



THIRD ITEM ON THE AGENDA

**Financial questions relating to
the International Institute for
Labour Studies**

(a) Programme and Budget for 2002-03

1. The Board of the International Institute for Labour Studies will consider at its 43rd Session on 9 November 2001 the Programme and Budget proposals of the Institute for 2002-03.
2. Following its consideration of these proposals, the Board will be called upon, in accordance with article II, paragraph 6, of the Regulations of the Institute, to transmit the programme to the Governing Body for endorsement and the budget for final approval.
3. Since the Board will not meet before the Committee begins its sittings, and in order to avoid placing the programme and budget proposals before the Committee at the last minute, a copy of the document¹ in which they are contained is being circulated in advance as the [appendix](#) to the present paper. Circulation of the document at this stage is, of course, entirely without prejudice to whatever action the Board may take in relation to the proposals.

Geneva, 16 September 2001.

¹ [INS.B.XLIII/2](#).

BOARD

SECOND ITEM ON THE AGENDA

Programme and Budget for 2002-03**Contents**

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I. Introduction

1. The Programme and Budget for 2000-01 set the Institute on a new course, reorientating its activities to reflect the new strategic framework of decent work adopted for the ILO as a whole. The ultimate objective was twofold: to contribute to building the conceptual and analytical foundations for decent work policies; and to promote wider dialogue and knowledge-sharing on this theme. This led to concentration of all Institute work in two areas. The first – the *Decent Work Research Programme* – consists of two components aimed to investigate, respectively, the causal interrelations between the ILO's four strategic goals within the perspectives of development and gender; and the policy and institutional frameworks appropriate to achieve those goals. The other – the *Education and Outreach Programme* – seeks to develop the Institute's role as a centre for policy dialogue, learning and intellectual exchange between ILO constituents, academic experts, other policy-makers, and external practitioners working on labour and social issues.
2. Under its new terms of reference, the Institute was positioned to contribute more directly to the concerns of the ILO. Its activities focused on issues of central importance to the future evolution of ILO programmes, and were designed as to complement the technical work of other ILO units. It brought certain specific contributions to the ILO: a cross-sectoral perspective; an interdisciplinary approach; closer interaction with practitioners, academic experts and policy-makers in the formulation and implementation of research and outreach initiatives; a longer time frame of projects; and the flexibility to explore new areas and innovative policy approaches.
3. The first step was to create the tools necessary to pursue the new research agenda: adequate and reliable basic indicators of decent work. Efforts were also made to collect and review existing thinking in two under-researched areas: first, the connections between the strategic goals of decent work, and economic development; and, second, the ways in which organizations of civil society could contribute more effectively to achieve decent work objectives.
4. The Programme and Budget proposals for the biennium 2002-03 have five main features.
5. First, *empirical studies* will be undertaken to test a preliminary set of hypotheses arising out of current research. One set of in-depth country case studies will be launched with a view to highlight those features of macroeconomic and other public policies that may facilitate or hinder the achievement of decent work. Another set of country case studies will focus on the mechanisms through which traditional and new actors of civil society may collaborate in the formulation and implementation of decent work policies at the national level. These case studies will draw upon the lessons learnt by the ILO's Pilot Programme for Decent Work.
6. Second, *the scope of research* under each of the two components of the research programme will be expanded. As concerns the first component – the relationships between the basic elements of decent work – a new project will examine the links between employment protection and labour market outcomes. In addition to reviewing and analysing the literature on this topic, new indicators will be developed on the functioning of labour market policies and institutions. This should lead to a better assessment of how those policies affect the quantity and quality of jobs. As concerns the second component of the research programme – the policy process leading to decent work – new research will focus on the comparative advantages of legal means to implement social policies, and explore possibilities of complementing legislation with a variety of other implementation tools. A new research project will be launched to study how the institutional settings, and in particular how *labour market regulation* may affect labour market outcomes, such as

employment growth and unemployment. While focusing on employment protection legislation, this research will also integrate other forms of regulation such as unemployment benefit systems, wage-setting institutions and active labour market policies. One of the objectives is to determine the type of labour market regulation necessary for efficient labour market operations consistent with social protection. New indicators of labour market institutions will be developed that provide a descriptive view of the effective functioning of such institutions with the aim of using these measures to assess how these institutions affect labour market and macroeconomic outcomes. The sample of countries will also be expanded to include both developing and transition economies.

