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TWELFTH ITEM ON THE AGENDA

Evaluation of the InFocus Programme on Safety and Health at Work and the Environment (SafeWork)

I. Introduction

1. Protection of workers from injury, sickness and disease is a core element of the ILO mandate, set out in the Preamble of its Constitution. In recognition of its importance as a central component of decent work, the InFocus Programme on Safety and Health at Work and the Environment (SafeWork) was created in 1999, transforming the Occupational Safety and Health Branch. Four major goals were set at the time of its formation:

   – to develop preventive policies and programmes to protect workers in hazardous occupations and sectors;

   – to extend effective protection to vulnerable groups of workers falling outside the scope of traditional protective measures;

   – to better equip governments and employers' and workers' organizations to address problems of workers' well-being, occupational health care and the quality of working life; and

   – to increase recognition of the social and economic impact of improving workers' protection. SafeWork implemented its strategy within the framework of the four operational objectives set in the Programme and Budget Proposals for 2000-01, with emphasis on promotion of international labour standards and actions targeted at hazardous conditions and vulnerable groups.

2. This evaluation of SafeWork, carried out by the Bureau of Programming and Management, assesses issues of programme priorities and scope, implementation strategies and means of managing performance through monitoring and reporting. Incorporating guidance from the Governing Body, the evaluation is intended to strengthen the Office's ability to improve SafeWork's overall programme planning, design and implementation with respect to its intended *efficiency, effectiveness and impact*.

Methodology

3. The SafeWork evaluation follows on from a review process for establishing a strategic budgeting framework. The initial review involved the systematic collection of feedback from key stakeholders and a meeting of the Advisory Group of occupational safety and health specialists. A planning phase focused on SafeWork's development of a strategic framework for the programme for the next five years. In addition, approximately 60 individuals were interviewed, including ILO constituents, SafeWork headquarters and field staff, including two former ILO officials, 15 representatives from key partner institutions and donor organizations. This feedback process aimed at gathering information and diverse viewpoints of how the programme was performing and where improvements could be made.

4. This report is prepared in line with the ILO Evaluation Framework, [1] which was finalized in parallel with the evaluation of SafeWork and reflects lessons from it. Extensive discussions and collaboration with SafeWork staff served the evaluation's overall intent to support organizational learning through forward-looking assessment aimed at identifying opportunities for improving performance within the ILO's occupational safety and health programming. The overall process covered a wider range of Office-related issues than is discussed below.

II.   Major findings and conclusions

SafeWork focus and strategy

Finding 1: IFP SafeWork builds upon its comparative advantage in producing a number of important outputs that complement global and national efforts to improve occupational safety and health (OSH) capacities. However, given the broad scope of its mandate and resources available, further efforts are necessary to improve the programme's efficiency, effectiveness and impact.

5. The ILO has a clear mandate and responsibility in the field of OSH at the international and national levels. In response to this, SafeWork has delivered major outputs in its core programme areas that include occupational and environmental health, occupational safety, workers' health promotion and well-being at work, inspection systems, and OSH information services. Achievements in promoting occupational safety and health include:

–   the adoption in 2001 of Convention No. 184 and Recommendation No. 192 on safety and health in agriculture;

–   the Protocol of 2002 to Convention No. 155 on occupational health and safety, concerning the recording and notification of occupational accidents and diseases;

–   the Recommendation concerning the list of occupational diseases and the recording and notification of occupational accidents and diseases;

–   developing and promoting some 15 codes of practice and guidelines since 1990, including those for OSH-management systems, ambient factors, insulation wools and occupational radiation protection.

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[1] GB.285/PFA/10.

SafeWork supported establishment of the globally harmonized system for classification and labelling of chemicals and the translation and distribution of over 1,000 chemical safety cards.

6. A training package in psycho-social factors at work was developed and is being integrated into university coursework as well as enterprise-level training of occupational health and other specialists to respond to workplace problems related to drugs, alcohol, tobacco, stress, violence and HIV/AIDs. The *ILO Encyclopaedia on Occupational Health and Safety* was translated into Spanish, Russian and Chinese, and translation work is ongoing in French, Korean and Japanese. Finally, the refinement of methodology on national OSH profiles and linking these to national SafeWork programmes was applied in several countries. These outputs all respond to priority member State needs and are considered relevant to ILO's OSH mandate.

