



European Foundation for the Improvement of Living and Working Conditions

Annual Work programme 2009

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Executive Summary

2009 is the first year of the four-year programme 2009–2012, which is designed to produce comparative analysis and forward looking studies of the impact of the key drivers of change: globalisation, technological innovation, demographic trends and climate change on living and working conditions in Europe. The programme aims to identify practical approaches and best practices to directing changes successfully as Europe moves towards the post-Lisbon era.

Eurofound primarily serves trade unions, employers' confederations, national governments and European institutions in their efforts to promote quality of work and life. It supports these key actors in their anticipation and management of change and in the development of sustainable competitiveness, social inclusion, social dialogue and partnership.

Eurofound's research and communication activities during the period 2009–2012 will be closely linked to European policy responses to the major drivers of change, analysing and anticipating their impact on living and working conditions.

The 2009–2012 programme will continue research in Eurofound's core areas of expertise: working conditions, industrial relations, living conditions and anticipation and management of industrial change. The research in these areas is grouped into three broad research areas:

1. Employment growth and demand and supply of labour in changing labour markets
2. More and better jobs and higher productivity through partnership
3. Promotion of social inclusion and sustainable social protection

Highlights of the 2009 programme include:

- the overview report of the second European Company Survey (ECS);
- the annual reports from the Observatories: the European Monitoring Centre on Change (EMCC); the European Industrial Relations Observatory (EIRO), European Working Conditions Observatory (EWCO)
- secondary analysis reports from the second European Quality of Life Survey (EQLS).

The publication of short, easy-to-read summaries of research results, including clear policy pointers, will continue. More investment will be made towards increasing multilingualism by providing shorter summary documents in several languages addressed to key users. The customised reports service will be increased along with the capacity for ad-hoc research. Four issues in the *Foundation Findings* series, as well as two issues of *Foundation Focus* will be issued during 2009.

The bi-annual Foundation Forum will take place in 2009. A joint conference, coordinated by Eurofound as part of the *European Network of Cities for Local Integration Policy for Migrants* (CLIP) project will also take place. Joint events with the European Parliament and the European Economic and Social Committee will be organised. Collaboration with the Czech and Swedish Presidencies will be established.

Efforts and developments will take place to improve the quality of Eurofound's surveys and observatories. Greater internal efficiency and added-value generation will be developed during this period based on activity-based planning, performance monitoring and work process and organisational development.

1 Global, European and institutional context

The year 2009 marks significant changes in Europe. The global and European economic outlook is less optimistic with signs of a turning business cycle with different policy implications at Member State level for governments and social partners alike.

The annual work programme of the European Foundation for the Improvement of Living and Working Conditions (Eurofound) will operate in a policy context of greater coordination between the various EU strategic policies than before. The renewed social agenda of the European Commission is to be understood in the context the Lisbon Strategy for Growth and Jobs as well as of the European Employment Strategy and the renewed European Sustainable Development Strategy. All these policies focus on the economic, social and environmental priorities to be addressed in order to assist Member States and social partners to respond to challenges from globalisation, technological developments, demographic change and climate change.

The further completion of the Single Market and liberalisation of several industrial sectors (services, energy, postal and transport), downturn in the business cycle, changing labour market and employment conditions as well as the development of a global approach towards a common immigration policy will also have an impact on the EU agenda.

In 2009, Eurofound will aim to enhance its efficiency, productivity and added value through several development projects. The requirements of sound financial management should assist in formulating realistic objectives and in establishing measurement tools to demonstrate the successful implementation and the added value of Eurofound to the European Union governance.

The activities for 2009 are proposed against the background of these important developments and in consideration of where Eurofound's expertise can provide most added value. 2009 is the first year of implementing a new four-year rolling programme. The research plans are in line with Eurofound's strategic goals and objectives, and based on the staff and financial resources provided for in the draft budget for 2009.

Strategic objectives

Five strategic goals were set out in 2006, outlining the medium- to long-term targets for Eurofound's work:

1. Improve research and output quality
2. Identify, develop and understand customer target groups
3. Expand impact and influence on real decision makers
4. Increase the visibility and improve the image of Eurofound
5. Identify and expand Eurofound's competitive advantage

Subsequently, the 2009–2012 four-year rolling programme identified two specific objectives to be achieved within this timeframe:

1. Be a reliable source of high quality information and identify emerging issues for research and debate
2. Strengthen the tripartite character and stakeholder relationships of Eurofound's activities

For the year 2009, Eurofound will operationalise these objectives as follows:

1. Be a reliable source of high quality data, information and analysis, identify emerging issues for research and debate

- Ensure reliable data from the surveys on the basis of agreed quality standards;
- Establish an action plan for improving the quality of the observatories and surveys;
- Use the potential of the gathered information and data to a greater extent through producing more comprehensive reports as well as focused reports;
- Strengthen the monitoring of the debate at EU and Member States level to identify emerging issues at an early stage;
- Incorporate expert and stakeholder reviews of key deliverables in all areas of significant spending;
- Increase the capacity for on-request studies, for outputs customised to the specific needs of stakeholders.

2. Strengthen the tripartite character and stakeholder relationships of Eurofound's activities

- Increase efforts in targeted communication from all research activities to the decision makers in trade unions, employer organisations at both European and national level, governments, European Parliament and European Commission.
- Produce multilingual executive summaries about all major research results.
- Ensure regular forward-looking debates, with input from external experts;
- Increase high-level joint events with decision makers in trade unions, employer organisations both at European and national levels, governments, European Parliament and European Commission;
- Consolidate briefing meetings with key policymakers in Brussels;

- Further develop exchange and cooperation with decision makers in trade unions, employer organisations, governments, European Parliament and European Commission;
- Assess feasibility of establishing outreach centres in new Member States;
- Continue with quarto–partite Advisory Committees covering each major activity by a specific Advisory Committee whose task is to give its opinion on issues for research including CARs; to evaluate all major research reports before publication, to give advice on follow-up activities, and on the work of the related Observatories.

Cooperation and partnerships

Eurofound will continue to build its added value on cooperation and exchange where mutually beneficial. Eurofound will avoid any overlap in its own activities with projects and initiatives undertaken by OSHA, OECD, Eurostat, CEDEFOP or by any major European research institution.

