the common factors which are the basis for the fruitful co-operation between the two.

Our National Committee could provide detailed information about these points of common interest. I just wanted to express a few thoughts about the basis of our co-operation.

Charnow: That is very interesting. I don't think I ever heard it put quite that way before. You know that UNICEF gave extensive aid to Yugoslavia in the early days. But with Yugoslavia, unlike some of the countries in Europe, we continued well into the latter part of the fifties. Part of the reason, I believe, was due to the fact that Yugoslavia had a big drought in the fifties and therefore had a food problem which some of the other countries did not have.

Aside from this, however, I have always had a feeling, which reinforces what you said, that we have had a very close and warm relationship with Yugoslavia, which has been reflected in the Board. Yugoslavia has had a very long membership on the Board, although not quite as long as the principal powers.

I think, however, that this relationship must also be due to the people who were selected for the delegation to UNICEF. This no doubt reflects the high calibre of the foreign service of Yugoslavia because the Yugoslav delegates made important substantive contributions in their own right over the years. When the Yugoslav delegate spoke, it was not only a country position. It was also an individual committed to the UNICEF idea.

There is another point I would like you to comment about. Because of its position in Europe and in the political alignments, we in the Secretariat have often felt that Yugoslavia and the Yugoslav delegates were a factor in quality bridging differences within the Board. My impression is that while they haven't always told us everything they did behind the scenes, we saw good results.

Mateljak: Yes, Jack, I would like to comment briefly about this. As far as assistance is concerned, from the very beginning we received assistance from UNICEF. When the emergency ended we continued to receive assistance. I think the basic reason is not the drought, although we did indeed have a terrible drought in the 1950s. But the main reason was that Yugoslavia was and still is a developing country; we were receiving assistance up to 1978. I think that Yugoslavia is the only developing country which ceased to receive assistance and went from being a recipient country to a donor country. We don't have the possibility of giving a big contribution to UNICEF, but we are trying our best to contribute, as far as we can, to the general funds of UNICEF through government contributions and through the National Committee, with the sale of greeting cards and collections undertaken in favour of UNICEF. There are also other contributions.

With regard to the activities of our Yugoslav delegation, I saw your list of delegates to Board meetings over the years. Most of the time Yugoslavia has been a member of UNICEF's Executive Board. We consider it our duty to be active not only in UNICEF but in all United Nations bodies, because we attach great importance to the role and the work of the United Nations. And we are especially attached to UNICEF because it is a very efficient organization with noble aims. UNICEF is an organization which is almost completely free from the controversial power-bloc rivalries and confrontations. This is very important.

Immediately after the Second World War our country was destroyed, our children were hungry. Our economic situation was terrible. We had a very valuable assistance from UNICEF. Those beginnings were very successful, very friendly, and this co-operation became traditional.

These are some of the reasons why we are always very active in UNICEF and attach importance to its activities in general.

#### Mediating role in Board

With regard to our position and role as a non-aligned country, a position that gives us the possibility of playing a kind of mediating role between opposing sides in the Board, I think we have played a useful role in the past. I had several tasks in this area. When the disarmament issue was discussed in the Board in 1982, I was in a position to secure a compromise text on what was adopted by consensus and accepted by both East and West. This result was due mainly to my position as a representative of a non-aligned country.

Charnow: I take it, Dragan, that you don't disagree with me about the high personal calibre of the Yugoslav delegates.

Mateljak: I wouldn't like to comment on this, but I would like to say that our delegates always tried to do their best for the benefit of UNICEF and the children of the world. How capable they were is an individual matter. Some were more capable than others. But I am sure that all of them tried their best to contribute to the work and activities of UNICEF.

#### First impressions by Mateljak of UNICEF Board

Let me also say a few words about my first contacts with UNICEF and the reasons I became attached to the Organization. I liked UNICEF from the very start, from my first contact with it in 1978 when I attended the annual Board meeting. I asked myself why and reached the conclusion that UNICEF became very close to me immediately for several reasons .