7. However, available staff and non-staff resources, including technical cooperation funding, cannot match the level of effort implicit in the programme's broad mandate. The international needs within occupational safety and health are complex, technically specialized, and involve diverse types of institutions; SafeWork's existing technical staff and financial resources cannot effectively address all of them. Currently, there are ten technical specialists (many covering additional technical areas), located in field offices, and 18 headquarters professional staff. Constrained by the ILO's zero-growth budget, and diminishing technical cooperation resources, the programme's strategic focus and approach need greater definition and narrowed parameters.

8. SafeWork can improve its effectiveness by concentrating its resources to address only its core mandate where it has a clear comparative advantage. To do so, however, SafeWork needs a clear prioritization strategy to resolve extensive demands from constituents stretched across diverse technical and geographic areas. The difficulty lies in defining such comparative advantage. Two broad areas can be readily identified. The first encompasses the most hazardous occupations and activities involving the most vulnerable groups in developing and transition countries. SafeWork currently responds to a large number of requests for technical assistance in this area. The second is international labour standards responding to the need for greater harmonization in often highly specialized areas. The considerable standard-setting activity deployed by SafeWork in response to requests from the Governing Body attests to this need. The forthcoming discussion in the 2003 International Labour Conference on ILO standards-related activities in the area of occupational safety and health will shed light on this issue.

Conclusion

9. Like all programmes, SafeWork is pursuing means of improving its strategic focus. These efforts involve reassessing its comparative advantage and redefining its overall strategy, particularly as concerns further development of international labour standards and related guidelines and assistance to countries in the application of these standards. Based on the recommendations by the ILC, SafeWork should develop implementation strategies to better serve its most important target groups and partners, and improve its impact. The means of achieving greater coherence and complementarity across programme components could come through better defined country and regional initiatives.

Finding 2: SafeWork maintains an array of partnerships that strengthen its programme in various ways, and are cost-effective in responding to increasing demands from constituents in view of its broad mandate.

10. SafeWork has used its advisory and convening role to raise awareness of global occupational safety and health issues and the need for standards application. This was done

through development of working relationships with key partner institutions, including international organizations, national technical institutes, universities, professional schools and information centres. The programme has maintained a well-established professional network in the OSH field, the maintenance of which helps the programme maintain its leadership role at the international level.

11. SafeWork regards local OSH directorates, labour inspectorates and OSH officers in trade unions and employers' organizations at the national level in member States as core programme partners. The networks and local capacity provide the means upon which SafeWork and other ILO initiatives can build and coordinate. SafeWork's working relationships with UN agencies and occupational health and safety organizations at the international level enables coordination across institutions and increase the collective effectiveness of initiatives. Based on interviews with a sample of SafeWork partners, examples of high-potential partnerships include:

–   SafeWork's collaboration with the World Health Organization and the International Atomic Energy Agency to harmonize policies and establish international technical standards in the field of OSH and occupational radiation protection. Other SafeWork cooperation with United Nations agencies includes the implementation of international programmes such as the UNEP/ILO/WHO International Programme on Chemical Safety (IPCS) and the ILO/WHO Programme on Elimination of Silicosis. The partnering has helped to highlight ways in which SafeWork can improve its own coordination between headquarters and field offices;

–   cooperation with non-governmental international organizations such as the International Social Security Association (ISSA), the International Association of Labour Inspectors (IALI) and the International Occupational Hygiene Association (IOHA) that support the exchange of technical information and innovations;

–   national labour inspection agencies where collaboration between technical experts has supported joint missions to improve national labour inspection systems in developing countries;

–   collaboration with high-potential CIS centres such as the one in St. Petersburg, the Russian Federation, that over a five-year period of ILO involvement applied international and national financial support, motivated and skilled staff, and ILO OSH technical assistance to build up its OSH services aimed at enterprises.

12. However, SafeWork's advocacy work involves a large and diverse set of partnerships that place heavy demands on staff time and resources. Rationalization of relationships with partners to prioritize and define the roles of each could make more efficient use of staff time.

Conclusion

13. SafeWork maintains productive partnerships established on mutual interest. To the extent that the programme aims to change priorities and behaviour within these influential institutions, SafeWork could better document how joint activities with partner organizations that are linked to shared initiatives with an intended achievement or set of achievements that are well specified. Likewise, in working with target groups at the national level, SafeWork can better identify how its technical support will improve the institution's performance vis-à-vis their targeted beneficiaries.