In 2009, cooperation will be continued with the European Centre for the Development of Vocational Training (CEDEFOP) and the European Agency for Health and Safety at Work (EU-OSHA), as well as with the European Training Foundation (ETF) on the basis of the annually agreed concrete joint projects. Cooperation with the new European Gender Institute (EGI) will be initiated as soon as a director is in place. The aim is to complete a cooperation agreement with the Fundamental Rights Agency (FRA).

Cooperation with the European Parliament, the European Economic and Social Committee (EESC) and the Committee of Regions (CoR) will be further strengthened, in particular with regard to the joint organisation of high-level events. Cooperation will be also further developed with Eurostat and international organisations such as ILO, OECD. It will also avail of the EU's Pre-accession Assistance (IPA) programme to support the development of living and working conditions in candidate countries and countries in the Western Balkans, where relevant. Continuing the long and fruitful work with trade unions, employers' organisations, governments and European Parliament and other institutions in the development and implementation of the work programme represents the key aspect of the partnership approach. Cooperation will also be expanded with European Parliament's committees for employment and social protection. Cooperation will be expanded with the Council's standing committees for employment and social protection in cooperation with national governments.

The research focus areas are defined in the four-year programme 2009–2012 and the 2009 research is aligned with that. The following sections first briefly present Eurofound's orientation for research and communication activities and then present the research projects.

Employment growth and demand and supply of labour in changing labour markets

The overarching challenge is to ensure that the labour market adjustment to the structural change occurs in such a way that, on the one hand, it leads to employment growth and an efficient reallocation of labour to competitive activities and, on the other hand, to the improvement of working and living conditions. An important emerging theme is how changes in the organisation and ownership of economic activity impact upon employment and working conditions.

Labour market adjustment to structural change

Project: EMCC Comparative analytical reports

EMCC will produce comparative analytical reports (CARs) in 2009. The final selection of the topics for CAR will be based on the opinion of the Advisory Committee on EMCC. Possible topics of EMCC CARs are:

- 'Addressing Recession': report on the impact of the global downturn in Member States (sectors, regions, demographic groups, occupations) and policy responses (e.g. flexicurity, matching labour market needs) at both the macro and micro level, with emphasis placed on the opinions of the social partners.

Project: The European Employment Trends monitor (EET)

Scope: The European Restructuring Monitor (ERM) was further developed in 2007–2008 to enable it to utilise several data sources to address a wider range of employment issues. This development will be continued. The new enlarged approach is called European Employment Trends (EET) consisting of two main instruments: the EET-ERM, which monitors the restructuring and EET-EJM (European Jobs Monitor) which monitors the evolution of job numbers by wage categories.

Objectives: To provide timely information and analysis of European employment trends with particular emphasis on restructuring and net changes in job quantity and wages structure.

Methods: EET-ERM will continue to be based on the existing ERM on-line database but with the additional information from national redundancy notification data where available. The ERM quarterly report will continue to provide timely information on restructuring trends and the reporting will be developed towards monthly reporting. In 2009 an analysis will be made to evaluate the scientific value of earlier published results, methods will be sought to improve the quality and reliability of the collected data.

The EET-EJM methodology used in the past for the broader monitoring of the Lisbon goal of 'more and better jobs' will be revised. The reports will continue to observe changes in job characteristics related to wages, but will avoid conclusions and interpretations related to job quality based on wage as a proxy for job quality.

Efforts will be made to measure wage structures based on available data. An expert seminar will be organised involving stakeholders of Eurofound and independent external experts.

Starting from 2009 all EU Member States will be covered in this research. The results will be presented by individual Member State and by groups of EU countries.

Outputs: The EET-ERM quarterly report will continue to provide timely information on restructuring trends and the reporting will be developed towards monthly frequency, if possible together with EET-EJM reports.

Project: EMCC's contribution to DG-Employment's sector studies

Scope: DG-Employment is currently conducting studies on 16 sectors in order to provide scenarios for future skills needs. In conjunction with these studies and cross-sectoral study, it also intends to establish a website (Anticipedia) for updating and dissemination purposes. The roles and tasks of the Commission and Eurofound have been agreed in detail. Following the Bureau's involvement, this project will be elaborated along the agreed objectives, methods and outputs.

Objectives: To continue cooperation with DG-Employment in this field, in particular regarding the final cross-sectoral study and with the view on future updates of the studies.

Methods: Sector future scenario studies: Eurofound is contributing to these studies and DG Employment envisages a role for Eurofound in Anticipedia.

Outputs: Eurofound's contribution to reports financed by DG-Employment and involvement in the sector workshops.

Project: EMCC's sector studies

Scope: This project will explore the impact of globalisation on structural change and employment in the financial sector. The initiative came from the social partners.

Objectives: The objective of the project is to present a detailed analysis of the impact of the driving forces of globalisation on the sector, where the emergence of global product and labour markets has led to structural change. The focus will be on describing the impact on employment in the chosen sector: risk and areas of employment decline and potential for and kind of job growth. This will include an analysis of factors driving location decisions in companies and providing insights regarding future trends in offshoring for the sectors under examination.

Methods: The sector will be examined using the established format of an EMCC sector dossier:

- a) Mapping report (based on desk research) focusing on global competition and the emergence of a global labour market as key drivers of change;
- b) Case and cluster studies (based on company visits and interviews) focusing on the identifying the factors influencing location decisions of companies;
- c) Scenarios (using scenario-building techniques) focusing on the growth potential due to globalisation.

Outputs: Mapping case and cluster studies and scenario report

Duration: 12 months

Flexicurity

Project: EMCC restructuring case studies

Scope: Flexicurity is a key element of Europe's approach to adjustment to structural change. Successfully implemented, flexicurity facilitates labour market flexibility and smooth transitions to new jobs without a costly adjustment period for workers. As flexicurity typically requires a reconciliation of several apparently conflicting interests, it requires a multi-actor approach with the key roles played by employers, workers and governments at national and regional levels.

Objectives: While most studies on flexicurity focus on the national or sector level, there are few studies that examine how flexicurity impacts at the company level. The objective is thus to examine how various actors cooperate in promoting flexicurity in concrete cases at company level. Case studies will also reveal how the common flexicurity principles – adopted at European level in 2007 – have shaped enterprise practices.

Methods: EMCC case studies, focusing on flexicurity approaches.

Outputs: A comparative analysis of positive transitions in national labour markets in the EU as a response to restructuring in the global economy.

