

OVERVIEW OF THE HISTORY PROJECT
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1982 - 1994

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OVERVIEW OF THE HISTORY PROJECT, 1982 - 1994

INTRODUCTION

Background

Some thought was given to preparing a history of UNICEF in the 1960's and one internal document, a historical record of the early years, 1946 - 1965, had been written. The arrival of a new Executive Director, James P. Grant, spurred new interest in the organization's past. Mr. Grant felt that while it was still possible, it was important not to miss the opportunity to benefit from the experience and reflections of key persons who had a long-time involvement in the work of UNICEF.

There was also a need to cull the voluminous files of the retired Executive Director and his deputies for archival purposes and to provide guidance on the significance of these documents for historical and functional purposes. At that time, the organization did not have a classification, retrieval and access system in place. Files had been retired and stored but there was no inventory of what they contained. The History Project was born from these beginnings.

Under the direction of the Deputy Executive Director, External Relations, Tarzi Vittachi, and the guidance of the former Secretary of the Executive Board, Jack Charnow who became the project manager, a proposal was prepared for the 1982 Executive Board and approved. The framework and approach spelled out in the supporting documentation and briefing note were the thoughts of Jack Charnow who had supported the idea of a history of UNICEF since the 1960's. He felt (as did others) that a self-critical attitude should prevail in putting together and analyzing the record of UNICEF experience. This emphasis is reflected in the project's objectives, approaches and workplan.

Project objectives

The objectives of the project were to collect relevant materials and prepare a record that would be easily accessible for the use and benefit of UNICEF staff ("institutional memory") and, under certain conditions, for others concerned with children or development.

An "institutional memory" would assist in policy formulation, planning, programme, staff management and training, and external relations. The record would also be used as a basis to publish and/or encourage the publication of aspects of UNICEF experience. The project was to arrange for the publication of a UNICEF history in book form.

Preparation of the record

A significant number of long-time staff were about to retire. The possible loss to the organization of such a source of experience was instrumental in the adoption of a comprehensive approach in the collection of materials and the preparation of the record.

There was a wealth of information to draw on: UNICEF documentation, internal files and informational materials, reflections and reminiscences of and about a variety of individuals involved - staff members, Board delegates, personalities, etc.

In preparing the record, the manner and methods of UNICEF's cooperation in the field and the nature of its contribution were to be highlighted. Participants were asked to reflect on progress in achieving goals and how such progress might have been accelerated, if things had been done differently.

Continuity was important. Emphases included:

The evolution of policies and strategies and their translation into programmes;

Ways in which UNICEF's evolution has influenced, and been influenced by international, bilateral and national concepts and action;

The roles of the Executive Board and UNICEF secretariat; and how others have perceived UNICEF- Governments, institutions,

media, etc. in the course of the organization's evolution.

Synthesis and analysis of aspects of the record were considered prerequisites to the preparation of publishable material.

EARLY PROGRESS

Start-up Activities

Establishing the working record was the first major task: culling and indexing the accumulation of over three decades. As this progressed, outlines of information that would be sought from participants and guidelines for interviews were prepared, in addition to a compilation of subjects for study and analysis.

The suggested list of studies was all inclusive: origins and early years and major policy issues; geographic areas and programme fields including emergencies; programme objectives and inputs; finances; training; appropriate technology; administrative and management issues; personnel questions; GCO; UNICEF in the UN system; information; National Committees and NGOs; IYC and a catch-all "other."

A records management process was formally initiated with the creation of the Record and Archive Management (RAM) unit. Its initial task was to identify important record series (groups of records) of the main work units, past and current, the file folders for these series in current work units and all records in storage areas. The intention was to develop a common subject classification and coding scheme with special emphasis on historical subjects. In early 1984, the History Project recommended that a common data base system for UNICEF as a whole be established that would deal with the retrieval of information beyond the financial/supply applications already in place. The subject index and global file codes would be contributions to this system that would not only track and retrieve records but provide text based information as well.

