



CF/RAI/USAA/DB01/HS/1996-0101

Expanded Number **CF/RAI/USAA/DB01/HS/1996-0101**

External ID **CF/NYH/SEB/HST/1996-0101 ; CF/HST/MEM/FRA-001/M**

Title

Memoirs Bernard H. Fraser Six Sessions: Background; Maurice Pate; Herbert Hoover; John Charnow; Commission for Polish Relief; Dr. Ludwik Rajchman; Phillip H. Waldoks; UNRRA; Justice D. Doenecker; Greeting cards;

Date Created
20-Dec-1982

Date Registered
27-Mar-1996

Date Closed

Primary Contact
Owner Location Strategic Information Management Section DPP = 6090
Home Location Strategic Information Management Section DPP = 6090
Current Location/Assignee History Related Records =60909132 since 20-Mar-2001 at 11:14 AM

F12: Status Certain? No
F13: Record Copy? No

001: In, Out, Internal Rec or Rec Copy

Contained Records
Container

Date Published Fd3: Doc Type - Format Da1:Date First Published Priority

Record Type **A02 HIST CORR ITEM**
Document Details **Record has no document attached.**

Notes

= 007 pp + 1 b
Archive Code Valid Date: 10/30/1989
WU_Staff:
Correspondent:
Main or Elec Storage: Wang Item RSN: 2866 Box Year: Folder File Code: CF/HST/INT/FRA-004/M
Owner Archive Code: CF-NYH-06.H Arch Code V.Date: 30/Oct/1989 Ref Code: CF/NYH/OSEB/HST
F_Folder_Code: CF/HST/INT/FRA-004/M
Cross Ref or Related Record: CF/HST/INT/FRA-004/M
CF/NYH/SEB/HST/1996-0101 ; CF/HST/INT/FRA-004/M

Print Name of Person Submit Image

Signature of Person Submit

Number of images without cover

JOHN MANFREDI

John Manfredi

30

Blank Page

Back of

Cover Sheet

CF/NYH/OSEB/HST /1996-101

CF/RAI/USAA/OB01/HS/1996-0101

BERNARD FRASER'S MEMOIRS

20 December 1982

Dictated at Headquarters

First session

My name is Bernard H. Fraser. I joined UNICEF in Washington on 23rd June 1947, roughly six months after UNICEF had come into existence with Maurice Pate as the first Executive Director. I had known Maurice since 1939 when he was the Director of the Commission for Polish Relief; it had been established when World War II broke out, and the purpose was to help needy children in the country. So this activity was really a forerunner of the work which UNICEF was to do after the end of hostilities.

The Commission for Polish Relief was inspired by former President Herbert Hoover who subsequently, when Nazis had invaded Holland, Belgium, Denmark and Norway, headed the National Committee on Food for the Small Democracies. The plan was to provide foodstuffs to the children in these countries, perhaps under the supervision of Swiss or Swedish personnel. My task was to provide research material to substantiate the need for help to children there, and while this material was then endorsed by leading American authorities in the field, nothing did materialize by way of aid for political reasons as the Administration at that time objected to the plans.

In presenting this background, I am reminded of the fact that I was myself a beneficiary of the feeding by the Quakers while a child in Bremen, Germany, where I was born. This was in the years 1921 and 1922, possibly 1920, and it was known as the "Hoover Speise" or the Hoover Meal. I had occasion to tell

Mr. Hoover this once, and it seemed to please him. It has made me wonder whether there may have been, among the U.N. delegates whom I met here in the course of years, were any who benefitted from the dry skim milk and other foodstuffs which were sent to war-ravaged countries while I was UNICEF's Shipping Officer from 1947 to late 1949.

When Maurice Pate asked me to join him in UNICEF by a letter of 7th March 1949, he made the statement:

"The Chief (Hoover) is behind me in this work. So is President Truman. In fact the whole idea of setting up the child feeding under United Nations was given by Mr. Hoover last year."

My occasion to call this text to the attention of Mr. J. Charnow a few months ago was to emphasize Mr. Hoover's role in this picture which had become somewhat confused with the part which Dr. Ludwik Rajchman played in the creation of UNICEF. There is no doubt that he had a leading role in the actual discussions among governments on the basis of the Hoover premise for the need to help which eventually led to Resolution 57 (I) of the General Assembly. Maurice Pate, who had lived in Poland for a number of years, probably knew Dr. Rajchman and worked with him. This is a phase of history which should be explored. One may surmise that Dr. Rajchman was instrumental in setting efforts into motion which lead some European governments to look with favor upon the establishment of UNICEF, while Hoover did so in the United States (especially with Senator Vandenberg whose initial financial support was so essential).