Finding 3: The ILO is the only internationally mandated organization to develop international standards of health and safety at the workplace. The ILO has adopted a large

number of international labour standards in the occupational safety and health field, the ratification of which so far has generally been limited.

14. The distinctive role of the ILO is to adopt and monitor the application of international labour standards. Some 20 international labour Conventions bear directly on occupational safety and health. These cover either specific economic sectors (agriculture or construction for instance), specific hazards (asbestos or chemicals) or general policy principles and guidelines. Many of these standards deal with detailed technical matters in which global harmonization of principles and procedures is required. One result is that occupational safety and health standards have received limited ratification to date, with an average of just over 33 ratifications of each of 20 key occupational safety and health Conventions.

15. SafeWork has assessed the usefulness of its programming partially in terms of the number of ratifications by member States of 11 priority Conventions, the ratifications of which have totalled 78 since 1995, or 73 per cent of the total. The impact of OSH standards and efforts to support their implementation are not well reflected in the numbers of Conventions being ratified. Achieving a higher rate of ratification and implementation of existing standards is a priority for the programme; limited resources can be used effectively on promotion, efforts for ratification and application of existing up-to-date standards.

16. In 2003, the ILC will discuss standards-related activities in the field of occupational safety and health with a view to developing a more integrated approach. Based on discussion of a report being prepared jointly by SafeWork and the Standards Policy Branch, the Conference Committee is expected to formulate recommendations to reorient Office actions to be more coherent, relevant and effective in standards promotion. The outcome of this discussion should allow SafeWork to develop a concrete plan of action for the promotion of occupational safety and health standards. SafeWork is already giving special attention to three Conventions: the Labour Inspection Convention, 1947 (No. 81), the Occupational Health Services Convention, 1985 (No. 161), and the Occupational Safety and Health Convention, 1981 (No. 155).

Conclusion

17. Effective application of international labour standards in occupational safety and health should form a core concern of SafeWork. This may require a differentiated strategy depending on each instrument. The outcome of the 2003 ILC discussion should enable SafeWork to thoroughly review its strategy and better streamline its activities in relation to a limited number of core objectives.

    Finding 4: A major element of SafeWork's current strategy is the strengthening of country-level efforts to monitor national and institutional occupational safety and health capacities and performance. This is addressed through the design and implementation of national occupational health and safety programmes built around the application of international labour standards.

18. A core strategic component of SafeWork's programme is extending protection, prevention and health promotion through improved capacities of member States. Target groups of this programming component are labour inspectorates and other institutions and agencies. Secondary beneficiaries are assumed to be those workers not covered or poorly covered by safety and health protection, in particular workers in the agricultural, informal and other poorly covered sectors and jobs, as well as high-risk work categories. Short-term accomplishments take the form of national SafeWork programmes established and national targeting capacity improved for sectors, hazards and prevention methods. Longer term

outcomes include measured progress within member States in achieving targets within set timetables.

19. Launching national SafeWork programmes has been hampered by the limited availability of technical cooperation funding. Priority is being given to building government and local organizational capacity to monitor effects of various policy changes that can be linked to ratification of ILO Conventions and application of OSH standards and codes of practice. However, many governments are constrained by limited resources to make good on their commitment to improve occupational safety and health.

20. In countries where groundwork for national programmes is being completed, analysis is taking place and institutional needs and potential for improvement are being documented. This analysis could provide baseline information to determine more systematically the effectiveness of capacity-building activities. The approach implies a long-term initiative on the ILO's part, with a multi-year focus for achieving ultimate results.

21. The proposed means of monitoring national OSH conditions through a flexible set of indicators will need a period of testing to determine the reliability and validity of the measurement tools, and will also require the build-up of local capacities and financial resources to manage systematic collection and analysis of data. Collaboration among ILO units developing decent work statistical initiatives could be an effective means of increasing the number of countries that receive guidance to strengthen their OSH-related monitoring capacities. ILO technical units and field staff need to work together on developing a more collective approach.

22. In keeping with its intention of placing greater emphasis on supporting national capacities to apply key OSH Conventions, SafeWork should emphasize measurement and monitoring mechanisms at this level. In particular, greater attention should be paid to establishing indicator measurement linked to policy and programme developments. Current performance indicators for the programme could be further improved so that they better convey the progress being made within the longer term framework of country-level SafeWork programming.

