



UNICEF

UNITED NATIONS CHILDREN'S FUND • FONDS DES NATIONS UNIES POUR L'ENFANCE
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12 June 1981

Dear David,

I very much welcome your encouraging response to the suggestion of a Special Award by the Australian Government to Mr. Heyward in recognition of his outstanding services to UNICEF, and to international efforts generally on behalf of children in developing countries. He has been regarded by my two predecessors and myself, and universally by those with whom he has worked, both in and out of UNICEF, as having made a greater and more sustained contribution to these efforts than any other single individual over the past three decades.

In addition to Mr. Heyward's curriculum vitae, I am enclosing some materials giving some indication of the depth and scope of his contributions over the years.

You may perhaps find it desirable to contact some former chairmen of the UNICEF Executive Board for their views on Mr. Heyward. If so, we would be glad to provide you with their addresses. As you may recall, Mr. John Ryan, who I understand is currently Deputy Secretary in the Ministry of Foreign Affairs in Canberra, was Chairman of the UNICEF Executive Board in 1959.

Sincerely yours,


James P. Grant
Executive Director

His Excellency
Mr. H. D. Anderson, O.B.E.
Permanent Representative to the United Nations
Permanent Mission of Australia to the
United Nations
885 Second Avenue, 16th Floor
New York, NY 10017

(19p)

List of Enclosures

- I. Curriculum Vitae of Mr. Heyward
- II. Letter from Mr. Maurice Pate, UNICEF Executive Director to Mr. J.W. Burton, Secretary, Department of External Affairs requesting release of Mr. Heyward to serve as UNICEF Deputy Executive Director, 5 February 1949
- III. Contribution of Mr. Heyward to UNICEF's basic premises and programme strategies
- IV. Contribution of Mr. Heyward to the work of UNICEF through his personal qualities
- V. Some milestones in the evolution of UNICEF in which Mr. Heyward played a decisive role
- VI. Mr. Heyward's contribution to the UNICEF Greeting Card Operation (GCO)

E.J.R. Heyward

CF/HST/1985-034/Anx.01/07/I

NATIONALITY: Australian

DATE OF BIRTH: 22 September 1914

PLACE OF BIRTH: Koonya, Tasmania, Australia

MARITAL STATUS: Married with two children

EDUCATION:

1926-1930	Hobart State High School, Hobart, Tasmania Matriculation
1932-1934	University of Tasmania, Hobart, Tasmania B.A. degree, majored in English, French, Economics
1938-1939	London School of Economics, London, England M.Sc. in Economics, majored in Industrial Fluctuations

LANGUAGES: English, French, Spanish, some German and Italian, reads Russian

EXPERIENCE:

1940-1941	Personal assistant to Commonwealth Statistician, Canberra, Australia
1941-1944	Assistant to Secretary of Department of Labour and National Service, Melbourne, Australia
1944-1947	Assistant Director, Industrial Welfare Division, Department of Labour and National Service, Melbourne, Australia
1947-1949	First Secretary, Australian Mission to the United Nations, New York, NY
1947-1949	Australian representative on the UNICEF Executive Board
1 April 1949	Appointed UNICEF's Deputy Executive Director in Charge of Operations
1 January 1975	Appointed Senior Deputy Executive Director of UNICEF with rank of Assistant Secretary General of the United Nations

February 5, 1949

Dear Dr. Burton:

Mr. E.J.R. Heyward of your Delegation to the United Nations, through his membership in the Executive Board of UNICEF, has now over a longer period become very familiar with our operations. He enjoys equally the confidence of the members of our Board and of the members of our UNICEF staff. As our work has proceeded and developed now into more and wider projects for the benefit of children over more extended geographical areas, the burden which I carry as Director I feel might well be shared with an associate.

It is for this reason that I would like to propose to you that if a leave of absence from his present duties might be granted by you the post in UNICEF of Deputy Director, thus far not filled, be taken over by Mr. Heyward. It would be a great service to our work, on the part of your Government, if Mr. Heyward might be granted a leave of absence for one year, on a reimbursable basis, in order to assume this post in what I believe will be the heaviest period of our work.

Though Australia geographically is far from the scene of the greater part of our operations, because in the first phase of UNICEF, the greater volume of aid has gone to the war-ravaged countries of Europe, I feel that the Australian Government and the Australian people, through the very deep interest which they have shown in UNICEF, are a great center of confidence in this work. In addition to the outstanding qualifications which Mr. Heyward has for the post proposed to him, I would feel that a citizen from your country which is striving so earnestly for international good will would be most appropriate as my associate in the work of UNICEF.

