

For many years the General Assembly has requested the organisations of the United Nations to provide assistance to national liberation movements and the people of South Africa suffering under apartheid regime. In response to this call, UNICEF has maintained contact with South African liberation movements in order to facilitate the delivery of programmes for women and children.

7. The evolving situation in South

Africa presented some NGOs with the opportunity to respond to the needs of children in South Africa, independently of the Government and State Apparatus. The Gaborone Children's Consultative Conference held in April 1990 took a decision to embark on a national campaign focusing on the plight of South African Children, with the aim of alleviating this crisis. The campaign for Children's Rights in South Africa was officially launched on June 1, 1990, i.e. the International Children's Day, and it coincided with the establishment of the National Committee for Children's Rights.

In 1989, it was decided that

The N.C.C.R. together with UNICEF identified the pressing need to provide services to millions of poor South African children and women, especially because the government has practised policies for many years which minimise the support given to children and women. Many children are directly affected by the apartheid system, which arrests and imprisons thousands of them yearly, in contravention of all international conventions. The number of street children in South African cities has increased markedly. Families have become less able to cope with the caring for their children as they, like women, due to poverty, oppression and state sponsored violence in many parts of South Africa many people including many children have had to leave their homes because of civil strife and violence encouraged by the apartheid government. These children are displaced refugees in their own country.

The destruction of family life by the apartheid economic system has resulted in levels of infant mortality among Black South Africans which were 10 times higher than among white South Africans. Children in South Africa suffer from hunger, homelessness, malnutrition, physical and emotional abuse, and state sponsored crime particularly in the rural areas and the urban slums. Furthermore, those children who survived had to face an education process in South Africa which attempted to perpetrate the apartheid system through limiting the opportunities for non-racial intellectual and social growth. There have been many reports of child labour, especially in the rural areas of South Africa. In the urban areas, the incidence of substance abuse among children is increasing due to the high numbers of children who are not attending school. At present no law exists in South Africa to protect children.

NATIONAL COMMITTEE FOR CHILDREN'S RIGHTS (N.C.C.R)

PREAMBLE:

Although there are children's organisations in South Africa, there has never been any national' co-ordinating structure catering for the specific needs of all children of South Africa, National Committee for Children's Rights (N.C.C.R) is an agency established out of concern over the state and plight of women and children, especially the oppressed majority in South Africa.

CHARACTER OF THE N.C.C.R

N.C.C.R. works with individuals, groups, community organisations, development agencies and institutions which deal with the issues of children, at local, regional and national levels. N. C. PC. R is non sectarian and works with all those who share N. C.F .R 5 overall objective that is promotion and protection of children s rights with a view to improving their conditions. The N.C.C.R encourages the formation of regional forums in all regions of South Africa. These forums are Composed of representatives of community and professional organisations as well as individuals concerned with children.

OBJECTIVES AND PRIORITIES OF THE N.C.C.R

The present N.C C R programme has the following objectives:

1. To make all the people of South Africa aware and concerned about the situation of children in South Africa and about the rights of children as determined by the UN Convention on the Rights of the Child, with the aim of entrenching the rights of the child in a non-racial, non-sexist, democratic South Africa.

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To assist in improving the capacity of all those democratic, non-racial and non-governmental organisations in South Africa, concerned with the protection of children and providing social services to children, to broaden and strengthen their work, particularly at the local and regional levels.

3. To develop a more comprehensive information base on children and women in South Africa, with the aim of publicising this information in ways that it can be used by non-racial democratic popular organisations for mobilising communities to network to protect children.

While these objectives are not specifically defined as would be desired, it is understood and accepted that more specific objectives will be developed for each project to be implemented under this programme by the concerned NGO and N.C.C.R. At that stage, more specific measurable targets will be defined. These projects will all be developed in the spirit and within the confines of the objectives and priorities defined above.

PROGRAMME STRATEGY

The programme will have the following strategy to achieve its objectives:

1. It will assist as many non-racial democratic NGO's possible to be involved" with, and to support the umbrella organisations of the N.C.C.R. In particular, the programme will support the evaluation of a network of NGOs and professional organisations in each region which would be concerned with children's issues.
2. It will support and assist the work of non-racial democratic NGOs in South Africa who have already started to address the problems of children.
3. It will adopt the approach of mobilising community awareness for the protection and the promotion of the rights of children in South Africa, using all possible channels of publicity and media, including non-traditional media, cultural channels and the involvement of communities.