.... The influence of Hoover in the creation of UNICEF has been chronicled in a paper which a Yale University student wrote in January 1972. His name was Phillip H. Waldoks and a copy of his 22-page report is attached with a request that it be returned to me. Particular attention is called to the following paragraphs from the report:

"Hoover had been dissatisfied with the progress of UNRRA's operations. As early as May 1945, Hoover "in a V-E Day address at Carnegie Hall... pleaded for immediate action... to help save the war ravaged peoples of Europe from starvation, particularly the millions of sick and emaciated children."¹⁸

"He brought up a feeling quite prevalent in the minds of Americans who had observed the rise of facism from the depths of the depression that engulfed Europe, especially Germany, in the thirties. "But after all, peace, prosperity and freedom will not arise from stunted minds or stunted bodies... The preservation and rebuilding of these children is a far greater contribution to freedom, to prosperity, to peace than a hundred signed documents."¹⁹

Hoover went on, characteristically, to give four concrete proposals:

- 1) UNRRA should send food within 2 weeks.

2) Thousands of canteens should be established in industrial areas to rehabilitate undernourished children.

3) The cost should be paid out of international contributions to UNRRA or the particular nations themselves.

4) Whatever government agency undertakes to do the job of feeding and rehabilitation should also transport supplies for and make places for such organizations as 'Save the Children Fund' which "can give sympathetic help that official agencies cannot so fully accomplish."

Hoover added that if UNRRA could not do the job then the War Department should do it. This was no reflection on Herbert Lehman, director of UNRRA, Hoover said,

"He has been hampered by power politics. His organization has not had adequate transportation nor single-headed authority which these large scale operations so urgently require. We could never had won the battle of the Western front with committee control. But precious time has been lost."

16) *ibid*, pgs. 3-4

17) *ibid*, pg. 5

18) This, and all the rest of the quotes on page 9 come from an interesting and hitherto unnoticed article in the N.Y. Times, May 9, 1945 page 16.

19) Another American, then Representative J. William Fulbright used just the same sort of expression to support an international effort in education, remarking that it could "do more in the long run for peace than any number of trade treaties." See Chapter 3 of ENGAGING INTERNATIONALLY by James P. Sewell (as yet unpublished) p.8.

Waldok's report is full of other interesting details on Pate's nature, his relationship with Hoover and how the early staff was assembled.

So close was Pate to Hoover that it almost seems as if life had little meaning left for Pate after Hoover passed away in October 1964; Pate died in January 1965. It is necessary to draw a line between Hoover as a former president and his function as a humanitarian, the latter is being recognized more and more, and atleast two historians dwelt on it at ceremonies commemorating the anniversary of Hoover's birth last August when one of them (Professor Justice D. Doeneker) made this statement:

"Once the United States entered World War II, Hoover devoted himself to the coming peace. Hoover specifically spoke of the end of hostilities being immediately followed by the lifting of food blockades, instant relief to friend and foe alike, and a reduction of tariffs..."

.... Reflecting on Pate's personality it is interesting to note that he was reported to have taken part in a seance conversation which Ruth Montgomery reported in her book entitled, "A Search for Truth" which was republished in August 1982 (see attached photocopy of pages 184 and 185). I shared this with Helenka Pantaleoni who tells me that this became known for the first time a year or two after Pate had passed away. It is an interesting sidelight on a person with unusual abilities, and it is quite possible that he had psychic faculties.

I have been told that there was a lady in the Paris office of UNICEF who referred to Pate as a Saint. He certainly had an impressive appearance which reflected angelic qualities to some people. If one differentiates between psychic powers and spiritual powers, he may have had some of the latter too. There were inner convictions which spurred him on as if he had the backing of some divine power; one that comes to mind is that he felt and acted as if it were a privilege to give funds to UNICEF. When the Hungarian uprising took place in 1956, Pate could not get the entrance visa in New York and went instead to Vienna where he obtained it as if an inner voice had told him so.

The Mary Leeper mentioned in Montgomery's book was -- so I understand -- an official of the National Education Association. But I cannot recall her name in my work for UNICEF.

Virtually all these comments refer to the Pre-UNICEF period. So what I have been talking about is UNICEF in its embryonic stage. When I return in mid-January UNICEF will come to life with recollections of the first few years, and others are to follow at a later stage.

