

# Programme and Budget 2024-25

## Programme guidance letter from the Director-General-elect

Geneva, 8 July 2022

Dear colleagues,

It is with great pleasure and a profound sense of responsibility that I address this letter to you as the first step in the preparation of the Programme and Budget proposals for 2024-25 that I will present to the Governing Body in March 2023.

Upon my election as the next ILO Director-General, I assured the Governing Body of my unwavering commitment to representing and advocating the views of all the tripartite constituents and to give voice to all those who need the ILO the most, those facing the greatest decent work deficits, the disadvantaged and the most vulnerable. In these uncertain times, and perhaps more than ever, our steadfast ambition must be to promote social justice as a basis for universal and lasting peace. In this effort, I confirm that the ILO Social Justice Declaration and the Centenary Declaration for the Future of Work will be my guiding compass.

We are all aware that the world of work is suffering the consequences of combined economic, social and environmental threats, exacerbated by the effects of the COVID-19 pandemic, extreme geopolitical tensions and armed conflicts. Poverty and inequality, between and within countries, are on the rise. Social justice is threatened in many countries. As a consequence, peace and stability are endangered everywhere. The number of countries facing fragility, conflict and natural disasters aggravated by climate change has increased. The ILO has the responsibility to lead and support a human-centred recovery from the multiple crises. A recovery that is inclusive, sustainable and resilient, as demanded by our tripartite constituents in the 2021 Global Call to Action.

Promoting inclusive structural transformations in the context of evolving labour markets, triggered by new technologies, climate change and demographic shifts, requires the adaptation of policies and labour market institutions to promote and support just transitions for all. Workers and businesses – especially small- and medium-sized enterprises – continue to face long-lasting challenges generated by non-conducive policy and institutional environments, high rates of informality, low levels of productivity, skills mismatches, inadequate social protection, labour right violations, insufficient wage growth and reduced purchasing power in a context of high inflation, limited social dialogue, and various forms of discrimination. Gender disparities persist. Women and youth struggle to enter and thrive in the labour market. In this demanding context, the ILO's constituents need support to harness their full capacity as key actors and drivers of positive change in the world of work.

At the same time, multilateralism is at a crossroads. First the pandemic and then the food and energy crises exposed a world that is more interconnected and interdependent than ever before. The risks of a fragmented multilateral response are increasingly visible, and international trade, investments and policies promoted by international financial institutions may unintendedly come into tension with the goal of social justice, when, in fact, delivering on the 2030 Agenda requires the opposite. The UN Secretary-General's report "Our Common

Agenda” has put the ILO’s core values at the centre. This is a significant opportunity for the ILO to further spearhead social justice as an ambitious and synergetic goal through a Global Social Justice Coalition that will bring together tripartite constituents, UN entities, international financial and trade institutions, development partners, civil society organizations, private sector and the academia.

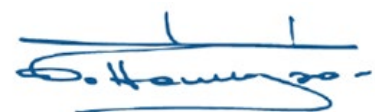
The ILO has achieved so much during its rich history; we should all be proud of the Organization’s role in producing international labour standards that have contributed to shaping more inclusive economies and societies and building a better world through social dialogue and tripartism. The recent inclusion of a safe and healthy working environment in the ILO’s framework of fundamental principles and rights at work is the most recent example of how the ILO can bring about transformative and positive change. We should strive to build on these achievements to ensure that international labour standards and the normative system respond to the evolving needs and concerns of the ILO tripartite constituents.

I am confident that the ILO has the capacity and talent to develop effective human-centred global solutions adapted to new challenges and opportunities in the world of work faced by workers and enterprises, with a positive environmental, economic and social impact. We must continue to advocate that the quality of work is a distinctive feature of inclusive and productive economies, cohesive societies and good governance. This should be at the centre of a renewed social contract rooted in the ILO’s constitutional mandate and founding principles, based on a global consensus about the urgency to address existing inequalities and disparities within and between countries by promoting job-rich growth, sustainable enterprises, universal social protection, social dialogue and rights at work.

The design and implementation of a global social justice programme based on the ILO’s declarations will give new impetus to the ILO and consolidate our position at the heart of the global social architecture in the run-up to the 2025 World Social Summit. This programme should support all countries to make decisive progress towards SDG 8 *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*, as well as the several other SDG targets that are relevant to the realization of decent work. In order to support this effort, I am further committed to ensuring an increased ILO presence in the regions with the aim of providing effective delivery of ILO’s services as close as possible to our tripartite constituents.