Respectfully yours,

Maurice Pate
Executive Director

Honorable J.W. Burton
Secretary, Department of External Affairs
Canberra A.C.T. Australia

MP/bb

III

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.

III A

Basic premises

Among the premises in which Mr. Heyward has played the key role in formulating are the following:

- Services for children require a comprehensive view of children's needs, both in terms of their vulnerability, and of their potential as individuals and as future participants in the wider society;
- A main objective of UNICEP's co-operation should be to help developing countries build up their own national capacities and enhance their self-reliance in connection with services benefiting children;
- Policies and programmes benefiting children will be more effective when they form part of national development efforts;
- The effectiveness of services benefiting children can be improved by making the most of linkages between sectoral services and their convergence at the community level so that they complement and reinforce each other;
- Children's needs cannot be effectively tackled in isolation from services benefiting families and communities; in some cases indirect services may be the best way to benefit children;
- Innovative approaches and risk-taking are essential to test project designs and strategies that could become "growing points" for services benefiting children;
- The costs to the country need to be evaluated just as carefully as the costs to external aid agencies.

Mr. Heyward has been the principal architect both in articulating the programme policies and strategies which have followed from these premises and in setting forth the ways they could best be applied at the field level.

Illustrative of some of the main policies and strategies are the following:

- The "country approach", in which UNICEF co-operation is designed in the light of national priorities, organizational, technical and financial possibilities, and related UNICEF policies for co-operation;
- The fitting of UNICEF co-operation into the country's planning cycle whenever possible;
- Accelerating the process of reaching the "unreached", and underreached children through the basic services approach, (one of whose vital elements is primary health care services); this involves emphasis on mutually supporting sectoral services, a high degree of community involvement and responsibility, and the use of relevant and available technology;
- Strengthening and making use, as much as possible, of national and regional institutions and experts;
- Providing UNICEF co-operation in such a way that it forms the nucleus of preparations for extension of services, and attracts larger investments by others;
- A major emphasis on supporting within-country training of those involved in the delivery of services;
- Facilitating the exchange of policy and programming experience among countries.

IV

Contribution of Mr. Heyward to the work of UNICEF
through his personal qualities

The contribution of Mr. Heyward to the work of UNICEF through his personal qualities is set forth in the following attachments:

- A. Excerpt from statement by Mr. Henry R. Labouisse at last UNICEF Board session at which he served as UNICEF Executive Director, 23 May 1979;
- B. Excerpt from statement by Mr. James P. Grant, UNICEF Executive Director, at the conclusion of the UNICEF Executive Board session, 22 May 1981.
- C. Views of Mr. Heyward's colleagues on his personal qualities affecting UNICEF.

IV
A. Excerpt from statement by Mr. Henry R. Labouisse,
UNICEF Executive Director, at the last UNICEF Executive Board
session at which he served as UNICEF Executive Director
23 May 1979

I also learned a great deal from many of my UNICEF colleagues, particularly at the beginning of my tenure. I cannot, unfortunately, name here all the talented men and women on whom I have so extensively relied. But I would like to say a few words of gratitude to one member of the staff who, in a sense, taught me my new UNICEF job. I refer to Mr. E.J.R. Heyward, our Senior Deputy Executive Director.

Dick Heyward began his association with UNICEF as a member of the Australian delegation to the Board and he then became Deputy to my great predecessor, Maurice Pate. He combines extremely hard work with great imagination and total loyalty to UNICEF. He is tough-minded but open-minded. He has an extraordinary intelligence, an encyclopaedic knowledge, and his incisive analytic capacity is sometimes overwhelming to the rest of us.

Because of Dick Heyward's incurable modesty and unassuming manner, it has, somehow, been difficult for me to tell him in person what a source of strength he has been to me and to the whole staff. I find it easier to tell him publicly, by saying what I think of him to this Board. I know from my own experience that James Grant is very lucky to find Dick Heyward in UNICEF when he succeeds me next January.

B. Excerpt from statement by Mr. James P. Grant,
UNICEF Executive Director, at the conclusion
of the UNICEF Executive Board session, 22 May 1981

It is very difficult to say anything about Dick Heyward, since I know that any complimentary remarks anyone says about him embarrass him enormously. To those who know him well he is a loving man. But he also is a very private man. In the opinion of everyone who knows UNICEF, Dick Heyward is, to a degree unique among the major United Nations agencies, the living embodiment of his institution, UNICEF. He more than anyone else has helped to make UNICEF a living legend. Dick Heyward has been simultaneously for UNICEF its Prime Minister, its Minister of Overseas Development, its Secretary of Health, Education and Welfare, its Minister of Home Affairs and general troubleshooter. He has been UNICEF's one man think tank in New York over the years.