7. Third, these programme and budget proposals foresee an expanded role for the *education and outreach activities* of the Institute. Specific steps will be taken to:
 - (i) develop new material for educational and training initiatives on decent work;
 - (ii) launch new initiatives in those countries and regions, which have explicitly expressed an interest in collaborating with the Institute; which have been relatively less studied in the past; or which are facing challenges of reform or structural change;
 - (iii) enhance operational effectiveness and coverage of the Education and Outreach Programme through new technologies.
8. Fourth, a new programme of medium-term collaboration between Turin and the Institute will begin in the biennium 2002-03. Such collaboration is prompted by the institutional evolution of both.
9. Turin has evolved from being an industrial vocational training centre to a broad-based training organization servicing the training needs of all ILO sectors. This widening of scope, and the increasing complexities of the issues addressed, call for an analytical and conceptual capacity necessary to create new and innovative training products. Appropriate systems will therefore need to be evolved which will enable Turin to avail itself of the conceptual and research capabilities of both ILO headquarters and the Institute. The relationship with the Institute is an important element of this changing – and expanding – interface with the ILO as a whole.
10. The Institute views its relationship with Turin in terms of this interface and, more specifically, in terms of:
 - (i) translating Institute research findings into pedagogical and training materials;
 - (ii) working with Turin so that its training programmes for decent work could be based on a shared perception of the analytical concepts involved;
 - (iii) drawing upon Turin's expertise in new technologies to enhance the Institute's internship programmes, academic networks and pedagogical activities.
11. Joint Institute-Turin activities will form part of the current Education and Outreach Programme. Specific areas for collaboration are spelt out in the relevant section of this document.
12. Fifth, attention will be paid to strengthen links between the Institute and the academic community and to develop knowledge networks on decent work. Past experience has shown how strong ties with the academic world can enhance significantly the effectiveness of research, education and outreach. Intense interaction with selected academics and practitioners from various backgrounds has provided invaluable support to the current research projects, and networking with scholars and leading universities such as

Cambridge, Cornell and Delhi, have been helpful in organizing internship courses, public lectures, social policy lectures and social policy forums. Steps have also been taken to set up a “virtual” academic advisory group to assist in the future development of the Institute’s research programme. This group, which could be expanded as necessary, will function as an informal network covering various disciplines relevant to the Institute’s programme, and draw upon both the academic and practitioner communities.

II. Budget

Total proposed budget level

13. The Programme and Budget proposals for 2002-03 – valued at the 2000-01 budget rate of exchange of Sw.frs. 1.53 to the US dollar, including a programme increase of \$126,651 – amount to \$8,051,651.
14. The adjustment in prices and the budget exchange rate between 2000-01 and 2002-03 are summarized as follows:

Adjustment in prices and the budget exchange rate, 2000-01/2002-03

	US\$
2000-01 approved programme and budget, excluding activities financed from extra-budgetary funds, at an exchange rate of Sw.frs. 1.53 to the dollar	7 925 000
Proposed programme increase in 2002-03	126 651
2002-03 programme and budget proposals at 2000-01 prices and at an exchange rate of Sw.frs. 1.53 to the dollar	8 051 651
2002-03 cost increases and adjustment to an exchange rate of Sw.frs. 1.77 to the dollar	(467 592)
2002-03 programme and budget proposals	7 584 059

15. The exchange rates of Sw.frs. 1.53 and 1.77 to the US dollar are those used by the ILO for the Programme and Budget for 2000-01 and 2002-03 respectively.
16. The standard cost factors for all the Professional category staff and for the General Service category at headquarters included in the 2002-03 programme and budget proposals are the same as those of the ILO. These amount to \$133,908 per work-year for the Professional category (\$142,896 in 2000-01) and \$72,960 per work-year for the General Service category (\$84,624 in 2000-01).
17. The level of the proposed 2002-03 budget is estimated at \$7,584,059. The budgetary contribution of the ILO to the Institute has decreased by 1.6 per cent in real terms compared to 2000-01. As in previous biennia, it has been decided to maintain half of the interest income earned by the Endowment Fund in the Fund, which can be drawn upon later as necessary. This will optimize the use of these resources and build up the Endowment Fund for the future. Savings from the current biennium, as well as interest income earned on the current account, will be utilized to meet the requirements of the programme in the biennium 2002-03.

