

Contribution of Mr. Heyward
to UNICEF's basic premises and programme strategies

Mr. Heyward, with the support of the successive Executive Directors of UNICEF, has been the leading figure in the formulation and development of UNICEF's major premises and the UNICEF programme policies and strategies which follow from them. He has consistently brought to this pioneering process a formidable intellectual energy, which has justifiably earned him the reputation of UNICEF's "eminence grise". The philosophy and programme policies, which owe so much to this one mind, have firmly established UNICEF as a significant development agency, widely respected for its devotion to human concerns and its orientation toward action in the field. Under Mr. Heyward's leadership, such premises have been initiated and refined by the UNICEF secretariat over the years, and adopted and reaffirmed by the UNICEF Executive Board. Many of them have had an important influence not only on the basic orientation of UNICEF's own work, but on international and national development concepts and action generally. One such example has been the articulation of UNICEF's Basic Services Strategy, an approach which has now become part of the coinage of development vocabulary the world over.

A number of these ideas, now so well-established in conventional development wisdom, were controversial at the time they were introduced because they appeared to extend unduly the scope and mandate of UNICEF's mission on behalf of children. Mr. Heyward, with the thoroughness which is his hallmark, clarified the issues, moving cautiously but never losing sight of both progressive ideals and practical considerations. As an administrator he strengthened the new ideas through personal advocacy and by ensuring that resources were available for experimentation.