Conclusion

23. SafeWork's support of the application of occupational safety and health standards at the country level incorporates development of local means of measuring OSH capacities and gaps. This could be linked to longer term development of technical cooperation within these countries. Careful attention to performance measurement is required. Selected OSH indicators should be tested as part of an Office-wide measurement initiative.

Finding 5: An internal review of SafeWork from a gender perspective found the programme to be integrating gender into much of its publications, written materials and action. However, the programme's gender strategy is not documented.

24. In 2001, a desk review of SafeWork's efforts to support gender mainstreaming in its programming was conducted. According to the report, gender mainstreaming was achieved in specific cases of programme planning and implementation, and SafeWork was found to assess the implications of its programming for men and women and to take actions that support gender equality. This has taken the form of specific studies, newsletter articles, draft standards for women in agriculture with attention to reproductive hazards and more comprehensive analysis of gender issues within the agricultural sector.

25. Technical assistance has targeted industries and occupations where gender equality is notably absent, or where women's work-related risks are notably higher or less understood

than those for men. SafeWork also uses gender-neutral and gender-sensitive terminology in its information materials and services. Most women-related information materials deal with reproductive issues in which we can also find information about men. The surveys which were reviewed were also not gender neutral, but sought information on OSH issues affecting men and women differently. Within a general approach focused on hazardous work, research in a strongly male sector, such as mining, was accompanied by research in a female-dominated sector, such as agriculture and textiles. Within countries, OSH initiatives often addressed issues related to women's health and safety in the workplace. In 2002, a web page on gender issues was added to the ILO SafeWork page. It includes articles from the *Encyclopaedia of Occupational Health and Safety*, relevant articles and a bibliography of related articles in the CISDOC database.

26. SafeWork developed the methodology jointly with the Bureau of Statistics for collecting sex-disaggregated statistics related to country-level OSH conditions, but reporting has been achieved on a limited basis. More attention is needed for systematic collection, measurement and gender analysis of OSH to adequately identify gaps between safety and health of men and women at the workplace. Means to support this are incorporated in the programme's long-term planning and reflected in its priorities for technical cooperation.

Conclusion

27. SafeWork should further develop gender-sensitive programming by adopting more systematic procedures to ensure gender mainstreaming on a wider scale, particularly in designing and targeting of programming initiatives and priorities. Gender differences in occupational safety and health should be explored further and responses incorporated in the development and promotion of ILO instruments and technical cooperation efforts.

Technical documents, information networks and dissemination

Finding 6: Global advances in OSH information systems, products and technology, and new providers of information, put SafeWork's information services within a new competitive environment, calling for the definition of a new strategy.

28. SafeWork's information services are dependent on their successful integration across other SafeWork programme components, most particularly technical cooperation at the field level. SafeWork's international information centre (CIS) has established an excellent reputation for high quality, authoritative information products and services that support the dissemination of technical OSH information. Despite recent budget cuts reducing staff capacity within the unit, information outputs have been impressive over the past four years. However, for the past few years there has been a clear decline in revenue from sales of its various information products.

■ Regarded as a flagship ILO publication, the *Encyclopaedia of Occupational Health and Safety* was last updated in 1997-98 in an English version. The four-volume set is estimated to have generated approximately US$1.3 million by year-end 2001, or 40 per cent of forecast revenue; however, revenue from sales continues to accumulate. These costs and revenues are spread across several units within the ILO. Sales volumes for the French version have been low, and production well behind schedule. Spanish, Russian and Chinese versions are currently sold locally with no royalties accruing to CIS.

The *Encyclopaedia* is seen as a core information product by many SafeWork stakeholders and the majority interviewed consider its continuation a priority.

Efficiencies in product design, translation and distribution should be pursued and options of extrabudgetary funding explored vigorously to finance its continuation.

- The expansion of the **CIS portal network** has not advanced rapidly, although the intent of enabling exchange across countries of expertise and information on successful initiatives for replication responds to country needs. Many potential users currently access OSH information through CIS national and collaboration centres. In addition, although the network supports a strong search engine of major national and international OSH information, and CIS has aimed to complement existing web-based information sites, much of the information and web page access capacity is at least partially duplicated on several other OSH sites, including that of the European Union.