Summary of 2002-03 proposed income and expenditure budget and comparison with 2000-01 (in US\$)

	2000-01		2002-03
	Approved budget	Forecast income and expenditure	Programme and budget proposals
A. Funds brought forward from previous period	3 422 000	4 202 240	4 228 545
B. Income:			
Endowment Fund	145 000	98 000	98 000
Contribution from ILO regular budget	4 931 020	4 931 020	4 499 219
Interest	200 000	450 000	300 000
Sales of publications and miscellaneous receipts	20 080	15 000	20 000
Total income	5 296 100	5 494 020	4 917 219
C. Total funds available	8 718 100	9 696 260	9 145 764
D. Expenditure	7 925 000	5 467 715	7 584 059
E. Funds to be carried forward to the next period	793 100	4 228 545	1 561 705
F. Other sources: Phelan Legacy (estimated resources)	50 000	50 000	50 000

18. The Institute's proposed expenditure budget for 2002-03 is presented in two main sections: the substantive programmes (Decent Work and Outreach) and the Management and Programme Support Programme.

19. The tables below summarize the 2002-03 proposals and detail the expenditure by programme.

Summary of proposed 2002-03 expenditure budget by programme

Programme	Work-years/months		Cost in US dollars		
	Professional	General Service	Staff costs	Other costs	Total resources
A. Substantive programmes:					
Decent work	16/00	6/00	2 580 288	1 361 720	3 942 008
Outreach	6/00	6/00	1 241 208	1 087 043	2 328 251
	<u>22/00</u>	<u>12/00</u>	<u>3 821 496</u>	<u>2 448 763</u>	<u>6 270 259</u>
B. Management and programme support	2/00	8/00	907 536	406 264	1 313 800
C. Total 2002-03 proposals	24/00	20/00	4 729 032	2 855 027	7 584 059

III. Substantive programmes

A. The Decent Work Research Programme

	Work-years/months		Cost in US dollars		
	Professional	General Service	Staff costs	Other costs	Total resources
2002-03 proposals	16/00	6/00	2 580 288	1 361 720	3 942 008
2002-03 other sources	-	-	-	-	-
2000-01 approved budget	16/00	8/00	2 963 328	1 384 000	4 347 328
2000-01 other sources	-	-	-	-	-

20. This programme is aimed at complementing the ILO's effort to build the conceptual foundations for a paradigm of decent work. Decent work brings together four key issues that have formed part of ILO concerns since its inception – rights, employment, social protection and social dialogue – but which have not hitherto been brought together in a unified framework. In general terms, these objectives can reinforce each other in the process of economic development. But in order for decent work to provide the basis for policy-making, it is necessary to have a better mapping of three areas: the dynamic causal relationships among the constituent elements of decent work; their contribution to development; the ways in which these relationships are mediated by country-specific institutions; and of the most appropriate policy instruments in different contexts.
21. The research programme is divided into two components. The first contributes to the *conceptual basis* of decent work. The second explores the *policy process* through which decent work initiatives can be most effectively designed and implemented.
22. The activities that are planned for the 2002-03 biennium builds on earlier work and are described below. In the course of the biennium, the findings of both components of the research programme will be tested and discussed through a wide-ranging seminar with ILO staff, constituents and external academics – scheduled for the end of 2002 – as well as by an interactive conference.

1. The conceptual basis

23. The main task of this component of the research programme has been, and continues to be, the coherence and interface between the four strategic objectives of decent work. As indicated previously, these objectives can reinforce each other. But little is known about the precise causal relationships involved and the way in which these relationships are affected by levels of development and by the existing institutional structures. Furthermore, the nature of macroeconomic and other public policies have a direct bearing on the achievement of decent work. In turn, public policies to promote decent work need to be set within an increasingly integrated world economy, and global financial and development architectures have a major role to play in determining the outcome of decent work. Gender concerns are a major element in equitable functioning of labour markets and are a central aspect of the decent work paradigm.
24. These considerations point to the research areas to be explored.
25. The present research project, which will continue into the next biennium, examines the *interrelationships between the four strategic objectives*: the conditions under which they can be complementary; the identification of trade-offs in particular contexts and situations;

and the ways in which trade-offs might be overcome. It will explore the potential of decent work as a paradigm for development. The ultimate aim is to identify policy frameworks and strategies that could serve to guide national action to attain the optimum synthesis of the various elements involved, within different national and developmental contexts.