Thank you for the courtesy of letting me read a copy of the transcript so that I may edit it if necessary.

Blank Page

CF/NYH/OSEB/HST /1996-101

BERNARD FRASER'S MEMOIRS

17 January 1983

Dictated at Headquarters

Second session

Joan Dydo -- A few minor corrections will be needed on my first dictation;
so please hold the Master Draft.

Continuing with ~~Maurice~~ ^{MAURICE} Pate, special note should be taken of a reference to him by Herbert Hoover in 1956, as cited by Waldok on page 22 when Hoover referred to him as "the most efficient of dedicated human angels that I have ever known".

If it should be desired to trace further Hoover's part in the creation of UNICEF, I would be willing to communicate with the Hoover Presidential Library Association in West Branch, Iowa, of which I am a member.

Meanwhile, it is interesting to note that Hoover made several references to the United Nations in articles which appeared in Collier's Magazine in May and June 1943, with an emphasis on "immediate undertaking of relief for famine and pestilence and aid in reconstruction during the first stage of a 'conditional peace'". (The mention of the "United Nations" as early as 1943 is interesting itself, at least to me as I had not been aware of the term until the end of my Navy service in the Pacific.)

It would be worthwhile to determine, if it is not already known, who introduced Resolution 57-I in the General Assembly? Was it a European country? Quite possibly it may have been Canada. No doubt there will be a paragraph on the legislative history.

In asking me a few days ago, to talk into a tape recorder, I was told that it would be nice to have a recording of my voice. However, having been told earlier that it costs five times as much to process a tape recording, I pointed out that I would prefer dictation to a stenographer in the interests of economy. Economy was certainly a keyword in the early operations of UNICEF. Maurice Pate, for one, set an example of frugality. For instance, his office on the 24th floor had no carpeting and was sparsely furnished; he moved into an office on the 18th floor with great reluctance because it had carpeting and wood paneling on the walls. There was an air of modesty

/...

throughout the office. When I had been to lunch with Pate, it was my practice to give him \$2.00 later which I considered the cost of the lunch that I would have had anyway; in other words, I did not want a "free lunch" at the expense of UNICEF. My concern with economy is stronger than ever.

It must have been in ¹⁹⁶²~~the late 1950's~~ when Pate thought of seeking the financial support of some foundation to secure office space for UNICEF as the quarters in the U.N. had become overcrowded. He had his eye on the building across from the U.N. where Ferdi's Restaurant is located now. He asked me to go to David Rockefeller's office and find out about the name of the owner of the property; I told him to save the Rockefeller contact for something more lucrative as I could get the information in the Hall of Records near City Hall. At a meeting with the owner it was learned that all he would be willing to do was to give us a 99-year lease. Maurice Pate was constantly bent on saving money.

Saving money we did! The highlight of my work as the Shipping Officer from June 1947 until October 1949 was not really the factor that large quantities of dry skim milk and other foodstuffs were shipped but that this was accomplished by savings through considerable reductions in ocean freight rates, particularly for dry skim milk which normally costs more to ship because it is bulky. At the same time, our quantities for shipment were not large enough to warrant charters. So, we asked the shipping conferences for reductions which they generously granted, and I have had the figure of ^{SEVERAL MILLION DOLLARS}~~\$6 million~~ in my mind as the saving which resulted in the first two years from the lower rates. In essence then, I began my work for UNICEF in a fund-raising capacity...

My next assignment, ^{AGAIN}~~again~~ in the nature of savings and economy, was to make certain that the International Tuberculosis Campaign was spending the money properly which the UNICEF Executive Board had allocated for BCG Vaccination campaigns under ITC auspices. Close to \$5million was involved on UNICEF's part, and the operation was run out of Copenhagen with the assistance of the Red Cross Societies in the Scandinavian countries. This was a sensitive assignment because to Dr. ^{JCHS}~~Jess~~ Holm and his staff, I was one who ^{PEEKED}~~was peeked~~ over their shoulder to see what they were doing. However, they began to have confidence soon, and at the end of my stay of 15 months, I was given an honorary degree of "Dr. ITC"; if nothing else, this reflected a cordial

relationship. Certainly, there was never any criticism of expenditures, and I had actually troubles only with UNICEF in New York. The ITC did not run its operations along strictly bureaucratic lines ^{THOUGH} ~~as~~ it was done altogether efficiently and at one point the Unicef Comptroller asked whether I did not realize that UNICEF was a part of the U.N. One phase which UNICEF HQs. had difficulty to understand is why some teams of Scandinavian doctors sent to other countries had to be accompanied by a "housemother"; HQs. eventually recognized that they served a needed ^{HOUSEHOLD} ~~function~~ under strenuous working conditions prevailing in the developing countries. One of the young doctors participating in the work of the ITC is now the head of WHO (Dr. Mahler). There is more to tell about the ITC and about my work as the Shipping Officer as well, but this is a start and more can be said if desired.

