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*Final Report*

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REGIONAL WORKSHOP ON PUBLIC INFORMATION  
PROJECT SUPPORT COMMUNICATION AND  
GREETING CARDS OPERATIONS

Istanbul, 7-13 JUNE 1982

SUMMARY OF DISCUSSIONS ON MONDAY 7 JUNE 1982

Ekrem Birerdinc made the opening statement welcoming the participants and introducing the Ankara office, after which he gave the floor to Dr. Francois Remy.

Dr. Remy thanked colleagues from New York for coming to Istanbul, especially Jack Ling, who will be leaving UNICEF at the end of this month on secondment to WHO for two years.

He added that he was happy to have our regional participants here, representing a variety of levels within UNICEF, from Administrative Officer to Programme Officer, from Education Officer to PSC and Information Officer, and from all offices from Sudan to Turkey, from Morocco to Abu Dhabi.

Before going into specifics he stressed his concern over recent developments in Beirut and Southern Lebanon, where the death toll of women and children is now higher than that of soldiers.

He further pointed out that a workshop like this is a good occasion to establish communication between Regional and Headquarter's staff.

Said El-Azem expressed his satisfaction at seeing people meeting each other here to exchange views and discussing problems with a view to reach conclusions in support of UNICEF policy.

Jack Ling was the first to discuss Public Information's Global Policy. He recommended careful study of document ICEF/L.1321 which sets out UNICEF's information policy, and he stressed the Executive Director's desire to increase the role of information through the media for advocacy and fund-raising.

"Two key factors about UNICEF dictate the role of information/communication: the voluntary nature of its financial support-both governmental and private- and the extent of human communication required in its programme activities", he said. While information support for fund raising is top priority, national level advocacy has become the main concern for the field. Due to limited

resources, information priorities must be clear, as more effort should focus on generation and conveying information. There have been some changes of emphasis, but its main lines are still valid. In 1983, there will be a new external relations policy discussion at the Board.

Said El-Azem dealt with information policy and the procedures as far as the region is concerned in line with UNICEF information policy, classifying the region into three types of countries: low-middle- and high-income countries.

Discussion covered the relationship between the region and country offices, emphasizing the important of a two-way communication flow of input and feedback from the country offices.

The planned formation of national committees in Gulf countries will necessitate the production of new Development Education materials to inform the members on UNICEF problems of development of the plight of children.

The issue of translating significant UNICEF publications or documents into Arabic was raised, within the context of increasing awareness among decision-makers and the Beirut office's efforts in this respect were highlighted.

Co-production of films was also discussed. It was agreed that selection of themes should be agreed upon beforehand, to the satisfaction of all parties concerned.

It was also agreed that the Regional Office send samples of posters to country offices before distributing them on a large scale.

The UNICEF logo was also discussed with agreement reached to use it in low profile according to the local situation and to the event.

Dr. Remy began the second session talking about the role of advocacy, especially for difficult themes like PHC/Nutrition and Water/Sanitation etc. He pointed out that the change of UNICEF's role from that of supply agency to advocate for children has given UNICEF a unique means of encouraging programmes for children through the national developments policies and plans.

He added that our success in advocacy will depend on reaching the higher level of government decision-makers in order to convince them and to share views about meeting the children's needs.

Regarding co-partnership the aim should be to strike a balance between UNICEF and its counterparts so that the production purpose does not become one-sided, since success depends upon the agreement between the two parties.

In setting priorities we should identify the order of priority according to the local needs. Conceptual and concrete approaches were weighed against each other. Regarding our approach we should consider realities and focus upon UNICEF goals which are children's needs rather than UNICEF's image.

In the second part of this session, publication and distribution in the region was discussed. Feedback from field offices was stressed to keep the Regional Office informed of how effectively the publications have been used.

As far as the press is concerned different tactics were recommended for use according to different political structures in the region. It was stressed that television can be used for short programmes, but that it was recommended to count more on radio.

Regarding films it was recommended to encourage co-production and national t.v.-stations to go shooting with professional companies in other countries.