Mid-term status

Two years after the project had begun, some 77 interviews/memoirs had been indexed and classified, two thirds of which were of retired UNICEF or UN and other agency staff, with the remainder made up of Board delegates, Nat Com and NGO leaders and media

personalities. Field offices had been asked to contribute country histories and some 40 responded. National Committees were also engaged in writing their own histories.

Underway were monographs on Jaws, Latin America, Africa, Supply operation, GCO and Development Education. Other monographs were foreseen including nutrition, education, water and sanitation, women, NGOs, planning, urban services and the remaining geographic areas. Work proceeded on papers for internal use, both personal experiences and syntheses of records and statistical information. Plans for commercial publications were made: an overall history by Maggie Black and a pictorial history by Judith Spiegelman, both to be published in time for UNICEF's 40th anniversary.

Completion of Phase I

The history project came to an end in 1986. Though not all plans were fulfilled, an extraordinary record was produced that provided a unique view of UNICEF's growth and development. Of the original list of subjects, most had been covered in the monographs or essays and interviews. Over the four year period, fourteen monographs had been published, some one hundred interviews conducted, a series of studies and essays produced, and prime source and reference materials collected. A series of programme statistics on expenditures by activities and beneficiaries covering all regions from 1949 to 1979 was also produced. This wealth of information was drawn on extensively by Maggie Black. Her history of UNICEF is a testament not only to her talent as a writer but the value of the record produced by the project.

ASSESSMENT OF THE RECORD

There were gaps to be sure, not everything planned was undertaken or completed. Among the missing were items on nutrition, health, programming, youth, appropriate technology, UNICEF in the UN system, communication and information. Finding the right and willing "volunteer" among the retirees to pursue these tasks proved to be difficult. And to encourage "others" would have meant forging links with universities or institutions, a time consuming task that the history project staff could not have undertaken on their own.

When the project closed, several monographs were still in the works. Some projects were started and never completed, a

monograph on GCO for example, which is still missing a concluding chapter. Only a smattering of country offices had produced office histories (19) but those who had started the process were still encouraged to complete the task. Eight National Committees had completed their histories.

Quality of the analysis

The monographs, on the whole, were more event oriented than analytical. They provided glimpses, sometimes compelling, into the lives and learning of a handful of special individuals. Placing experience in a "forward looking context " was not easily done, especially when the writer had been a central actor in the drama and was no longer a key player. Also, those who prepared the monographs were virtually on their own. There were no reference groups of colleagues for guidance and support.

Among the papers and monographs, there are valuable overview documents that provide a historical perspective, such as Charles Egger's essay on UNICEF's policy covering three decades and Jack Charnow's monographs on Harry Labouisse and Maurice Pate. There are also compilations of board documents including a selection of milestone papers covering policy and programme documents from the very beginning up to the adoption of the Basic Services strategy.

Element of continuity

The linkage of the past to the present was tenuous at best. By the time the monographs and studies began to emerge mid-way through the project, the organization had already moved full - swing into a new direction, a thrust towards goal oriented programming and high level advocacy with child health re-emerging as the overall, primary concern. New priorities and challenging time frames lessened interest in the past. As a result, the project's outputs did not impact on the workings of the organization as had been intended. While the materials were of personal interest to many staff members, they were not drawn on by management.

Further, the new policies and strategies were conceived, not as part of UNICEF's evolution but as the beginning of a revolution with high risks involved. The organization had moved from a responsive stance to that of an initiator.

It often gave Tarzi Vittachi pause and he once raised the question whether we (UNICEF) could be revolutionary

incrementalists. Not surprising then, that the notion of a viable "institutional memory" languished. What remained in the end, was the desire to manage the record and its accessibility and to ensure its linkage to other information systems that were now burgeoning in the organization.