Having kept an eye on UNICEF money given to the ITC, UNICEF-Headquarters then thought that someone ought to see what was going to happen to UNICEF supplies sent to Korea at the time of the conflict there in 1951. Of necessity, supplies had to be ^{CONSIGNED} ~~concerned~~ to the military authorities, meaning, SCAP (Supreme Commander Allied Powers), i.e., General MacArthur. There was apparently some doubt here that the supplies would be handled properly as I was told during a brief stopover from Copenhagen en route to Tokyo, that Headquarters would understand it if I should become persona non-grata. During 5-months in Tokyo, several trips to Korea were made, always arranged with the Brigadier General in-charge of SCAP's public health services. There was absolutely no doubt in my mind that the distribution of UNICEF supplies in Korea was handled far more efficiently by the military authorities than it could ever have been done by UNICEF staff under the turbulent conditions prevalent at that time.

It was also my task, while in Tokyo, to arrange for the processing of \$500,000 of American cotton by Japanese mills as the first contribution to UNICEF by the Japanese Government; the amount was eventually established at \$221,000 as I recall. It was found that the Japanese Government officials were extremely meticulous in working out proper specifications for the cotton cloth, and agreement had to be reached on such factors as the loss of weight for the cotton during the ocean voyage, arrangements for the distribution of the finished product, etc.. Labourious as it was to come to an agreement, once the conditions had been established, I went home fully convinced that the Japanese would measure up to every expectation, and that

they did!

When I returned, Pate asked me to help in the establishment of the greeting card operations. A girl in Czechoslovakia had shown her appreciation of UNICEF help by a picture she painted of children dancing around a Maypole and, Gilbert Redfern, the first Public Information Officer, had made it into a greeting card during 1950, with the sales yielding an excess of income over expenditure in the amount of \$4,200. ^{PATE} ~~People~~ saw a great future in that, and indeed, greeting cards became a lucrative effort. But it certainly was not easy. While Nora Edmunds, who had been engaged as the Art Director, had some wonderful ideas, ^{AND EXECUTED THEM PERFECTLY,} it was most difficult at times to make UNICEF staff accept the idea that greeting card sales would be in the interest of the organisation. There were obstacles in many practical aspects such as obtaining suitable space in the third basement of the U.N. building, staff problems, etc., etc. Most issues were eventually solved, sometimes more by commonsense than by rules and regulations. When it was thought in 1952 that there ought to be a budget for the operations, and there had been none before, I sat down one afternoon and typed one up myself, but it did not become the prototype for later budgets.

.... The philosophy for the existence of greeting cards was set forth in a two-page sheet for the consideration of the regional directors at their conference held at Headquarters in April 1952. Attached is a faded copy. It is suggested that this be reproduced for the UNICEF history book as it is considered important to bear in mind all the time that the purpose of the cards was mainly to make UNICEF's name known, albeit, at a profit. (The return of this sheet to me will be very much appreciated.)

All this is a prelude to my work in fund-raising which began in February 1953 and which I then did for over 23 years. That will be a subject for a separate presentation.

If you wish to have me edit this text, kindly send it to :

2250 West Marion Avenue

Punta Gorda, Florida 33950, where I shall be (except for the first 10 days of February) until 20th February. Upon return here, I shall contact you for an appointment during the ensuing two weeks.

I should like to express my appreciation for the helpful cooperation which Ms. Georges is extending to me in an unusual assignment.

Blank Page

BERNARD FRASER'S MEMOIRS

21 April 1983

Dictated at Headquarters

Third session

B. H. Fraser

21 April 1983

Having been a generalist during my first four and a half years with UNICEF (see earlier dictations), I became a specialist in February of 1953 when Maurice Pate asked me to take over governmental fund-raising functions. I succeeded Mrs. Betty Jacobs in that work. As I recall, she had apparently been too aggressive in the pursuit of her tasks, and one of the lessons learned immediately was that an international civil servant should not deal directly with parliamentary bodies but work only through the executive branches of governments, even in the country of which the fund-raiser is a national. So strong was the resentment in the U.S Congress that Congressman Taber (R), of Auburn, NY, who was then the chairman of the House Appropriations Committee, had great reservations about UNICEF. It was only through a network of contacts that Maurice Pate was finally able to meet Mr. Taber at a bridge party, and the rift was more or less healed. Certainly it remains important that contacts with parliamentarians by UNICEF staff members should only be arranged, either with the approval or at least knowledge of the pertinent government department. Even if there are contacts on a personal basis, such as visits to or by legislators known privately, discretion is advisable.