#### Cooperation between Board and staff

First of all, I found in the Board and among UNICEF staff members a very human, family atmosphere. This was one of the factors that made me feel close to UNICEF. Secondly, I saw that rivalry and an adversarial atmosphere were practically non-existent in that body. All the people at the session, both Board members and UNICEF staff, showed goodwill and sincerity in the discussions, which were aimed at achieving the best solutions for the improvement of UNICEF's work. I realized from the very beginning that UNICEF is a well-organized and very efficient United Nations organization with the very noble aim of helping children, mostly in the developing countries.

#### Calibre of staff: Charnow

I was also attracted by the very human qualities of UNICEF leaders, their expert knowledge and their devotion to the cause of UNICEF and to children in the developing countries.

Jack, I must say, that you were one of those leading personalities who impressed me very much. You knew how to approach people in a very friendly and informal way and how to establish relaxed personal ties with newcomers. I immediately felt that you were my very sincere, close friend. This was very important not only for me but for other newcomers. You played a very important role in creating in people a very pleasant feeling towards UNICEF when they were attending meetings of the Board or at UNICEF Headquarters. This is what I wanted to say, in a few words, from my personal experience .

#### Pate heritage

Charnow: Well, Dragan, thank you for your very kind words about our relationship. I tried to promote an atmosphere which was started by Maurice Pate -- an atmosphere that I think has been

characteristic of the UNICEF Secretariat -- of being completely open and honest. In my particular case it was a basic principle that the Board was not an adversary but an integral part of UNICEF.

A fundamental Maurice Pate point of view -- which was carried over through all of us -- was that when it comes to children, there is no question of politics, only a question of international integrity. This, I think, was Maurice Pate's great heritage to UNICEF. He was a superb international civil servant. I know that some Americans are looked at with reservation in international circles because of feelings that they have a limited international outlook. This has never been the case with Maurice Pate. He has established a high standard for all of us, including his successors.

#### North/South relations

May I now turn to the atmosphere in the UNICEF Board. You mentioned that there was very little of the big power confrontation. Let me ask, in comparison to other bodies, what about the North-South conflict or continental ones? How did UNICEF compare with what you saw in other bodies?

Mateljak: The main problem of North versus South is the difference in the level of development between these two parts of the world -- and out of this come certain interests and conflicts of interests between North and South. The developing countries of the South are in a terrible economic situation at present, and to a great extent their economic situation is actually the result of the present system of international economic relations.

These countries are trying their best to change this system in order to create conditions to accelerate their economic and social development. These are the misunderstandings between the North and South. The North, it seems to me, does not understand sufficiently the situation of developing countries. The North has not, up to now, shown sufficient readiness to actually take concrete steps towards creating better international economic conditions for the speedier development of the developing countries.

I will not go into detail about this; it is a question of finance and the accessibility of the goods and products of developing countries to the markets of developed countries. It is also a question of the prices of developing country products, which are mostly raw materials, minerals, etc., on the world market. This is a very serious problem which we think must be solved in the near future; otherwise developing countries will face an increasingly difficult situation and there will be very serious trouble in the world.

#### Role of UNICEF

Charnow: My impression is that, while this has been an issue in other UN bodies in a number of specific contexts, in UNICEF it has mainly

surfaced in a feeling that the rich countries should contribute more to UNICEF.

Mateljak: When I spoke about the North-South question, I was not referring to UNICEF at all. I had in mind the general situation. As far as UNICEF is concerned, I don't think this is a big problem. I think that UNICEF is receiving enough money commensurate with its absorptive capacity. There is no problem with the contributions from the developed countries for UNICEF's needs and for the implementation of its programmes in developing countries.

UNICEF is only one of the organizations of the United Nations. It cannot play a decisive role in the amelioration of the economic situation of developing countries. It can make its contribution in the context of general North-South relations and in the context of the activities of United Nations bodies. But UNICEF alone cannot solve the problems of the developing countries.

UNICEF is a very efficient body and there is sufficient readiness on the part of the developed countries to contribute to UNICEF. But, you know, it is just a drop in the sea as far as the needs of the developing countries are concerned. Still, developing countries attach great importance to the activities of UNICEF. They greatly appreciate the assistance they receive from UNICEF. This is because that assistance is extended in a humanistic way, and although it is modest in relation to the needs, it is very effective. Here I have particularly in mind the GOBI strategy, which, if widely implemented, could start a real revolution in saving the lives of children in developing countries.