I trust that this letter and the specific guidance below will help you develop a robust and ambitious human-centred Programme and Budget for 2024–25, embedded in the ILO’s Strategic Plan 2022–25 and informed by strategies approved by the Governing Body and conclusions and resolutions adopted by the International Labour Conference. This will be the vehicle to implement the Centenary Declaration and the Call to Action during the next biennium, and most importantly the renewal of a global social contract to improve the lives of millions of people who lack decent work opportunities and face social injustice.

Let me thank you all warmly for your hard work and extraordinary commitment.



Gilbert F. Hougbo  
Director-General-elect

## Appendix

### Guidance for the preparation of the Programme and Budget proposals for 2024–25

#### Programme guidance

Social justice faces significant challenges posed by greater inequalities and socio-economic insecurity, while emerging opportunities for breaking this pattern are not always being seized. A continuation of these trends threatens human dignity, social and economic development and global peace.

It is therefore crucial to tackle the root causes of the ongoing imbalances and missing opportunities. In general terms, these can be ascribed to three main factors. First, existing labour market and social protection institutions, as well as the environment under which enterprises have to operate to be sustainable and contribute to social justice, need to be adapted and strengthened in light of the transformations associated with new technology, green transitions and shifts in globalization patterns. Second, these transformations exacerbate pre-existing gaps. Third, in such a disruptive context, fragmented multilateral responses are increasingly problematic. Indeed, international trade, investment and policies of international financial institutions may act as obstacles rather than as incentives for decent work and social justice.

To address these root factors of inequalities in the world of work and persistent decent work deficits, the ILO will:

- Continue to strengthen and disseminate the model of good governance in the world of work based on international labour standards and on social dialogue and tripartism, as the distinctive value added by the Organization.
- Provide support to constituents to develop and adapt policies and institutions of work for a human-centred recovery that: (a) responds to challenges and opportunities generated by technology change, the expansion of the digital and green economies and other structural transformations; and (b) addresses persisting and pre-existing deficits affecting workers and enterprises, notably in terms of gender inequality, discrimination, youth unemployment and underemployment, low productivity and an uncondusive business environment, skills mismatches, informality and insufficient development of the rural economy.
- Promote coherence in policies and a significant increase in investments for social justice globally and in countries, focusing on the integration of policies and alignment of financing aimed at creating decent employment, achieving universal social protection, ensuring respect for rights at work and promoting just transitions.

The following principles should inform the design of the programme:

- Every ILO initiative should be human-centred and rights-based. This requires the effective integration of relevant international labour standards, social dialogue and tripartism in every component of the strategy, and the implementation of the ILO-wide strategy for institutional capacity development, including through the International Training Centre of the ILO (ITC-ILO) in Turin.
- All aspects of the ILO's work should be gender-responsive and promote non-discrimination to ensure a collective push towards gender equality, inclusion and non-discrimination in the world of work.

- All the elements of the programme are interrelated. Therefore, the ILO's support must be integrated and multidisciplinary.
- Synergetic initiatives with existing or potential partners should be identified and further promoted, especially in relation to the United Nations' system and international financial institutions. The programme should include specific initiatives to promote financing for social justice, and clear links to relevant SDG targets.

### Policy priorities for the biennium

The programme for the biennium will be organized around the three result areas presented above: good governance in the world of work, policies and institutions of work for a human-centred recovery, and policy coherence. There are two policy outcomes under the first result area, three policy outcomes under the second result area, and one policy outcome under the third, encompassing specific policy priorities for the biennium that should inform the development of outputs for the programme and budget proposals. The policy outcomes must be formulated to stimulate interdisciplinary, integrated and collaborative policy responses to address world of work challenges that are increasingly complex and multi-dimensional.

### Results area 1: Good governance in the world of work

The ILO's world of work governance model requires furthering the influence and impact of ILO's normative action and strengthening tripartism and social dialogue, foundational ILO objectives that are closely interrelated and permeate the work in all the policy areas.

#### ► Policy outcome 1: Stronger normative action for social justice

##### **Policy priorities:**

- Enhanced support to the supervisory bodies and the SRM-TWG, and support to constituents to ensure follow-up to their recommendations.
- Better integration of ILS in trade, investments, development plans, programmes and projects.
- Enhanced respect of fundamental principles and rights at work, including through concerted action to ensure decent work in supply chains.
- Enhanced legal and advisory services to support ratification and implementation of ILS.
- Improved implementation of sectoral standards and tools to promote decent work and enhance resilience in specific economic sectors.