26. Several research methods are being used to address these relationships, including statistical modelling at the country level, reviews of prior theoretical and empirical work, and country case studies. The construction of country-level statistical models of selected economic outcomes faced a key bottleneck: the unavailability of quality measures of fundamental rights at work and of labour market institutions. The first step was thus the construction and compilation of *new indicators*. Among the measures compiled are those related to gender inequality in manufacturing employment, in occupational representation, and in educational attainment and literacy. A further development will be new measures of employment protection.
27. These indicators of fundamental rights are being used in *econometric models* to examine their impact on economic outcomes. The first round of economic outcomes addressed related to aspects of globalization, particularly foreign direct investment (FDI) and comparative trade advantage. The research examined what has been called the “conventional wisdom” that FDI favours countries with lower labour standards. The results show no evidence in support of the “conventional wisdom”. A statistical model of comparative advantage is currently being constructed.
28. In addition to econometric models, the correlation between fundamental rights at work and economic growth and development are also currently being examined through *reviews of theoretical and empirical literature*. At present, the review has covered child labour, inequality and discrimination. Freedom of association and collective bargaining, and forced labour will be completed in the next biennium.
29. After completion of the abovementioned research, it is intended to undertake *country case studies*. These country case studies will be based on the models, and will attempt to move beyond correlation to causality, and try to understand why some countries perform better – and others worse – than predicted, and explore to the extent to which success can be duplicated. These case studies will also address the kinds of macroeconomic policies that facilitate the attainment of decent work.
30. This research is intended to assist ILO constituents in designing decent work policies that are consistent with their own institutional structures and levels of development.

2. **The policy process**

31. The second component of the research programme will complement the study of the interrelationship between the strategic objectives of decent work, with the analysis of the process through which such policies are most effectively designed and implemented, as well as of various mechanisms of implementation. Many policy projects fail, not because they are based on incorrect theories of the linkages among socio-economic variables, but because of insufficient knowledge of the actors who can implement – or veto – the policy in question, and of the particular institutions which influence incentives as well as the process of interaction. In this sense, this research work promises to deepen the ILO’s institutional knowledge about governance mechanisms – an important and perhaps indispensable component of policy-making.
32. In particular, the project will examine the relevant actors involved in various decent work policies; their respective contributions, and the particular institutional configurations which favour both cooperation among the different actors and the attainment of positive

outcomes. At present, this research project has focused on civil society organizations other than trade unions and employer organizations.

33. An extensive review of the literature suggests that “civil society” is an evocative but ambiguous expression. The fact that this construct is used to support opposite political and ideological agendas – from state retrenchment and privatization to revitalization of grass-roots politics – points to a fundamental ambiguity.
34. Following the phase of *literature review*, research will proceed through a series of *country case studies*. Two empirical research projects have been designed to be carried out in the next biennium. One is focused on advanced European countries; the other is more global in scope.
35. The first project seeks to understand the role of new civil society actors in the labour and social policies of advanced European countries. The countries selected for field research are quite different from one another in terms of institutional configurations and cultural heritage: Italy, Ireland, and Sweden. To use academic terminology, this study is based on a “most dissimilar system” design. Its purpose will be to understand what role these civil society actors play in policy-making.
36. The second project will focus on three, quite different policy areas: child labour, income and employment generation (at the micro-level), and health care. The countries that are considered are also very different from one another: Bangladesh among poor countries; South Africa among middle-income countries; and Sweden among rich countries. The country study on Sweden constitutes the connecting link between the first and the second empirical research projects. For each of the three policy areas in each country (for a total of nine case studies), the research will aim at reconstructing the policy process, i.e. understand what role different actors, the traditional tripartite actors and civil society actors, play and what the outcomes are. By reading across different policy areas and different countries, the project could produce a structured assessment of the role of civil society organizations in decent work policies.
37. The findings of both studies will be reported in a publication on the role of civil society in decent work policies, as well as in various papers focusing either on specific policies or on specific countries and/or geographic areas.
38. In the next biennium, a new complementary project will begin to examine new perspectives for legislation as a means to implement decent work policies at a time of growing economic integration and fast-paced technological change. Labour legislation has a fundamental role to play. The need is to make its design and implementation effective in a challenging socio-economic environment, and to seek complementary instruments. These include political covenants, the launching of training initiatives and information campaigns, and, where appropriate, the establishment of technical standards and practical guidelines. There is a need to understand and evaluate the pros and cons of different forms of implementation and see how they could be used in a complementary way to achieve the basic goal of decent work.