PRIORITY PROJECTS OF N.C.C.R'

1. Nationwide Campaign for the Children's Rights:
To raise awareness and understanding about the situation of children in South Africa, using booklets, posters, stickers, Tee-Shirts and audio-visual media, cultural performances and a special child rights song for publicity. It will include mass education (formal and informal), workshops (on child rights and training), public events (meetings, teaching, marches) networking with national and international organisations concerned with children.

2. Research:

A situation analysis will cover the following areas in relation to children and 'women in particular (but not limited): health, education, welfare, demography, socio-economic, rural and local ,administration, constitution, land, housing, environment and cultpre.

The objective of thiSj study his to develop a reliable, database on children and women in South Africa without the distortions of the apartheid system, build a compendium of the agencies inside South Africa who are involved with the care and protection of children's rights and make the data about children and women available in any analysed form and in languages which will make the data accessible to all the people of South Africa.

3. SUPPORT TO NGOS WORKING FOR CHILDREN IN SOUTH AFRICA

1. To expand the service delivery capacity of non-racial democratic NGOs cosncerned with (children in South Africa in order that they might address the immediate needs for child survival; protection and development (CSPD) i

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To strengthen the management and organisational capacity of non-racial democratic NGOs concerned with children to plan, monitor and report on the activities which they undertake for-children.

3. to facilitate the establishment, maintenance and expansion of a network of non-racial democratic NGOs concerned with the situation. of children in South Africa.

To train, retrain and upgrade parents, teachers, health and welfare workers with the purpose of expanding the service capacity of their organisations.

AREAS OF SPECIAL INTEREST:

In order to meet its set objectives of playing a role in the protection of the rights of children, NCCR focuses on the following areas:

Economic Development focusing mainly on:

Planning and policy that promote genuine development of the most disadvantaged groups in society, women and children.

Improvement of:

Skills especially for rural women_thhs enabling individuals and groups to impact development while improving their own_ conditions of living.

The law: including geheral awareness of the laws on women and children, their rights, protection and obligations under the law, refugees and their protection.

Culture: including the pursuit of the positive development of people's cultures and traditions.

Language: promotion of the development of African Languages and relevant illustrative material in literature including adaptation of literature and text books to South African contexts, development of relevant literature and particularly for the early years of learning.

Women and children in Developheht:

NCCR places special emphasis on the status and conditions of women and children in South Africa. As such, NCCR has/is developing a special programme that focuses en the legal and traditional status of women and children, and the role played by African societies The objective of the "Children in Development Programme" is to improve their Living conditions, guard against violence and abuse of children, and impact of planning and policies of their environment through improved participation of women and children in South Africa. '

Operating at various levels with groups, individuals, community organisations and other NGOS, the N. C. C. R in its development programmes shall advocate the struggle towards the total protection of children. To this end N. C .C. R assists groups, individuals and community organisations; also coordinates with other NGOS concerned with children s programmes. N.C.C.R encourages the participation of communities in decision making and endeavours to equip them with knowledge and 'management skills for effective participation. N. C. C. R is aware that women and children rights in society will not come about by the enactment of suitable laws alone

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N.C.C.R believes that the status of women and children in South African society will improve only when there has been a total transformation of apartheid system politically, economically, educational, cultural and otherwise.

FUND-RAISING

N.C.C.R acknowledges the need for the raising of funds for support of development programmes in South Africa. N.C.C.R therefore assists in raising funds from international sources for programmes that meet N.C.C.R's objective of genuine development. Funding through N.C.C.R, however, is given only to programmes that have self-reliance built in them. v'' 1-'1

Support of N.C.C.R implemented programmes comes from donors, development organisations and charges for professional services. v

LEGAL STATUS

The N.C.C.R is a community based non-profit making and non governmental development trust. -

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MINUTES COND MEETING OF THE
INTERIM NATIONAL COMMITTEE FOR CHILDREN'S RIGHTS,
HELD IN JOHANNESBURG ON JANUARY 19-20, 1991.

CHAIRPERSON: Zola Skweyiya

SCRIBES: Shirley Mabusela

Manto Tshabalala

PRESENT: As per attendance register.