The ILO will continue to facilitate and support the work of the supervisory bodies in order to further strengthen coherence, transparency and effectiveness, and will enhance its support to the Standards Review Mechanism Tripartite Working Group (SRM-TWG) in discharging its mandate in the most effective manner. It will also strengthen the capacity of constituents and Member States to timely follow up on the recommendations of the SRM-TWG in relation to the status of international labour standards (ILS), standard-setting and development of non-normative guidance, considering the profound changes in the world of work generated by digital and green transformations, among other factors.

The effective functioning of the normative system also requires a consistent strategy to maximize the role of ILS as a reference framework for the promotion of rights at work through labour and social clauses in international trade agreements, lending and investment programmes of international financial institutions, national development plans, UN

Cooperation Frameworks, Decent Work Country Programmes, strategies for responsible business conduct, social and environmental safeguards, and development cooperation projects. This is instrumental for ensuring policy coherence globally and in countries.

The enriched framework of fundamental principles and rights at work is a major asset and entry point to affirm and promote ILO's core values and the Decent Work Agenda. The ILO will continue to support constituents to promote and realize all five categories of principles and rights, accelerating action towards the elimination of child labour and forced labour – considering the ambition to end child labour in all its forms by 2025 expressed in SDG target 8.7 – and with enhanced focus on the development of effective and comprehensive policies to create a safe and healthy working environment. Work on supply chains will also contribute to the promotion of fundamental principles and rights at work,

The ILO will continue working to strengthen the capacity of constituents to ratify and implement ILS and to give effect to the recommendations of the ILO supervisory bodies. This requires enhancing legal and standards-related advisory services for the provision of technical assistance to constituents, including through development cooperation. The ILO will also support Member States to promote decent work in specific economic sectors including by implementing sectoral standards and tools, facilitating a human-centred recovery and enhancing resilience.

#### ► Policy outcome 2: Stronger and more influential tripartite constituents and social dialogue

##### **Policy priorities:**

- Strong, independent and representative EBMOs and workers' organizations.
- More influential social dialogue institutions.
- Reinforced labour dispute prevention and resolution mechanisms.
- Strong labour administrations.

Tripartism and social dialogue are at the heart of the ILO's mandate and its normative and developmental action, and have an enabling role in the implementation of the programme. Respect for freedom of association and the effective recognition of the right to collective bargaining are preconditions for ensuring that tripartism and social dialogue deliver sustainable results.

Strengthening the institutional capacity of employer and business membership organizations (EBMOs) and workers' organizations will continue to be a central element of the ILO programme, including to build resilience and improve the support that they provide to their members in times of crisis. The focus will be placed on membership strategies, leadership, representation and performance, as well as on the development and delivery of relevant services adapted to the evolving needs of businesses and workers. The ILO will also support the social partners' organizations to play a more influential role in socio-economic policies, including through social dialogue, and for the implementation of the 2030 Agenda, globally and at country level. A dedicated development cooperation programme will be put in place to mobilize resources and talent towards this objective.

Social dialogue is a central element of the ILO mandate and a pillar of the Decent Work Agenda. The ILO should therefore continue to strengthen the capacity of governments and social partners to enable and support national social dialogue processes through the creation or enhancement of relevant frameworks, institutions and mechanisms. At the same time, the ILO will continue to mainstream social dialogue across the rest of the policy outcomes, in

Decent Work Country Programmes in development cooperation projects and across the work of the UN system.

The ILO will also assist Member States to develop labour dispute prevention and resolution mechanisms through policy and normative advice to review legal frameworks and procedures, and through individual and institutional capacity-building initiatives. In addition, the ILO will continue to support national administrations in developing labour and social policies and ensuring effective compliance with labour law and international labour standards, especially through stronger and modernized labour inspection systems.

## Results area 2: Policies and institutions of work for a human-centred recovery

The development and adaptation of policies and institutions of work to new socio-economic realities is a necessary condition for a human-centred recovery that is inclusive, sustainable and resilient, that generates more decent jobs, promotes an enabling environment for sustainable enterprises, and that extends and enhances social and labour protection to everyone throughout their lifetime.