It was further recommended that PI officers take their own photographs or use professional photographers. They also noted to compromise in using t.v. and radio, since each has its use and merits to serve the UNICEF purpose. Articles published by newspapers were suggested to be tackled from different angles in different styles.

The task of meeting the information needs for a complex region composed of 23 countries at differing levels of development is further complicated by the absence of information officers in most country offices. In addition to the suggestion that focal points for information be designated in these offices, the view was expressed that a carefully orchestrated regional information plan should be formulated on the basis of close prior consultation

between the Regional office and the country.

Jack Ling recommended that participants scrutinize the Executive Director's EXD 2837, which contains important implications and trends in future information activities.

SUMMARY OF DISCUSSIONS OF THIRD SESSION - 8 JUNE 1982

Fund-raising Needs, Policies and Procedures was the first item on the agenda, followed by Fund-raising in the Region.

Fund-raising needs, policies and procedures in general were explained, focusing on resources in general and the fundraising aspects, (bilaterally and multilaterally funding included). It was stated that there had been an enormous growth and development in UNICEF since 1960, and that it has now become the third largest development agency in the world, after the World Bank and UNDP.

During the discussion of fund-raising in the Region and the historical background of it, special emphasis was placed on the technicalities of AGFUND and AFESD, stressing the social aspects of the latter, which distinguish it from the other Arab Funds.

It was suggested that since AGFUND contributes funds not only to UNICEF, but to other UN Agencies as well, the considerable burden of supporting AGFUND in time and personnel could also be shared with the other agencies.

In connection with Agfund and the continuing activities of UNICEF's Special Envoy, serious concerns were expressed by several participants over two issues in particular:

- 1) the "adoption" of Projects for funding by Agfund and the mechanism of diverting such contributions to UNICEF's general resources, which misleads recipient countries to believe that additional funds will accrue to their programmes, thereby placing UNICEF Representatives in the predicament of explaining why this is not the case; and
- 2) the unclear distinction between the "private" and "official" country visits of the Special Envoy, especially in the case of the former- the role of UNICEF Representatives and the inevitable implications for UNICEF in the visited country whether or not he returns subsequently for an official

visit. It was emphasized that regardless of the private nature of such visits, HRH's name is associated with UNICEF as are, therefore, his actions and declarations. Several participants expressed the importance of being amply informed and consulted in advance of such visits.

Another consideration was the impact upon visited countries and UNICEF's image there by personal gifts made by HRH in the course of his travels. The desire was also expressed for more participation of field representatives in the process of planning official visits by HRH, particularly with regard to the choice of countries.

There was a general consensus that HQ should share with all field offices, irrespective of impending visits, more information regarding Prince Talal's role and the many practical details related to planning his visits.

The group expressed its desire to have a clearer definition of the relationship between UNICEF and the various fund agencies, such as AFESD, the World Bank, etc., as well as the extent of co-operation between UNICEF of such agencies without a clear delineation of UNICEF's role.

On the subject of PI Cooperation HQ/Region/Field it was stated that HQ was in a position to extend more support in the field of films, radio and T.V. (editing and printing facilities being available) than in that of editorial and publications services, where resources -both financial and personnel- are already over-extended.

When the link of communication between Information Division in HQ and the field were discussed, both the Monday morning minutes and INTERCOM were highly praised, the latter providing a forum to exchange views between the various organization's levels.

The second part of the afternoon consisted of the reviewing of a slide set on breastfeeding titled, "Why Breastfeed?"

Mr. R. Tuluhungwa introduced the session by saying that

when it is finalized this audio visual comprising slides, script and tape is designed to:

- sensitize UNICEF staff and government counterparts to the basic issues, concepts and economics of breastfeeding as they relate to the health of infants and mothers;
- introduce the basics of the International Code of Marketing of Breasmilk substitutes;
- serve as a prototype on which to base similar, but country-specific materials for the motivation of national policy makers, orientation and training of health personnel etc.

Overall the participants liked the presentation and further commented that:

- the impact of breastfeeding on fertility and child spacing should be treated cautiously;
- the malnutrition associated with bottle feeding during the first year should be stressed;
- in several instances the picture, age of the child etc. did not synchronize well with the commentary. Therefore this should be looked into;
- the background music did not synchronize well too;
- all offices in the region should be given a script now and the Regional office should endeavour to adopt the script and produce an Arabic edition.