#### UNICEF role in development

Charnow: Would you like to comment on UNICEF's contribution to development within the UN system?

Mateljak: I think UNICEF has two kinds of roles to play in the context of the UN development system, and it is playing them successfully.

#### Catalytic effect on other resources

First is the catalytic role of UNICEF. With its activities and resources UNICEF can induce other sources to step in, and it is doing that very efficiently, very effectively. This is one of its roles.

#### Advocacy

The other is advocacy for the betterment of children and women in developing countries. At the international level this role is being played within the United Nations system and on the national plane with national institutions. I think UNICEF is doing its best in this field. It is very important that the people of the world and international organizations are made well aware of the need and importance of giving adequate consideration to children and women in social and economic development planning. It is

especially important that international organizations which assist developing countries take them into account in their deliberations on assistance to various developing countries.

It is also very important that the governments of developing countries bear this in mind when deliberating and adopting their social and economic development plans. Unfortunately, the importance of giving due account to the needs of children and women is not yet sufficiently realised in various countries and in international organizations. This is why I think UNICEF still has a very important role to play in the field of advocacy.

#### Scope of UNICEF aid

Charnow: From time to time over the years, the Board has been concerned with the scope of UNICEF's assistance. No one has argued that what we were doing does not help mothers and children, but some have said that in order to make greater impact we should concentrate more, that what we may be doing is for one of the specialized agencies to do or some other funding organization. On the other hand, there has been a feeling that, as part of our advocacy role, there is a practical aspect. This involves using seed money for innovation, for showing the way in the hope that somebody else would pick it up.

Then, there is of course the big area of where do you draw a line between what really helps mothers and children and what really helps general economic development, and how far does a children's agency go. I would like you to comment on how you see these related issues.

#### Relation to national planning

Mateljak: I don't see much of a problem in this. You cannot separate the position of children and women from the general situation of a particular country. But while you cannot separate these two things, you can make a distinction in planning, in response to the needs of particular strata of the population.

For example, in planning economic and social development on the national level, one should consider the number of children to be reached, the number of health centres required, facilities for kindergartens, facilities to enable women to meet their family obligations, and ways of facilitating their position and so on. There are so many things involved in planning for social and economic development. You can take account of the needs of specific sectors of the population and emphasize their needs in development planning.

For example, take the supply of safe water. Of course, it is clear that if you dig a well, it will be useful not only to children and women but to all the population. Or if you put up a health centre it will be used by the entire population. But within that health centre there should always be special facilities for children and women.

Charnow: Are you saying that you are in favour of a fairly large scope for UNICEF if we are selective about the sectors we are reaching in that particular scope?

Mateljak: Within the framework of national planning, UNICEF should always concentrate on those items which are more relevant for children and women.

#### Issues during Mateljak Board chairmanship

Now, Jack, I just want to say a few words about my experience as Chairman of the Executive Board. I was elected in 1981. I presided over the regular session in May 1982 and before that over two special sessions. There were several problems during my mandate which I had to solve.

#### Budget

One of them was very critical. It was the question of the adoption of the budget. We could not adopt it at the regular 1981 session, and that is why there was a special session in October 1981.

You know what the main problems were with regard to this budget. I just want to emphasize that I really felt that UNICEF was in a very deep crisis. I think that for UNICEF it was a question of to be or not to be. I must say that I was very worried. There were moments when I could not see a way out.

But, fortunately, thanks to the flexibility and goodwill of the Board and the Executive Director, we managed to overcome this crisis and to adopt the budget in October 1981.

#### James Grant

I would like to say a few words about the Executive Director, Mr. Grant. He is a man who works with the devotion of a missionary. He is very sincere, and I was especially impressed by his sympathy, a very sincere sympathy, towards developing countries. He has a strong will and is very persistent in the pursuit of his ideas and plans. Yet, at the same time, he is ready to listen to others and also to accept their arguments if they are logical and realistic. I think that these qualities are very important. They enabled us to overcome the crisis and to adopt a budget. In the end he realized that there was no possibility of implementing the plan he had initially presented with very good intentions. He was strong enough to revise his plans and to come to terms with the Board members who are the main contributors. This was the factor which enabled us to solve this problem. I must say that at that time, Mr. Manning of Australia was very helpful to me with his expert knowledge of financial matters and the financial system of UNICEF. Together we were able to have a very useful discussion with members of the Board and with Mr. Grant, and we managed to find a solution to the problem.