### ► Policy outcome 3: Full and productive employment for just transitions

#### **Policy priorities:**

- Comprehensive gender-responsive employment policy frameworks.
- Inclusive skills and lifelong learning systems.
- Effective and efficient labour market programmes and services to support transitions.
- Inclusive digital economies.

Achieving full and productive employment requires the development of comprehensive gender-responsive employment policy frameworks that promote structural transformations and inclusive digital, environmental and demographic transitions for decent work, and that strengthen the connection between economic growth, decent employment, formalization, wages, social protection and labour income and productivity.

The programme will promote the development of skills and lifelong learning systems, with a focus on apprenticeships and the recognition of prior learning, as well as the strengthening of capacity to deliver technical and vocational education and training taking advantage of digital transformation and through the anticipation of skills needs. Reskilling and upskilling of young and older workers will be at the heart of the strategy in this area.

Active labour market programmes and employment services to support workers through transitions in the labour market, that are integrated with employment, rights, social protection, education, training and enterprise policies, also make a decisive contribution to full and productive employment.

The programme will also include strategies to generate decent work opportunities for all in the digital economy, ensuring that international labour standards apply to diverse forms of employment and work arrangements.

In pursuing this priority, the ILO will promote the development of strategies to promote productive employment and decent work in the rural economy and policy initiatives focusing on women and youth, including those not in education, employment or training (NEETs).

#### ► Policy outcome 4: Sustainable enterprises for decent work

##### **Policy priorities:**

- Enabling environment for entrepreneurship, sustainable enterprises and productivity growth.
- Concerted action to ensure decent work in supply chains.
- Increased enterprises' action to achieve social justice goals through the promotion of responsible business conduct.
- Increased support to enterprises – especially SMEs – for just transitions and formalization.
- Concerted action for strong and resilient social and solidarity economy entities.

The programme will put special emphasis on sustainable enterprises as generators of employment and promoters of innovation and decent work, recognizing the key role of the private sector to advance sustainable development processes that generate improved living standards for all.

The ILO will develop and implement a comprehensive strategy to support constituents in promoting an enabling environment for entrepreneurship, sustainable enterprises and productivity growth for job creation and decent work, and to ensure that enterprises provide better incomes, improve working conditions and living standards and promote quality employment.

Work on supply chains will contribute to promote sustainable enterprises and address decent work deficits. The promotion of responsible business conduct through all means of ILO action to achieve decent work in supply chains will be a central part of the programme.

The ILO will support constituents to put in place policies and measures to accompany businesses' efforts to align their practices with international principles and standards, including those contained in the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, in partnership with other relevant international organizations and stakeholders.

Support for enterprises, particularly SMEs, for successful and inclusive transitions to a low-carbon and digital economy is increasingly important and will be a focus of ILO action. It is also essential to facilitate enterprise formalization, and, in line with the relevant conclusions of the 110th International Labour Conference, provide stronger support to the social and solidarity economy, acknowledging its contribution to poverty reduction, inclusive societies, economic recovery and resilience.

#### ► Policy outcome 5: Universal social protection and protection at work

##### **Policy priorities:**

- Universal social protection with sustainable financing strategies.
- Effective protection of workers through adequate wages, decent working time, safety and health and the elimination of violence and harassment, including in supply chains.
- Fair labour migration frameworks.
- Transformative agenda for gender equality and non-discrimination.

The ILO will support the reduction of inequalities and promote well-being and income security through a combination of social protection and labour protection for all.

Recent crises have painfully shown the importance of developing social protection strategies and policies – including floors – based on international standards and social dialogue to achieve universal, comprehensive, sustainable, and adequate social protection for all, including access to healthcare. Strategies should consider the reality of those that are still excluded or do not benefit from adequate protection such as workers and enterprises in the informal economy, rural populations, migrant workers and persons with disabilities. This requires social protection systems that are adequately designed, financed, governed and managed to protect all against life and work-related risks, facilitate life and work transitions, and respond to emerging needs and global challenges.

The extension of social protection necessitates sustainable and adequate financing strategies, including by increasing the fiscal space through domestic resource mobilization and international solidarity. It also requires integrated policy approaches linking social protection, employment, labour market, skills, wages, just transition, labour inspection, occupational safety and health and other policies and institutions to improve working conditions and living standards of all people, and to ensure just transitions for all.