Project and process

The intention was always to ensure a continuing, accessible record of experience useful for the ongoing work of UNICEF but how this would be done was not on anyone's agenda. It was beyond the scope of the history project.. Instead, the process was viewed as a management information issue, one among other competing priorities, as the organization grappled with the new computer technology. Only when the time came to integrate the project into the regular UNICEF establishment did it become a management concern.

The main elements of a plan were set down by Jack Charnow in a memo written to the Comptroller in 1987. They included the assumption of responsibility by each relevant office for collecting, categorizing, classifying, keeping up-to-date, and archiving the materials it produced. The responsibilities would be in accordance with guidelines for the system's management to be prepared by IRM with the concerned unit. The system's design would deal with both inputs and retrieval. In addition, he recommended that a person at Headquarters with a background in the substance of the UNICEF experience be given the responsibility for overall coordination and monitoring of the on-going process. This would include seeking specific information, building upon existing materials (i.e., continuing debriefing interviews, memoirs, obtaining more country office histories, etc.) It was Jack's view that the manager should not take a passive archival approach but must be a "gentle prodder" and supporter.

Remaining tasks

When the history project came to an end in 1986, three prime tasks remained: the sorting and indexing of accumulated materials (with production the priority, this task had lagged behind); completion of studies "in the works"; and establishing the long awaited information system that would include and maintain the ongoing historical record. During 1987, Jack Charnow, the manager of the project, continued to provide support for these activities.

In 1988 the project was transferred to the Office of the Secretary of the Executive Board. Provision was made for staffing (editor/historian, secretary assistant) and activities through the IFPPE. Some funds were also secured to establish the information system that would have the capacity to incorporate the quantity of information needed for the History Process and to ensure its continuation. Still, the committed support was quite modest.

Phase II

Task Force and its Terms of Reference

A History Process Task Force was established to provide guidance for the second phase of the project. When the Task Force first met, Mr. Grant stressed, as he had six years earlier, the importance of recording the organization's experiences, not only documenting but as he said, creating a knowledge network on which to base staff training and the development of future programme activities. The challenge, he said, was to make the project part of the organization's mainstream of activities and known to staff as a vibrant resource.

Guidelines were recommended that strongly echoed the emphases of the first phase:

The history project should capture and preserve the story behind each event and the lessons learned, in order to give staff a frame of reference for new initiatives;

The major epochs of UNICEF experience should be recorded to give a clear picture of how objectives were met;

In selecting themes for documentation, emphasis should be on the role UNICEF played in a specific activity; and

The process needs to be forward-looking in identifying projects and themes for special treatment.

The Terms of Reference of the Task Force were clear and straight-forward: to assess and decide upon organizational priorities related to the history process, to guide and monitor that process, review progress, and decide on responsibility of concerned UNICEF offices.

Work Plan

The Work-Plan for 1988 - 1991 set the three main tasks described above as priorities and, in addition, OSEB with the help of IRM and PD, was to set up a system to identify, earmark and record material of historic value which would serve as a reference point for retrieval of information. This office was also to develop and maintain a working archive of oral, visual and written material with the collaboration of UNICEF offices as a direct support to the ongoing institutional record. PD was to organize and record debriefings of Representatives and Regional Directors and with DOP and OSEB, coordinate/conduct debriefing interviews of key staff due to retire. Again, field offices were encouraged to complete country histories.

Specific projects were selected for the ongoing record: the tenth anniversary of IYC, the Convention on the Rights of the Child, UCI 1990, tenth anniversary of CSDR, UNICEF's 50th anniversary, Development of Social Indicators, Adjustment with a Human Face, and UNICEF's contribution to the Development Strategy of the 1990s. Examples of programme trends and country experiences that might merit special treatment were suggested: child development, social mobilization, Basic Education, Grand Alliance for Children, Bamako Initiative, UNICEF's role in some major countries or emergencies, children higher on the political agenda, programme funding history and early work on nutrition. Programme Division and the Evaluation and Research Office were made responsible for the coordination of selected projects.