### Enlargement of Board

There was another problem which I faced during my term, and that was the question of the enlargement of the Board. The Board had not been enlarged since 1956. In the meantime a very large number of countries had attained independence and had become members of the United Nations. I felt that there was a need to enlarge the Board in order to increase the representation of the developing countries.

There was a big problem concerning the distribution of the new seats. It was mostly along East-West lines. The East and West European countries could not reach agreement, and there were a number of discussions on this issue. I had some informal meetings as well as personal discussions with various members of the Board from both East and West. In the end we managed to come to some kind of agreement.

At this point I would just wish to emphasize the fact that, after long discussions, I found goodwill and understanding on the part of the East European countries, which accepted the enlargement of the Board with hardly any additional seat for the East European group. It was not easy for them, but at that moment they demonstrated the goodwill and flexibility without which the problem could not have been solved. As you know, the East European Group got only one fifth of a seat; in other words, one seat is rotated among the East European group and four other regional groups. As a result, because of the three-year terms of Board members, the East European group gets an additional seat only once every twelve years, which is practically nothing. Thanks to the group's understanding, flexibility and goodwill, I managed to solve this problem. The Board adopted the decision by consensus.

### Disarmament

The third problem was the question of disarmament, which was discussed at the 1982 session. Even before the session started, I realized that this would be among the very controversial issues because I knew that the delegation of the USSR wanted to present a proposal in connection with disarmament. I also knew that the US delegation was strongly opposed to this idea and did not even wish to discuss it.

It was really a delicate situation for me. From the very beginning I knew that I had to take the initiative and try to encourage both sides to work out a solution. With the assistance especially of Mr. Manning and the Australian delegation which helped me with the other countries, I somehow managed to fashion a text which was acceptable to both East and West.

When I achieved this agreement, I encountered some opposition on the part of some of the non-aligned developing countries. So I had to negotiate once again, with them. At that time both the USSR delegation and the US delegation appealed to the delegations

of the non-aligned countries. It was a very interesting situation. We somehow managed to solve this problem again, and the text of the agreement was adopted by consensus.

Charnow: Dragan, I am very grateful to you for providing some details of your key role as chairman on difficult issues. I think all of us in the Secretariat were aware of it, but not in the detail which you have given us now.

### Board functioning

#### Leadership

This is important because it indicates the value of leadership in the Board on the part of people who are committed in a personal way, as well as in terms of their official capacity, to what UNICEF is all about.

I myself have been concerned that the number of such individual Board delegates has been diminishing over the years, so that there are only two or three such leaders left, and some of them who have been around for a long time will be leaving soon. Not only in the UNICEF secretariat but in the Board there is a generation gap and it usually takes time for new delegates to become effective. I hope, with the enlargement of the Board, that we would have more. I hope the UNICEF spirit will ultimately touch the new delegates as it has those who have been around for a number of years.

Mateljak: I just wanted to point out some of the problems that I was facing. Thanks to the traditional spirit of UNICEF, the goodwill of the members of the Board and the expert knowledge of the senior staff of UNICEF, we were able to sort out these problems. Of course, the chairman played an important role, but the chairman as such could not do anything if he did not have sufficient understanding and goodwill on the part of the members of the Board and sufficient support on the part of the Executive Director and senior staff of UNICEF. I think that this was very crucial in the solution of these problems.

As far as personalities are concerned, I think that at present UNICEF has no need for the kind of personality that you mentioned because there are no problems in UNICEF that require exceptional personal qualities and efforts. UNICEF always has sufficient internal reserves to ensure that active, influential individuals emerge when the situation requires it. So I am not afraid for the future of UNICEF. You never know what may crop up tomorrow. But should UNICEF ever need such people, they will surface; I am sure they will appear on the scene.