The ILO will also continue to support constituents in the development of effective institutions to ensure protection for all workers through adequate living wages that ensure a just share of the benefits of progress, decent working time, occupational safety and health and the elimination of violence and harassment in the world of work, including in supply chains. A particular focus will be placed on workers in diverse work arrangements, including on digital working platforms and in informal employment. Labour migrants also require special attention as well as fair labour migration frameworks, institutions and services.

Progress in this area requires the urgent implementation of a transformative agenda for gender equality and non-discrimination with an intersectional perspective, focusing on equality of opportunities and treatment for women and men, the care economy, gender responsive social protection, and the inclusion of persons with disabilities, people living with HIV, indigenous peoples and other groups that are discriminated against in the world of work.

### Results area 3: Policy coherence for social justice

The ILO will ensure that its research and its policy advice are multidisciplinary and consider systemic policy interactions, promoting social justice as a joint objective across the multilateral system and in national socio-economic development strategies, through a whole-of-government approach. In addition, the ILO will develop specific action programmes focusing on areas that require integrated and coherent approaches and that cut across the policy priorities.

#### ► Policy outcome 6: Policy coherence for social justice

##### **Policy priorities:**

- Policy coherence in the multilateral system and acceleration of policy integration and investments at the national level.
- Transitions from the informal to the formal economy.
- Just transition towards environmentally sustainable economies and societies.
- Decent work in trade and investments, with a focus on supply chains.
- Decent work in crisis and post-crisis situations.



The ILO will continue to promote policy coherence for social justice in the multilateral system, while supporting policy integration at the national level and increased investments for decent work.

The ILO will lead a **Global Social Justice Coalition** bringing together constituents, UN agencies, international financial institutions, development partners, private foundations, enterprises, the academia and other stakeholders to develop specific initiatives to recover from the crisis and in support of the social justice programme, including on universal social protection, just transitions to green and the digital economy, formalization, inequality, climate action with green jobs and the inclusion of social measures in trade agreements. The **Global Accelerator on Jobs and Social Protection for Just Transitions** led by the ILO will also be pivotal to promote partnerships for the development of integrated and coherent social justice policies and mobilize sufficient investments and political support to implement them in countries. The ILO will continue to play a pivotal role in UN high-level coordination bodies, in high-level policy coordination groups and in relevant summits, as well as in other forums for international coordination and cooperation.

The programme of work for 2024–25 will also include **four action programmes** focusing on critical bottlenecks that are an obstacle for achieving social justice and that should be addressed through a coherent mix of different socio-economic policies: (1) transitions from the informal to the formal economy; (2) just transitions towards environmentally sustainable economies and societies; (3) decent work in trade and investments, with a focus on supply chains, in line with the outcome of the 2022 meeting of the tripartite working group on achieving decent work in supply chains; and (4) decent work in crisis and post-crisis situations. The action programmes will aim at advancing the human-centred approach and ensure the achievement of substantial and sustainable results at country level, following a shared theory of change based on constituents' needs. The programmes will be implemented by a core team of dedicated staff supported by a broader team of staff from departments, regions and development cooperation projects that dedicate all or part of their time to these issues. These programmes will integrate resources from all sources of funds to create a critical mass of knowledge and expertise, and will serve as a basis for resource mobilization.

### Enabling the implementation of the programme

This ambitious programme can only be implemented if the ILO develops a series of enabling strategies and functions, which are required to accelerate changes in the policy areas (policy enablers) and to further increase the effectiveness and efficiency of the ILO's governance, oversight and management (organizational enablers).

- As already indicated, the engagement and commitment of the multilateral system to pursue social justice is essential to make progress in this agenda, and therefore the need of the Global Social Justice Coalition, which should be at the centre of the **ILO's partnerships' strategy**.
- The ILO must consolidate its position as the **global centre of excellence for knowledge on all issues related to the world of work**, including through the compilation, analysis and dissemination of statistics, and research. The latter requires optimization of existing research capacity and research products, including flagship reports in the policy departments and in the field through a streamlined and impactful publication policy. The ILO's Research Department should promote the social justice agenda through relevant high-quality flagship reports and outlooks on the world of work, which can be guided by the positive experience of interdepartmental collaboration of the "ILO Monitor on the world of

work". The ILO will work with and support constituents and engage with academic institutions to develop research on world of work issues. It will also work with national statistical offices to promote timely and robust production and dissemination of labour statistics and sound statistical standards. The ITC–ILO will be strengthened to continue to play a key role in building the capacity of the tripartite constituents and Member States.