Fund-raising is a fascinating task even in its routine aspects, and there was hardly ever a dull moment in 23 years for me. The challenging aspect of it all was, of course, that UNICEF was new, and there were no precedents as guidelines for raising funds. Only as UNICEF's work became gradually known was it possible to cite accomplishments and solicit funds for further work.

And so it was that the number of governments gradually increased from 30 in 1950 to 100 in 1962 and some 135 by 1976. The aim throughout those years was to expand the ranks of donor governments so that UNICEF could claim wide international support (though one could not speak of universal support). In other words, over a period of two decades a basis was laid for contributions from governments on a regular annual basis. When governments had come to accept it as an item in their annual budgets, thereafter our effort was concentrated on lifting the amounts involved to higher levels.

If there is any other phase which merits recognition in the annals of UNICEF fund-raising, is the gradual decrease in the relative support by the U.S. Government. In its first several years the U.S. share in total government contributions was approximately 70 percent, even 71.3 percent in 1952. It was just about that time when I remember that Senator William Knowland (R) of California (whom Pate had known through his Hoover association), had paid a visit to Maurice Pate who, standing at the door to bid him farewell, said "and make it 70 percent matching!". But by 1954 a process of diminishing participation began from 60 percent downward each year to 40 percent by 1964 and eventually to 25 percent. This was not very popular in UNICEF circles, and I remember that I was asked by someone whether I was working for UNICEF or for the U.S. Government.

Support for our efforts was great from the staff in the field though occasionally some doubts were raised about our aims. Off and on someone would ask why assisted countries should also be contributors. Attached is a copy of a memo which I wrote to Mr. Charnow in 1968 setting forth our views on that subject. Pate held that it would be better if countries gave us money

rather than see them spend what they had on arms or for other purposes less essential in his view. There were also some personal reactions by those who did not want to be pressed, and one field representative extended his best wishes for my retirement in 1968, several months before the date when that would have come to pass and which actually did not come to pass until eight years later, obviously he was annoyed. A "professional beggar" cannot be popular with everybody, but I always had the backing of the two Executive Directors, perhaps because I saved them from the need to press harder in the cases with which I was concerned.

It was unavoidable that I would become identified with fund-raising among delegates and others outside UNICEF, the late P. J. Tsao, representing the Republic of China (Taiwan) and a delightful person, would tell me - whenever he saw me and even before we would shake hands - what the latest situation was regarding a contribution from his government, usually that it would take more time.

When Harry Labouisse became the Executive Director in 1965 he asked me whether it was not so that governments would give us money if they saw that we needed it. I told him that one could never take that for granted and one would have to run scared all the time. Some years later, and perhaps I had been too pressing, he referred to me at a staff meeting as the fellow "who prods gently with a sharp knife". I used my knife more carefully thereafter. It was a pleasure to work with Harry Labouisse as much as it had earlier been with Maurice Pate, and one looked upon it all as a privilege to work for UNICEF. Certainly the spirit of that time was inspiring, notwithstanding some difficult situations which naturally arise anywhere.

One difficult aspect, from a fund-raising point of view, was that UNICEF reached a stage at one time when it did not need much more money. In the 1950's financial procedures were such that the utilization of resources was slow. There were many dormant allocations, and eventually changes were made to put funds to more rapid use. It was in 1961 that the Executive Office advised the Paris office that "...we have no reason to stimulate fund-raising for UNICEF just now...". Such a stand was no doubt valid under the circumstances at that time, but fund-raising was not always a high priority.

Until 1968 at least I was the only staff member concerned entirely with fund-raising, along with one secretary, but even during those years some other chores unrelated to fund-raising had to be performed.

It took a great effort to interest the front office in special contributions; there was little inclination to consider this field seriously, and when attention was paid, it came reluctantly. Attached is a three-page memo which I wrote on April 1958, and there were probably others at earlier times in which I pressed for more favorable consideration of contributions for specific projects, certainly by the public sector. By 1959 an effort was begun to stimulate interest in contributions for specific projects by governments, and while this is common undertaking now, it was unusual and a pioneering job at that time. Attached is a large sheet in which I presented the various aspects. Gradually the concept took hold, first through a participation in Freedom from Hunger Campaign in Australia and New Zealand and later elsewhere.

