



**FOR INFORMATION**

THIRD ITEM ON THE AGENDA

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

**(a) Programme and Budget for 2006-07**

1. The Board of the International Institute for Labour Studies will consider at its 47th Session on 8 November 2005 the programme and budget proposals of the Institute for 2006-07.
2. Following its consideration of these proposals, the Board will be called upon, in accordance with article II, paragraph 6, of the Regulations of the Institute, to transmit the programme to the Governing Body for endorsement, and the budget for final approval.
3. Since the Board will meet just before the Committee begins its sittings, and in order to avoid placing the programme and budget proposals before the Committee at the last minute, a copy of the document<sup>1</sup> in which they are contained is being circulated in advance as the appendix to the present paper. Circulation of the document at this stage is, of course, entirely without prejudice to whatever action the Board may take in relation to the proposals.

Geneva, 10 October 2005.

*Submitted for information.*

<sup>1</sup> INS.B.XLVII/3.

# Appendix

INTERNATIONAL INSTITUTE FOR LABOUR STUDIES

INS.B.XLVII/3

## BOARD

47th Session  
Geneva, November 2005

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### THIRD ITEM ON THE AGENDA

## Programme and Budget for 2006-07

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## I. Introduction

1. The International Institute for Labour Studies (IILS) has a distinctive and strategically important place within the International Labour Organization. As an autonomous facility for research, education and dialogue it helps to map out the key analytical and policy challenges facing the Organization and its constituents, strengthens capacity to address them and takes advantage of the knowledge and experience of external academic and research communities on the ILO's concerns.
2. The Programme and Budget proposals for 2006-07 build on the Strategic Review of the Institute carried out in 2004 (GB.291/14(Rev.)), which highlighted the need for synergy between the Institute's work and the development of the ILO programme as a whole. The Strategic Review identified the principal comparative advantages of the Institute as: its tripartite constituency, its capacity to undertake research on medium- and long-term issues with a multisectoral and multidisciplinary perspective, and its potential to stimulate debate on key policy issues concerning the world of work. The review suggested that the IILS contribute to an ILO-wide research strategy and expand networks with external institutions, with a view to strengthening the ILO's knowledge base. Discussions at the 2004 Board meeting identified a number of priority research issues, and revealed a preference for as integrated a programme as possible.
3. The proposals presented here reflect this consensus. They combine investment in research on key policy issues with deeper reflection on how to strengthen the policy instruments and approaches of the ILO and its constituents, along with continued contributions to education and policy dialogues. They aim to build stronger bridges between the Office, the ILO's constituents and external knowledge networks. They take forward ideas drawn from a number of sources. Key reference points include the Reports of the Director-General to recent International Labour Conferences, and the views expressed by Employer, Worker and Government constituents on those Reports. They concern the Decent Work Agenda and the decent work deficit, working out of poverty and the ILO's contribution to a fair globalization. Another important reference point is the current effort in the Office at stocktaking of ILO knowledge on changing patterns in the world of work, which identifies gaps and future opportunities. The work of the World Commission on the Social Dimension of Globalization also points to some important challenges. The Strategic Review notes that "subject to approval by the Governing Body, the World Commission report highlighted a number of issues which could be important for the IILS strategic orientation". The Institute's work can make a substantial contribution to exploring some of the above issues further, within the broad framework of the Decent Work Agenda.

## II. Budget

### Total proposed budget level

4. The Programme and Budget proposals for 2006-07 – valued at the 2004-05 budget rate of exchange of 1.34 Swiss francs to the US dollar, including a programme decrease of US\$1,145,395 – amount to US\$7,116,761.
5. The adjustment in prices and the budget exchange rate between 2004-05 and 2006-07 are summarized as follows:

## Adjustment in prices and the budget exchange rate, 2004-05/2006-07

	US\$
2004-05 approved programme and budget, excluding activities financed from extra-budgetary funds, at an exchange rate of 1.34 Swiss francs to the dollar	8 262 156
Proposed programme decrease in 2006-07	(1 145 395)
2006-07 programme and budget proposals at 2004-05 prices and at an exchange rate of 1.34 Swiss francs to the dollar	7 116 761
2006-07 cost increases and adjustment to an exchange rate of 1.25 Swiss francs to the dollar	611 732
2006-07 programme and budget proposals	7 728 493