Dick Heyward works prodigiously. I have seen him work almost literally a hundred hour week ever since I took on this job, and he never seems to suffer from fatigue. In those one hundred hour work weeks he attends to almost everything, ranging from the problems of allocating office space to unravelling the snarls that develop from time to time between headquarters and the field staff, designing the selection of greeting cards, and to helping his colleagues to put together a new proposal for major country programmes such as the one we have designed for India.

Dick Heyward is able to get to the heart of the matter because he cares not only about the price of everything - he is frugal as only a Scot should be - but also for the value of everything, and for the people of UNICEF, the people UNICEF works with and the people UNICEF works for. It is a measure of Dick Heyward's sensitive understanding of the true relationship of development that makes him avoid the term "assistance to countries" and to insist on his preferred terminology of "co-operation with countries".

In spite of the heavy workload he deals with, Dick Heyward's door is invitingly open to every one of his colleagues, especially to the warriors returning from the field, to have their problems resolved or to receive their briefing for a new posting.

It must please Dick Heyward, although you would not know it by looking at his calm sometimes dour appearing posture, to receive the news that, before the end of his last meeting with this Board in his present capacity, the code of marketing of infant formulas has been given such a clear and overwhelming approval in the World Health Assembly in Geneva - 118 in favour, 3 abstaining, and only one opposed. He will never say so himself but his fine eye and hand are evident in the crafting of every paragraph and comma in the code.

But that is all within the way of Dick Heyward. He never takes credit for what people give credit to UNICEF for.

His knowledge of detail and a subtle inner connection is so profound that he has clarified and answered a barrage of questions from the members of the Executive Board calmly and meticulously. I for one am glad that he was answering the questions at my side and not asking them as the delegate from Australia, which is what he was before he came to work for UNICEF more than 30 years ago.

T.V.

C. Views of Mr. Heyward's colleagues
on his personal qualities affecting UNICEF

Following are some of the main views of Mr. Heyward by his colleagues supplementing those of the Executive Directors of UNICEF given in A. and B.

- Incisive intelligence combined with great sensitivity to the evolving role of UNICEF in the light of changing conditions affecting development aid;
- Extraordinary ability to synthesize development concepts and experience with UNICEF's experience and capabilities;
- A model of integrity suffusing the entire organization;
- A symbol of the values and purposes of UNICEF; in spite of his intellectual power he never loses sight of the heart of the mission: to care for, and do better for, children;
- A single-minded sense of dedication and commitment to the objectives of UNICEF, unimpeded by personal or other interests; a personal humility, self-effacing in his willingness to concede the expertise of others;
- Over the years has been the centre of gravity of the organization, providing continuity and an encyclopaedic historical perspective;
- Has protected UNICEF against the prevailing winds of fashion or pressures which would undermine its unique strengths; at the same time responsive to new ideas, to which he adds creativity and essential common sense and practical elements;
- Respects disagreement when the opposing view is based upon good arguments or evidence; his obvious impatience with staff members who do not argue or present points clearly in writing has inspired the best out of others;
- The greatest single force in UNICEF over the years for solidly based innovation;
- Meticulous attention to detail, enhancing a more accurate understanding of the larger canvas;
- Overriding concern in getting the job done; cuts through bureaucratic mind-sets;
- Constantly concerned with costs and preventing wasteful actions;
- Enormous capacity; takes on with equanimity a series of major responsibilities which need to be handled within a limited time-span;

- Steadfast in support of strengthening the field's capability and responsibility;
- Has a virtually complete open-door policy for UNICEF staff members at all levels; takes the initiative to listen to them and learn what they are thinking, what their problems are and how he can be supportive. It is rare that a field person coming to headquarters does not have the experience of an in-depth discussion with him;
- Is a great "mind-stretching" teacher to his headquarters and field colleagues.
- Takes a great interest in staff welfare;
- Although often in the position of having to make decisions which create difficult personal problems for staff members, in his non-official capacity he has offered compassionate personal support;
- "We love the man".

Some milestones in the evolution of UNICEF
in which Mr. Heyward played a decisive role

- A. The shift of UNICEF to long-range aid for children of developing countries.
- B. The initiation and development of programme policies in various fields of co-operation.
- C. Special contribution to child nutrition.