Country Information Workplans

This exercise was carried out to prepare for the meeting to be held in Geneva, during the last week of June and which will discuss PI activities during 1983, as well as the plans for the 1984/85 biennium to be included in the new budget.

It was agreed to present the proposed themes as well as the target audiences and later decide on the medium of delivery and the budget to be earmarked.

## SIXTH SESSION

Case studies on PSC experiences : Syria, Sudan, Turkey.  
Chairperson Mr. G. Kassis.

The chairperson underlined the purpose of the meeting:  
to draw conclusions from three programmes with PSC components

### Project Objective

SYRIA : to provide basic services in the rural areas

### a One Room School

Such schools are found throughout rural areas. Training of teachers not adapted to such situation used as entry point to ultimately provide basic services because it is the only service that can be found in almost every village. Also because the teacher has important status in the community and is considered the most enlightened man.

### Problem

The Government wanted to abolish such schools. UNICEF proposed that until resources are available to build new schools the 5000 existing ones can be improved. The Government had difficulties to perceive the teachers as change agents in the community

### Project

Started in Hassakeh with workshop for 50 teachers and supervisors together with observers from the directorate of health, water resources, agriculture etc.; and the central level and the teacher training institutes. The workshop aimed to improve teaching methods in light of one room school and to elaborate on the role the teacher could play in the community; production of educational aids from local material, introduction

of simple technology, family health and income generating activities. The workshop included notions on assessment of needs and programme evaluation.

Other entry points were used aside from the teacher to achieve ultimately a mobilization of potentials existing in the rural areas and ensure co-ordination and co-operation of all these potentials.

A- Rural Development Centers (7 in the country)

They are formed of a social unit, health, agricultural extension and construction unit. Difficult roads, lack of training of staff caused those centers to fail in achieving their goal.

PSC

Training of the staff on communication techniques to ensure better outreach to the community. Workshops were carried out for the staff of each center where community people attended and people working in the directorates of health, social services, agriculture and water.

B- Women's General Union :

( A semi government organization having bureaux in the rural areas.)

A meeting on Communication for development was organized for WGU representatives in different governorates in the presence of Mass Media representatives to advocate for the importance of communications in their work.

OUTCOME

The trained teachers started small community projects, e.g. building latrines, piping water, school gardens, beehives, chicken raising. Further workshops were organized (400 teachers/ 5 governorates). The curriculum of TTC now has special (course) section for one roomschool. The central government and the governorates have accepted the idea and made funds available for further workshops, five schools are being used as demonstration centers and the continuation of the workshops has been included in the current 5 year plan in addition to the new role of the teacher as change agent in the community have been spelled out in the plan.

PSC

- (1) Face to face and interpersonal communications (meetings) with decision makers in the Ministry of Education at the central level and people in the directorate of education at the governorate level to advocate for the role the one-room-teacher can play in the community.
- (2) Visits to Jordan (UNRWA/UNESCO Extension Unit) and to International College in Beirut to acquaint them and persuade them of the new role of the teacher as facilitator of the teaching/learning process.
- (3) Traing teachers on the use and production of communication aids from available local resources
- (4) Using video tapes todemonstrate new role of teacher during workshops.

## PSC in the Sudan

1. PSC initiated in May 1981 soon after the Executive Board meeting
2. Board approved \$ 57 M, 53% noted projects: Water, Health, Basic Education
3. October 1981 : Decision to concentrate on PI
4. Since PI/PSC Section one man, PSC relegated second place
5. Few or almost no activities PSC for 1981 and early 1982
6. Events aimed at specifying PSC needs/activities
  - environmental Sanitation - Content staff training schedule Workshop (Advocacy against conclusions bring only recommendations)
  - National Health Education Strategy Advocacy
7. PSC in Sudan is a proposal what is to be done
8. Concentration: Preventive/Positive Health focussing on Immunization 3 doses

Control of Communicable diseases T.B.