6. The exchange rates of 1.34 and 1.25 Swiss francs to the US dollar are those used by the ILO for the Programme and Budget for 2004-05 and 2006-07 respectively.
7. The standard cost factors for all Professional category staff and for the General Service category at headquarters included in the 2006-07 programme and budget proposals are the same as those of the ILO. These amount to US\$181,872 per work-year for the Professional category (US\$162,720 in 2004-05) and US\$109,248 per work-year for the General Service category (US\$98,796 in 2004-05).
8. The level of the proposed 2006-07 budget is estimated at US\$7,728,493. As in previous biennia, it has been decided to retain half of the interest income earned by the Endowment Fund in the Fund, to be drawn upon later as necessary. This will optimize the use of these resources and build up the Endowment Fund for the future. Savings from the current biennium, as well as interest income earned on the current account, will be utilized to meet the requirements of the programme in the 2006-07 biennium.

**Summary of 2006-07 proposed income and expenditure budget and comparison with 2004-05**  
(in US\$)

	2004-05		2006-07
	Approved budget	Forecast income and expenditure	Programme and budget proposals
A. Funds brought forward from previous period	4 315 674	4 675 296	3 090 834
B. Income	52 000	39 000	39 000
Contribution from ILO regular budget	4 942 004	4 942 004	5 065 714
Interest	200 000	100 000	100 000
Sales of publications and miscellaneous receipts	5 000	5 000	20 000
Total income	5 199 004	5 086 004	5 224 714
C. Total funds available	9 514 678	9 761 300	8 315 548
D. Expenditure	8 262 156	6 670 466	7 728 493
E. Funds to be carried forward to the next period	1 252 522	3 090 834	587 055
F. Other sources: Phelan Legacy (estimated resources)	25 000	13 000	13 000

9. The Institute's proposed expenditure budget for 2006-07 is presented in two main sections: the *Substantive programmes*, consisting of *Research*, and *Education, dialogue and*

*outreach*; and *Management and programme support*. The table below summarizes the 2006-07 proposals and details the expenditure by programme.

### Summary of proposed 2006-07 expenditure budget by programme

Programme	Work-years/months		Cost in US\$		
	Professional	General Service	Staff costs	Other costs	Total resources
A. Substantive programmes					
Research	12/00	4/00	2 753 784	1 100 000	3 853 784
Education, dialogue and outreach	5/00	4/00	1 346 352	900 000	2 246 352
B. Management and programme support	2/00	7/08	1 335 640	292 717	1 628 357
C. Total 2006-07 proposals	19/00	15/08	5 435 776	2 292 717	7 728 493

## III. Substantive programmes

### 1. Overview

10. The goal for 2006-07 is an integrated and focused programme that will help the ILO and its constituents respond to the challenges for decent work of current and prospective economic, political and social developments.
11. Some of these challenges are particularly visible at national and local levels, where new opportunities are emerging but also new patterns of inclusion and exclusion, and where informality and poverty persist. There is a need for development paths that better incorporate issues of employment, representation and dialogue, security and rights at work, central goals for people but too often underemphasized in the policy agenda.
12. Other challenges are global: the impact on social and economic progress of new developments in the global economy, the need for new or more effective instruments to promote a fairer globalization, a better understanding of the roles and possible contributions of different actors in global markets. The rapidly changing global economy is outpacing the means for its governance, and reflection and research is required to explore the implications for the ILO's constituents, goals, values and instruments. An institutional environment is required which supports efforts by employers, workers and governments to achieve both high productivity and decent work.
13. These issues call for more knowledge on trends and policy impacts. They require reflection on the concepts and methods used in the ILO's work, and the development of multidisciplinary approaches that bring together law, economics and other disciplines. And they constitute priority subjects for policy dialogue and tripartite debate, and for education.

Programme	Work-years/months		Cost in US\$		
	Professional	General Service	Staff costs	Other costs	Total resources
A. Research					
2006-07 proposals	12/00	4/00	2 753 784	1 100 000	3 853 784
2004-05 approved budget	14/00	4/00	2 673 264	1 262 343	3 935 607

Programme	Work-years/months		Cost in US\$		
	Professional	General Service	Staff costs	Other costs	Total resources
B. Education, dialogue and outreach					
2006-07 proposals	5/00	4/00	1 346 352	900 000	2 246 352
2004-05 approved budget	6/00	6/00	1 569 096	1 147 095	2 716 191