  The Asia-OSH pages have been an effective regional portal and complement the FINNIDA (Finnish Department for International Development Co-operation) Project-funded newsletters: the *Asian-Pacific Newsletter on Occupational Health and Safety* and the *African Newsletter on Occupational Health and Safety*. Attention should be given to verifying the assumption that many information-poor CIS centres can regularly and cost-effectively make use of an Internet platform.

- **Chemical safety cards**. International chemical safety cards on specific chemicals are currently provided on SafeWork's web site free of charge. They are estimated to account for 60 per cent of web hits, and to be in demand by enterprises and OSH professionals throughout the world. The success of chemical safety cards indicates the potential for strengthening awareness of the programme through easy access to a well-developed information product which is available free of charge.

- **Research and technical publications**. The ILO has a comparative advantage in areas of OSH research that directly support its work with national institutions to build capacity in implementing international labour standards. The ILO also has a comparative advantage in development of core ILO OSH documents. Many recent publications align with these prioritizations. In setting topics for the future, SafeWork could support a target group-focused process for determining priority areas for research, linked to a field perspective. Technical document development in collaboration with other international partnering agencies should be attuned to this.

29. Several interviewees felt that information products appear very comprehensive but may be too detailed for many users. SafeWork could be more innovative in changing attitudes through creative communication that includes information products for different levels of users. The Solve programme has already moved in this direction with its web site (http://mirror/public/english/protection/safework/whpwb/solve/index.htm) providing straightforward information products that provide evidence of the economic benefits of prevention, establish relevancy to vulnerable groups, such as women and children, and access to links with further sources of information. The programme sets a good example of how to be more user-oriented in making messages and materials easily accessible and understood.

30. CIS operates on a partial cost-recovery basis, where revenues from information products and services are meant to cover some production and marketing costs. Currently, the unit does not compare revenues to costs by activity. As a result, it is not clear whether the additional costs associated with printing, marketing and distribution of products for sale are recovered through sales revenues. In the past four years, the unit has experienced declining sales revenue and extrabudgetary funding, estimated now at less than one-third of 1996-97 levels, although the pattern is somewhat cyclical. During the same period, declining resources available through the regular budget also reduced the level of effort for producing and marketing CIS products.

31. The ILO's overall publication policies and practices and CIS marketing and sales approach are being reoriented to fit changing international information markets. Many organizations combine an increasing reliance on Internet-based dissemination systems with free access to information products and services. The ILO's financial systems do not align well with systems geared towards cost recovery.

Conclusion

32. SafeWork should continue its efforts to revise the production and dissemination of information products and materials, including the marketing approach for CIS products and services. This could be done within a wider review of the Office's publications strategy. A review of the CIS cost-recovery policy is required to determine its effectiveness and whether it limits access among SafeWork's priority users. Better integration of information dissemination within SafeWork's overall strategy is desirable. CIS could play a stronger complementary role to the larger SafeWork programme by moving away from specialized information products and instead link end-users to products and services along the model of chemical safety cards.

Strategic use of technical cooperation

Finding 7: Despite a strong global interest in promoting occupational safety and health, the level of technical cooperation funding from ILO donors available for OSH programmes has not increased since 1996. SafeWork relies on a smaller number of major donors. Both developments limit SafeWork's ability to support capacity building within countries.

33. SafeWork has implemented a series of technical assistance projects and programmes, the overall funding levels for which are outlined in table 1. SafeWork originally set biennial technical cooperation targets of US$3 million, which have been achieved, however, these levels may not be sustainable. Multi-bilateral funding sources of technical cooperation projects are currently dominated by only a few funders. Most funding is designated for country-level implementation and others within specific regions and subregions. Management responsibility for technical cooperation projects remains mostly within the SafeWork headquarters unit. However, as table 1 indicates, there is a clear trend towards decentralized administrative responsibility.

34. SafeWork's strategy for incorporating technical cooperation into its programme hinges primarily on development of strengthened national occupational safety and health programmes. High potential exists for putting in place longer term national SafeWork programmes and strategies that can register lasting impact. Already, integrated programming initiatives with child labour, small and medium enterprise training, outreach to the agricultural and informal economy, and ILO/AIDS are being designed and some have been funded.