Education to promote preventive measures

Allegation that up to 80% child killer

Diseases that are preventable: gastroenteritis, bilharzia, guinea worms, trachoma etc.

Water Sanitation Education: to increase benefits from supply of safe water: promote habit to go for safe water even after rains when water albeit, polluted water is abundant

Environmental Sanitation: Latrine construction, household human disposal, human waste disposal.

This is a major challenge

Strategy: Orientate CHW towards prevention

Link health to water

Demonstrate or convince communities that 75-80%

of times they come to PHC U could be avoided by household hygiene, boiling drinking water etc.

Sustenance of Education component is the vital link

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Problems: Trainers of CHW do not believe in preventive health through CHW, training manual stresses it. CHW alleged to earn some consultation fees and treatment fees when they do have visits

Turkey

The current programme covers PI and PSC as supporting elements but PSC was badly understood by Government officials and they at first could not understand the benefit of it.

Previous experience (WHO) with PSC in the field of health resulted in the setting up of sophisticated audio-visual production center which did not correspond to the need for PSC at all level.

UNICEF hired a national expert to draw up a PSC plan for PHC covering the PHC strategy, budget decision, concept, motivation at all levels, inter-sectorial cooperation. The methodology covered PSC through general advocacy, taking into account existing delivery systems and community participation. Such was done through the following outlets:

National press and local press (invited to round-table discussions, briefings, panel discussions and seminars at central and field level, TV will be used (90% coverage), a stamp on PHC is to be published, designs on coins, a school story competition was organized, calenders with messages were distributed in the rural areas, information sheets were sent to Governors to be used during their monthly meeting with village chiefs, PHC bi; ;etom exists for village health workers, comics strips for midwives, which are popular in rural areas, measuring poster, radio programmes during the hour for the farmer.

SUMMARY OF SEVENTH SESSION - 10 JUNE 1982

In the Exercise on Planning/Programming PSC for Projects in Morocco and North Yemen, the participants were divided into two groups: Group A for Morocco and Group B for North Yemen. Morocco group choose a Water/Sanitation related project.  
Geographical and base information Group A - Morocco Project

Total Population : 20 million  
55% Rural  
45% Urban

Infant Mortality (Project Area) 140 ‰ to 160‰

GNP : 600 US \$

Literacy Rate : 27%

- Enrolment Primary school : 58%
- Total Primary Schools: 3000
- Primary schools with school garden : 500
- Total Women Centers : 420
- RWS Project Total cost : 14 Millions \$
- 400 villages (500 to 5000 inhabitants)  
divided into 13 provinces.

This project covers a total population of 1.000.000 inh.

- National TV - 1 channel, 5 hours/day - French/Arabic
- Radio - 2 channels, 18 hours/day - French/Arabic
- There are 1.200.000 t.v. sets relay throughout the country
- Commercial radio - 1 channel - 18 hours/day - French/Arabic

Administration

- At the Central level we've got the Ministry of Interior who deals with 42 Provinces including 1500 communes for a total of 30.000 villages

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The budget for the water project covers a total of 14 million \$

- Government - \$ 8 million
- UNICEF - \$ 6 millions - 1 M Gen.Res.  
4 M AFESD  
1 M ITA

It benefits 13 provinces for a total of 400 villages, UNICEF's contribution is based mainly on providing the equipment (handpumps, pumps, pipes, etc.)

The main objectives of the project are<sup>a)</sup> mainly the reduction of infant mortality from 140-%o to less than 100 %o.

- b) Introduction of appropriate systems and management
- c) Maintenance
- d) Sanitation (which exists at  $\pm$  10%)

All the villages have a water system but who has to be repaired, improved or enlarged, because insufficient.

This project is under implementation in 2 provinces (24 systems)

The Ministry of Interior is the principal counterpart because it provides the budget for the communes.

The Ministry of Health deals with Sanitation whose objectives are mainly:

- Elaborate new ways of Water Control
- Health Education (There is a service in the Ministry who provides slides, films, spots, on the matter, and also a dispensary unit)
- UNICEF provides basic education through radio school T.V. and also language training and teachers training
- Another project concerns the promotion of women through WomenCenters

## PSC Activities

2 areas are identified as needing PSC:

- Sanitation
- Training of Technical Teams

However problems at the central level make the situation more complex as far as responsibilities are concerned.

