

**INTERNATIONAL INSTITUTE
FOR
LABOUR STUDIES**

**Establishment by the Governing Body
of the International Labour Office**



**GENEVA
International Labour Office
1960**

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The International Institute for Labour Studies

1. On 1 March 1960 the Governing Body of the International Labour Office unanimously decided to establish the International Institute for Labour Studies.

2. This decision followed a substantial period of preparations, during which the need for such an Institute had been discussed at the International Labour Conference and in the Governing Body, and the Director-General had prepared proposals concerning the aims, functions and organisation of the Institute with a consultative group of six members of the Governing Body appointed for the purpose. The Director-General also consulted the Secretary-General of the United Nations and the Director-General of the United Nations Educational, Scientific and Cultural Organisation; and informed the members of the Administrative Committee on Co-ordination (composed of the Executive heads of the United Nations and the specialised agencies) of the plans for the Institute. The educational and university authorities in the Republic and Canton of Geneva were kept informed throughout and gave their support to the plans. The Hon. Milton F. Gregg, V.C., former Minister of Labour of Canada, was consultant to the Director-General in the preparation of preliminary plans; and a number of educators and specialists from different countries were also contacted.

NEED FOR THE INSTITUTE

3. In his Report to the 42nd Session of the International Labour Conference, entitled *The I.L.O. in a Changing World*, the Director-General recalled the work of the I.L.O. in the formulation of international standards for social and labour policy and the provision of technical assistance by the Organisation to many countries. He added—

It seems to me that the formulation of standards on the one hand and the transmission of techniques and information on the other do not cover all the needs for international social action today. They leave a gap: there remains the need to be able to understand and deal constructively with social problems in their concrete shape as they arise in specific times and places. This need cannot be met by a book of rules, a set of tried formulas or the construction of machinery on a standard pattern. It is primarily a matter of education, and of education in the classical sense of the development of the individual's latent capacities which will enable him to assume social responsibilities and to help work out in his own way the solutions to the social problems of his community. To help

close this gap is, I believe, to help strengthen the fabric of society. This is a matter of international concern. The I.L.O.'s objectives can be achieved only to the extent that national societies are resilient and can respond creatively to the problems which confront them in the course of their own evolution. We in the I.L.O. therefore have the greatest interest in promoting this resiliency; and the best way we can get at the problem is through education.

Educational activities would assist management, trade unionists, government officials and social workers. The essence of an educational programme would be training in finding facts, in rational discussion of them, in understanding differing viewpoints, and in taking all these into account so as to frame specific proposals for the solution of a problem. These activities would not, therefore, lead to formal conclusions or reports but would aim at setting in motion a process towards more rational and responsible ways of dealing with social problems. This educational approach is, moreover, well adapted to dealing with certain of the social issues which have claimed the I.L.O.'s attention of late—issues which touch upon the problems of adjustment faced by individuals and groups in a rapidly changing economy. For such problems there is no one "best method" of solution. A discussion of practical experiences in different countries facing similar situations, an emphasis upon the special factors arising from local conditions and a greater understanding of the diversity of the world's social situation would, I suggest, be the most helpful way of enabling people to deal constructively with such issues by themselves. In its educational work the I.L.O. would, of course, continue to be inspired by its own principles and objectives; education should be considered as a flexible instrument to promote these basic aims of the Organisation in a variety of differing situations.

This is, I suggest, an important and urgent matter. Political and economic changes are proceeding rapidly; and this places a great strain upon society. It makes a great demand for social maturity, not only in government but in all the institutions within a country which can influence social evolution, and also among individuals. Governments can exert a certain leadership. A form of government is only, however, as strong as the social order upon which it rests. Peaceful and orderly transition will only be assured to the extent that individuals and organisations show the capacity and willingness to bear social responsibility. Ability to deal responsibly and rationally with social issues thus may affect the prospects of a sound and democratic political evolution; and provide ultimately the best and only long-term effective way to ensure that individual rights and freedom of association are respected. Rights will not long endure when they are not used responsibly and creatively; and to create the conditions in which they are so used is perhaps our best service in their cause. For these reasons I feel it is important for the I.L.O. to look ahead now towards the possibilities which education offers as a flexible instrument for achieving its objectives.

4. The response from many speakers in the discussion at the Conference on this Report was favourable to an increase in the I.L.O.'s educational activities. The Director-General, in his reply to the discussion, accordingly proposed:

I would like to see the I.L.O. set up an institution for higher social studies in Geneva which could be a central point of impetus and a source of new ideas for the I.L.O.'s world-wide educational work and effort. To this centre might come workers, managers and government servants who have already acquired a certain experience in their work and whose careers may lead them to positions of greater responsibility in the future. They would mingle for a time with

students of social affairs, with every opportunity for discussion and exchange of experience in an atmosphere of academic freedom. The aims of the centre would be to improve the capacity for understanding and dealing with social questions, including particularly labour-management relations.

5. Again, at the 43rd Session of the Conference, in response to references by many speakers, the Director-General referred to this proposal:

The I.L.O. exists to serve the people of each member State; and to serve them well it must understand them well and it must help the people in each country to understand themselves better.