Table 1.   SafeWork's extrabudgetary funding

Technical subject SafeWork	Allocation (US$000)	Expenditure (US$000)	Percentage	Percentage administered by field
July 2002	1 856	733	39.5	35.7
2001	2 749	1 497	54.5	25.9
2000	2 336	1 425	61.0	10.3
1999	2 134	617	28.9	1.1
1998	2 199	1 024	46.6	1.2
1997	2 835	1 259	44.4	1.4
1996	2 903	1 616	55.7	2.8

Source: ILO. (Differences in allocations and expenditures partly reflect decision to allocate multi-year DANIDA (Danish International Development Aid) funding during first year.)

35. SafeWork can also pay greater attention to ensuring consistently high standards for proposal development and project management. Analysis of recent SafeWork technical cooperation project proposals and related documents showed a discrepancy in application of a results-based framework. Of the eight analysed, a minority provided details on situational analysis, including problem, client and outcome analysis, identification of strategies and assumptions, management plans, and implementation processes. In addition, progress reporting and evaluations could be more consistent in assessing progress against what was planned. However, good project proposal development and reporting were noted in the area of labour inspection and for evaluations of several projects funded through DANIDA and FINNIDA.

36. The potential for development of a broad-based technical cooperation programme exists. To realize this potential, innovative project designs and collaboration with internal partners already addressing priority donor interests appears a promising means. SafeWork can expand its work with the International Programme on the Elimination of Child Labour (IPEC) on eliminating the most hazardous forms of child labour through strengthening of labour inspectorates and defining hazardous works, with small and medium enterprise development programmes that reach into the informal economy through non-traditional channels, and with ILO/AIDS whose programming approach and target audiences closely align with those of major SafeWork programmes. Such collaboration cannot be achieved by SafeWork alone and reciprocal efforts from cooperating partners are needed.

37. In general, technical cooperation projects would benefit from involving more local partners and clients at the design and development stage, and placing more emphasis on sustainability of capacity building, with projects being better publicized and having a more focused approach to high profile initiatives.

Conclusion

38. Investment in innovative, high-quality design of technical cooperation, integrating components that respond to priority funding areas of major donors, can be an effective means of expanding technical cooperation for occupational safety and health programmes. The Office should promote inter-department cooperation to integrate SafeWork issues in various technical cooperation projects as a core component of decent work. In addition, to ensure smooth donor relations, SafeWork can improve monitoring and reporting on project implementation.

Finding 8: SafeWork has potential for improving its effectiveness and efficiency through better coordination between field and headquarters staff and project management. The Office should facilitate this process.

39. SafeWork would benefit from increased decentralization of responsibility combined with regular communication and coordination to support technical cooperation. This coordination requires circular information flows between project, field offices and headquarters. Based on interview feedback these appear unevenly maintained, with all organizational levels sharing responsibility for any shortcomings.

40. Regional and interregional technical cooperation often requires communication, coordination and technical support from multiple subregional and area offices. For OSH technical cooperation projects, the capacities, prioritization and protocols across ILO field offices need to be balanced and consistent. The process for negotiating national SafeWork programmes is done mostly from headquarters and backstopped by headquarters, although this practice is changing. Sometimes these assessments and negotiated outcomes are not circulated among other ILO field staff and therefore are overlooked as part of regional planning and reporting.

41. Field staff should be directly involved in a consistent manner in OSH technical cooperation development. Some field staff cited the lack of a well-defined process for working with headquarters as an obstacle to developing technical cooperation more effectively, indicating the need for Office-wide systems improvement. Adopting regular mechanisms for gathering objective feedback could build stronger consensus on how SafeWork is to focus and prioritize its programme.

Conclusion

42. SafeWork's capacity for advocacy among tripartite constituents will necessitate strong strategic alliances throughout the ILO. These will require a well-defined method of support and coordination within the Office. This is particularly crucial to SafeWork's success as the present somewhat loose coordination weakens the programme's potential for impact.

43. A closely monitored communication process also needs to be established to ensure that there is regular input and timely follow-up between field and headquarters staff. The use of technical teams, including both field and headquarters staff, with divergent technical expertise and input from other related units, should be considered for developing joint initiatives for technical cooperation. The Office needs to reinforce these initiatives by strengthening its overall systems to improve transparency and coordination between the field and headquarters.

44. ***The Programme, Financial and Administrative Committee, in the light of its discussion, may wish to recommend to the Governing Body that it request the Director-General to consider the conclusions presented in this paper, together with the deliberations of the Committee, in the further implementation of the InFocus Programme on Occupational Safety and Health at Work and the Environment.***

Geneva, 21 October 2002.

Point for decision: Paragraph 44.