OPENING REMARKS:

The chairperson welcomed the participants on behalf of both Mrs Albertina Sisulu and Sister Bernard Ncube, the patrons of the; NCCR project, who were unable to attend because of other pressing matters. He noted that the meeting was taking place at a very crucial time when the situation of children was being worsened by the violence. It was therefore necessary to strengthen the work and efforts geared towards the alleviation of the plight of these children. This work is embodied in the objectives as set out in Gaborone and supported by UNICEF and the progressive peace loving people of our country.

PARTICIPANTS:

The participants introduced themselves. A list of participants is attached (Annex. 1). The meeting was concerned with the absence of participants from the CPS, Northern Natal, Natal Midlands, Northern Transvaal and also that the Border region was not fully represented. The participants from the Natal Midlands was expected to arrive, and indeed one participant did arrive.

PROGRAMME:

Cde Mathole Motshekga informed the participants that the two previous meetings there had been changes in the initial conceptualisation of the NCCR project. The minutes had been overtaken by the latest agreement between the NCCR and UNICEF which dictated the present character of the NCCR, as contained in a document WHAT IS NCCR, which he was to present to the meeting. Discussing the minutes could be a waste of time. He proposed that the minutes be disposed with.

It has been necessary to enter into this type of an agreement with UNICEF as this was the only arrangement through which the project could get assistance, in view of the fact that the sanctions are still in place. Once these were lifted the relationship between the NCCR and UNICEF could be different.

Some participants were unhappy about taking decisions on the document they were seeing for the first time, a document they had not discussed.

They noted that they had in fact been invited to come and discuss the constitution and the Composition of the Board of Trustees, including the Situation Analysis_ and were not sure therefore at which point these issues would be raised if the minutes were to be dispersed with. .

The Constitution, the composition of the Board of Trustees could be discussed as part of the Co-ordinator's report. The document authorising the agreement between NCCR and UNICEF was, in fact, not a new document. Neither is it a policy document. It had been agreed upon in Gaborone, in order to get funds from the UNICEF without the latter being seen as sanctions busting. This is an action document, a master plan for the implementation of the programmes on women and Children's issues. Therefore there was no question of debating its approval. The document could, however, be enriched through discussions.

The programme as amended is attached as ANNEX 2.

THE DOCUMENT: WHAT IS NCCR?

In presenting this document Cde Mathole highlighted the following points: Ha,

- Part 1 of the document deals with history of the NCCR, leading up to the agreements that were reached at the Gaborone Consultative Conference.

- The meeting had then agreed that NCCR be an NGO, a non-profit making structure.

- Each region had been requested to send 2 names of people who were to serve on the Board of Trustees. Only one region responded. The NCCR was thus Constituted in terms of the Deed of Trust and is now accordingly registered.

- The objectives of the NCCR have 3 components:

1. A nation wide awareness' campaign that had been launched in June 1990.

2. Research

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3. Training. 30 people had to undergo a training programme in Lusaka on how to conduct a situation analysis. It had been hoped that this training workshop could take place between the 24-30 January 1991. This however has since been postponed to April 1991 due to the unavailability of high level resource persons considered by UNICEF as vital for the exercise. It is necessary to decide what dates in April, would be suitable for the workshop. Project Implementation outlines the agreement between the NCCR and UNICEF. The agreement is referred to as the MASTERPLAN and deals with general policies, priorities, objectives, strategies and management responsibilities.

- The programme strategies and priority projects are not exhaustive of the NCCR scope of activities otherwise could be identified. The three projects deal with empowering the existing NGOs. The NCCR is not meant to replace the existing NGOs. The idea is not to create new NGOs where these already exist, but to identify those with the capacity to do the work. The NCCR will support the evaluation of a network of NGOs, with particular assistance and attention to the rural areas.

- The Institute for Contextual Theology is to receive the funds from UNICEF on behalf of the NCCR and administer them in 'accordance with the UNICEF accounting guidelines. ICT had been identified as an accredited agency with ability to raise funds internationally.

ISSUES RAISED

- The training is not meant for only those already involved in situation analysis. It is also to benefit service people like teachers, parents and other relief workers.

- UNICEF is not setting up any new structures and will not employ additional staff (regional coordinator) to run the project. The project must utilize the existing NGOs and the expertise available.

- The ICT will receive funds on behalf of the NCCR and the NCCR Board of Trustees will allocate funds in response to regional needs.