Charnow: I share your optimism. I do fully believe with you that UNICEF is too precious to the United Nations and the world for people to allow a temporary crisis to set it back substantially.

Continuity of delegates

What I had in mind was a more limited point, something that you and I have had occasion to talk about in the past. A Government wants to be on the Board. It selects certain people as delegates. These people get committed to UNICEF, they learn, they attain a position of leadership. Then for reasons unrelated to UNICEF, they go off to other assignments. And the investment they have put into the Organization, their knowledge about UNICEF gets lost, at least so far as Board functioning and importance is concerned. I guess what I am saying is that we need a little more advocacy with governments on this matter.

Mateljak: I really don't think this is the case with all the people who become involved with UNICEF. Some of them go and some of them stay. The problem is with diplomats, who stay in New York three, four or five years and then go and become involved in some other kind of work in the ministry; then they lose their ties with UNICEF completely. It is very difficult to keep permanently those who become involved with UNICEF. I think it is practically impossible. For these people, life is such, the nature of their work is such, that they cannot remain permanently.

Charnow: Perhaps I am taking too narrow a point of view. I have always felt it was a mistake for the Board to have decided to have a chairman for one year only. It takes two years to get to know the issues and the people, and for the Administration to send them out on field trips, for them to get to understand, to have influence in the Board and on our behalf in other bodies and so on.

Mateljak: This is precisely my view.

Charnow: What I would like to say is that if a Government decides, that so and so should stand for the candidacy of chairman, then my feeling is that that Government has an obligation for a year or two afterwards, wherever that person is, to see to it that the person comes to the Board. I don't think I am being unrealistic; I am just trying to be a UNICEF advocate.

Mateljak: I agree with you on this. As much as possible efforts should be made to keep those delegates who have become involved with UNICEF and have gotten to know the work and system of the Organization. I too had problems until I became acquainted with UNICEF's system of work, its terminology and procedures, etc. It took me at least a year to become familiar with all this. I agree with you that it is necessary to make efforts to ensure that people who become familiar with UNICEF's work and would like to continue their involvement maintain their connection with UNICEF as much and as long as possible.

Two-year term for chairman

I have some suggestions concerning the organization of the Board. First of all, I think that the Chairman should be elected for two

years and that he/she should have the opportunity to go to the field to visit projects and learn about the activities of UNICEF in the field. This is one thing which, as Chairman, I felt I needed. However, I did not insist on this. I did not have the time, for example, to take one month to go to Africa or Asia to see UNICEF activities in some of the countries.

I served in Asia and Africa for ten years before I came here, so I know the local situation. This was one of the things which facilitated my work as Chairman. But if a chairman has never been in Africa, Asia or Latin America, has never visited at least one of these regions, it would be very difficult for him/her to understand the situation, the activities or the position of the developing countries. So I think it would be very necessary to have a two-year term for chairmen. It would be very important if the chairman could have a two-year mandate and during the first year spend one month to see as much as possible of the activities and problems in developing countries and acquire on-the-spot knowledge of UNICEF's work in those countries. This is just my personal view, Jack. I am not speaking as a representative of my Government but only in my personal capacity.

#### Rapporteur

Secondly, it is very important to have a rapporteur on the Board who, together with the Secretary of the Board, would be responsible for preparing the reports of the Board sessions.

#### Abolition of Committees

Thirdly, I believe that at present there is no need for committees because both of the Board committees are committees of the whole. So I think we could have meetings of the Board instead of meetings of the committees. But this is not so essential.

#### Board vice-chairmen

Furthermore, the gradings of vice-chairmen are unnecessary. There could be one rapporteur and four vice-chairmen. One of the vice-chairmen could take up programme items while another could take up administrative and financial items. Another vice-chairman could assist the chairman in the conduct of business. The fourth vice-chairman could have ad hoc duties such as conducting consultations or undertaking any other activity needed to support the Board's work.

Charnow: Would the special responsibilities of the vice-chairmen be specified at the time of the election?

Mateljak: It could be ad hoc. At the start of the session they could decide this among themselves. However, it could also be decided when they are elected so that their work could be planned immediately, and they could be active between sessions.

These are my views concerning the organization of the Board. However, I would not insist on them or suggest that they are the wisest solutions.