B. The Education and Outreach Programme

	Work-years/months		Cost in US dollars		
	Professional	General Service	Staff costs	Other costs	Total resources
2002-03 proposals	6/00	6/00	1 241 208	1 087 043	2 328 251
2002-03 other sources	-	-	-	50 000	50 000
2000-01 approved budget	4/00	6/00	1 079 328	897 000	1 976 328
2000-01 other sources	-	-	-	50 000	50 000

39. The goal of this programme is to promote informal dialogue and exchanges between ILO constituents, ILO staff, and the academic community. The means of action include: social policy forums; workshops and staff seminars; internship courses; public lectures; the ILO Social Policy Lectures in various universities; the ILO Phelan Fellowship; programmes for students and visiting scholars; and publications.
40. The programme's activities can be grouped under four major heads: dialogue; education; academic partnerships; and outreach activities. Under each, the aim will be to stimulate in-depth public debate and new thinking on policy packages to make decent work a reality in different countries and regions. In particular:
- (i) efforts will be made to develop new materials for educational and training programmes specific to the decent work policy agenda;
 - (ii) a programme of medium-term collaboration with Turin will be launched, to ensure greater coherence between Institute research and Turin's training programme and products;
 - (iii) New technologies will be used to improve the effectiveness and enlarge the scope of education and outreach programmes.

1. Dialogue

41. This component of the programme aims to encourage discussion of emerging issues relevant to future ILO programmes. The Institute provides a neutral forum for open and informal debate among ILO constituents and the external academic and practitioner communities. In January 2002, an *international conference* on the future of work, employment and social protection will be held in Annecy, France. This will be the second in a series of meetings jointly organized by the Institute and the French Ministry of Employment and Solidarity. The purpose of the series, which was inaugurated in January 2001, is to foster high-level international discussion on the current changes taking place in the world of work and enhance ILO's knowledge in dealing with the implications of these changes for the workers. Special attention will be given to issues such as the development of indicators; the role of social regulation; and the interface between work and the family.
42. Two *regional seminars* on decent work, for the Arab States and China respectively, will be organized. The seminars will aim to deepen and share understanding of the concepts and issues behind decent work and to prepare the ground for the development of a policy agenda targeted to specific needs. These seminars will involve ILO constituents as well as international, regional and local scholars from economic and social disciplines. They are envisaged as mutual learning exercises, where concepts will be tested in the context of national and developmental realities.

43. The Institute will continue to organize *public lectures* by distinguished public figures on economic and social issues of topical or future importance. On an ad hoc basis, scholars will be invited to specially organized staff seminars in Geneva to discuss the results of their research with ILO staff and constituents.

2. Education

44. The Institute's educational programmes complement the ILO's training activities – their objective is not to dispense distinctive skills and knowledge in specialized technical fields, but rather to strengthen the capacity of ILO constituents for social policy research and analysis. Following the ILO's focus on decent work, there is an increasing demand from constituents for these programmes. To promote decent work calls for an integrated policy framework spanning the ILO's four strategic goals. The Institute is a privileged platform to develop the capabilities for such integrated thinking for future leaders from governments, employers' organizations and trade unions.
45. In 2002-03 the Institute will organize two *international internship courses* on labour and social policies to promote decent work. The courses will be held in Spanish in 2002 and in English in 2003. The courses are intended for policy-makers from governments and employers' and workers' organizations. They provide participants with an in-depth introduction to the ILO, its principles and its means of action. They expose them to state-of-the-art thinking and practice in each of the four strategic areas of decent work and encourage them to formulate integrated economic and social policies.
46. Following requests from the Institute's Board last November, an effort will be made to carry out *educational programmes targeted to specific regional needs*, in collaboration with the ILO regional departments. Steps will be taken to organize an internship course for ILO constituents in the Arab region. Preliminary discussions are also underway to hold a special course on decent work for China's Institute for International Labour and Information Studies.
47. In the biennium 2002-03 steps will be taken to develop *new training tools and educational curricula* specifically tailored to deal with decent work principles and policies, which could be used in future internship courses. These would be more effective if supplemented by new customized material – such as simulation exercises of social dialogue, or case studies showing the benefits of integrated policy approaches in areas such as employment generation and the improvement of workers' welfare. Close cooperation with the ILO and Turin will be pursued in developing such material.
48. In addition, in 2002-03 the Institute and Turin will begin a programme of *medium-term collaboration* in four areas:
- (i) to assist Turin in collaboration with the ILO to develop a basic module for training of constituents and staff for country programming and project formulation around the framework of decent work;
 - (ii) to collaborate in organizing seminars and training programmes;
 - (iii) upstream consultation on research programmes to enable better designed pedagogical products downstream;
 - (iv) technical collaboration in the areas of: information technology, videoconferencing, electronic conferencing and electronic networking.