There is also a special budget called "Promotion National Budget" used to employ unemployed people and which is taken from the Government Budget (\$8 Millions).

Concerning the UNICEF Project, a social analysis is undertaken by a team from a school of agriculture to see and analyse the attitude of people towards sanitation, to identify the use of water (in the house, on agriculture, etc....)

In that sense, PSC at the national level does exist, however it needs help and new ideas to be stimulated and to be practised constantly. This can be provided by a PSC service, that could be created within the office. This is more true for sanitation which is facing real problems and here, advocacy at a higher level is mostly needed and recommended: 60% of infant mortality is due to water diseases.

Another problem is that the link between water/sanitation/health and infant mortality is not perceived and identified among the population.

### The needs and objectives

#### ADVOCACY:

1. Relation between Water/Sanitation/Health to infant mortality.
2. Appropriate Technology
3. Maintenance
4. Essential needs at a village level (Water as entry point to meet basic needs - improve quality of life).

Propositions and Suggestions

1. Translate newspapers or official speeches into information material and audio-visual material relating them to actual situation of water/sanitation.
2. Use advocates from local level to approach decision makers.
3. Personal relations/soft sell
4. Meeting concerned individuals (1 - 2 days) with key persons from ministries
5. Capitalize on executed projects

SUBJECT: HQ/REGIONAL/FIELD INTERACTION IN PSC

1. The main topic of the 8th Session was to present the HQs/Regional/Field Interaction in PSC, which was elaborated on extensively. Having a PSC person from UNICEF programme category is better than one from Government staff.

2. Training Capacity within the Region:

The importance of identifying available institutions and other resources available within the region was emphasized.

The proposed benchmark PSC Officers' Job Description emphasizes:

- a. PSC programming duties
- b. Programme implementation responsibilities
- c. Monitoring/evaluating inputs
- d. Simple communication research
- e. Information activities
- f. Assistance in developing advocacy plans in high GNP countries

The group wanted to know whether HQs would be prepared to increase PSC capacity in the region.

The UNICEF addressing system (UNICAS) was presented as a new mechanism to improving distribution and maintaining a central data bank of names of addresses for the whole organization and indicate how information materials dovetail with overall country programme objectives. In the course of discussion following the audio-visual, a number of questions reflected a concern expressed earlier in the workshop

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UNICAS was discussed in length and explained as being a new mechanism of distribution to avoid duplication of sending out UNICEF material. It necessitates that field offices identify their audience and categorize them according to given criteria.

A summary evaluation was made of the PI and PSC previous sessions together with emphasizing on suggested improvements for future success of such meetings.

A consensus was reached that annotated Agenda must be sent well in advance to allow field offices for advance better preparation and planning.

General needs for information material by Regional office was expressed by field offices together with main themes of interest in every country.

SUMMARY OF 9th SESSION - 11 JUNE 1982

The Greeting Cards Operation Session of the workshop opened with a Review of the previous campaign in Europe and EMR by Mario Struna, after having adopted the Geneva Agenda. Words of welcome were spoken by Mr. J. Ling, and F. Remy as well as by the Chairperson Gihan Sadek, and by telegram from Aida Gindy from Geneva.

The presentation began by calling for quality improvement of the operations in the Region. It was stated that GCO works like a private enterprise, which is advantageous, since the UN itself is not built for business activities.

This approach has facilitated the development and growth of the operations, which has grown from a 6 million to a 76 million enterprise last year. Sales increased not only in Christmas Cards but also in stationary, calenders, educational toys etc.

The activities were mainly carried out through the National Committees. Through their lobbying they influence governments to our programmes. It is interesting to notice that there has been correlations between sales of cards and contributions from Governments. With such strong public support, we can work with volunteers in the organization of conference, gatherings, etc. Results show that greeting cards are good for information, since we can count 15 million receivers.

The next 5-years plan call for the sale of 100 million cards, with increasing public relations activities.