More and better jobs and higher productivity through partnership

Quality of work and employment are at the heart of the European social policy agenda. The creation and maintenance of a good working environment is of high value for the workers and for the society as a whole, but also a key factor in the productivity of workers and a contributor to higher competitiveness of companies. Therefore, quality of work is also at the centre of social dialogue, especially at enterprise level. Companies are adjusting to globalisation in order to secure their longer term sustainability and as a part of that they are developing working conditions and restructuring their operations while considering workers' needs such as work-life balance and stress management.

The inequalities in working conditions between and inside EU Member States have been a research field for Eurofound for a long period of time. Similarly, Eurofound has collected valuable information on developments in industrial relations both in the EU Member States and in a wider, comparative context. Based on these traditions, the main dimensions of this research will be the evolving working conditions, social dialogue and industrial relations.

Industrial relations and organisation of work

Comparative analytical reports

EIRO will produce 4-6 comparative analytical reports related to industrial relations and organisation of work through the Network of European Correspondents. The final selection of the topics for CAR will be based on the opinion of the Advisory Committee on IR. Possible topics are:

- Managing individual conflict in the employment relation (incl. mediation)
- The transition to the green industry: impacts, policies of governments, social partners
- Developments in social partner organisations (i.e. mergers)
- Pay differentials in Europe
- Posted workers

- Gender pay gap
- Industrial relations in the performing arts sector
- The state of implementation and stress prevention policies in all Member States (plus Norway and Iceland)

Representativeness studies

The representativeness studies are strongly connected to the dynamism of sectoral social dialogue in the European Union. Every year 4-6 representativeness studies are done by Eurofound. In 2009 Eurofound will focus on the following sectors: central administrations, catering, footwear, metal industry, education.

Since the representativeness studies are carried out in support of the European Commission's Sectoral Social Dialogue, these studies will continue to be carried out in close collaboration and consultation with the social partners of the sectors involved in the Sectoral Social Dialogue Committees concerned, (both as concerns the study itself and the Advisory Committee for Industrial Relations). These social partners shall be contacted through the Social Dialogue and Industrial relations unit of the European Commission.

Update European industrial relations directory

The European industrial relations dictionary will also be updated in 2009.

Project: European Company Statute

Scope: A European company (Societas Europea: SE) operates on a Europe-wide basis and is governed by an EC regulation directly applicable in the Member States, rather than by national law. An SE may only be registered, if an agreement for employee involvement – pursuant to Article 4 of Directive 2001/86/EC – has been concluded. At the beginning of 2008, there were 113 established SEs. Out of these, only around 30 are SEs with economic activities and employees and these will be studied in this project

Objectives: To build up a first inventory, analysis and case studies of the nature and functioning of employee involvement in SEs and capture experience in companies looking at both management and employees.

Methods: An analysis of the European company statute, the corresponding directive and their provisions on workers' involvement complemented with case studies of actual operating SEs.

Output: An overview report with case studies

Project: The national IR systems in EU: country-specific and sector-specific properties

Scope: Distinct sectoral industrial relations systems are likely to respond differently to EU regulations which may result in lack of coherence in industrial relations between sectors rather than between countries.

EU regulations are contingent on implementation by the national industrial relations actors. This project looks at the scale and characteristics of incoherence in industrial relations between sectors.

Objectives: To systematically compare sector and country effects on national industrial relations. To identify the importance of country and sector effects on industrial relations. Distinct sectoral industrial relations are likely to respond differently to regulations and this type of research can increase understanding and help to anticipate the problems EU regulation may face.

Methods: Data collection on approximately 25 sectors through the existing representativeness studies, and additional sectoral data through the Network of European Correspondents (NEC). Static data will be collected as time series data may not be available. This will be complemented by economic data (i.e. exports, imports, value-added and pay) over the last ten years to identify economic similarities across certain groups of sectors and countries.

Outputs: National, sectoral data and a preparatory report (2009). Final research report in 2010.

Project: Industrial relations developments in EU, USA, Japan and in emerging economies

Scope: The purpose of the project is to examine measures and policies undertaken by various countries in Europe and in selected countries outside Europe and the main actors (i.e. social partners, governments, institutions, etc) and their impact on work and industrial relations. An international understanding of the industrial relations developments and positioning of Europe in this is aimed at.

Objectives: To show how different systems of industrial relations tackle the same challenge and to identify the implications. The lessons drawn can be used by social partners and governments discuss the future developments of industrial relations.

Methods: Comparative report of national contributions based on a questionnaire. Seminar to disseminate the results and raise awareness.

- Outputs:**
- National reports from USA, Japan, China, Brazil (and EU)
 - Comparative overview report
 - Seminar in collaboration with an international organisation

Potential additional or alternative research topics

Project: Industrial relations and sustainability

All over Europe and in the global economy attention is paid to organise production and economy in fair conditions, and to the promotion of decent work and environmental protection. European governments and initiatives of social partners play a vital role in the development and implementation of environmentally sustainable enterprises.

In 2009, in a first step an inventory of strategies proposed by trade unions, employers' organisations and governments will be made. This will be used in devising the issues to be further examined and analysed in 2010. An expert meeting should be organised to discuss the content and methodology to be applied in a study to be launched in 2010.

Working conditions

Project: Comparative analytical reports

EWCO will produce 4-6 comparative analytical reports related to working conditions through the Network of European Correspondents. The final selection of the topics for CAR will be based on the opinion of the Advisory Committee on WC. Some possible topics are:

- Stress at work – with a special view to social partners' agreement
- Violence and harassment – with a special view to social partners' agreement

- Absenteeism
- Working poor
- Working conditions in call centres

Project: Working conditions and social dialogue

Scope: The 2008 analytical study *Working conditions and social dialogue* provided information on existing national surveys where questions related both to working conditions and social dialogue have been advanced. In 2009, the project will investigate the possible link between improvement of working conditions and social dialogue through the example of selected sectors. The sectors will be identified on the basis of the opinion of the Advisory Committee on working conditions.

Objectives:

- To disseminate information and share experience with social partners, governments and EU institutions on linkages between working conditions and social dialogue based on the example of selected Member States and selected sectors
- To analyse the impact of employee involvement as a source of motivation for the workforce, and as a driver for better performance and increased productivity.

Methods:

- Dissemination / debate in a conference under the Czech Presidency.
- In-house analysis of the findings of the European Company Survey dealing with quality of work and social dialogue.
- Case studies within selected sectors.

