

Basic premises

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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 UNICEF'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.