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BERNARD FRASER'S MEMOIRS

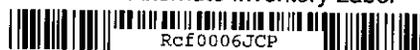
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Memoirs of Bernard H. Fraser: Staff News; Fundraising; Vo:
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B. Fraser's Memoirs

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. Racic (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.

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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".

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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.

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