Outputs:

- General Overview report
- Report from the in-house analysis
- Report Employee involvement and working conditions

Project: Links between quality of work and performance

Scope: In 2009 Eurofound will study in this project the link between high levels of quality of work in a company and economic performances of these companies. It will also study the link between low levels of quality of work and the economic performance of these companies. The conceptual framework refers to the innovations in the work place level, impacting the quality of work and those individual employee's performance and company's productivity. After completing the review of the theoretical and empirical literature at previous stages a series of original four to five case studies will be produced. At the heart of this argument for new work organisations is the need for high levels of competence, high trust and high quality objectives.

Objectives: The objective of this part of the project is to investigate in detail the complex relationships between levels of quality of work and performance/productivity at the company level.

Methods: Eurofound will conduct field studies, including interviews in companies and will produce a series of case studies and a synthesis report. An expert seminar may also be organised.

Outputs: A report containing a general overview of the empirical approaches to sustainable productivity measurement and the European context together with four case studies.

New forms of corporate ownership and governance

Project: The impact of emerging forms of inter-firm relationships on working conditions

Scope: Recent decades have seen significant changes in inter-firm relationships and organisation of economic activity. While most prominence has been placed on outsourcing and the firm's focus on core activities, various network and partnership configurations are becoming of increased significance. These include:

- Strategic alliances, joint ventures and cross-shareholding between suppliers and distributors
- Private and venture capital-led mergers and restructuring
- Public-private partnerships
- Networks of smaller firms that pool common resources
- Widely dispersed networks of global companies with shifting configurations of project based work.

There is also a tendency for these relationships to adopt a wider global dimension.

Little is known about the impact of these changes on the employment relationship and especially on working conditions.

Objectives: The objective of the project is to focus on the impact of these organisational forms on the employment relationship and working conditions. The particular view Eurofound takes on this topic is the European dimension of these relationships and networks. It would be of particular interest to focus on the nature of the integration of companies in recent enlargement countries into international (ideally European-dominated) production networks.

Methods: Case studies that follow changes in these inter-firm relationships and draw conclusions on the impact on employment relationships and working conditions. The cases may be identified by social partners, contractors, in consultation with Eurofound and possibly using the ERM.

Outputs: Two case study reports on two of the types of partnerships/networks as exemplified above.

Project: The impact of private equity and hedge funds on restructuring practice, employment levels and shareholder value

This is a new topic of research for Eurofound and one in which there is as yet very little research elsewhere. Developments in financial markets and their increasingly global nature have given rise to new forms of corporate ownership, governance, partnerships and company networks. There is a need to examine the implications of these developments for restructuring practices, employment levels, human resources policies, working conditions, and especially, the implications for social dialogue and industrial relations.

Scope: Emerging new forms of corporate ownership may have a significant impact on employment levels, restructuring practices and work organisation. The issue is mainly related to the time horizon of the investment decision.

Objectives: The objectives are solely related to the social consequences of these forms of ownership. What impact could this have on, for example, employment levels and restructuring practices? There is very little research on these issues. Other ownership issues may arise from the implications of the internationalisation of outsourcing as international production networks become more established. The objective of the owners of this type is to create shareholder value and this aspect will also be included. New corporate ownership forms and new forms of governance have profound implications on human resources policies, working conditions, and especially on social dialogue and industrial relations. These effects will be at the centre of the research.

Methods: Research methods will be defined on the basis of the results of the 2008 in-house pilot study. Preference is given to a general overview due to the complex and diverse nature of the issue investigated.

Output: A general overview report.

Promotion of social inclusion and sustainable social protection

The main thrust in this research area for 2009 will be on extending opportunities for people at all ages to participate actively in both the community and the workplace. New work will pay particular attention to ill-health as a cause of exclusion from employment. The reasons for increasing numbers of young people to be in receipt of incapacity benefits will be explored. Ill-health has implications for employment of other family members and the difficulties in reconciling employment with care responsibilities will be addressed in new research looking specifically at measures in the workplace.

There is growing awareness that work-life balance is an issue for workers at all ages. However, in the current debate, there is particular emphasis upon enabling parents of young children to take up or retain employment. Eurofound will examine the scope for further research on childcare services. As one contribution to the European Year of Combating Poverty and Social Exclusion (2010) work will begin to look at measures to promote the integration of older citizens, especially through inter-generational initiatives in the community.

Through the European network of cities for local integration policies for migrants (CLIP) around 30 cities will continue to actively contributing case studies on 'intercultural dialogue' and 'ethnic entrepreneurship'. Likewise, reporting from the second European Quality of Life Survey will continue with detailed analytical reports on subjects reflecting the main research themes of the new four-year programme. Throughout the analysis and reporting in these projects, specific attention will be given to gender as a cross-cutting issue.

Families and working life

Project: Company initiatives to reconcile employment with care

Scope: Documentation and analysis of company initiatives to support workers who have care responsibilities for disabled children or dependent adults.

Objectives: To examine the prevalence of family support measures in companies that enable workers with family care responsibilities to reconcile employment with family life. To describe and assess examples of good practice in companies drawn from a selected number of Member States.

Methods:

- Overview of research on company initiatives and relevant public policies to support working carers.
- Case studies of workplace measures to reconcile employment with care, to be presented in a database.
- Guidelines for good practice to be drawn up.

Outputs:

- Web publication of overview paper

- Web database of examples of good practice (2010)
- Publication of guide to good practice on company measures to support working carers (2010)

Project: The role of childcare services in reconciling family and work

Scope: The development of childcare services is growing in importance in Europe. A special challenge is in some Member States in particular, where the topic of childcare is on the rise again, politically and economically. With this development there has been a growth in the demand for formal childcare services and a discussion on its social and educational quality. Formal employment, but also the voluntary sectors are becoming more important elements of service provision. A workshop will be organised to examine the role of formal childcare services in relation to various family and informal arrangements, and consider the importance of formal childcare in a successful reconciliation of family and work. The treatment of the topic of childcare provision has to take into account the large cultural differences between Member States. In some EU countries attitudes towards the appropriateness of putting one's children in the care of non-family members at an early age tend to overshadow any discussion of day-care provision.

Objectives: To consider the role of public authorities and social partners, but also the non-governmental and voluntary services in providing childcare services, enabling greater labour force participation of parents.

Methods: Expert workshop in Brussels with European experts on the topic and the Advisory Committee.