In setting out the parameters of its work and defining responsibilities, the Task Force did not markedly deviate from the history project's original guidelines. And the agenda was only slightly less ambitious. There was however, one overriding difference, the mobilization of human and financial resources to carry out the various projects was left to the individual office responsible for a project.

Work of the Task Force

The second meeting of the Task Force held six months later, had little to show by way of progress. OSEB's priority had been on Board preparations. The workplan was reviewed and three topics from among the nine earlier suggested were then chosen: Adjustment with a Human Face; the UNICEF role in the drafting of the Convention on the Rights of the Child; and UCI/1990. Small working groups would guide and support each specific project. It would be up to such groups to recommend when a topic merited special treatment.

Recording the experiences of senior UNICEF staff before transfer or retirement was again encouraged. Regarding two subjects that had been suggested earlier, the group felt it was premature to take up the question of armed conflict and thought that the proposal for a book on social mobilization in Italy was best left to the National Committee.

A presentation was made on the creation of the institutional data base and it was agreed (five years after it was first suggested) that it would be desirable to have an organization-wide data base with windows for different areas. A feasibility review would be undertaken by IRM in cooperation with the divisions most directly concerned. The review was to serve as the basis for evaluating the scope and compatibility of the various existing systems.

Longer-term objectives for the history process were not discussed, as it was considered premature, though it was suggested that a report on major trends and events could be produced every five years.

The third and last meeting of the Task Force held three months later was largely devoted to the report of the IRM feasibility study and its recommendations. The process had included problem analysis, user requirements, analysis of alternatives, costs and benefits for each of the systems - bibliographic, vocabulary control, contacts, events, full text databases and records management. The report was approved. Some funding had already been earmarked for the records management system.

Other items concerned a possible monograph on UNICEF in emergencies (Afghanistan) by Carl Schonmeyer which was accepted (and later dropped) and a proposed approach for documenting UNICEF's experience with the Convention. As the monograph was expected to be completed before the Convention was approved, the study was agreed to with a proviso: the documentation produced on the Convention was to remain a source book for staff only.

Finally, it was agreed that the major thrust of the history project was to ensure that information is catalogued and retrievable. It was thought unwise to document events from a historical perspective since some events were ongoing. This conclusion was an outgrowth of an earlier discussion on the difference between collecting material on history that had already taken place and "history in the making". The intention to identify material of potential historic value was thus abandoned.

Ongoing tasks

Monographs on UNICEF in the Middle East and North Africa and Harry Labouisee were produced. Work continued on the priority studies selected by the Task Force and the final monograph on urban basic services.

Establishing the institutional data base became the principal activity for the remainder of 1989 and 1990. Two PC modules were begun that covered logging correspondence items or file folders (LRT) and their transfer and retrieval (TRIM) The development of these systems was then moved over to the Wang system. This action coincided with divisions becoming responsible for listing their current records giving them "online" access throughout the records life cycle. The full title of information collected was to be drawn on for revisions of UNICEF's Thesaurus of subject items and the Global File Classification Guide.

By the end of 1991, focal points were appointed in each office and division for compiling, indexing and archiving the division or office's historical collection based on existing guidelines. These individuals were then trained by IRM on the use of the systems. The burden then for managing the information/record began to shift from OSEB to the various Headquarters units.

1991 saw the completion of Richard Jolly's articles on the history of Adjustment with a Human Face and a monograph on the Convention on the Rights of the Child. (The latter has yet to be produced because of an internal disagreement over the author's view of UNICEF's role.) A project on UCI/1990 had been started and was continuing. The files of the World Summit for Children were indexed and stored along with a series of interviews that had been conducted with key personalities and UNICEF/UN staff associated with the project. A collection of materials on the Convention on the Rights of the Child had also been assembled: reference documents from the Declaration to the celebration of Universal Children's Day; interviews with members of the NGO committee that supported the drafting process, etc.

