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0526Q 17 January 1985

Interview with Alfred G. Katzin*
Conducted by Edward B. Marks in Walton-on-Thames, England
on 3 November 1983

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*Colonel Katzin was Deputy Director-General and Chief Executive Officer at UNRRA Headquarters (1946 - 47). He was a Special Consultant to Secretary-General, Trygve Lie, in 1948 and Fund-Raising Co-ordinator for UNICEF in 1949; He subsequently had a number of UN assignments including short term high level political responsibilities, Director of UN Personnel and Acting Head of the Office of Information. He remained in close touch during that period with Maurice Pate and other former UNICEF colleagues.

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Advice to Pate at UNICEF inception

Katzin: UNICEF was originally established by the General Assembly in December 1946 as an emergency operation, not as a permanent continuing organization. I was at that time the Deputy Director General of UNRRA in Washington. Maurice Pate came up to see me to discuss the problems which were paramount as far as he was concerned; first of all, where he could get some money to start with, and secondly, where he could get staff and what staff to get. I had not met him before, but I took to him immediately because he was a highly responsible man. We spent considerable hours together where he asked my opinion as to the basic formats and we found ourselves in complete accord.

Matching by receiving countries

My recommendation to him was that whatever happened, there should be a very strong participation by the receiving countries; this afterwards became known as the matching formula. In those days it was simply a smile in our eyes. That was something I felt rather strongly about from my experience in UNRRA - that relief given on the basis of a Red Cross operation was certainly not pertinent to an international organization. And the fundamental point, in my opinion, was that the participating governments should in fact be a part of the machine and that there should never be a donor-recipient type of relationship. This entirely fitted in with Maurice's basic ideas. He'd had experience under Hoover in Europe in World War I and he'd run the operation in Poland as a young man.

Rajchman

That is, in fact, how he had come into the picture at all, because Rajchman, who was the Polish representative at the UN, was really the godfather of UNICEF.

Marks: Everyone says that.

Katzin: He was the man who got it through the Assembly and he was the man who in fact nominated Maurice and persuaded everyone, in fact dictatorially, because he was a dictator by nature, persuaded that Maurice should be the first incumbent.

Marks: He must have had many redeeming features, though, because apparently he was very imaginative.

Katzin: Oh yes, he was. His great error was that he thought he was the Executive Director of UNICEF instead of the Chairman, but that was for Maurice and him to work out, and Maurice knew exactly how to handle it.

Rajchman/Pate views on UNICEF life-span

Marks: He knew him from Poland, I presume, from that operation?

Katzin: Yes. Fundamentally, Rajchman had the right idea, which was that children are the number one priority from all the devastation of war and that there should be continuous help to children; it should not be an emergency operation. He was sufficiently a politician to realize that he had to move slowly, but his ambitions and intentions were quite clearly to continue this operation as long as possible.

Marks: Even though "emergency" was one of the words ...

Katzin: It was the only possible word. There was no such thing as a continuation of UNICEF envisaged in the first operations. Maurice was uncertain at that stage how long it was going to last, and how long he was going to last. His own position, as I remember quite clearly, was that if there was to be a continuing operation and it was on a basis which he felt he could support, then he would very much consider continuing. But at that point there was no certainty that UNICEF would be continued. In fact, it wasn't until three years later, I think it was in the 1950's, that I gained my first real knowledge of UNICEF.

UNRRA seed money for UNICEF

Katzin: Well, I was able to give him some monies out of the UNRRA residual budget to start with.

Marks: How did you manage that?

Katzin: I just signed a check and afterwards presented the facts to the Executive Committee and they were quite happy.

Marks: This was very near the end of UNRRA?

Katzin: This was the winding up, yes.

Marks: About how much money was it, do you recall?

Katzin: I think it was \$100,000 (see Annex I). Anyway it was a sum which was sufficient for him to be able to recruit one or two people. And the question in his mind was, who are the right people, because he had had no introduction to the international field at that time. The UN had only just begun to form. It was at the time of the first meeting of the UN, or rather the first meeting in New York.

Marks: Was this conversation in New York?

Katzin: This was all in Washington. He came to Washington.

Karl Borders

Katzin: The obvious person for his principal lieutenant was a man from UNRRA by the name of Karl Borders. Karl became his first deputy.

Marks: What nationality was he?

Katzin: American. Very much American. He remained his first deputy until he died. But I think Maurice had Dick Heyward in mind to join with Karl as joint deputy. This was before Dick joined the Organization. Dick was a member of the Australian delegation and he was very keen on the operation. I didn't know him at the time. I knew him after Maurice introduced me to him. So I was never with UNICEF. I was merely dragged in because of my associations with UNRRA and my experience in the field - the refugee field. That was the beginning, as far as my recollection goes.

Other UNRRA staff going to UNICEF

Marks: Were there other UNRRA people that you think of, who made the jump from UNRRA to UNICEF, with or without your sponsorship?