Output: Conference report relating conclusions to emerging European policies on children and childcare, and to future priorities for the work of Eurofound.

Social, economic and cultural integration of migrants

Project: Mobility trends

Scope: The activities in 2009 have two parts. The first part will focus on the support for the final conference of the Swedish labour mobility programme. A conference is planned in connection with the Swedish presidency. The participants will be representatives from the 12 newest Member States and the three Candidate Countries. The conference is financed and organised by the Swedish Work Life Mobility Programme.

The second part will be a joint seminar in cooperation with the German Marshall Fund on a comparison of mobility patterns and policies in Europe and the United States. This seminar is a follow-up of a conference in 2007.

Objectives: To report on the three year programme in the new EU Member States and candidate countries to labour market mobility, and to summarise the conclusions in a report. To organise an exchange of experience and a joint learning between the US and the EU on various issues of labour market mobility. This will contribute to the on-going debate in Europe on the lack of mobility culture.

Method: Background research, make presentations and draft proceedings.

Output:

- Conference and joint seminar
- Report with conclusions

Project: European Network of Cities for Local Integration Policy for Migrants (CLIP)

Scope: The main activity in this project is to improve local integration policies and practice of migrants through a scientifically supported benchmarking and peer review process of cities in Europe. In 2008 the third module on intercultural dialogue is implemented and the fourth module of CLIP has been prepared. In 2009, CLIP will prepare and carry out the fourth module, with 27 case studies in the cities on self-employment through setting up one's own business. Ethnic entrepreneurship also provides, in several cases, opportunities for an increased female involvement in the labour market. This is important considering the overall lower activity rate of migrant women. In addition, two regional seminars in Spain/Portugal and Italy will take place. Cooperation with the European Economic and Social Committee regarding the Integration Forum will be explored.

Objectives: The objectives are: to enable local authorities to learn from each other and to deliver a more effective integration policy for migrants, to share their experience with other local authorities in Europe and to support the emerging European policy debate with innovative concepts of integration policy on the local level. The specific objective in 2009 is to learn from each other as regards local policies to improve intercultural dialogue.

Methods: The method is based on case studies, which will be supplied by the cities in cooperation with an expert group of European research centres. In the next step the case studies will be compared and analysed providing a comparative overview. Both products and the accompanying peer review process will provide the basis for the development of guidelines of good practice and policy pointers. Based on experiences in the first and second module the methods used in subsequent modules will be adjusted.

Outputs: As with the other modules, the output would consist of an overview report and policy messages for local, national and European policymakers. It is also planned to continue regional and EU-level seminars to discuss and disseminate the results.

Project: European Quality of Life Survey (EQLS) – analysis of results

Scope: A detailed analytical report from the second European Quality of Life Survey (EQLS), looking at the social and economic situation of people from a migrant background, will be prepared. The report will also cover attitudes to the integration of migrants in general.

Objectives: To provide a detailed analysis of the issues, with interpretation of cross-national comparisons and conclusions linked to policy developments at EU and national levels and to present findings in an accessible report.

Methods: International team of experts will analyse data from more than 35,000 face-to-face interviews in 31 countries. A report will draw upon and compare results with research from other surveys and sources. Complex analysis will be presented in an accessible form for readers with limited statistical expertise.

Output: Report with relevant conclusions and summary.

Quality services in health and social welfare

Project: European Quality of Life Survey (EQLS) - analysis of results

Scope: During 2008, a feasibility study will examine the use of regional level data from the EQLS. It is proposed to use these as the basis for a detailed report analysing differences in quality of life and quality of services at the regional level.

Objectives: To provide a detailed analysis of the issues, with interpretation of cross-national comparisons and conclusions linked to policy developments at EU and national levels and to present findings in an accessible report.

Methods: International team of experts will analyse data from more than 35,000 face-to-face interviews in 31 countries. A report will draw upon and compare results with research from other surveys and sources. Complex analysis will be presented in an accessible form for readers with limited statistical expertise.

Output: Report with relevant conclusions and summary.

Health as a factor for social inclusion

Project: Active inclusion for young people with disabilities or health problems

Scope: Provide an overview of existing incapacity benefits system aimed at young people of working age in the EU Member States including data on the take-up of benefits. Gather and present information on activation measures including role of the incapacity benefits agencies, education systems and employers.

Objectives: To investigate the main reasons for the increase in the take up of the incapacity benefits and explore the most effective activation measures for these young people. To organise an expert workshop to debate and define a programme for cross-national research

Methods: Concept paper, literature review, consultation with national and European experts (workshop).

Outputs: Workshop report (2009), including proposal for original research (2010).

Project: European Quality of Life Survey – analysis of results

Scope: A detailed report on 'Health and disability' will examine the relationship of health status and, particularly, indicators of mental health, with different aspects of the socio-economic situation and quality of life. Issues around access to and quality of health services will be addressed.

Objectives: To provide a detailed analysis of the issues, with interpretation of cross-national comparisons and conclusions linked to policy developments at EU and national levels. To present findings in an accessible report of around 40 pages.

Methods: International team of experts will analyse data from more than 35,000 face-to-face interviews in 31 countries. A report will draw upon and compare results with research from other surveys and sources. Complex analysis will be presented in an accessible form for readers with limited statistical expertise.

Output: Report with relevant conclusions and summary.

Inter-generational solidarity

Project: Analysis of European Quality of Life Survey (EQLS) results

Scope: In the first round of reporting from the 2007–8 EQLS, a detailed report on ‘Families and households’ is in preparation. In 2009, it is proposed to look at the participation and contribution of citizens to volunteering and unpaid work, including support for children, spouses and older relatives.

Objectives: To provide a detailed analysis of the issues, with interpretation of cross-national comparisons and conclusions linked to policy developments at EU and national levels. To present findings in an accessible report of around 40 pages.

Methods: International team of experts will analyse data from more than 35,000 face-to-face interviews in 31 countries. A report will draw upon and compare results with research from other surveys and sources. Complex analysis will be presented in an accessible form for readers with limited statistical expertise.

Output: Report with relevant conclusions and summary.

Project: Measures for social inclusion of elderly

Scope: The participation of older people in society is largely through unpaid work in the family and community, as well as involvement in local clubs and organisations. However exclusion, isolation and loneliness are relatively common among those beyond retirement, particularly among the older elderly. The ‘active inclusion’ approach is about social as well as economic integration; the focus here is on measures to strengthen inter-generational activities in the community, role of the public and private sector as well as that of the NGOs and local community organisations.