IV A

A. The shift of UNICEF to long-range aid for children of developing countries

In 1949, shortly after Mr. Heyward joined the UNICEF staff, the future of UNICEF became a major issue. With the post-war recovery in Europe, some large donor Governments thought that UNICEF should become a small technical assistance agency which could also provide relief in catastrophes. Governments in developing countries did not accept this view, pointing out that because the needs of children in their countries were of a longstanding nature this did not mean that they were any less urgent than those of the children in post-war Europe.

This issue was debated from 1949 to the end of 1953 in various United Nations circles, including the UNICEF Executive Board, the Social Commission, the Economic and Social Council, the specialized agencies, the Administrative Committee on Co-ordination, and various interagency groups of the United Nations Secretariat.

The UNICEF secretariat was intensively involved in this process. Its basic position was that UNICEF had helped focus a considerable degree of international attention on meeting children's needs and that it would be wrong to curb or terminate its activities at a time when its methods were proving effective.

Mr. Heyward was given the responsibility by the Executive Director of UNICEF, Mr. Maurice Pate, to take the leadership for the UNICEF secretariat in the presentation of this position through studies of the needs of children in developing countries, the preparation of briefs and other documentation, participation in the formal debates and informal meetings, and by undertaking consultations with individual delegates and groups of delegates.

In October 1953 the General Assembly unanimously decided to continue UNICEF's existence indefinitely, reaffirming the focus on long-range aid to children in developing countries which it had first sanctioned in 1950. This marked the formal recognition of a new and continuing role for UNICEF. The issue was hard-fought and its successful resolution on behalf of the children of developing countries was due in very large part to the work of Mr. Heyward.

**B. The initiation and development of programme policies
in various fields of co-operation
in which Mr. Heyward played a decisive role**

Following is an illustrative listing of some of the new directions in UNICEF programme policy and activities, in which Mr. Heyward played a crucial role, both in elaborating the basic concepts and in putting them into operation:

- 1951: UNICEF Executive Board decides Fund will concentrate on maternal and child welfare services; training of child care personnel; campaigns to fight diseases affecting children (especially tuberculosis, malaria, trachoma and yaws); and child nutrition.
- 1953: UNICEF begins aid for environmental sanitation projects to prevent childhood sickness and deaths, and large-scale leprosy control measures.
- 1954: Executive Board adopts policy of paying stipends for trainees and instructors in local currency; this opens the way for expansion of aid to training schemes in developing countries.
- 1956: Board votes funds to help countries develop new low-cost protein-rich foods for weanlings and pre-school children.
- 1957: Board decides to strengthen preventive child health and begins aiding "applied nutrition" projects (training schemes and nutrition education combined with production of protective foods through school, community and family gardens, village fish ponds, poultry and small animal farms, home economics and food preservation).
- 1958: UNICEF accelerates efforts to find effective and economical ways to fortify skim milk powder with vitamins A and D. This leads to fortification of all skim milk powder donated by U.S. Government for overseas feeding programmes.
- 1961: Following a global study of needs of children, based on views of beneficiary countries, UNICEF increases scope and flexibility of its approach to children's problems. Aid for education now possible.
- Financial procedures are adopted which put UNICEF resources into more rapid use.
- 1962 - Executive Board emphasizes that wherever possible projects aided
1963: should form an integral part of an overall national development effort to provide greater national support and continuity. Emphasis is on projects combining related activities, such as health, nutrition, family and child welfare projects, requiring joint planning by several ministries or departments.

1967: Based upon a special report by Mr. Heyward ("Strategy for Children") Board reviews strategies, criteria and priorities to be followed for the best use of UNICEF aid with decision to emphasize "country approach".

The Board approves aid for family planning within the context of maternal and child health services.

1968: Executive Board reviews aid for education; agrees that UNICEF should continue to support strategic aspects of education programmes - teacher training, modernization of school curricula, emphasis on practical subjects such as science, vocationally oriented studies, health, nutrition.

1970: New guidelines are set for support of education and training of women and girls for family and community life.

1971: Special forms of aid for services benefiting children in urban slums and shanty towns are approved.

1973: UNICEF decides to expand aid for non-formal education (outside regular school programmes), particularly for rural children and youth with emphasis on the basics of literacy and numeracy as well as skills and knowledge.

UNICEF begins help for prevention of blindness (xerophthalmia) in young children, through large doses of vitamin A.

1974: On the basis of a special report by Mr. Heyward ("Young child: approaches to action in developing countries"), Board agrees on approaches to give special attention to the young child (up to approximately six years of age).

1975: Board decides that UNICEF should - jointly with WHO - promote the primary health care (PHC) approach, and support country efforts to launch PHC, which the Board recognizes as the best means for the effective extension of mother and child health and family health.

1976: Basic services strategy is adopted by the Board and endorsed by the General Assembly as an important link in development process.