## 2. Research

- 14.** The Strategic Review of the Institute identified several major themes which could be considered for future research: tripartism and social dialogue; fair globalization and the cross-border movement of people; and social justice and economic development. Several other topics were also raised in the 2004 meeting of the Board. The proposals here take forward these broad directions, and address them within an integrated programme of research on the relationships between work, development and globalization.
- 15.** Many of the ideas below derive from or develop further research carried out at the Institute in 2004-05 on participatory governance, tripartism, labour market institutions, labour law, migration and decent work. Others are new, and the programme as whole is built around a new structure.
- 16.** The research programme will address the analytical frameworks and knowledge that are needed for a better treatment of employment and decent work goals in national and international development policy, and in the governance of the global economy. It will consider the labour institutions and policies that can provide a positive environment for rights at work, investment and enterprise development, and help strengthen the synergy between economic and social objectives.
- 17.** Work and employment have not been prominent in international development strategy in the recent past. This has been highlighted by the virtual absence of these issues from the Millennium Development Goals, and the difficulty of placing employment strategically in the Poverty Reduction Strategy Paper (PRSP) process. Shortfalls in employment, in rights at work, in gender equality and in the institutions for representation and social dialogue have not received adequate attention. Even in countries that give high priority to employment issues, there is a sense that the existing knowledge on how to attain decent work goals is inadequate. Similarly, the deficiencies of the social dimension of globalization, noted by the World Commission, in significant degree reflect weaknesses of governance, and in particular the widening dichotomy between economic and social governance. The existing system of global economic governance does not have adequate mechanisms for taking into account important social objectives such as the creation of decent work for all. This in turn imposes constraints on national policy-makers, markets and firms, and reduces the space for social dialogue.
- 18.** The ILO must be able to back up its efforts to place its values and goals more centrally in the international development and global economic agendas with high quality research, a good knowledge base and a clear analytical framework. It is proposed to pursue this goal under two broad headings.
- 19.** The first concerns *decent work in development*. Research in this area will aim to deliver better evidence on and analysis of the impact of different development paths on work and employment, the influence of globalization, the conditions under which advantage can be

taken by enterprises and communities of global opportunities, and the contribution of policies for work and employment to development goals.

20. This will include in-depth analysis of the experiences of a small number of countries, representing different policy choices and situations in the global economy. These studies will carefully review how employment and labour concerns and institutions have been treated within development policies, the role of the public sector and of trade unions, the functioning of labour and product markets, and the implications for growth, decent work, gender equality and distribution. Collaboration in this work will be sought with sister research institutions in the UN system, such as the United Nations Research Institute for Social Development (UNRISD) and the World Institute for Development Economics Research (WIDER). It will also draw on the integrated country level approaches to decent work that have been developed in the ILO in recent years.
21. A second, more specific goal will be a better understanding of the causal relationships between selected labour standards and economic development. This work will critically assess competing hypotheses as to whether labour standards are a source or consequence of economic development, or both, and how this relationship is influenced by a wider set of labour institutions, including the type of legal system, institutions for representation and social dialogue and the effectiveness of labour inspection. This may include both econometric work and more historical methods, and will build on current Institute research in this area.
22. A related project will examine the role of labour law in development, with particular reference to the informal economy. Questions are sometimes raised about the purchase and regulatory effectiveness of national labour legislation. Inadequate or poorly applied regulation of the informal economy creates an unfair playing field for firms that respect the rules, and undermines efforts to realize rights and standards throughout the economy. There is a need to examine how labour law is responding to this challenge in different areas of the world. The project will examine the direct and indirect effects of legal frameworks on the poor, including the differential effects on women and men, in selected developing countries. Of particular interest seems to be the role played by other bodies of law, e.g. constitutional and human rights law, or commercial law, and the relationship between these and labour law proper.
23. Development options, even at the local level, are to a significant extent determined by the opportunities of the global economy and access to global production systems. An important strand of research is therefore to understand the process of creation of jobs and incomes locally from participation in global systems – the space for local enterprises and policies, the nature of the jobs created and the distribution of the benefits. New developments involving networks of small firms linked to global markets should be explored further. Research in this area will benefit from and connect with ILO policy analysis and technical cooperation projects in this field.
24. Another important aspect of the connection with the global economy concerns the cross-border movement of workers. There is a link between migration and changes in production systems such as “delocalization” and offshoring, and associated changes in trade and investment patterns. More work is needed to understand the economics of international labour markets and how they relate to the growth of global production systems. Building on current work on migration at the Institute, this research will explore further the potential and actual contribution of migration to development goals in countries of both origin and destination in the light of these global changes, addressing both economic and legal issues.
25. Much of this work needs to be grounded in the realities of developing countries, and so must be carried out in cooperation with institutions and researchers from those countries. It

is important for the ILO's policy agenda to address the needs and aspirations of the poor, who are particularly found in the rural and informal economies.