Objectives: To explore the most effective measures for social inclusion of elderly; identifying the most serious obstacles hindering this process; investigating cross-country differences within the context of their welfare systems and revealing cases of effective practice.

Methods: In this first phase overview of existing measures to promote social inclusion of elderly in the EU Member States, collecting data and other information on this issue.

Outputs: Concept paper, literature overview, case studies in selected Member States to contribute to the European Year of Social Inclusion in 2010

Research methods

Network of European correspondents

During 2009, Eurofound will launch a new call for tender for contracts with the network of European correspondents (NEC) and framework contracts to secure continuation (from 2010 onwards) of the delivery of information on developments in industrial relations, working conditions and restructuring, as well as for analytical and thematic work in these domains. The scope and required outputs will be informed by the results of the interim evaluation, and further consultation with the Governing Board.

With a budget proposed at the level of 2008, the deliverables in 2009 will contribute to all three research areas of the new 2009–2012 programme, particularly through the comparative analytical reports. Several proposals for topics for the comparative analytical reports are presented in the previous chapter. The final selection will be made on the basis of the opinion of the respective Advisory Committees.

Surveys

Surveys are prime assets of Eurofound as they provide unique information and data on the core research areas: working conditions, workplace developments and living conditions. Survey results serve as a basis for further investigations carried out by Eurofound or elsewhere. Therefore, the regularity, reliability and professional standards of these surveys are essential, and not only for Eurofound.

As outlined in the 2009–2012 programme, Eurofound will invest in developing the quality of its surveys, basing its work on the Eurostat framework for statistical data quality, which addresses relevance, accuracy, timeliness, accessibility, comparability and coherence. In each survey, efforts will be made to improve the questionnaire. Additional measures will be considered on the basis of the 2008 Feasibility Study on Development Paths for Surveys. The options to be reviewed will include an increase in sample size, as well as improvements in methodology while ensuring the basis for longitudinal comparisons. Eurofound will assess, with involvement of its Governing Board and with external expertise, which measures it can undertake in a cost-effective way.

5th European Working Conditions Survey (EWCS)

It is planned to finalise preparation of the fifth European Working Conditions Survey in 2009, with meetings of a questionnaire development group composed of experts and various users to revise and update the questionnaire, drawing on internal work and input from the NEC. The preparation will also include pre-testing and translation of the questionnaire, and preparation of the sampling plans. The preparation will also need to take into account some new developments such as the revision of the NACE codes. A tender will be prepared for a data quality assessment report, to be commissioned in 2010. The implication of this has to be investigated thoroughly. Fieldwork will take place in early 2010.

The ambition is to deliver a survey with an even better quality compared to the previous editions.

Second European Company Survey (ECS)

Eurofound will finalise the fieldwork of the second European Company Survey in the spring of 2009. This survey will gather data on the human resources policies and practices of European workplaces through interviews of HR managers and employee representatives.

Furthermore, Eurofound will commission a data quality assessment contract to evaluate the quality of the data from the survey. In 2009, the first analysis of the results will lead to a descriptive report. There will be several meetings with contractors and experts to discuss the findings. It is planned to hold a discussion with stakeholders to establish priorities for in-depth secondary analysis on the survey. This will result in pinpointing topics for the secondary analyses to be commissioned in 2010. Depending on the outcome of the 2008 investigation, a study contract to combine the data set with external sources (economic and financial data sets) will be commissioned.

Second European Quality of Life Survey (EQLS)

A descriptive overview report based on the 2008 dataset will be produced, together with individual fact sheets for the Member States. Geographical distributions of the results will also be presented with the new geographical survey results presentation user interface (GUI).

As a follow-up to the feasibility study being carried out internally in the second part of 2008, an analytical report on regional disparities in the quality of life in the EU will be commissioned as part of the in-depth analyses of the EQLS 2007. Other in-depth secondary analyses of EQLS are described above.

EurLife

Under a broad set of internal and external activities on assessing the accuracy and reliability of indicators from EQLS-2007, there is a need to assess the content, timeliness and quality of EurLife database.

Presentation of geographical distributions of survey results

In 2009, a new user interface for the presentation of geographical country-by-country distributions of surveys results will be available. That will make the results much more user-friendly and illustrate the distributions by colour shades.

Research studies

Eurofound will also in 2009 continue with case studies – both those which are exploratory in nature and those which illustrate good practice. Case studies are not representative of practice in general, but aim to present in-depth information on how a particular policy or practice is implemented and the roles of key actors. Lessons can be learned and both success factors and barriers to success can be identified, maximising relevance for policy.

Eurofound will use literature reviews to establish and document the current state of knowledge in a particular field, often as a part of a feasibility study. Other studies may be undertaken, for example in order to prepare comparative analysis on a specific topic. Eurofound will continue to undertake work using the direct input of expert groups. This will be of particular relevance for anticipatory studies such as the industrial sector studies.

As communication activity follows on from the research programme, 2009 will wrap up the previous four-year programme. The purpose of the communication programme is to make the research results of Eurofound available to the users and to actively promote the results and to make an impact on the European debate and policymaking as well as on actual practice.

The primary communication focus for 2009 will be to increase the Foundations efforts in targeted communication from all research projects to the decision makers in unions, employer organisations and governments on both European and national level. Multilingual executive summaries will be made about all major research results. Active policies will be developed in order to bring these results actively to the still unserved audience of these decision makers both on national and European level, and to deliver this information in a useful format to the audience and places where debates and decisions are made: to social dialogue committees, national labour councils, etc.:

Publishing and distributing the results of research projects requires a relatively large share of Eurofound's resources: around two thirds of the total Information and Communication (IC) budget. The total number of pages processed by Eurofound annually is approximately 8,000 pages. A large part of this goes through a process of professional editing, translation (up to 25 languages), design, typesetting, printing or hosting and uploading to Eurofound's websites and mailing. Research would hardly be worth while without this. Around one third of the IC budget is used for organising research-related events and promotion of those. Events organised or co-organised by Eurofound gather around 3,000 key European actors annually. A third layer of communication is through the media to interested European citizen, reaching some 50 million Europeans.