Katzin: Certainly. There was Al Davidson, who ran the European office for years. He was an UNRRA man; he had been in the legal department in Washington; and he was very much concerned. He had a lot of UNRRA staff with him; in fact he had one of my old secretaries with him for years in Paris, Kay Deeks. She was my secretary in London in 1945. And there were many others.

Betty Jacob

I want to mention Betty Jacob, who was a leading character in UNICEF. She was a fund raiser, an ideas raiser, and the most extraordinary character. Terribly active, and she finally became the link between UNICEF and Congress. She was a real character. Her husband was a Professor in Philadelphia - they were Quakers.

UNAC

Katzin: I had intended not to return to international work at all. I had other things in view. But at some point, perhaps it was the end of 1949, I went back to the States privately, and that was the point at which the United Nations Appeal for Children (UNAC) was in progress under Aake Ording. I know nothing of the background of that Appeal except that it had the support of the Assembly, and he was answerable to the Assembly.

Marks: Do you have any knowledge of what its relation to UNICEF was intended to be?

Katzin: Well, as I understood it, part of the proceeds of the total world collection would go to UNICEF, part to national organizations, and part to be distributed by governments.

Marks: That was Ording's brainchild?

Katzin: It was his brainchild.

Marks: And he got the Norwegian Government to introduce it?

Katzin: I think he introduced it himself. I can't give you this background because I don't know.

UNAC continuation under UNICEF

All I know is that in 1949, when I was on my way back from the United States to England, my car was already on board the Queen Mary, and I was to leave within a day or two, Maurice Pate and Trygve Lie both made contact with me and asked me if I would take on the job of succeeding Ording, who had been repudiated by the Assembly. The plan, as he envisaged it, of everyone world-wide contributing a day's pay was rejected. but the idea of a one-time financial appeal for children would continue, but under the auspices of UNICEF.

Marks: It was still to be one-time?

Katzin: One-time. Well I had no competence, as far as I knew, in fund raising. Secondly, I did not want to continue in the field whatsoever, but my friendship for Maurice and a sense of obligation just swayed me to take my car off the boat and do it. I agreed to do it for three months. And the first thing I did was to try to look around for a successor. I wanted a successor as rapidly as possible. I had a feeling that if one wasn't in sight, I would be stuck with the assignment for much longer than three months.

Marks: But Ording's original idea had been struck down?

Katzin: It had been struck down by the Assembly. But there was a continuation in principle of some kind of one-time international appeal for children.

Marks: It was before they had the idea of UN years?

Katzin: This was just a one-time appeal.

Marks: And would it have been for the children of the world, or essentially for the children that were in Europe or wherever they had been the direct victims of the war?

Katzin: Well, it was to come under UNICEF. So the funds could go to whatever UNICEF was doing at that time. Well, it had to start off from scratch. Maurice had no organization for it, of course. And I had none. The first thing I thought was that if there had to be an appeal, it had to be run from a central point, like New York, and not from Lake Success which was far too far away from the center of things. But there was no UN accommodation in those days in New York, except that they had a Military Staff Committee building on what is now the UN library site. That was at a time when the present UN building was still a smile in daddy's eye. The non-functioning Staff Committee met regularly every month over a cigar and a drink and did nothing of course. So I proposed we should use the offices for some practical purpose. This we found difficulty in establishing because it was a sacrosanct operation. The Military Staff Committee was run by an alternate chairman each month from the five participating countries. And this particular month, the Americans were in command. They met me very politely and thought the suggestion could be put to the Committee when it next met, that we should get some space in their building. The next time they met, if I remember rightly, it was a Soviet who was chairman, but there was agreement, provided we complied with the security arrangements. Of course, they had all sorts of security arrangements, but for no known reason because there was actually no secret in any of the work. But we did finally establish ourselves on one floor after doing away with safes and locks and keys. It was the UN building hired by the UN for the work of the Military Staff Committee. The building which is now the UN was in the planning stage in those days. That came later. I took over some of the Ordning staff and used some of the UNICEF staff.

Marks: How many staff did you have?

Katzin: I can't remember, but I always worked with a very small staff to start with, anyway. Couldn't have been more than six or seven, to start.

Marks: Did UNICEF at that stage have its own fund-raising office?

Katzin: No. It got its funds from the public and voluntary contributions by governments. Now, the first thing that had to be done was to really go after the governments. I felt that since it was to be a once-only operation, it had to be very quick and it had to be supported at a very high level. And it wasn't worthwhile proceeding unless vast sums of money could be collected. Any goal of a million or a million and a half dollars, something of that sort, was a ridiculous one. One had to think in terms of tens of millions and Maurice totally agreed. I must say that he went about his business and left me to mine.