26. The second theme centres on *social goals in the governance of the global economy*. Globalization seems to have set in motion two opposite trends. On the one hand, the uncertainties of the current international economy have generated renewed demands for fair rules of the game from multiple quarters of society. On the other hand, the existing mechanisms for economic and social governance, predominantly national in scope, seem less able to satisfy desires for protection and security.
27. Research on governance will seek to understand what kind of institutional frameworks may be appropriate to the challenges of the global era, and how this may create new spaces and demands for ILO action, within its existing mandate. This will involve analysis of existing institutions, how they might be strengthened, and their likely impact on enterprises and workers; and examination of emerging institutional innovations at both global and regional levels, including, in the case of regional developments, current efforts to strike a new balance between flexibility and security within the European Social Model. Research is needed to assess the significance and potential of such developments, and discriminate among them based on proximity to ILO values and goals.
28. An important aspect of international governance concerns the instruments for dealing with poverty, vulnerability and insecurity at the global level. As noted above, it is a particular concern for the ILO that existing multilateral arrangements for poverty reduction do not adequately reflect the role of decent work. The World Commission also expressed concern over the lack of means to protect those adversely affected by global economic developments, and evoked the possibility of a "socio-economic floor". These issues will be explored further, in cooperation with the relevant departments in the Office, by considering what kind of international instruments might be conceived to promote security in the face of global economic fluctuations. A first step will be to examine existing regional and global institutions aimed at promoting solidarity and equity.
29. A central issue for the ILO concerns the way the pattern of globalization affects the role and impact of international labour standards. The Institute will contribute to thinking on this question, including the implications for social and labour rights of the growing reliance on "soft law". This needs to be complemented with reflection on the connections between these policy instruments and the international trade and investment agendas, and in particular whether new approaches might develop which could attract broad tripartite support.
30. A related issue concerns voluntary instruments to promote social progress within global production systems. Corporate social responsibility (CSR) is becoming a key issue in the analysis of social and economic governance, and an increasingly important policy instrument for companies. Both theoretical and empirical work will be carried out on the extent to which CSR practices take into account the different elements of the Decent Work Agenda, exploring the implications for enterprise objectives, workers and local communities in different parts of the world.
31. Another development within global production systems concerns the emergence of new instruments of dialogue and agreement at the global level. Although they still cover only a very small fraction of the global labour market, they illustrate the tendency for the actors concerned to search out new mechanisms and institutional frameworks. The Institute will aim to develop a systematic knowledge base on these developments. This work will be able to draw on the extensive research carried out on governance issues in the Institute's research programme during 2004-05.

32. Another important governance issue concerns the proposed development of a multilateral framework for the cross-border movement of people. Complementing work that is already on the ILO agenda, the Institute's contribution will be to promote reflection on the shortcomings and problems of the existing migration regime, and the needs, options and possibilities for new instruments of governance in this complex field.
33. These two domains of development and governance are not independent, and some research issues cut across them. Global production systems are key for national development and at the same time pose challenges for international governance. The same is true of migration. Law as an instrument of governance has interrelated national and international dimensions. So these are not rigid compartments, but rather different perspectives with a common centre of interest.
34. Research on these themes will be multidisciplinary in nature. Interdisciplinarity will be strengthened by engaging in a methodological reflection on the basic premises, conceptual reference points and methods of analysis of the different disciplines concerned, especially law and economics. A gender analysis or gender perspective will be built into each of the areas of research.
35. A particular effort will be made to explore the needs and options for renewal of labour law, as a major instrument for ILO action. Reflection on labour law, its development and application, and its role in responding to the new challenges of globalization, will provide an important foundation for applied research. Special attention will be given to conceptual and empirical analysis of the obstacles to the implementation of the international labour standards, taking into account the cultural, economic, legal and political aspects.
36. The above programme is designed in such a way that it can provide a frame of reference beyond the 2006-07 biennium. Even so, the Institute on its own, and within its resources, can only address some of these issues in depth. A variety of approaches will therefore be used. Several of the above projects and areas of research cover issues of interest to different departments of the Office, and will be pursued in partnership with them. This may include temporary staff assignments to the Institute. The Institute will aim to complement the work of the Office by paying greater attention to concepts, reflection and empirical analysis of key relationships, and less to operational policy development.
37. Other topics will take advantage of external networks, among the constituents and in the academic community. For some issues this will call for policy dialogue rather than research, bringing together ILO constituents in an informal setting, as well as experts in the fields concerned who can provide value added to tripartite reflection. On a number of subjects the Institute can tap into existing external research networks. The Institute will also aim to mobilize external resources where appropriate to strengthen its capacity to address this agenda.