Role of Board chairman

Charnow: Would you like to comment on the role of the chairman of the Board during the period between sessions - the Board as a year-round body, the chairman as counsellor, as adviser to the Executive Director, the chairman as a spokesman for UNICEF in other bodies, the chairman even helping in fund raising as an extended function.

Mateljak: You mean to expand the activities of the chairman?

Charnow: I think we are moving in that direction much more than we have in the past. We used to do it in the past when the chairman was stationed in the New York area with a Mission. But now Mr. Grant is bringing in the chairman from wherever he/she may be for consultations. There are also more briefing meetings with members of the Board, even though those who attend may not be delegates who actually participate in the regular Board sessions.

Mateljak: I think this practice is very good and it should be further strengthened in the future. This is in the spirit of democratization of the work of UNICEF and the decision-making process. It is also useful for the Executive Director to have someone whom he can consult and who will be competent enough to advise him and so on. I think this is a very good idea that should be continued and further strengthened.

The role of the chairman as a person who would help the Executive Director in fund raising is another matter. I don't know how useful a role the chairman could play in this area. Maybe a chairman from a developed country could be helpful, but I don't know how developed countries would respond to a chairman from a developing country.

But, definitely, consultations of the chairman with the Executive Director and his staff are very necessary, in my view. They are an additional reason for field visits by the chairman, to enable him/her to see how the work is going, what the problems are and what the situation is in those countries where UNICEF is active.

Supplementary funding

With regard to UNICEF activities, I have the impression that there is a trend toward greater use of supplementary funding and "noted" projects, which are playing an increasingly important role in UNICEF activities as a whole. For example, in the past the expenditure for programmes financed from supplementary funds was between 25 and 30 per cent of the expenditure from general resources. If this trend continues, as indicated in the plans for 1987, the expenditure from supplementary funds will be more than fifty percent of the total expenditure. I think this is not good. We know that supplementary funding and "noted" projects

represent a kind of bilateral arrangement facilitated by UNICEF. But I don't think it would be wise if they were to become the dominant funding pattern for UNICEF activities. So I think something should be done in this area.

#### Procurement from developing countries

There are other problems, which, although not serious, require attention. UNICEF should try to procure more goods from developing countries.

I also think that a larger number of senior posts should be filled by representatives from developing countries.

#### Appointment of Executive Director

Charnow: Dragan, since you were part of it as a Yugoslav delegate, would you comment on the procedure for the appointment of a new Executive Director? I am not referring to re-appointments as in the recent case of Mr. Grant, but when a new candidacy is to be appointed. What should the role of the Secretary-General be vis-a-vis the Board and the interpretation of what constitutes consultation with the Board and its timing.

Mateljak: First of all, it depends on how many candidates there are for the post of Executive Director. If there is only one candidate, there is no problem. But if there more candidates, this could pose a very serious problem, and the chairman, in the light of present practice, could be in a delicate situation.

I think it is necessary that the Board be involved in the decision on the appointment of the Executive Director, for in the final analysis the Board is responsible for UNICEF. The Board is and should be interested in who the Executive Director should be, and for this reason the Board should have its say about the appointment of a new Executive Director when the question comes up. Under the present procedure the Chairman of the Board contacts the Board members and conveys their feelings to the Secretary-General. The Secretary-General then appoints the new Executive Director. This procedure should be maintained.

The Chairman should make some kind of inventory of the opinions and feelings of Board members and convey it to the Secretary-General. The Secretary-General should seriously take into consideration the views of Board members when making his decision about the appointment of the new Executive Director. Therefore it is very important that the Secretary-General be adequately informed about the feelings of the Board members.

Charnow: Are you saying that consultation should begin early, before the Secretary-General makes a decision?

Mateljak: Of course. There is no point in his consulting with Board members if he reaches a decision before the consultations take place.

Charnow: Well, Dragan, we have had a very useful discussion. I think it illustrates what I have long felt about people who become involved with UNICEF. It is more than a job; it is a mission. It also brings people much closer together. I think everybody who works together for UNICEF feels that everybody else associated with UNICEF is a kind of relative. Thank you very much.

Mateljak: Thank you.

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