General Assembly proclaims 1979 as the International Year of the Child and designates UNICEF as the lead agency of the United Nations system to co-ordinate its activities.

On basis of a special report prepared by Mr. Heyward, Board refines criteria for programme appraisal, monitoring and evaluation.

1977: Board agrees that co-operation in expanded immunization programme should be a main UNICEF priority, with provisions of vaccines, drugs and other materials continuing sufficiently long to have a lasting impact.

1978: Board increases flexibility of aid to benefit children in the least developed and other low-income countries.

1979: Observance of the International Year of the Child generates greatly expanded concern with the problems of children and much new activity along with a growing recognition among Governments of the need for a regular review of the situation of children and of the policies and programmes affecting them.

UNICEF prepares for the first time a rolling medium-term work plan (for the period 1978-1982) which is intended to achieve firmer long-term planning of UNICEF's work, lead to more long-term country programming and be helpful to donors.

1980: Board reviews a report assessing the application of UNICEF policies of co-operation in education, and agrees on a sharper focus to support both formal and non-formal education as a part of basic services.

Board reviews a report on the integration of women in the development process and its impact on the well-being of children and agrees on guidelines for future work in this field.

Board agrees on a policy for helping countries bring about improvements in the prevention and rehabilitation of childhood disability as part of community-based services.

1981: On basis of a comprehensive report prepared by Mr. Heyward on infant and young child feeding, the Board endorsed an increase in UNICEF's participation in a series of activities which would help countries protect and promote breastfeeding and good weaning practices.

V

C. Mr. Heyward's special contribution to child nutrition

During all his years at UNICEF Mr. Heyward has been in the vanguard in recognizing the nutritional needs of children in developing countries, and in tireless advocacy of the actions necessary to raise nutritional levels. He was a pioneer in pressing for the inclusion of child nutrition measures in national planning. He led UNICEF in a rational evolution from supplementary child feeding programmes to "expanded aid to nutrition" and "applied nutrition". These efforts included nutrition studies and surveys, support for nutrition education, for the local production and consumption of nutritious foods, for the development of weaning foods and for programmes of salt iodization for goitre control, and for associated nutrition training at all levels. He was an early advocate of fortification of skim milk powder with vitamin A.

Mr. Heyward was active in the transformation of the WHO Protein Advisory Group into the WHO/FAO/UNICEF sponsored Protein Advisory Group (which became the Protein-Calorie Advisory Group). This led to the formation, in 1977, of the Sub-Committee on Nutrition of the Administrative Committee on Co-ordination of the United Nations system. Mr. Heyward served as the first Chairman of the Sub-Committee (1977-1981).

He was recently instrumental in the production of a comprehensive section on nutrition for the UNICEF field manual, which introduced a new format of a streamlined operational text giving essential guidelines on programme planning and implementation with numerous references to literature available for more detail on each subject.

Mr. Heyward took a leading role in the organization, in October 1979, of a WHO/UNICEF meeting on "Infant and Young Child Feeding" and the follow-up. He was a main participant in the subsequent drafting of an International Code of Marketing of breastmilk substitutes. In May 1981, the World Health Assembly adopted the Code and the UNICEF Board approved a broad programme of work in the field of maternal/infant young child nutrition, including promotion of the adoption of national Codes of Marketing. Currently Mr. Heyward is chairman of a special UNICEF Secretariat task force which is providing leadership, guidance, and support to UNICEF field offices in the promotion of maternal and infant and young child feeding.

VI

Mr. Heyward's contribution to the
UNICEF Greeting Card Operation (GCO)

Since its inception, Mr. E.J.R. Heyward has inspired and promoted the phenomenal growth of the UNICEF Greeting Card Operation, for which he has been responsible to the Executive Director. GCO's net contribution to UNICEF's general resources has grown from \$4,000 in 1950 to over \$17 million in the 1980 season. Card sales now exceed 100 million per year, carrying the UNICEF message into homes in over 130 countries around the world. In some 30 industrialized countries, National Committees for UNICEF are the principal distribution agents, involving the efforts of thousands of volunteers.

As part of his responsibility for the GCO, Mr. Heyward has played the principal role in evolving the procedure for choosing the annual greeting card design selections through the meetings of the UNICEF International Art Committee and the Workshops of the National Committees for UNICEF. This has helped to sustain the superb artistic quality of the UNICEF card designs. He has presided over the meetings of the International Art Committee for the past 14 years. His constant interest in the subject-matter of UNICEF cards has been a major influence in establishing the special "look" of the annual selections, while keeping in mind market trends and seeking out new markets.