Project proposal guidelines to facilitate application for funds have been worked out and are available.

the Board of Trustees will inform all the regions how funds have been allocated.

Because the NGOs are independent there is no need for a constitution. A constitution will infringe on the independence of the organisations. NGOs must account to the regional forums not only financially but also on services rendered.

A working document is necessary for consultancy, liaison purposes and national campaigns and should include some aspects of working with other¹ donors. It should not therefore be based on the UNICEF-agreement.

It is necessary to democratize the Board of Trustees to ensure that it reflects the non sectarian character of the NCCR and regional representation. The Board of Trustees in consultation with² the 'regions will effect the democratization of the Board of Trustees. It was necessary for 75% of the Board of Trustees to agree to the changes in the Board.

The National Committee on Children's Rights as agreed in Gaborone to remain as before. The Trust will deal with issues related to fund raising and funding.

At regional level it is, necessary 'to identify all the organisations that deal with the children's issues, report back and then elect regional representatives and a convenor who will then represent. the) regional structure on the national committee. -

At regional level the forum_ of NGOs will play a consultative role to which proposals will be submitted, discussed, approved and then forwarded to the NCCR with recommendations for funding³sv The forum will give guidelines to the NCCR with regard to funding.

CO-ORDINATORS REPORT

Some of the issues raised in the Coordinator' 5 report were discussed in dealing with the document on the character of the NCCR.

The Coordinator highlighted the following points:

- UNICEF has postponed the training programme to April 1991. ,

ISSUES

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The regional project proposals for funding for the February/September period should be submitted in February 1991.

There is a lack of understanding of the objectives of this project and the co-ordinator has no mechanism of assessing work that is being implemented on the ground. There is also poor communication between the co-ordinator and the regions and also within regions. This necessitates round-trip-tours by the co-ordinator. '

Regions were called upon to propose what the training programme should include., This will be incorporated into the programme envisaged by UNICEF. It is important to recognise that UNICEF has the expertise in the area of training and it is necessary to use this. :

Some participants noted that there is enough expertise inside the country and therefore there is no need for the training outside the country. This would be an expensive exercise. It! was however agreed that training outside the country would afford us the possibility of sharing experience with countries in the subregion. The training has two components, internal and external; " a

The situation analysis will not be carried out only by experts but by people from the community and NGOs as well, hence the necessity for the training.

NGOs may wish to attach the people who have been trained to their organisations. In this regard the NGOs are called upon to submit proposals through their regions. . . .

The co-ordinator sent out to the regions, a set of criteria on training.' i These criteria must be discussed and adopted. Regions were called upon to make their inputs

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REGIONAL REPORTS

WESTERN CAPE

Had a workshop to consult on the constitution, Board of Trustees and the situation analysis. Participating in the forum were different NGOs, health units, child welfare, ANC Women's League, SAYCO, ICD Committee consisting of various organisations. Rural areas have not been activated. The workshop raised amongst other things issues around the situation analysis, the necessity for simplifying and translating the documents into relevant languages, the initiation of extensive consultation within the community and the necessity to balance participation between the professionals, the community and NGOs.

Budget proposals have been submitted to the coordinator. There is poor communication between the coordinator and the regions. Sometimes information has been confusing and needs clarification. WC observed the International Children's 5 Day with over 8000 children participating.

SOUTHERN NATAL:

Participating at the forum are NGOs such as SAHWC, NAMDA, Housing, COSATU, Child Welfare, Women for Peaceful Change, NECC, WCRP, Justice and Reconciliation, ANC Women's League, End Conscription Campaign. At the beginning the CDS supported the regional NCCR forum but it seems to have collapsed. It is necessary to get guidelines on the relationship between CD5 and NCCR. How should the regions relate to the Independent Development Trust (Steyn Fund). Two committees have been established: the research and media committees. The media committee is to focus on the rights of children and the violation of these. A media skills workshop was held.

The region had a Christmas for peace campaign and anti-war toys campaign. The "Bring your child to work" campaign initiated by COSATU was not successful. This was meant to demonstrate the number of children without creche facilities. Noted that the committee is still Durban based. The difficulties in broadening the committee were partly attributed to the lack of resources. There is need to ensure that projects extend to the most needy people and areas.,

EASTERN CAPE:

Covers 5 areas: P.E. Tsitsikama, Albany, Karroo and Midlands. A meeting was held on 24.10.90 in which COSATU, ANC Women's League, IDAMASA and other academics participated. There are concerns over delays in repayment of funds to the regions. Endorsed the training should take place outside, two people have been nominated. P. E is dealing with the identification of street children. Necessity for a regional coordinator was identified.