In 1992, work continued on the priorities adopted by the task force in 1989. The monograph on UNICEF's experience in urban programmes was produced as well as a two volume compilation of Executive Board policy decisions. The archive and record management system had become fully operational and with IRM, support was given to help familiarize the organization with the system. Implementation of the six other data base systems was supported as well. With help from the RAM unit, the historical record was filed, stored and made more accessible. Working files

and some source materials remained with OSEB.

Attention now shifted from the process to a more engaging project, UNICEF's 50th anniversary, with an orientation towards producing documentation for that occasion. A decision was taken to update "Children and the Nations."

Future history process

Budget preparation led to further thought on the future history process. OSEB (Marjorie Newman-Black) saw its role diminishing to that of service provider to the History Task Force, ensuring that it met twice a year, and liaison between IRM and the focal points. The Task Force would continue to provide guidance on documenting the UNICEF experience and identifying topics for special treatment.

In 1986, Tony Bloomberg had suggested that a reference centre and repository for core documents on policy and programme be established within the library. The suggestion was supported by OSEB. Other thoughts on the future were raised by Howard Dale (July 1990). He was concerned over the lack of resources, human and financial, needed to build up the institutional memory so that it became a better learning tool. Responsibility for developing the component systems had been left unclear.

In 1992, it was decided that organizational responsibility for the history process would be transferred from OSEB to the Evaluation Office in 1994. Mr. Grant felt that it was more logical for the documenting of UNICEF's history to be closely linked to the research and evaluation function than to the function dealing with the Executive Board.

Since 1993, the process has been left to the divisions and units. Meanwhile computer technology has moved forward. Certainly, the development of information bases is making it more difficult to ignore the written record. The capacity to store and access large amounts of information, such as country annual reports and Executive Board decisions, all within arms reach, should revitalize the history process (and hopefully reduce the quantity of paper currently being stored).

Retrospection: Phase II

The Record

The main tasks were accomplished. Studies underway were

completed, new ones were started. The system for managing the record was put in place.

Themes and subjects taken up the History Task Force were generally geared towards past or pending events, with anniversaries in mind. Programme trends, influences and approaches, areas of concern not previously addressed, changes/extensions in mandate were not taken up. The subjects chosen were more a reflection of the interests of Task Force members.

The field was not involved in this second phase. Follow-up letters were sent to field offices that had started country histories. Only one, Bangladesh, had a study in preparation. It is now completed.

Since Jack Charnow left, retiring staff have not been interviewed, to my knowledge. Mary Racelis, John Williams, Manou Assadi - Baiki, even Jack himself, were not reached. Others, I gather, like Tarzi Vittachi and Mike Shower were not willing. The oral history project that was started with Mr. Grant covered only the early period of his life. A new effort will surely be made to capture the man, his vision and achievements by tapping the memories of friends and colleagues.

Managing the record

At present approximately 8,000 boxes of records have been stored in three locations: UN Archives, warehouse in Long Island City and UNICEF House. All are listed in the RAMP system. Searches can be made by logging the work unit or words in title or subject field. By the end of last year over 60% of the work units at headquarters had at least listed their main series and 40% of these have listed actual files. No agreement has been reached on PR-000 programme related terms and codes.

The Wang word-processing based system is no longer familiar; "WordPerfect" has taken hold. The database is on the central Wang VS computer. There is a plan to migrate the RAMP system to a LAN platform in 1995. Field offices would then have access to a similar system via individual PC's or local LAN's. An inter-agency working group currently reviewing bids, is expected to make recommendations by mid-year.

Reference has been made to the library assuming a more active role in the history process. The library will now be housing copies of the History Series papers that were stored in OSEB and the compilations of Board documents that Jack Charnow put

together. These items are part of the History Project's core collection.

By design and capacity, the library is a limited resource. It cannot do much more in terms of outreach or service without additional support. A review of functions, tasks, potential is on the agenda of the library's work plan.