### **3. Education**

38. The educational activities are geared to complement ILO training activities by strengthening the capacity of ILO constituents in analysis and social policy formulation, thus helping governments, employers' organizations and trade unions to develop integrated economic and social policies for realizing the goal of decent work.

#### ***International internship courses***

39. In 2006-07, the Institute will organize two international internship courses on labour and social policies for decent work. The courses will be held in Spanish in 2006 and in English

in 2007. The participants will be policy-makers, including middle- and senior-level officials from governments and employers' and workers' organizations, who will be provided with a detailed exposure to the ILO with reference to its principles, means of action, state-of-the-art thinking on the strategic objectives and the formulation of integrated policies for decent work.

### ***Mobile thematic workshops***

40. The Institute will explore the possibility of launching mobile workshops, i.e. thematic courses and discussions linked with the Institute's research programme, which would move from one country or region to another, geared to their special needs and reflecting regional and national perspectives. The workshops, of an interdisciplinary nature, would be designed in collaboration with local researchers and institutions and ILO constituents. They would not only contribute to building research capacity, but also inform the global research programme, support national decent work programmes and give rise to publications and local research activities.

### ***Development of new approaches to education in labour studies***

41. There is a growing interest in postgraduate qualifications in labour studies and social policy, which provide an important platform for learning and understanding of the ILO's values and fields of work. A number of new courses are under development in academic institutions in different parts of the world. Earlier Institute programmes have developed a variety of pedagogical materials that can contribute to such programmes. It is proposed, in 2006-07, to investigate systematically, with constituents and with partner academic institutions, and related initiatives such as the Global Labour University, what types of postgraduate educational instruments and qualifications might be of greatest value, and start to develop sample frameworks and curricula. The Institute would not itself organize such courses, but could play an important supportive and catalytic role in a network of academic institutions. Extra-budgetary resources may be sought for pilot exercises with universities in selected developing countries.

### ***Visiting scholars, fellows and students***

42. The *Visiting scholar programme* will be continued. This programme provides academics in the social and labour fields, on sabbatical from their universities, office space with facilities, and access to ILO documentation services. The programme's aim is to foster interaction between ILO staff and the academic community and to encourage advanced research on topics of concern to the ILO.
43. In the 2006-07 biennium, one grant will be awarded under the *Phelan Fellowship programme* which is endowed by the proceeds of the Phelan legacy.<sup>1</sup> Fellowships cover the costs of a six-month stay at the Institute for outstanding young researchers from developing countries who study a mutually agreed theme related to decent work.
44. For its *Visiting student programme* the Institute will continue to draw postgraduate students who can gain from and also contribute to the ILS research programmes. The Institute will rely on its network of contacts to identify young talent for research and educational activities.

<sup>1</sup> This could be modified if it is decided to link the Phelan Fellowship to a new prize or award. A separate paper has been submitted to the 2005 Board meeting on this subject.

45. The Institute will continue to organize *study visits* which are designed to introduce students from universities worldwide to current ILO concerns and activities. These “mini courses” will be organized in different working languages.

#### 4. Policy dialogue

46. The Institute organizes forums, conferences, debates and lectures, which address a wide variety of challenges for the Decent Work Agenda, and bring an equally wide spectrum of perspectives to bear on them. These will be continued in the years 2006 and 2007. High-level speakers will be invited to give public lectures or participate in panels and debates in Geneva and other appropriate settings (e.g. international forums and conferences). Particular emphasis will be placed on lectures during the International Labour Conference, Regional Meetings and the Governing Body. In many areas, policy dialogue helps to move research outcomes towards policy formulation and the Institute will use this means to stimulate free debate on issues of concern to workers, employers and governments. A broad range of subjects could be addressed, not restricted by the research programme under way, such as the changing concept of social justice, ILO goals in the global economy, the transformation of labour law, the future of tripartism and the integration of economic and social policies.
47. The Eighth Social Policy Lectures will be held in the African region during 2007. Endowed by the ILO’s Nobel Peace Prize, these lectures are held in major universities in different regions of the world. Their objective is to encourage interest in the ILO among students and academic communities. The Institute will explore options for expanding the reach of the lectures through supplementary activities in collaboration with host universities, for instance international symposia on the themes of the lectures.<sup>2</sup>
48. If the ILO Governing Body approves the proposal to hold a Globalization Policy Forum, and if the Institute’s Board so agrees, the Institute could contribute to it, along with others, under its dialogue and outreach activities. Possible activities include helping to mobilize representatives of external networks around decent work as a global goal, and facilitating substantive discussions.