US position

Katzin: Mrs. Roosevelt And the first thing I did was, of course, to go and see the sponsor of the resolution, who was Mrs. Roosevelt. The idea had been that the fund raising should be done not through governments but through voluntary groups in each country. I found to my astonishment that Mrs. Roosevelt was not, in fact, considerably enthusiastic about it, although it had originally been set up under American sponsorship, largely, I think, because she had fallen out with Ording, whom I didn't know, had never even met. There were others concerned, but the most important, of course, was Mrs. Roosevelt. Without American support, to my mind, the main support of the world, as far as the funds were concerned, would disappear. I was concerned about this. I reported this both to Maurice and to Trygve Lie and said that in those circumstances the only thing to do was to appeal to all heads of governments to give a lead in their countries to their voluntary agencies and so forth to support this appeal.

Marks: Ording was out, though, by this time?

Katzin: Yes, he was dismissed.

Marks: That didn't change Mrs. Roosevelt's views?

Katzin: Well, she didn't oppose it in the sense that she was against it. But she opposed any idea that it should in fact have sponsorship via the US Government. She felt that the sponsorship should arise from voluntary agencies related to the UN.

US Committee The US Committee for UNICEF, which had already been established, was under Mary Lord at that time. Well, I went to see Mary Lord at the request of Mrs. Roosevelt, and became thoroughly disabused as to American enthusiasm for the idea. She told me she was working closely with the State Department and that she was going to have a meeting of her Committee, but she felt that it should be very soft-key, played very soft-key. And she invited me to meet the Committee in her apartment, which was on Park Avenue; if I remember rightly. I attended this meeting simply as an observer.

Marks: She hadn't yet succeeded Mrs. Roosevelt. You know, she ultimately got the job Mrs. Roosevelt had as the US Representative.

Katzin: Oh, did she now? I didn't know that.

Marks: Well, she was a Republican. And when the Republican came in, she got it.

Katzin: She was then just the head of the US Committee. What her proposal was to the Committee, which they adopted at that meeting, was that they should become involved, not in a fund collection but in an educational campaign with the idea that once people were educated, the fund-collecting element could start. I remember very well that at the end of the proceeding she asked me if I would make some comment. And I remember saying that it was news to me that the American public would need to be educated to the needs of children in the world who were starving or in great distress. I didn't feel that that really was the position of the Americans at large. And I said that if it was going to be the official position of the Committee, all I could say was Good Lord, deliver us. Anyway, we got no further with it. And I reported to both Pate and Lie that as far as I could see, there was not much chance of converting the American Committee to really sponsor the action through US voluntary agencies. (See Annex II). Lie then wrote to Dean Acheson with regard to a U.S. contribution.

Marks: Had the appeal idea been formally adopted as something which would be undertaken, or was it still.....?

Katzin: It was an Assembly Resolution. It was to substitute for the Ording operation. And because it was an Assembly Resolution, Lie and Pate asked me to undertake it. They had to appoint somebody to carry through the Resolution. That was the background of my participation in the special appeal.

Other countries

Marks: How did the other countries play it?

Katzin: Well, for the most part they played it very well. Of course, something had to be done rather rapidly, and it was all at very short notice and I was only going to be on for three months. And my idea was to start something which could move. Of course you can't get things moving in three months world-wide. And so my idea was to establish a formula, and nothing more than that. And what I wanted to happen was for Lie to address every head of state to ask them merely to get behind the resolution. And to encourage movement amongst their voluntary organizations.

Marks: That is exactly what we did in IYC, by the way.

Katzin: That seemed to be the best means. And to that proposal I received a mixed reception. Because Lie himself was not at all certain how this would be viewed, because the Assembly had obviously rejected an idea which they had debated and passed only a year before, and this new departure was quite obviously a sort of fill-in for something which hadn't worked.

Marks: Did they set any kind of target?

Katzin: No.

Marks: Either in the Resolution or at least in the minds ?

Katzin: They merely set it up, as far as I know, as a one-time fund-raising campaign under UNICEF auspices rather than under the Assembly auspices. The idea was, I think, quite well supported. I can't remember the exact sum collected during the year, after I left. Part of it came in while I was there and part after I left. I remember drafting cables to all the heads of states for Lie to sign, albeit reluctantly. I think they collected \$30 million or \$25 million; I am not quite sure but I think it was about that figure. That should all be in the records. Of course I left, not at the end of three months, but the fourth month. One of the other things that seemed to me to be essential to establish was that UNICEF should have a representative going around the various countries and meeting, if not lecturing, the voluntary organizations and the National UNAC Committees in each country. I didn't consult Maurice on this because he was in Europe. But I felt it had to be done very rapidly.

Katzin: Grace Holmes Barbey So I appointed somebody to do it. It was Grace Holmes (later Grace Holmes Barbey). I remember talking to Grace about it with Karl Borders and I remember Grace saying to me, "I can't possibly do this; I've never done anything like it in my life." I said, "Well, you haven't tried it, so go out and try it." And she was the person that I sent out first to Europe and then all over as a sort of messenger, an angel of deliverance as far as fund raising was concerned. And she did very well. She was nervous to start with, but she was received extremely well and by that time the Governments had been alerted to her arrival. So she was well received and then it became a permanent institution.

Marks: Later she did NGOs and so on.