Mr. Struna gave the participants a short briefing about the global picture in GCO, highlighting the strong correlation between governmental contributions from Europe and GC sales in the respective countries.

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Country participants were asked to help identify art for the Region, for example local <sup>collections</sup> of early century art of E.M including tiles, carpet designs and also local contemporary art. This information should be channeled through the Beirut Office to Geneva.

It was generally felt that the prices of cards were too high. However, to achieve the maximum profit, 50% profit of which is contributed to UNICEF, you have to take into account the living element of the market in establishing the prices, as

1. The actual UNICEF market
2. Type of production
3. Monetary influences, like inflation
4. Level of competition.

After identifying the leader of the market, the prices should be fixed 5/10% lower. If UNICEF is the leader, the market has to fix their prices to us. In that case we suggest not to lower the price. The aim of the operation, bringing 50% net profit to the Organization, should be kept in mind.

An amount of 15% profit is the margin set for the country office, from which clearance cost, driver and other assistance has been paid. Use ~~S~~ should be made of all other possible sales channels for which not more than a 10% margin can be accounted.

New techniques are being followed, like handmade cards from Nepal for the European market. They will be marketing <sup>est</sup> in Europe in the high bracket level. We should however, keep in mind that generally in the open bidding process, printing in the developed countries is usually cheaper than elsewhere.

One of the other important drawbacks identified during this review was the lack of Arabic version of printed matter, in cards, posters, calenders etc. The including of the Islamic, Arabic holidays in the calenders was being suggested.

Another positive development of the operations is that more programme activities are linked to the Greeting Card Operations, for example the Morocco case where cards are now promoted through the Center for Development of Women, as part of income-generating activities.

A detailed overview of the market situation in the various countries followed.

Furthermore the following recommendations were brought forward:

1. To have a pre-view draft of the brochure, if time permits  
In that respect, it was added that for cost-effective reasons it might be impossible to implement this to the satisfaction of the 23 country offices. It was suggested that comments of this year's brochure should be put forward, so that they can be taken into account in the next year's brochure.
2. To be selective in choosing material for the Gulf area markets, as to the sensitive cultural differences. Care should be taken of the significance of the arabic write-ups and the meaning of the words very clear.
3. That voting on the selection of cards, be subject to checking the islamic cultural aspects for identification of feasibility.

SUMMARY OF 10th SESSION - FRIDAY 11 JUNE 1982

Mr. Mayer introduced the 1983 selections given an explanation of how they, in New York collect their artwork and suggested procedures of finding designs in Eastern Mediterranean Region. Mr. Struna along with Ms. Jammal discussed the importance of selecting designs required by the market.

Then participants rated the islamic designs of the selection and Mr. Struna explained that the greater the sales in a given country the greater the vote that country can have. Out of the selection which the participants made, Mr. Struna mentioned that 4 designs will be for 1983 collection.

A discussion about the content of the islamic designs was fruitful aimed at avoiding abstract and uncolourful designs. It was recommended that the voting is subject to checking the islamic cultural aspects and the understanding of the written text for identification of feasibility.

A discussion centered about the pricing policy in which many offices felt the prices to be too high. Mr. Struna replied that the price range should be on the top of the middle of the same products on the market. He added that UNICEF objective is to guarantee that 50% of net returns to UNICEF.

Publicity and promotion, Mr. Struna suggested to put in the middle of the brochures two sheets with islamic selection and the outside page 1 x 4 should be done in such a way that can serve for promotion purposes. The brochures will be in arabic, english, french. Draft brochures should be circulated to offices in the region for comments to be sent to Ms. Aida Jammal for coordination with Mr. Struna.

The meeting ended by explaining the planning and organization of the sales campaign.

- Programme staff need more orientation in systematic PSC planning/programming. This should be incorporated into a country programming exercise before the
- The Regional office need strengthening in PSC so that it can provide systematic advisory, training and programming services to the country office and New York.
- PSC is a programme issue and therefore programme specific PSC activities should be funded from country programmes commitments.
- As a long term objective there should be emphasis on advocacy for PSC, and the development of training programmes with and for government, institutions and staff.
- Countries with big and complex programme commitments should consider establishing or increasing PSC capacity.