Using the record

The materials generated by the history project are generally not known internally. The library reports that there have been few requests for information. Two monographs, one on women and the other on NGOs, have been the most popular items.

The subject of users was once taken up by Maggie Black. For her, the starting point was knowing your key users, internal UNICEF staff and others who need access to information. Providing a service for the main users should be the emphasis. An important function of the service manager would be to sell the service organization-wide.

The record thus far, has not been shared with others. Universities and institutions that support research are not aware of this valuable resource on development experience. Only a handful of scholars have found their way to the twelfth floor. Making an effort now in outreach might be the best route to follow. The UN Archives is currently collaborating with Harvard and Yale universities. Liisa Fagerlund, Chief of the Archives unit, is a helpful colleague who can be drawn on for advice.

Making use of the record in the ongoing work of the organization remains elusive. Though as an objective, it was repeatedly stated, the interest just wasn't there, from the very beginning. Jack Charnow was on his own and the Task Force did not see this aspect of the process as part of its mandate. Emphasis continued to be placed on production. Among the recent studies, only the UCI project appears to follow a critical approach.

Concluding thoughts

This look at the record was mainly to provide an overview of the process, what was accomplished, and where it stands today, the look was long and deep enough to conclude that the project and process has never been fully supported by management. The idea was attractive, especially the publication of a history but the

process was not internalized. Without Jack Charnow's commitment and persistence, the history project would have fallen by the wayside.

From the start, financial support was minimal. It was Hans Konzett, head of the Swiss delegation and former Chairman of the Board, and the contribution of the Swiss Committee that brought the project into being, not Headquarters. And for the life-span of the project, the bulk of the work was done by volunteers.

When the process was taken over by OSEB, a conflict in priorities and the need to pursue funds to support activities dampened interest. Dividing a staff member's time between two unrelated functions was not productive. Focusing on a few particular activities was the alternative. Rule by committee re-enforced this approach as heads of offices did not vigorously pursue their assigned tasks. Without the full backing of management, the history process never became a viable and sought after resource.

RECOMMENDATIONS

"Wisdom is to see the future retrospectively". Jonas Salk

Having been given the lead as the guardian of the organization's history, the Evaluation and Research Office is in a position to recommend new ground rules for making experience relevant to the ongoing work of the organization. The premise "UNICEF is a learning organization" implies an interest and willingness to learn from experience. The adoption of a self-critical attitude would foster this approach. The record of experience can become a learning tool if the effort given to production is balanced by analysis. Despite budgetary constraints, promotion of a learning approach can be coupled with a few activities that could bring the message home.

Continuing the process and what this would entail

A conscious decision needs to be taken on continuing the process, to determine whether it is of value to the organization and important for future growth.

Assuming that the answer is positive, the process would need to

be led, not only housed. More than a prodder is required. Just the effort to keep abreast will require considerable liaison between the Evaluation office, Programme Division and Information Resource Management.

Learning from experience

To make the record useful, some trigger actions would have to be built-in, order to ensure that a process of review, analysis and reflection takes place systematically.

At least once during the course of a decade, one could envisage a review of programme and policy experience in the light of organizational priorities.

Subjects and themes that capsulize ongoing actions would need to be singled out and tracked over a specified period of time, e.g. implementation of CRC, especially aspects of protection and participation.

Work plans for studies would include time for a cross-sectoral review and discussion.

What's missing?

A close look needs to be taken at the record already produced. Is anything missing that would be helpful now? What else needs to be done?

An assessment of CSDR in terms of its impact on programming and process and external relations is overdue. The next Executive Director would surely welcome such an analysis. And it is important to start before he or she is in place to ensure participation in determining future priorities.

Other subjects that come to mind: UNICEF in the UN System (to foster a better understanding of our mandate and operations in the system, among the public and ourselves); evolution of the country programme approach; national policies for children (Bellagio to WSC and NPAs); role of advocacy; women and children as subjects and foci in cooperation; UNICEF's Basic Premises (the effort now being made to produce a mission statement).