The opportunity to present new ideas, even if they were not adopted, was one of the rewarding phases of fund-raising work. There was for instance an idea presented in February 1953 to create a UNICEF calendar project for which UNICEF, however, was not ready until a number of years later. Then there was the plan to enlist the understanding and support of youth in the work of UNICEF through the United Nations Children's Fraternity (copy dated June 1960 attached); I recall that Maurice Pate sent it to Sir Herbert Broadley in London who replied that in England there were no fraternities.

There were also some ideas reaching us which had to be turned down. One was an informal proposal by a Deputy Director -- made at the time when the USSR fostered its Troika plans in the UN -- for UNICEF to have a committee of three staff members to deal with fund-raising work.

It must have been in late 1964 when Maurice Pate asked me to draft for him in short form a paper outlining the tasks for the Executive Director as I perceived them. Apparently he had begun to have plans for his own retirement. In fact he mentioned to me that Dick Heyward was not interested in becoming his successor. My paper made the point, in essence, that the Executive Director could not gather financial support if he did not pay attention first to the quality of program work.

Maurice Pate passed away in 1965 and incidently, I may have been the last staff member to see him on that January day when I travelled down the elevator with him to discuss an idea in relation to the Australian National Committee.

More to come.

CF/NYH/OSEB/HST / 1996-101

BERNARD FRASER'S MEMOIRS

25 April 1983

Dictated at Headquarters

Fourth session

B. H. Fraser

25 April 1983

The process of recalling events is necessarily continuous. For instance, in connection with the Greeting Card Operation (see page 4 of my dictation on 17 January), I should like to add that UNICEF was from the start faced with criticism that the cards are devoid of a spirit of Christmas. The D.A.R. was among those to do so. I set forth our philosophy* in a letter to a lady in Watertown, Massachusetts, in September 1952, attached is a copy of a memo to Pate of 24 April 1959 which quotes the text.

The U.N. Secretariat News of 16 March 1983 reported that UNICEF endorsed the World Poetry - Childhood Day. It reminds me of the idea of a United Nations Children's Fraternity which I had proposed in 1960 (see page 5 of my dictation of 21 April). It does seem that more can be done by involving children in the promotion of UNICEF's aims and purposes.

It was thought in the early 1950's that a Negotiating Committee for Extra-Budgetary Funds could be helpful in securing additional financial support from governments. Many meetings were held over a period of years until it was realized that organizations dependent on voluntary support would, indeed, have to rely on their own efforts. The only contribution which the Committee obtained directly for UNICEF through its own efforts was by Laos in the amount of \$500.

*Speaking of philosophy, the wonderful Bee-Bee Borcic, whose office neighbor I was for several years, referred to me benevolently as a philosopher. I was pleased never to be called that by Stanley Sroka who used the term for anyone low in his esteem.

UNICEF resisted for many years the idea that it should have an annual Pledging Conference. Our view was that it is purely a mechanical event where delegates rise to announce their next contributions (or that they are not yet ready to do so). While UNICEF is now participating in a Pledging Conference for all U.N. organizations depending on voluntary support, and while it is conceded that there are some advantages, it is still doubted that the event itself gives cause to increases. To be judged solely on its own merits and separately from others is better than to see an identity submerged in a whole group.

The underlying thought all along was that UNICEF should stand on its own feet, as indeed it did, and solicit support in its own right.

In the same vein, we resisted an idea that cropped up in later years that UNICEF should seek to keep its level of support more or less in a ratio to that of the UNDP, I believe it was 1:5. Our thought was that UNICEF's aims should not have to be limited in that fashion.

In its relations with WHO, FAO, UNESCO et al we regarded of UNICEF as being the trunk of the tree, and others being the branches. As far as children are concerned, we cling to that view.

Since so much depends on the image which an organization has, its logo and the slogans it uses, we suggested at one time -- when the International Development Strategy was being talked about a lot -- that UNICEF have its own Strategy of Survival (SOS) for children in developing countries.

From time to time UNICEF asked itself: Where do we go from here? One such occasion was the "quo vadis" appraisal of 1959-1960 when UNICEF staff members were asked for their views. A revised list of decisions, prepared by Sir Herbert Broadley on 25 March 1960,

is attached. I had submitted some thoughts to Pate for his personal letter to senior staff members in a memo of 12 November 1959, a copy of which is also attached. The subject came up again in 1971 when one could say that "Plus ça change, plus c'est la même chose" (see attached copy of memo to Tarlok Singh of 2 September 1971).