Katzin: Yes. But that was the beginning of it. She became a sort of external messenger for this special fund. And I think she did a great deal of good for UNICEF. And I think the fund in that sense did a great deal of good for UNICEF.

Herbert Evert

But there were a great many opponents to it. I remember one of them being the Australians, at that time represented by Herbert Evert, the Foreign Minister of Australia. I had a message from his office, from one of his executive assistants one day, whom I had got to know during the war, that Herbert was anti this new fund because he was a

friend of Ording's. He'd been against the Assembly decision to scrap the Ording plan; and he wanted to know what the hell I was doing, who I was anyway, and why I had been appointed. He further said he wasn't going to have a damn thing to do with it. So I said to the assistant, well you'd better get me an interview with Herbert, who was then president of the Assembly. Which in due course he did. And I remember Evert's first crack at me when I went into the room, "Who the hell are you and what are you doing here?" Anyway, we came to terms. He said to me, "Do you think you know more than Ording about this job?" And I said, "I don't know anything about it whatsoever, and what is more, I never raised any funds in my life." I could have said that I was the worst possible man for it. "I have been put into the damn job," I said, "and I have accepted it, and if you people don't support me, I can't take any further responsibility for it; I've got to depend on you." Anyway, we parted good company. I think Australia subscribed 250 thousand finally.

Marks: Pounds?

Katzin: No, I think it was dollars. I can't remember exactly. It's in the records. But I remember those instances, one or two of them.

Marks: Amusing.

Rajchman/Poland

Katzin: There were others like it. But that was approximately the situation. Another thing I remember about the beginning of the special fund was Rajchman's position, because, although he was the Chairman of the Board, he rather felt that he was the Director of UNICEF. I had not met him in my capacity, but one of the things that he objected to, when he got to know the story, was that I should have approached or intended to approach Poland officially for a contribution. He felt that as a recipient country which was in the worst possible state, Poland should never have been asked for a contribution of that sort. And I thoroughly disagreed with him. When he ordered me to desist, I remember very well, I told him that I wasn't working for Rajchman, I was working for Pate. He said he would report me to Lie, and I said I would have to take that chance. So I went ahead and there was no problem. When Maurice came back, he was in Europe, I told him the story and we laughed about it, that was the end of that. But that was the sort of thing that strikes me now as being rather funny. Well, I think that is about what I can tell you about the beginning of the fund and my association with UNICEF proper. Because prior to that, I really hadn't had any association.

Lowell Rooks

I then left after my three months, a bit longer than three months because they couldn't find a successor: they finally got Lowell Rooks. He was the Director General of UNRRA at the end, after Fiorello LaGuardia. I had been his Deputy. And he had retired to Arizona. I persuaded him to meet Maurice. There are some who felt that he was too gentle for this job. He was a very gentle man, and a gentleman by the way.

Marks: But he did succeed you in the job, and how long, do you have any idea, did the project last?

Katzin: It was a year, as far as I know. I think I am right in saying it was to be that one year.

Marks: That can be checked.

Pate characteristics

Marks: How did Maurice Pate and Mrs. Roosevelt get on, and was he at all helpful in trying to elicit more American support for the idea?

Katzin: Maurice was a man who, once he had handed over an operation to anybody, left him to it. Of course, he was fully briefed and of course, he was absolutely supportive, but he never volunteered. He was in his quiet way a first-rate politician. He knew exactly how to handle the various trials of the day, at all levels. I had great admiration for the man for his very quiet, very slow and very positive methods of operation. And, of course, he had Herbert Hoover at his back on whom he relied greatly. Therefore, he could always appeal and did, through Hoover, to opposition opinion in Congress or the Senate, of which there was plenty over a period of time. In fact, at the time that I knew Maurice, on many occasions long after this particular contact with him, he used to discuss things with me. On several occasions I went to Washington with him for the Fund and spoke to some Congressmen and had lunch with one or two to try to persuade them to go along with it. But that was after I had left the fund-raising business and it was just a continuing operation. He had asked me after this to go further with the Fund, which I shall tell you about.

Marks: In the early days, was the relationship between UNICEF and UN proper between Pate and Lie, was that harmonious?

Katzin: Perfectly. It was impossible not to have a harmonious relationship with Maurice Pate. Maurice Pate was a man who knew exactly where he was going in a very quiet way and never needed to have disagreements. He was a very harmonious man to work with, and he

was a very subtle operator - a very knowledgeable one, and he had a very long-range view. He was persuasive by his timidities. He never tried to force anything on anybody.

Marks: He had a will of iron?

Katzin: That's a great strength. "A will of iron" is the right phrase. He was a remarkable American, was Maurice, in my mind. One of the really fine members of the breed, and he had this extraordinary capacity for getting his way, even under very strong opposition, by his honesty.

UK contribution

Katzin: When I went back to England, I got caught up in a hospital instead of going straight home, and while I was there, I followed a debate in the House of Commons on the radio and found that Ernest Bevin, Foreign Minister, had made a statement that he was not going to subscribe to UNICEF more than 100 thousand pounds.