Publications

Eurofound will continue to streamline its printed publications programme. Flagship publications in 2009 will include the overview report of the second European Company Survey (ECS), the annual report from the European Monitoring Centre on Change (EMCC) the annual report from the European Industrial Relations Observatory on industrial relations in Europe; and the secondary analysis reports from the second European Quality of Life Survey (EQLS). Short, easy-to-read summaries of research results including clear policy pointers will continue. More investment will be made towards increasing multilingualism, specifically in print and web outputs, by continuing to provide shorter summary documents (e.g. executive summaries, web blurbs, info sheets, resumes, etc) in several languages. The customised reports service will be increased. It is planned to publish up to four issues in the *Foundation Findings* series, as well as two issues of *Foundation Focus* during 2009. Specific work will be carried out on refining the publication templates and style as well as introducing design features that ensure greater accessibility and improved readability of publications.

Web based publishing and distribution

The web is increasingly Eurofound's primary publishing and distribution tool. Further development of new geographical survey results presentation user interface (GUI) to present the EQLS findings and the ECS findings in 2009 graphically will take place. The news feeds service will also be expanded. This may include a review of the EurLife database to ensure coherence. A common Eurofound 'look and feel' will also be further developed to incorporate all communication outputs. Small-scale audiovisual initiatives (building on the *Youth and work* video produced for the tripartite Foundation seminar series) and innovative dissemination tools will be aimed at reaching Eurofound's key target groups (governments and social partners) in the most effective ways possible, in particular at national level.

Eurofound will target and serve its users in an optimum manner by developing individual user profiles, upgrading its interactive capacity and facilitating information access for its primary users via news feeds. Eurofound will also implement new web developments if required to respond to the potential changes to the user interfaces of the observatories.

Debate and events

Eurofound will streamline its events management activities and consolidate those within the IC unit during 2009. IC will work in collaboration with the research teams and the Brussels Liaison Office to establish the strategic priorities of the annual events programme and ensure its efficient implementation. As part of this, in 2009 Eurofound will build on and develop partnerships with other organisations to ensure a wider participation and information reach across both target groups and Member States.

The bi-annual Foundation Forum will take place in 2009 with the cooperation of the Irish Government and with collaboration from the Governing Board. The intention is to bring together some emblematic figures as key-note speakers.

A large-scale joint conference, coordinated by Eurofound as part of the *European Network of Cities for Local Integration Policy for Migrants (CLIP)* project will also take place. Joint events with the European Parliament and the European Economic and Social Committee will be organised. Collaboration with the Czech and Swedish Presidencies will be established.

The Foundation Seminar Series project will continue disseminating knowledge on topical issues, facilitating the sharing of national experience (case examples) and providing a link between the European and national level through a tripartite forum (tripartite delegations of the member states are invited to all sessions). Topics for the 2009 sessions will be identified on the basis of the opinion of the relevant Advisory Committee.

Eurofound will end the current road show program having visited once all EU member states. A revised version of this activity based on the above principles and at the request of the key stakeholders could take place.

Stakeholder Outreach

Links with key target groups will be expanded by developing dissemination strategies for different areas of activity and different users through promotional campaigns, personal contacts and the national outreach centres.

Targeted communication campaigns will promote the findings of the second EQLS. The first findings of the second European Company Survey which takes place in 2008 will be launched. In addition, the new European Employment Trends (EET) monitor will be promoted.

Collaboration will continue with the Member States under the auspices of the EU Presidencies and it is envisaged to organise a joint conference in the area of quality of life under the Czech or Swedish EU presidency.

At EU level, the *Brussels Liaison Office* will continue its programme of communication with key actors from the EU institutions and other important Brussels-based organisations and bodies. It will primarily focus on strengthening its thematic debate fora for EU policymakers (MEPs, social affairs attaches, social partners etc.) and on setting up an ad-hoc strategy to ensure Eurofound's visibility among new policymakers following the European Parliament elections and the nomination of the new European Commission. It will also further develop its monitoring and assessment of the use of Eurofound's expertise in EU policy documents.

Work will be carried out during 2009 to evaluate the existing National Outreach Centres and to assess the possibility of establishing NOCs in the new Member States.

Project: Enquiry service

Scope: As part of Eurofound's drive to produce more on-demand studies and services to the main stakeholder groups, this project allows for tailor-made quick turn-around research studies. These can be either used to build on previous Eurofound research and/or to fill information needs of the stakeholders, so as to help them advance their own work.

Objective: The objective is to contribute to social partners' and governments work by providing timely research results in accordance with their special interest. The flexible and ad-hoc nature of this project should enable Eurofound to gain in visibility and credibility.

Methods: As appropriate and as requested by the social partners and governments, possible methods could include; identification of good practices, comparative studies, case studies, analysis of innovative measures.

The service will be organized in full transparency: reporting to the Bureau all enquiries addressed to Eurofound. Eurofound will respond to requests, depending on the related workload. The Bureau will monitor the balance in workload and delivered services. All reports will be available for all interest groups.

Outputs: Print and web-based reports.

Media

Reaching the wider circles of stakeholders is the purpose of the media activities. Use of the existing vehicles for communication to the media will be further exploited during 2009. Reaching out and expanding the network of European media contacts, specifically in the new Member States, will form a key part of the media programme for 2009.

5

Resources and work processes

Budget

The 2009 estimate includes the foreseen budget cut. The general subsidy for Eurofound will be cut by € 550,000 in 2009 compared to 2008. The Governing Board submitted a Draft Budget 2009 to the Commission in March 2008 that amounted to € 20.6m, which was € 540,000 higher than the current total estimate for 2009, which is € 20.06m. The difference is mainly due to the unlikelihood of the establishment of a Families Observatories for which previously an additional grant had been forecast.

Altogether, the reduction in Eurofound's revenue estimate amounts to € 940,000 compared to 2008.

REVENUE	2007 budget	2008 budget	2009 estimate
Title			
1. General Subsidy	19 600 000	20 000 000	19 450 000
IPA / Phare programme	300 000	300 000	300 000
Families Observatory		400 000	0
5. Miscellaneous revenue	pm	pm	pm
6. Revenue from services	280 000	300 000	310 000
Total	20 180 000	21 000 000	20 060 000

EXPENDITURE	2007 budget	2008 budget	2009 estimate
Title			
1. Staff	10 560 000	11 365 000	11 030 000
2. Buildings, equipment and miscellaneous, operating expenditure	1 350 000	1 435 000	1 500 000
3. Operating expenditure	8 270 000	8 200 000	7 530 000
Total	20 180 000	21 000 000	20 060 000

The traditional approach to set out the budget in different titles (see above) and chapters will be increasingly replaced by activity-based budgeting, where the activities of Eurofound are reflected with their external operational expenditure as well as with their cost for human resources and infrastructure.