#### 5. Partnerships and networks

##### *Closer linkage with the Office*

49. The Institute will promote and support research in the ILO as a whole, and build synergy by working with the Office on particular topics. As noted above, this can take the form of joint projects and interactive events as well as staff mobility, e.g. the secondment of ILO researchers to the Institute as suggested in the Strategic Review.
50. The Strategic Review also proposed that the Institute play a proactive role in the development of research in the Office. This proposal has been followed up through the creation in the ILO of an internal Research and Publications Committee, which is chaired by the Director of the Institute, and which includes other Institute staff among its members.

<sup>2</sup> As in the case of the Phelan Fellowship this could be modified if it is decided to link the lectures to a new prize or award.

### ***Linkage with constituents***

51. In the same way, it is proposed to strengthen substantive interaction between the Institute's work and research and education carried out by the ILO's constituents at national and international level. There is scope for partnership with the research institutions and departments of national trade union federations and employers' organizations, as well as with government-sponsored labour research institutions and research carried out within governments. Collaboration with the Global Union Research Network will continue.

### ***Reinforcing external networks***

52. The Institute will continue to build and work with academic networks, especially involving individual researchers and institutions in developing countries. In addition to thematic networks around Institute research topics, the Institute will seek to foster longer-term relationships with other institutes which share its interests and approach, and explore whether counterpart institutions in a number of countries or regional networks could extend and reinforce the Institute's work. Greater cooperation will also be sought with the other research institutions of the UN system.
53. An *International Institute for Labour Studies research conference*, which was proposed in the Strategic Review as a periodical "flagship event", should also serve to invigorate existing networks and establish new contacts. A first conference of this type, i.e. with a scientific character, will be arranged in the 2006-07 biennium.

## **6. Publications and communication**

54. The output of different research programmes will be brought out as special publications of the Institute, including monographs, edited volumes and papers in the Institute's peer-reviewed discussion paper series. For the purpose of disseminating the research findings to a wider audience among ILO constituents and the academic community, the Institute will continue to upgrade and expand its web site. The texts of all public and special lectures, as well as published monographs and discussion papers, are currently available on the Institute web site. The Institute intends to make use of videoconferencing techniques for its public events during the next biennium and also to post the proceedings of these events on the web site.

## **IV. Management and programme support**

	Work-years/months		Cost in US\$		
	Professional	General Service	Staff costs	Other costs	Total resources
2006-07 proposals	2/00	7/08	1 335 640	292 717	1 628 357
2004-05 approved budget	2/00	8/00	1 208 088	402 270	1 610 358

55. This part of the programme and budget provides for general management and direction, as well as administrative support and information services. The Director of the Institute is responsible for overall programme development, review and coordination, and participates personally in research, education and outreach as appropriate. The Director is also responsible for relationships with the Board and for managing the external relationships of the Institute.

56. Programme support includes programming, personnel, finance, administration and information services. This includes the preparation of programme and budget proposals and other documents for the Board, general financial supervision and management, equipment and office space, day-to-day operation of the Institute, and records and communication. Information services include documentation services in support of Institute projects and educational activities.
57. In the course of 2006-07 the Institute will take steps towards strategic budgeting and the development of targets and indicators for its work. In this it will draw on the experience of the ILO and of external research institutions with comparable products. Pilot testing on the outputs of the 2006-07 programme will be designed to permit appropriate targets and indicators to be incorporated in the 2008-09 programme and budget proposals.
58. The Strategic Review of the Institute proposed the creation of an advisory or scientific committee. No steps have yet been taken to create such a committee, although the views of a number of senior academics were sought in the process of programme development. If the Board of the Institute wishes to be able to draw on external scientific expertise directly, it would be possible to invite a small number of leading scientific figures (three or four, to be chosen in close consultation with the Board) to the next Board meeting as resource persons. This would also open the possibility of complementing the formal Board meeting with an informal technical session on particular research themes.
59. *On the basis of the above, and in accordance with article II, paragraph 6, of the Regulations of the Institute, the Board may wish to adopt the programme and budget for the International Institute for Labour Studies for 2006-07, to transmit the programme to the Governing Body of the ILO for endorsement, and to submit the budget for final approval.*

Geneva, 10 October 2005.

*Point for decision:* Paragraph 59.