There is one aspect in UNICEF's existence about which there has never been any doubt: The tremendous value of voluntary support by governments and the public alike, through National Committees, NGO participation, greeting cards and other instruments. UNICEF's name is universally more recognizable than one could have ever hoped for. There can be nothing more rewarding than action performed by others for the benefit of UNICEF without regard to personal gains for sponsors. When people give of their time and resources, they are in fact making a sacrifice. It would be a grave error to underestimate the value of such co-operation.

Like in all personal relationships, problems do arise. There were signs of difficulties with National Committees in the 1950's, and on 1 March 1957 I submitted a Public Relations Policy, which is self-explanatory. After the Executive Board asked UNICEF in 1982 for an External Relations Policy, I submitted a copy to Mr. Vittacchi with a note of 15 February 1982 (copy attached), and while the material may not be useful in its presented form, the basic ideas are deemed to be as valid today as they were twenty-five years ago.

I should like to reflect further upon some of the recollections and may have something more to present upon returning to New York at the end of May, provided this is desired by the UNICEF historians.

BERNARD FRASER'S MEMOIRS

8 June 1983

Dictated at Headquarters

Fifth session

B. Fraser's Memoirs

8 June 1983

Dictation Number 5

Each time I come to dictate, there are new recollections. For all intents and purposes, this is supposed to be the last installment, no doubt, further memories will turn up in due course, and some may be worth recording later.

In the UNICEF Staff News for March-April 1983 there is an article by a staff member on the growing computerization of UNICEF in which it is stated that:

Fund-raising is one key area where computerization is expected to have a high-profile impact. If, as is being argued, UNICEF will be increasingly forced to go after more large, special purpose contributions, donor-related reporting needs will grow dramatically.

It is astounding to observe the change in attitude toward special purpose contributions. I dwelled already on the early efforts to stimulate the subject (see dictation of 21 April 1983, page 4) when I spoke of the difficulty to find approval for the concept. It took a lot of education.

I ran across a copy of some notes dictated 1 April 1958, labelled "SOME COMMENTS ON THE POSSIBILITIES FOR ENLARGED COOPERATION WITH VOLUNTARY ORGANIZATIONS (prepared in Connection with Material for National Committee Consideration at the Reunion in May 1958)". A copy is attached. Eventually

this concept was shared with staff outside HQ, and attached is a copy of a letter to Sir Herbert Broadley in London of 14 April 1961 in which was set forth an outline of the steps which would be involved in fund-raising campaigns for special projects -- the selections stage for projects, the negotiations stage by the interested parties, the stage for approval by the Executive Board, the pre-campaign stage, the campaign stage, and finally the implementation stage.

As campaigns began and were successful, concern grew that fund-raising for specific projects might become a development out of proportion to fund-raising for general purposes. So, sometime in the late 1960's I submitted some suggestions to keep fund-raising for specific projects within bounds, by an appropriate ratio to contributions to the general resources of UNICEF, lest there might be undue emphasis on them to the detriment of general fund-raising. When the Executive Board requested a report on supplementary funding last year, I recalled the suggestions of some 15 years ago in a letter of 17 September 1982 to Mr. S. Bacic (copy attached). While one must naturally be flexible on the subject, it would seem that there is still room for some guidelines, though it is possible that they do exist, as I dictate this, I am not aware of the Executive Board's discussion on this subject last month. What I am bringing out today is the switch in attitude toward the subject, from complete indifference 25 years ago to a very heavy reliance upon special campaigns today.

.....

The tremendous value of volunteer support by governments and the public alike was stressed in my dictation of 25 April 1983. I think the most rewarding experience in this connection, and the most important one for UNICEF

throughout the years, was our association with the Citizens Committee for UNICEF in Washington under the direction of Mrs. Virginia M. Gray. If it had not been for her astute leadership and expertise in relations with the Congress, UNICEF would not have achieved the sympathetic consideration of its needs by the various Committees in both the House and the Senate and its individual members. During a long period of time there was generally only a perfunctory endorsement of UNICEF by the State Department, with no real effort exerted for its growth (except for endeavors by Executive Board representatives and some individual staff members in the Department). Hence the great need for the cultivation of relations with the Congress, not merely to sustain UNICEF's existence but to expand it from the American side. That was accomplished by the Committee, patiently and skillfully. To pay tribute to Mrs. Gray and her associates will take more than a brief paragraph. I should like to suggest that Mrs. Gray be invited to write her own history of relations with UNICEF which, one can be certain, will be fascinating. In a conversation with Mrs. Gray not so very long ago, when we discussed the origin of UNICEF and the sponsorship it received from Herbert Hoover and Ludwik Rajchman, she mentioned that there were at least two members of Congress who also claim to be the father of UNICEF -- Walter Judd and Jim Fulton. So, she remarked, "UNICEF had a very impressive paternity".