For that reason, the following table shows the 2009 budget from an activity-based point of view.

ACTIVITIES	2009 estimate	% of total
Observatories and Surveys	4 825 000	24 %
Employment and Competitiveness	1 560 000	8 %
Industrial Relations and Workplace Development	2 385 000	12 %
Living Conditions and Quality of Life	2 240 000	11 %
Information and Communication	4 700 000	23 %
Administration and Support	4 350 000	22 %
Total Budget	20 060 000	100 %

For the three research areas in the 2009 work programme, the following budgetary resources will be allocated:

RESEARCH AREAS	2009 estimate	% of total
Employment growth and demand and supply of labour in changing labour markets	3 334 000	17 %
More and better jobs and higher productivity through partnership	7 698 000	38 %
Promotion of social inclusion and sustainable social protection	3 748 000	19 %
Non-allocated activities, e.g. Forum, Governing Board, Administration and Support	5 280 000	26 %
Total	20 060 000	100 %

In this presentation the costs of observatories and surveys, information and communication as well as parts of ICT have been allocated to the research areas.

Human resources and work processes

In 2009, Eurofound will complete the recruitments to fill its still vacant positions, but for the rest of 2009–2012 no further expansion is allowed. As the funds for external contracting (title 3) have been reduced, the strategy for this period will therefore be to use all instruments to gear own staff resources to those areas of work that directly contribute to the achievement of the strategic goals. This will include:

- in-house execution of more tasks to compensate for the reduction of the funds for external contracting and development of own human resources accordingly;
- re-allocation of posts to higher value-adding tasks as positions become available;
- review of the outsourcing policy – use of fixed-term resources for some value added analytical tasks, if that is more beneficial than external service contracts;
- training of staff to ensure skills are continuously developed;
- flexible work organisation based on multi-disciplinarily and transversal project teams;
- partnerships with other organisations to team up with expertise better found elsewhere.

The performance review and promotion processes are geared to ensure that high levels of performance can be planned and achieved, and that good performance can be rewarded. It is also recognised that staff can avail of several flexible working options that allow them to achieve an acceptable balance while at the same time making a full contribution to Eurofound's work.

Eurofound's work processes will be further streamlined and simplified where possible in order to improve efficiency and productivity of work.

Information and communication technology supports all Eurofound's activities and work organisation. A four year strategic ICT plan has been developed based on business needs and priorities and it will be actively implemented starting 2009 in a priority order within the limits of available resources. The dedicated knowledge management strategy will be extended while an electronic document management system will enhance the quality and efficiency of internal document flow, as well as the potential to exploit existing and new research findings.

6 Performance monitoring and evaluation

Eurofound's Performance Monitoring System, based on the Balanced Scorecard approach, assumes an alignment between Eurofound's strategic goals, its key objectives for 2009–2012 and how they are operationalised in the programme proposed for 2009. This follows the internal logic of Eurofound's strategic planning. At the start of the new four-year programme period, some further work will be required to ensure that the current data collection covers all elements related to the 2009–2012 objectives. Further development on the presentation and analysis of the data for the purpose of management reporting will also take place.

Evaluation is a systematic tool which provides the necessary evidence to inform better decision-making. It is, moreover, a recognised vehicle for organisational learning and continuous improvement.

The evaluation programme for 2009 will cover an interim evaluation of one or two of the following projects that were initiated during the 2005–2008 period: *European Network of Cities for Local Integration Policy for Migrants (CLIP)*, *Foundation Seminar Series*, *National Outreach centres*, *one or more of the surveys*, *Roadshow programme*. These will contribute to the modular approach in which the ex-post evaluation of the previous four-year programme will be conducted. The terms of reference for the ex-post evaluation of the 2005–2008 programme will be developed.

Annex: Project budget

PROJECT	EURO
Employment growth and demand and supply of labour in changing labour markets	
The European Employment Trends monitor	50,000
EMCC's contribution to DG-Employment's sector studies	p.m.
EMCC's sector studies	75,000
EMCC restructuring case studies	p.m.
AC on EMCC	10,000
Sub-Total	135,000
More and better jobs and higher productivity through partnership	
European Company Statute	100,000
The national IR systems in EU: country-specific and sector-specific properties	95,000
Industrial relations developments in EU, USA, Japan and in emerging economies	65,000
Industrial relations and sustainability	15,000
Working conditions and social dialogue	85,000
Links between quality of work and performance (2009)	20,000
The impact of emerging forms of inter-firm relationships on working conditions	80,000
The impact of private equity and hedge funds on restructuring practice, employment levels and shareholder value	80,000
Foundation Seminar Series	135,000
AC on Foundation Seminar Series	10,000
AC on Working Conditions	10,000
AC on Industrial Relations	10,000
Sub-Total	705,000
Promotion of social inclusion and sustainable social protection	
Company initiatives to reconcile employment with care	100,000
The role of childcare services in reconciling family and work	18,000
Mobility trends	10,000
European Network of Cities for Local Integration Policy for Migrants (CLIP)	300,000
Monitoring quality of life in Europe	180,000
Active inclusion for young people with disabilities or health problems	36,000
Measures for social inclusion of elderly	65,000
AC on Living Conditions	10,000
Sub-Total	719,000
Surveys and Observatories	
Network of European Observatories (NEO)	1,850,000
5th European Working Conditions Survey (EWCS)	920,000 ¹
Second European Company Survey (ECS)	180,000
EurLife database	45,000
Information Centre	100,000
AC on Company Survey	10,000
AC on EQLS	10,000
AC on EWCS	10,000
Sub-Total	3,125,000

¹ Does not include 2010 budget.

PROJECT (cont'd)	EURO
Information & Communication	
Publications (editing, typesetting, design, printing)	755,000
Translations	332,000
Web publishing and web development	449,000
Information distribution to stakeholders	310,000
Foundation Forum	300,000
Other meetings and events	40,000
Media	60,000
AC on I&C	10,000
Sub-Total	2,256,000
Enquiry service	100,000
Evaluation Programme	100,000
Governing Board	190,000
Support activities	200,000
Total	7,530,000