Biographies: James P. Grant, E.J.R. Heyward

The past decade has shown how advocacy can shape the thrust of country programmes. Of immediate interest - a follow-up on John Williams' proposal for a study on the impact of SOWCR.

History in the making

Each policy paper should be filed with supporting documentation, information and audio-visual materials. Assembling the record before it is stored would simplify the retrieval process.

The updating of the CEDC policy now planned should include a tracing of the policy's historical roots. Key source materials should be collected, HQ and field. The collection could be the springboard for a great exhibit or at the very least, a library display.

Key studies and evaluations should be identified for the record by the Research and Evaluation Office.

Evaluations of emergencies should include a historical perspective. (The lessons learned may be familiar.)

Re-establishing the oral record

The oral record should be re-established. Some catching up will be required.

Gather reminiscences of Jim Grant from among his colleagues and friends in the UNICEF family.

A roster of retirees and staff who could do interviews should be drawn up. Guidelines used previously are included in the history documentation file.

Consultations should be held with DOP, OSEB and DOI on who among retirees and others should be interviewed.

Working with the field

Field advice and participation should be sought.

Field advice and participation has not been sought except for the undertaking of country office histories. Technological linkages should change that as folio

views and RAMP become available. Re-establishment or strengthening of knowledge networks will draw in the field and increase the flow of information.

The 50th Anniversary provides a new opportunity to promote country histories linked to CSDR, possibly as an output of programme evaluations.

Role of the Library

A start could be made in enhancing the library's role as an information resource, at least as far as the historical record is concerned.

Occasional displays of written and audio-visual materials should be mounted by the library to introduce staff and others to the historical process.

As a contribution to the 50th Anniversary, a collection of monographs, books and photos, press albums and other archival material should be organized and put on display.

The library should assist in the collection of epochal materials and provide support to the RAMP unit in making them more accessible.

Updating the record

The historical record needs to be brought up-to-date. The Evaluation and Research Office will need to provide guidance on priorities.

The files of the WSC have largely been culled while those of IYC and the CRC have not been done. The various child survival initiatives from GOBI forward should become a collection. There are also the files of Tarzi Vittachi which have been stored and those of Dr. Nyi Nyi. Both of these groups of records need to be appraised and sorted. (The files of Mr. Grant are being addressed.)

Sharing the record

An effort should be made to mobilize the interest and support of

universities in making use of the record. In turn, UNICEF should receive a copy of what is produced.

The question of users - start by looking at the category "others".

Link universities/institutions' special fields of interest to development experience, e.g. Cornell and nutrition.

Managing the record

Closer collaboration between Evaluation and Research and IRM. An agenda for action should include:

An update on technical options for migrating RAMP to LAN.

Review work on appraisal values and standards.

Expedite the development of the remaining five RAMP functions giving priority to the documents, manuals, publications series (DMPF).

Ensure a common user interface with other operations systems.

Support a case study/pilot on utility of RAMP system.

A few additional points

Pursue the update of the UNICEF Thesaurus [which mostly covers programme terms] Updating should be a priority.

Look for some support in finance to help Sven Blackberg access records he might need.

The status of the OLS manuscript should be looked into. (Some workshop materials are filed in the history project.)

A decision should be taken on the CRC manuscript. Since it is written from an NGO perspective, not UNICEF's, could it not stand on its own with a disclaimer?

Innocenti has not been involved. Karl Eric Knutsson is

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reported to be doing a study on UNICEF's policies over the past fifteen years. He will need to have access to the record.

Milestone documents of the past decade should be collected and reissued by OSEB.

The library with DOI should review the subject files of publications and documents accumulated by Rhonwin Searle. (My impression is that most can be found elsewhere with the exception of what was produced by the National Committees. Her file on IYC should be stored with the History Project.