.....

Life in the Front Office over the years was always stimulating and interesting, not merely because of the association with Maurice Pate and Harry Labouisse, but also because of the next-door neighbors I had. At one

time or another, my office was right next door to those of Karl Borders, "Bee-Bee" Borcic, Adelaide Sinclair, George Sicault, Edward Iwaszkiewicz, and Tarlok Singh. Dick Heyward's was not next door but once removed. There I was in the shadow of the great ... and I am grateful to have been exposed to their wisdom and company.

0514K

Blank Page

BERNARD FRASER'S MEMOIRSS

11 July 1983

Dictated at Headquarters

Sixth session

B. H. Fraser

11 July 1983

For the record, here is an incident which I told to Prof. Fruchtbaum recently: Shortly before Christmas 1949, Dr. Johs Holm and I went from Copenhagen to Paris to visit Prof. Debre. Upon leaving, I wished him a Merry Christmas. He replied sternly: "I am an Orthodox Jew." I have been careful since then extending holiday wishes.

_____.

This is a brief footnote to the UNICEF History: Retired staff are overlooked. There is no line of communication. Attempts to accomplish a mailing list have been failures. Though I am supposed to get selected documents, I received one in 1983. It is hopeless to expect more, and I am not making any more requests for material. It is a sad sidelight.

Rather I would suggest that someone be entrusted to follow through on personal contacts with retired staff. I am thinking of Joan Dydo to take on such a task once the History Project is finished. Such a desk, call it the Veteran's Desk, would require only nominal financial support. It is the personal relationships which remain important to retirees as the years go by.

_____.

Lest one forgets his name, it should be added to the Front Office personalities whom I mentioned at the end of the dictation on 8 June. It was Karl Borders. One recalls him as a person with warmth. He was particularly understanding of some situations I encountered in my first few months in Copenhagen.

_____.

Though not a Catholic, I found that some of the easiest letters to write for Maurice Pate's signature were those to his Eminence, The Secretary of State of the Holy See. The texts were hardly ever changed. We always received beautiful replies on behalf of the Pope, along with checks for \$1,000, and this support has been of great value.

Upon my suggestion, Maurice Pate once asked the late Ali Khan, to whom UNICEF could write to get similar support from the Muslim religion. The reply was that there is no single head for the Muslim religion. Like the Christian religion, it is divided into sects. That's where that matter ended.

_____.

One factor which meant so much in UNICEF's early projects was "Internal Matching". The matching principle is described in the History of UNICEF written by John Charnow in 1964-1965, starting on page 10. The matching principle was helpful in fund-raising, if only to imply that UNICEF was not a give-away organization. It was phased out, but one wonders whether the self-help features in UNICEF's work should not again be stressed more today than they presumably are.

_____.

Does a fund-raising officer have to travel? Not when the work is set up as it was in my relations with Maurice Pate. After having started my fund-raising work in February 1953, I made one trip on fund-raising business to Europe in 1956. No other travel authorization was ever issued in my name after 1956, and for twenty years I stayed moored to my desk, being entirely happy in providing useful material to those who would go out begging.

_____.

It was always our practice to acknowledge contributions by thank-you notes. No matter how small the amount involved was, thank-you notes were sent to governments or individuals alike. In fact, substantial donors were likely to receive routine acknowledgments, rather than special expressions of gratitude, on the assumption that too much praise would make them conclude that they had done enough, which in fact they had not. In other words, our appreciation was measured.

Fund-raising was not limited to cash. We know, of course, that UNICEF received vast amounts of dry skim milk. But we were also accepting at one time or another meats from Australia and New Zealand, fish from Iceland, raisins from Greece, coffee from Guatemala, and Thailand gave 1,000 tons of rice annually for many years. At times this may have caused programming problems, but donor governments had a chance to give us in kind what they could not give us in cash.

There is a saying that the bird flies through the air without leaving a trace. I am going to fly away, leaving no more traces ... until, maybe, I think of something more to record.

Blank Page