Marks: Are we speaking now of this special fund or ...

Katzin: That was a general contribution to UNICEF. It had nothing to do with the special fund, although I had approached him to ask for his assistance in supporting the special fund earlier. The reason I did this was that at the end of '45, when I had done some work in Europe, Bevin had sent for me one day and had a long talk with me in the Foreign Office. And among other things, he had said to me, "You should stay in this field and not go back to your normal work." I was still in the army. I was able to remind him of this occasion after hearing his speech in Commons; I said that I had taken his advice and stayed in the field and that in fact I had been asked to do a certain specific job of, amongst other things, fund raising. And I was very disappointed and distressed to hear his speech in the House. I must say he not only answered me, but he also sent a gentleman, a young gentleman in striped trousers, to see me in the hospital and to give me a message of hope that something might be done.

Marks: And how did it end?

Katzin: It ended quite well. Bevin withdrew his opposition through some circuitous method; he had already made a statement to the House, so he couldn't do too much about it. But it worked out. They made a contribution. In fact, the British were among the very considerable supporters of the fund from the beginning, especially the voluntary agencies.

Marks: More than a hundred thousand pounds - dollars?

Katzin: Oh, yes. More than a hundred thousand pounds. Of course, it cropped up again later, it was in March I think it was ...

Marks: '49?

Katzin: Yes. And later on, I again had to approach Bevin on the same subject, I think it was three months later. (See Annex IV)

Link to Palestine refugees

Katzin: One of the early British positions on UNICEF in deciding whether or not they would continue a rather large contribution, was in some ways linked to their position on Arab refugees. The question was whether or not UNICEF would participate to a considerable extent in the Arab refugee programme, in which Ernest Bevin had a great interest and on which he had spoken in the House. I was in London in this period and cabled to New York to find out what the UNICEF position was on Arab refugees. When the question of a contribution to UNICEF came to Bevin, he referred it to Phillip Noel-Baker, to whom he had referred the earlier question I'd raised with him in February about the contribution to the Appeal for Children. Bevin was not at all enthusiastic. Minister of Commonwealth Affairs Noel-Baker was more favourably disposed. So I wrote to Francis Noel-Baker (Phillip Noel-Baker's son) to put to him the whole question of UNICEF and UNICEF funds.

Marks: Did that include the point on the Arabs?

Katzin: Yes, because the British were particularly interested in that subject. I reasoned that if UNICEF emphasized the Arab part of their help, then it would ease the situation in getting the support of Britain, which was intensely interested in this assistance to Arabs. So that's why I emphasized the Arab aspect of the contribution, and that's why Maurice was replying specifically in the context of the Arabs. If you read Francis Noel-Baker's letter to Bevin, he put a very strong case for UNICEF there, and they got a very good contribution. It happened, towards the end of that period, that Maurice himself arrived in London, so he took over the matter from then on.

Marks: Actually, UNICEF never did immerse itself very far in the assistance for Arab refugee children.

Katzin: It was only as a contribution. The work was put into the hands of the International Red Cross and the Quakers, but UNICEF contributed. As the British were specifically interested in the fate of the Arab refugees, it seemed the right emphasis to make to include them as a recipient. That was the point.

1950 GA Resolution on UNICEF

I went back to South Africa and while I was there, I had a cable from Trygve Lie - this was in the early '50s - asking me to do something for him in New York. At about the same time I had a cable from Maurice, who was visiting India.

Pate decides to stay on

So it was in the 1950s that UNICEF was retained as a permanent operation, and it was at this point that Maurice agreed to stay on. Up to then he hadn't been certain whether he was going to stay on (See Annex III).

UNICEF becomes a world-wide movement

Marks: I guess this must have been the moment when it was agreed not only that UNICEF should continue but that it should change its target of assistance to the developing countries.

Katzin: Yes, this was the period at which the wider implications became possible. I don't think he developed them very far in terms of actual specifics, but the strategy was that they would expand the operation to other countries outside of Europe.

Marks: How did you feel about that? Did you feel it was the moment for that to happen?

Katzin: Yes, I felt it from the start. It seemed to me when Maurice and I first spoke about UNICEF in '47, almost the day after he was nominated in Washington, the first thing I said was that unless it was going to be a continuing operation, it was really something that the United Nations shouldn't start and then lay off, and that it should be a continuing operation in which all governments participated. And that the participating governments should become a real part of the machinery, including the executive machinery.

Marks: Whether they were donors or recipients?

Katzin: It seemed to me essential that to get a thing moving on the basis of a world-wide movement, all sides should be actively engaged in the planning and execution. That is the only way I think you get anything done. In fact, it has been proven. WHO, for instance, succeed mainly because they work so closely with health authorities in every country. It is the only way you can really get things moving. The UN itself is not united as such. It is disunited in many things, but in these humanitarian things it can find wider contacts which I believe are very valuable. Anyway, this was the sort of principle we spoke about. And Maurice was by no means

certain he was going to stay with the operation unless there was that continuity. And the cable he sent me in 1950 confirmed that the opportunity was there and therefore he would continue. I did meet him. I can't remember where we met finally. He had suggested Geneva in his cables. I think I met him in Greece. I can't quite remember where it was. But I did meet him with his team.