- The ILO will also increase its capacity to promote and scale-up **innovations**. Building on the experience accumulated by the Organization in the last few years and positive examples from other UN entities, the ILO will establish an integrated facility to support constituents and key stakeholders in their efforts to put in place innovative policies and strategies for decent work and social justice, and to facilitate continued improvement of business processes in the Office.
- Expansion of the ILO **development cooperation programme**, firmly anchored on the 2018 General ILC discussion on development cooperation (DC) and the DC strategy. The structured funding dialogues approach will be applied to support resource mobilization and the integration of resources for the implementation of the programme and budget. Existing flagship programmes and DC-related strategies should be revised and aligned with the programme and budget. Development cooperation will also be undertaken with the support of enterprises and non-state actors through public–private partnerships in accordance with the guiding principles adopted by the Governing Body. South–South and triangular cooperation will also be prioritized for institutional capacity development of tripartite constituents, peer-to-peer exchanges and the mobilization of local expertise.
- The ILO will also continue to develop a very active and engaging **advocacy and outreach** strategy, based on evidence of ILO's impact through specific policies and programmes as well as integrated decent work approaches, developing fully accessible digital and social media, promoting the human-centred approach of the Centenary Declaration.
- The Office should continue developing effective and efficient **management systems** and further strengthen its accountability framework. This requires the reinforcement of the ILO's field presence and operations through an increase of the technical and human capacity in the field and the decentralization of decision-making, ensuring responsiveness and accountability. It also demands a competent, diverse, qualified and highly motivated workforce and a better integration of resources from the regular budget and voluntary contributions to achieve the results established in the programme. Efficient management should be built on strong and reliable systems and infrastructure, taking advantage of the experience on digitization acquired during the COVID-19 pandemic, and the adoption of working methods that allow for the efficient provision of integrated support to constituents, ensuring transparency.
- Finally, the Organization requires the continued functioning of **the ILO governing organs** so they can exercise the leadership and strategic direction of the Organization. This entails high levels of performance of ILO's oversight and evaluation functions so as to better manage growing risks and ensure organizational learning. The implementation of the ILO's Environmental and Social Safeguards Framework will be a major priority in this area. Improved representativeness in ILO's tripartite governance will be sought through increased efforts to promote ratifications of the 1986 Amendment to the ILO Constitution.

## Resource guidance

The crisis is generating resource constraints, but Member States recognize the central importance of the ILO for the human-centred recovery. This increases the ILO's responsibility in developing budgetary proposals that maximize the value offered by the Organization to the constituents.

All department directors and regional directors are required to prepare operational budgets considering the priorities indicated in this guidance letter. Special attention should be placed in generating savings based on efficiency gains and progress in digitalization, to be redeployed towards the provision of support to constituents in priority areas. Such savings should represent at least 5 per cent of the relevant allocations in the approved 2022–23 regular budget levels. If necessary, senior management may consider adopting further savings in order to support new priorities in the coming biennium.

Department directors at headquarters are required to identify positions and resources that could be redeployed to regions, to bring the ILO's work closer to its final beneficiaries in countries. The savings generated should be clearly quantifiable. Department directors at headquarters are also required to identify opportunities to decentralize development cooperation programmes that are currently managed from Geneva.

Regional directors are required to identify positions and resources that could be redeployed to country offices. The savings generated should be clearly quantifiable.

The budget should consider and integrate resources from all sources of funds, notably voluntary contributions and the regular budget.

## Responsibilities

As it is customary, the Strategic Programming and Management Department (PROGRAM) will coordinate the preparation of the programme and budget working closely together with Finance Management (FINANCE) and the Human Resources Department (HRD). PROGRAM will issue a memorandum with specific guidance for managers based on this letter, including detailed templates and a timeline.

There will be drafting teams in charge of the preparation of the programme proposals focusing on the policy outcomes and the policy and organizational enablers. The members of the draft teams are identified and nominated by me to be transmitted by the Director-General.

The drafting teams will interact regularly with PROGRAM to ensure that their work is coordinated, and that the programme reflects fully and consistently the priorities indicated above.

Department and regional directors are responsible for preparing the budget proposals, following instructions by FINANCE, HRD and PROGRAM.