SOUTHERN TRANSVAAL:

Two meetings have been held in the Southern Transvaal with sectoral participation and projects that deal with children. A workshop in February 2, 1991 will discuss the relationship between the N.C.C.R and paraStatal organisations including the programme of action. The workshop will also extract from the Harare Conference, the Malibongwe Conference and other UN documents those issues that have not been implemented. The workshop will also elect a permanent regional structure.

BORDER:

The representative was attending for the first time and could not submit a report.

EASTERN TRANSVAAL:

The representative was also new and did not come from a forum. Work has been done around the issue of children in collaboration with the SACC. Work has been done around Bushbuckridge, Carolina and Kwanyamazana. As a women's organisation, together with the SACC observed the International Children's Day, read and discussed the UN Declaration on Children's 5 Rights, visited children in hospital. Have set up discussion groups. Addressing the problem on street children, child labour in the farms and mining villages, and are addressing the issue of school drop outs. _.

In September 1990 the Children's rights Committee together with the women's organisation had a workshop and launched an awareness campaign on the children's 3 rights. a regional children's 5 conference to facilitate the broadening of the initiative to the farms and Trust areas. .

Eastern Transvaal was commended on work done so far without resources and for the fact that the region had gone beyond the confines of political ideology. w?--

NATAL MIDLANDg:

A task force has been set up and consists of 3 women, 3 men, 2 church representatives, 2 health workers, 1 social worker, 1 educationist and a member of the community. Four (4) creches have been opened in the rural areas. Violence has led to an increase in the number of street children. Noted overcrowding in the creches and schools in the urban areas. Highlighted drug abuse among children. Poor communication with coordinator. Identified the need to run regional workshops. Loans for the International Children's 5 Day (1.6.90) have not been refunded. There is a general problem concerning finances.

ISSUES RAISED FROM REGIONAL MEETINGS

At the UN Children's Summit, the problems and situations of South Africa children were raised by the delegates from Zambia and Swaziland. At these forums the S.A. issue of children is consistently raised by the ANC and the SAC as these organisations both have observer status. Unfortunately, both organisations were not invited to the Summit.

The U. N. International Convention on Children's 5 Rights has been ratified and adopted by some countries. The African Network on the Protection of Children Against Abuse is adapting the Convention to the African situation and its cultural practices.

After this Summit, Dr. Sullivan, the U.S.A. Secretary for Health and Human Services, at the insistence of President Bush came to South Africa to discuss the question of Child Survival and AIDS. NCCR together with the ANC Department of Health and other progressive health organisations met and informed his delegates about the plight of children in this country.

There is no definite relationship between the NCCR and the CDS but due to the constraints experienced by the latter at the beginning CDS was approached to use its pool of resources in favour of NCCR. CDS also assisted delegates to attend NCCR meetings.

With regard to the IDT Fund, it has been generally accepted that all sectors can engage the Trust on our terms. Different organisations should develop their own positions on how to utilize the IDT Fund.

The need for a News briefing was identified.

The NCCR Coordinator will attend the ANC donors Conference to be held in Tanzania from 6-8 February 1991. This will enable the NCCR to present its project to different donors outside of UNICEF. .

The agreement between the NCCR and UNICEF does not facilitate communication within the regions and with the Coordinator.

UNICEF is against the formation of new structures and does not favour the employment of additional and full staff for this project. There is a need to fundraise outside of UNICEF in order to be able to set up operational regional structures.

The need to coordinate with other national structures such as SABSWA, SASPCAN, PPHC, NACCW, Child Welfare, DPSA and others which deal with children's issues was identified.

There is also a need to contact professional associations and organisations that provide humanitarian assistance in the area of child survival. In this regard the League of the Red Cross and the International Committee on Red Cross were identified. There is also a need to expose the S.A. Red Cross.

STRENGTHENING THE NCCR

Cmdr. Zola called for concrete suggestions from the participants. The Western Cape delegation raised its concerns regarding the Deed of Trust and submitted its proposed amendments. These will be considered by the board of Trustees. It was agreed that in future important documents should be drawn with broader input and participation by regions. The strengthening of regions will strengthen the NCCR in that broad representation will be ensured.