UNICEF/WHO relations

And it may have been Geneva, because I remember the first night he met me at the hotel when I arrived, he told me that they were in considerable trouble over the participation of UNICEF in medical programmes.

UNICEF/WHO relations

Marks: Oh?

Katzin: There was considerable difference between UNICEF and WHO as to who was responsible for what. And whether the one wasn't encroaching on the other. And the WHO position was that there was an encroachment and that UNICEF was not in fact capable of running a medical programme. I sat in the first meetings at Maurice's request, meetings between the heads and their advisers of UNICEF and WHO on the subject of how they were going to carry on joint operations, if there were going to be joint operations.

Rajchman

Rajchman, I remember, caused a flutter in the dovecote. It was my first experience of Rajchman at work in a Committee. I had had a little set-back with him earlier, personally, which had come to nothing. I admired his ability, no question about it, and his enthusiasm for the children. There was no question, he was the guiding light. But he was something of a dictator. And he rather felt, I suspected, that Maurice was more or less a sort of steward, that he was head of UNICEF and Maurice was the executive steward. That's how he really looked at it. But this was his nature. He was a bit of a dictatorial bully by nature. But he did have the right ideas.

UNICEF/other agency relations

Marks: Do you recall any other early differences or special cooperation with other specialized agencies or the UN proper?

Katzin: No, because remember, I was never in UNICEF, you see. It was only my contacts on this specific occasion that we were talking of, and so I can't tell you the drawbacks. I know Maurice used to talk to me about what was common to nearly all the agencies at one time or another in the UN. There are always some problems between agencies,

and he had to contend with those.

Pate

But generally speaking, Maurice was unflappable and unbeatable when it came to relationships, and when he put out men like Sam Keeny to control and negotiate operations in the field, he had the right help.

Katzin as informal UNICEF consultant

Well, Maurice invited me to join him as a consultant. And then he wanted me to go over to UNICEF permanently, in what finally became Dick Heyward's job. That was before Dick Heyward. After the Geneva meeting he asked me to be Deputy for Administration. Well, I had already committed myself to Lie for another project, because he had established something called the field service, and he wanted me to head it for at least a year to establish it. He knew I wasn't going to join the UN permanently. And he had sent for me at the same time that I got this cable from Maurice. Maurice knew that and refers to it in that cable saying, "After we've talked you can decide whether you stay with the UN or UNICEF."

So I told him I wasn't prepared to go on in the international field at all, but I was very happy to help if I could be of any use to him periodically. And I will always support UNICEF whatever else happens. I believe this; I still do. I think it is the best operation in the UN. And that was my understanding when I went back to New York when he asked me to go into a sort of review of the administration of his field offices. UNICEF in some ways linked with what Lie was asking me to do for the political and economic commissions in the field anyway. What he wanted was a plan of action as to how to coordinate the work so that the agencies and UN and others didn't set up duplicate organizations and whatnot all over the world. So it linked. And I told him that as the two things linked, I would in fact keep with the UN plan (Lie's operation) and bring UNICEF into the orbit of collaboration in the field among offices in the administrative works. So in April 1950 I gave myself two months to do the Lie assignment, which brought it to the end of June, and it was at the end of the June that the Korean war broke out. So instead of finding my way back to South Africa, I found my way to Korea because I was appointed as Representative in Korea, and that of course put an end to any idea...

Marks: That you would have gone with UNICEF--

Katzin: I couldn't have gone on much longer because I wasn't prepared to stay the course. And that's how it was.

Katzin: At that time I was simply interested in UNICEF, without having any position; so we just used to keep in touch. I was regularly in touch with Maurice and Helenka and the others at that time, almost on a weekly basis, and when anything was raised when my opinion was asked. I used to give it, that's all. Maurice used to frequently refer certain things to me. My feeling was, especially after I returned from Korea, that I was much more useful to him where I was, because he had plenty of assistance, so that when matters of UNICEF concern arose within the Secretariat and with Secretary-General Trygve Lie, that I could sort of act as their mentor because I was in his office.

UNICEF personalities: Keeny

Marks: Any UNICEF personalities at that time that you can recall?

Katzin: Those were early days. Of course I knew Karl Borders well; I introduced him to Maurice.

Marks: Heyward, you mentioned. What was he like at that stage?

Katzin: No, Heyward wasn't there yet; he was put in later. There's Sam Keeny, of course. Of course, I knew Sam from the very early days because Sam was with UNRRA. He was the head of the Italian Mission, a great and lovable character.

Katzin: And there was Schmittlinger. I met them all at this time. And of course, I also met Helenka Pantaleoni, who became a very close personal friend, and we were in constant touch on the developments on her front, though I was outside of UNICEF at that time.