3. *Academic partnerships*

49. Various activities will be carried out in the biennium to stimulate closer interaction between the ILO and universities and research institutes in industrialized, developing and transition countries. The objective will be twofold: to foster academic interest on ILO themes and to promote interdisciplinary, action-oriented research not commonly carried out in academic settings.
50. Collaboration with leading academic institutions will be utilized to project decent work concerns to a wider public. The Institute will, for example, explore the opportunity to participate in the newly established MIT Forum on *Globalization, Work and Development*. The Forum, which is part of a large, MIT-led international research project, aims to convene leaders of organizations involved in the globalization debate for a discussion of alternative approaches and institutional experimentations to achieve better labour and working conditions in emerging and advanced economies.
51. The sixth *ILO Social Policy Lectures* will be held in Japan in 2003. Endowed by the ILO's Nobel Peace Prize, these lectures are held in major universities in different regions of the world. Their objective is to encourage interest in the ILO and its work among students and academic communities. The Tokyo University has already agreed to host the sixth lectures series and discussions are underway on the choice of the speaker and the topic of the lectures.
52. Two Phelan Fellowships will be awarded in the biennium 2002-03. Under the terms of the Phelan programme, a fellowship is granted each year to an outstanding young researcher intended to cover a 6-month stay at the Institute for research on a mutually agreed theme related to decent work. The quality of the research proposal submitted, its relevance to the Institute's research agenda and regional diversity are the primary criteria for the selection of the Phelan fellow.
53. The *Visiting Scholar Programme* will be continued. Under the programme, senior academics on sabbatical leave are hosted by the Institute in exchange for their advice and assistance in formulating and implementing the Institute's work programmes.
54. The *Student Internship Programme* will be intensified by means of exploring the possibility to extend to other universities the patterns of collaboration already established with Cornell University, Bocconi University and the Istituto Studi Politici Internazionali (ISPI). Under the arrangements the Institute has with these institutions, students have an option to receive credits for the period they spend at the Institute as interns. This reward provides additional motivation and enhances the quality of involvement with the programme.
55. Finally, the Institute will continue to organize *study visits* of the ILO for groups of students from universities worldwide.

4. *Outreach*

56. Action is planned over the biennium to improve the scope, effectiveness and coherence of the information and communications activities of the Institute's programmes by means of training staff and investing in new technologies. In particular:
 - The transformation of the Institute's Elimane Kane Room into a permanent facility for medium-sized group videoconferences will be completed in the course of the next biennium;

- the website will be reviewed to make it more user-friendly and improve the presentation of the material;
- an Intranet for the Institute's own purposes will be developed;
- the existing documentation centre will be reorganized and computerized, with a view to transforming it into a virtual library connected to the ILO library and external specialized research and information centres;
- new web services, such as dedicated sites and discussion forums, will be developed as a tool to support the Institute's educational programmes. It should be noted that the possibility of organizing full on-line courses is severely constrained in practice by the costs involved in developing proper curricula and by the fact that not all participants have access to the Internet;
- to the maximum possible extent the outcomes of the work of the Institute will also be published on-line and made available to the broader public.

IV. Management and programme support

	Work-years/months		Cost in US dollars		
	Professional	General Service	Staff costs	Other costs	Total resources
2002-03 proposals	2/00	8/00	907 536	406 264	1 313 800
2000-01 approved budget	4/00	6/00	1 206 816	394 528	1 601 344

57. This programme provides general management support and programme direction to the two substantive programmes, and ensures their common interface. It should be noted that in addition to general management, the Director of the Institute is directly involved in research activities and in the conceptual development of each substantive programme, as well as in ensuring networking between practitioners and academics in the overall programme implementation.
58. Programme support includes programming, personnel, financial, administrative and information services. It covers the preparation of programme and budget proposals; the maintenance of financial data for the overall management of the Institute's resources; the administration of purchases; records and communication. It is responsible for personnel administration and undertakes the financial and administrative preparation of round tables, seminars, symposia, training courses, meetings and sessions of the Board.

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59. On the basis of the above and in accordance with article II, paragraph 6, of the Regulations of the Institute, ***the Board may wish to adopt the programme and budget for the International Institute for Labour Studies for 2002-03 and to transmit the programme to the Governing Body of the ILO for endorsement and the budget for final approval.***

Geneva, 22 August 2001.

Point for decision: Paragraph 59.