Convenors were charged with the task of finding out who and which organisations are concerned with children's regional issues, call them together, give feedback and elect regional representatives who will serve on the NCCR. This will ensure that the structure is no longer an interim one, but a structure elected on the will of the people at grassroots level.

CHILDREN'S RIGHTS A VOC C u s

The following were proposed as ways in which the advocacy issues can be dealt with:

On-going workshops in regions highlighting children and women's 5 issues. .

Pamphleteering and use of media

Presentations to welfare organisations to influence policies on Children and women issues.

Campaigns against war toys .3

An on-going documentary on children in this country is needed to sensitize communities about children's 5 issues
There is a need for an action committee to take on issues affecting children

After discussions, it was agreed that a National Conference on children be held in June 1991. The coordinator and chairman of the board to discuss this and inform regions so as to ensure that ground rules for the conference encompass majority sentiments. -

There is a need to address issues that will impact on the children's situation positively. This should be done through concrete projects and the strengthening of existing projects.

Note was taken of the need to rehabilitate children for a new South Africa. This should involve all children but white children in particular.;

There is a need to set clear objectives to build a national character for children's 5 rights which should also reach the children themselves.

Regions to share ideas and learn from experiences in other regions on advocacy issues. . ,

Addressing child abuse issues in urban and rural communities is important and the family approach to issues needs to be advocated.1

IMPLEMENTATION

Regions to immediately, start working with other organisations on the above issues. It was proposed that because the SACC has experience in organising many of the above issues, that they also be approached regionally for input.

Regions were urged to submit their plans to the National Coordinator by the 15th April 1991 to ensure that efforts are coordinated nationally.qr:u

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- Regions were charged with the responsibility to tap local resources for their efforts, and if possible to share with regions that do not have resources.

- June the 1st will be Nationally celebrated as it is the International Children's Day,

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Purpose;

To continue the work that was Started in Harare and review the children's situation in South Africa. . Despite the moves towards negotiations, children's situation has not been impacted upon.

This Conference will be or an seVWi Co'd l'tO:

- Highlight children 5 issues
- Strengthen the NCCR and formally launch it
- Introduce the International fever to NCCR
- Put the children's issues on the national agenda

Regions were urged to launeh regionally before June 1991 in order to ensure that when the National Committee launches in June, elected representatives from regions are in place.

Regions will be approached regarding conference content and propose names of people to be oh the conference committee.

SITUATION ANALY IS

- Regions to start collecting information and immediately compile it.

- Regions to identify trainees for the UNICEF training programme in April and these be sent to the coordinator by the end of February 1991. _ll l

- National Coordinator to Circulate a document on which areas to cover in the situation analysis to regions immediately to facilitate this process. ._

- That areas of importance not covered in above document be included by regions

GENERAL

- Minutes will be circulated within the.next two weeks

- Regions to submit budget proposals to the National coordinator by the end othebruary 1991. As the Western Cape has already submitted its budget proposal, it will be sent to regions to use only as a guideline to facilitate completion of the budget. ,Vl

- National Coordinator to negotiate UNICEF training dates early in April with the latter and inform the regions. Training will take 6 days,
 - It was noted that UNICEF is now ready to finance the translation of children' 3 rights documents into other languages. Regions were urged to take this up through the National Coordinator. 1
 - NCCR to start coordinating outside exposure for the organisation.
 - Uniformity in action should be ensured by circularising information to other regions via the national office.
 - It was proposed that the ANC be approached to consider the NCCR' s existence and be urged to pass on invitations regarding children from other Organisations and overseas to the NCCR and to consult with nw .C. R on women and children issues.
 - There is a need to put together a directory of children' s organisations, UNICEF is prepared to finance this project. Again input from regions will play an important part.
 - Regions were requested to provide the national office with information as to which organisations are involved with NCCR structures in their area.
 - The Coordinator was requested to tap resources like Universities, Human Awareness Programme etc. for information on children's programmes and projects. This information will have gaps and regions are urged to fill and update them. Suraya offered to assist by putting this information on computer.
- The Coordinator was urged to make use of the NCCR membership to carry out her tasks as there is no way she can be expected to cope with the demands on her own.

CLOSURE

Cmdr. Zola closed the meeting after a brief summary of the proceedings.