Marks: Essentially fund raising or education?

Congressional criticism

Unexpended funds for China

I remember Maurice once testifying to a committee in Congress - or was it the Senate, I forget which. For a non-American to attend those things was not really de rigueur but Maurice had persuaded me to go with him to this meeting. I forget the month or circumstance. It was long after I got back from Korea, and I remember there was criticism because at that time UNICEF had a programme for China, which they couldn't administer. The money had been voted, and the agency had tried on many occasions to operate it. By that time Dick Heyward was there also. They could not operate it because, of course, the Chinese wouldn't allow it. They weren't interested.

Pate position. I remember the Congressman, or Senator, putting it in very hard terms to Maurice that he was, as a responsible American in charge of this Fund, in fact wasting the Fund's money, first of all by sponsoring this provision of the money at all- -

Marks: Designed for this programme, do you mean?

Katzin: Yes, and especially for a country which wasn't going to use the money anyway, and still coming to Congress for money whilst there was this reserve fund, for a country which was antagonistic to them, and in any case wasn't operating, and how did he view the whole subject of the Communist participation in the Fund? I remember Maurice's answer. He said, "I view it with considerable concern and only wish they were willing to take very much more than we give them." You see? And that was the sort of approach that Maurice had with people, and he was respected for it. Even amongst his antagonists.

Political aspects

I remember one in particular, Congressman Jerry Voorhees, from California. He was a great antagonist of the Fund. And he wasn't prepared to do a damn thing except kill the Fund, because you know many governments tried to kill the Fund, except France. France was the only absolute supporter right through. Many others, at one time or another, tried to kill it or at least didn't bless it. Gradually all that opposition was overcome in one way or another, and most countries gave it strong backing. But Voorhees was an absolute opponent, and I remember once - I think I was in Paris at the time of some conference - Maurice was completely disheartened about this because it was very important for the Fund at that time to get certain monies they wanted out of Congress, which were pending, and which he thought they were going to lose out on, and he spoke to me about this. He was bitterly disappointed, and I said to him, "Maurice, let me meet Mr. Voorhees as a non-American and see if I can persuade him that the Fund is doing the right sort of thing around the world." So it was arranged that I would have lunch with him. At lunch he was perfectly frank about it. He had no time for the Fund whatsoever. He felt that the Americans were doing enough through their own Agency without having this additional international thing, and he had no faith in the international field. In point of fact, he felt it was being used politically and not necessarily in a social sense - in other words, he was opposed to the idea.

Marks: He felt it was being used politically?

Katzin: Yes, he thought that the Governments who were getting help were being assisted politically, whereas they were antagonistic to the

principles of the UN. Anyway, I tried to convince him, but at the end of the lunch he said to me, "I'm not convinced but I promise you I'll think it over," and subsequently he did support the vote.

Greeting Cards

Pate's initial opposition

I remember the question of the Christmas cards. Maurice came and talked to me about it. Of course, Maurice was absolutely opposed to it. Bitterly opposed to it; he was really very frightened of it, and he turned it down.

Marks: Could you say about when that was?

Katzin: Yes, I think it was '51 or '52; anyway I'm sure it's in the UNICEF record. I remember he asked me to go to dinner with him at his club on Park Avenue, and he was really very concerned. Now, Maurice was not a man who was very often perturbed, but he was very, very determined to protect UNICEF's name and anything concerned with UNICEF, and he felt that this could bring endless problems and difficulties, and charges of commercialization and all sorts of things, and he wanted my views. Well, I must say, I had no pre-conceived views; it had never occurred to me, but I remember saying to him, "I'm always in favour of the robber barons. If UNICEF can make a great deal of contact and money out of selling Christmas cards, I don't think there could possibly be any exception to the idea. On the other hand, you must remember there are a lot of faiths in the world, and you have populations which are non-Christian and whose Christmases don't coincide with religious occasions, so you've got to take those sort of things into consideration; but surely even they can't object to others who are not involved with such religious questions if you do decide on the initiative." He finally, reluctantly agreed, and of course, it was an enormous success. I think today, it's pretty well world-wide, isn't it?

Marks: Oh yes, over the years it's made something like \$165 million.

Katzin: Better than any other fund-raising idea that was ever raised, as a constant thing.

Pate attitude toward retirement

Then there was the question of the succession to Maurice. Now this was a question raised several years before his death, which he spoke to me about on several occasions. He was not persuaded that he should retire. I felt he should, personally, and whenever we spoke I always took the position that he should retire. It seemed to me

Marks: Well, thank you very much, Alf. I appreciate this a great deal, and I know it makes a very welcome contribution, especially to the early years of the organization.

Katzin: Well, I don't know very much about it, but I know the personalities, of course.

Labouisse offers job to Katzin

Marks: Any other treasures here?

Katzin: Here's a letter from Harry in 1967. He asked me if I would run an office for him in Geneva. I retired in '63, so this was four years afterwards. Here's a copy of my reply (See Annex V).