When an organization is at a turning point, a visionary point of view has a better chance of being accepted. With change in the offing, there is a need for healing, an opening up of dialogue and a reassertion of values that all can share. Providing opportunities for staff at different levels to assess, discuss and consider the work and role of UNICEF is important now, even before a new Executive Director is in place. The history process could promote this.

The Sterling Forest and Mohonks of the past were primarily platforms for external ideas and approaches intended to move the organization in a new direction.

The situation internally and outside is quite different today. What we have is a large, increasingly corporate body with emphasis on performance and less concern for commitment. Perhaps, it is time to re-examine the basic premises that underpin our work with children. The work now being done on the mission statement is a starting point.

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SUMMARY OF OPTIONS

The minimum

Integrate process in work of Evaluation and Research.

Monitor, support RAMP system.

Update Program related Thesaurus, Add other subject areas

Establish consultative group/reconstitute task force. If the latter than TOR should be modified.

Identify historical themes past and current decades.

Select several for study and review purposes that link to current programme priorities.

Midway

All of the above plus

Cull historical record of past decade - provide for a better breakdown of files before storage - organize collections identified emphases and themes.

Assess library's role as provider of information inside and outside.

Re-establish oral record - interview personalities, Board delegates, retirees - etc.

Optimum

All of the above plus

Support, /organize mid - decade reviews of programme experience around selected themes.

Produce occasional monographs to update the ongoing historical record.

Whatever it would take to transform the library into a learning

centre and depository for UNICEF experience.

Establish linkages with other institutions which could usefully draw on the record. (Possibly to be done with the UN Archives)

Review the complete record of Series, Boxes and Folders listed in RAMP and make proposals for standards to be used when reviewing records in keeping with archival practices. Suggest revision of retention guidelines where appropriate.

Archives Guide

END

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CF Item = Barcode Top - Note at Bottom =
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Page 1
Date 22-Mar-2002
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CF/NYH/IRM/RAM/1995-0255

Full Item Register Number [auto] **CF/NYH/IRM/RAM/1995-0255**

ExRef: Document Series/Year/Number

Record Item Title TEST4

Overview of History Project 1982-94 by Sheila Barry Tacon

<i>Date Created/ on Item</i> 08-Sep-1995	<i>Date Registered</i> 11-Sep-1995	<i>Date Closed/Superceeded</i>
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<i>Primary Contact</i>	
<i>Owner Location</i>	Records & Archive Management Unit =80669443
<i>Home Location</i>	Adhiratha Keefe (Records Management Officer)
<i>Current Location</i>	Adhiratha Keefe (Records Management Officer)

<i>Fd1: Type: IN, OUT, INTERNAL?</i>	IN
<i>Fd2: Sender Ref or Cross Ref</i>	
<i>Field 3</i>	AD-556/RAM/95-03

Container Record
Container Record (Title)

<i>N1: Number of Pages</i> 0	<i>N2: Doc Year</i> 1995	<i>N3: Doc Number</i> 255
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Full GCG Code Plan Number
Record GCG File Plan

<i>Da1: Date Published</i>	<i>Da2: Date Received</i> 17-Oct-1989	<i>Date 3</i> 17-Oct-1989	<i>Priority</i>
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Record Type A01af Itm Corr CF/NYHQ/DPP/RAM pre 1997

<i>Electronic Details</i>	No Document	<i>DOS File Name</i>
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Alt Bar code = RAMP-TRIM Record Number **CF/NYH/IRM/RAM/1995-0255**

Notes

Archive Code Valid Date: 10/17/1989
WU_Staff: Adhiratha KKeefeRAM Officer
Correspondent: Shiela Bari Sr. Officer
Main or Elec Storage: Wang Item RSN: 2393 Box Year: Folder File Code: AD-556/RAM/95-03
Owner Archive Code: CF-NYH-12.A.M Arch Code V.Date: 17/Oct/1989 Ref Code: CF/NYH/ITD/ISS/RAM

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Signature of Person Submit

Number of images
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A. K. Keefe

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