London Office

He also spoke to me about a prospect that they had in London, of closing the London office, which was headed by a man named Herbert Broadley. He discussed that with me and I'd hoped that they would retain the London office. I was in touch with Broadley about it with Harry's agreement. I'll pass the letters to you. That's what I've got on it. (See Annex V)

Pate main reason for UNICEF success

Marks: You say you account for the success of UNICEF very simply. Will you explain?

Katzin: Yes, purely Maurice Pate. Entirely and absolutely Maurice Pate, because he gained the confidence, not only of the governments themselves but of all the agencies connected with child welfare in every country. There's no doubt at all that Maurice Pate was not only an inspiration for the continuation of UNICEF because of his efficiency, but he was in fact Mr. UNICEF. I don't think it would have survived without him.

Marks: You feel its development from a milk agency, as some people called it, to a development agency has been logical. Of course, much of the expansion took place after Pate.

Katzin: Yes, and of course, even during Pate's time it changed its character enormously, because it didn't become solely a health and welfare operation. It became an educational assistance agency and an agricultural extension agency and all sorts of programmes which linked in with the welfare of the child, and I don't think there's any doubt at all that it's the most useful and practical agency of the whole of the United Nations family.

Marks: It's the most popular, I think, too.

Katzin: Well, it's the only one that really is one hundred per cent functioning internationally in the sense intended.

that he'd established something which was a running, world-wide operation which would only continue if it was properly headed and that the only guarantee of it being properly headed - the only absolute guarantee - was if he remained as the consultant or life president, or whatever it might be. In that way he could protect any issues which related to the eventual succession. That was my position on it.

His new-found wife - because he'd married by that time - I think was rather offended about it. I think she rather felt that I was trying to push Maurice out. In fact there were people who tried later, at the very end, to push Maurice out, and he felt it very keenly, but he'd over-extended his stay. He wasn't a fit man, and he should have resigned in my opinion, but only with the idea of appropriate continuation. But there was that on his mind, and I feel that for the last three years, at least, of his life, there was the question of hanging on. (I was not with the UN then but I visited America once or twice and always went to see him, and in fact he always kept in touch with me.) I think he made a mistake on that and that it shortened his life, because it was upsetting him a great deal. He was a man who never showed his emotions, but there was no doubt it was upsetting him a great deal. Also by that time he'd married, pretty late in life.

It was only the pressure from his wife, who persuaded him not to retire. She was a very ambitious woman and ambitious for him, I think she persuaded him, to some extent, that some people were trying to usurp his place, and I think Maurice - in fact I'm sure - that that had an effect on him. I'm quite sure, because I know what our discussions were; otherwise he would have, I'm sure, resigned a few years earlier, kept his contact with the UN and seen that the right man was appointed. Well, that's more or less all that I can tell you, I think.

Possible successors

Labouisse

And, in fact, that's how it turned out. It was very fortunate for UNICEF that in the end they got a man like Labouisse, who Maurice approved of - he, in fact was responsible for Labouisse's nomination.

Marks: Julia Henderson But you said before that there was another candidate put forward by the UN?

Katzin: I wasn't with the UN then; I'd already resigned. I was retired, but I was being kept informed, here and there, of things, and among the names that were put forward and that the UN itself pressed hard, was Julia Henderson. This frightened Maurice, not because of any

disrespect or lack of appreciation of her qualities, but simply because he felt she didn't have the clout, politically, to be able to persuade Congress, and so forth. Whether he was right or wrong on that, I wouldn't know. Personally, I think Julia had plenty of clout; she knew where she was going, but probably he was right.

Marks: Mainly in terms of political influence?

Katzin: Yes, and in the world over. Perhaps it was the right decision. In any case, it was fortuitous because Labouisse was a wonderful successor.

Katzin: Well, those are my recollections on the question of succession. I remember my discussions with Maurice on it. I'm just trying to sum up roughly the major points we talked of when he got really concerned about it, because he was concerned about it.

Calibre of Pate aides

The one thing I remember that we both agreed on was that he had no need to fear whatsoever the administrative capacity of those running UNICEF. From the point of view that he had Dick Heyward, he had Adelaide Sinclair - she was still there, he had Charles Egger, and from the point of view of his representation in the world and the administrative capacity, there was never any question that the machine was under way and couldn't be destroyed unless you had a damn fool at the top.

Marks: And Charnow?

Katzin: Yes, Charnow. Well, there were a whole bunch of them. I think there was a man by the name of Birkhead too. He was the Administrative Officer. They had a whole bunch of very good people, much better people than the average UN.

Marks: So he rested assured with that?

Katzin: Yes, of that there was no question. I always used to say to him whenever he discussed it with me, "You don't have to worry your head with the running the administrative end and the programming. You only have to bother your head with the top. The man you've got to have is somebody who knows how to run the Executive Board, a multi-headed state operation, and US Congress and funds, and so forth, and you really should put somebody in there before you go, and you should really sit on it as a sort of super-president and see the thing moving in that field only."

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