Conscious of this need I have sensed something lacking in the equipment of this Organisation. The I.L.O. is able to bring together workers and employers and government representatives from many countries to negotiate agreement on standards of policy. Excellent! It is able to provide experienced and qualified technicians in training, productivity, social security, occupational safety and health and other fields to go into member States and to advise them on how they can introduce improvements which will benefit their nation's economy and the living and working conditions of their people. But it has not hitherto been able to provide opportunities for those with responsibility in industry, in the trade unions, in government and in community work, to acquire by personal experience a fuller understanding of the issues with which they are confronted in their day-to-day work. When we speak, as many at this session have spoken, of the social responsibilities of trade union leadership, of the increasingly professional character of management, we implicitly recognise the need for those concerned to broaden and deepen their understanding of their role in the community. The I.L.O. has, I feel, something to do here which it has not yet done.

That is why I put to the Conference last year a suggestion that the I.L.O. establish in Geneva an International Institute for Labour and Social Studies. Those with whom I have talked in a number of countries recently—Heads of States and Prime Ministers, Ministers of Labour and senior government servants, business and trade union leaders—have not stinted their enthusiasm for the idea. It seems to respond to a need which they themselves have felt for a deeper understanding by responsible people of the process of social change and its practical implications for labour relations and labour policy.

PREPARATION OF PLANS

6. In June 1959 the Governing Body decided to ask the Director-General to prepare for its consideration detailed plans concerning the aims, structure, staffing and financing of an international institute for educational and related purposes in the field of labour studies; and appointed six of its members whom the Director-General could consult in the formulation of these plans. The six members were: Ambassador Barboza-Carneiro, former Chairman of the Governing Body (Government member, Brazil), Mr. Lodge (Government member, United States), Mr. Yllanes Ramos (Employers' member, Mexico), Mr. Waline (Employers' Vice-Chairman of the Governing Body, France), Mr. Bothereau (Workers' member, France), Sir Alfred Roberts (Workers' Vice-Chairman of the Governing Body, United Kingdom).

7. With the concurrence of this consultative group, the Director-General submitted proposals to the Governing Body at its 144th Session in March 1960. These proposals were based upon the considerations set forth in the following paragraphs. The text of the resolution establishing the Institute is reproduced as an appendix.

AIMS AND FUNCTIONS

8. It was evident from the consultations which the Director-General held that there was a wide measure of agreement on the need for an educational institute to promote a better understanding of labour problems in all countries. Special importance is attached to leadership training in the field of social problems and policy. Such leadership training can best be stimulated by bringing together people with experience of labour problems so as to provide them with an opportunity to learn from each other while they study together. It might also from time to time be desirable through the Institute to organise round-table conferences to which eminent leaders of industry, trade unions and agriculture, for example, might be invited for the discussion of important issues. The Institute could perform other functions including the collection and dissemination of information and the promotion of new research as required for the fulfilment of its educational role.

9. At the outset, the Institute's educational work will be conducted through study groups which might work as seminars dealing each with one or several major problems of labour policy. Such groups would be composed of carefully selected persons who have already acquired a certain experience with labour problems and are likely, because of their known ability, to rise to positions of greater responsibility in years to come. These persons would be drawn from a broad range of occupations—some from management, some from trade unions, some from government, others from the professions or the universities. The duration of such seminars would be long enough to make possible serious study and exchange of views and short enough to be consistent with the responsibilities of the participants, i.e. perhaps eight weeks to three months, the length to be adjusted in the light of experience.

10. A number of fellowships or study grants would be at the disposal of the Institute to enable the candidates selected to travel to and live in Geneva for participation in study groups. Participation in study groups would be limited to those selected by the Director.

11. The round-table conferences referred to above would be of shorter duration than the study groups and would be designed to attract per-

sonalities of recognised stature in their countries to discuss some important current issues of social policy.

12. Regional study groups or round-table conferences might also be organised under the auspices of the Institute.

13. The Institute would endeavour to draw upon the work done by many national universities and research centres for the study of labour problems; and to encourage such case studies and field studies of specific problems in different countries as would be required better to understand the questions with which the Institute would deal in its educational work.

14. It would seem undesirable to burden the Institute with formal regulations concerning official languages. The purpose of its work, however, being to facilitate a genuine interchange of views and experience, it would be necessary, as a practical measure, to provide certain interpretation facilities. This would have to be decided by the Director in the light of the practical needs of each group and the resources of the Institute. The languages of interpretation would thus not necessarily always be the same as those employed by the I.L.O. for its official meetings.

ORGANISATION

15. The chief characteristics of the proposed organisation may be briefly summarised. A Board of the Institute is to be appointed by the Governing Body; it would include a number of Governing Body members. The principal tasks of this Board will be to prepare the programme for the Institute. An endowment fund has been created; and the revenue from this fund will provide the resources for the Institute's basic programme. The Institute's assets will thus be quite separate from the other assets of the I.L.O.; and its work will not be a continuing charge on the regular I.L.O. budget. An annual report on the programme and work of the Institute would be laid before the Governing Body for review. The budget of the Institute, following its preparation by the Board, is to be submitted for final approval to the Governing Body. The Director of the Institute is to be responsible for the administration of the Institute and for reporting to the Board on past, current and future activities of the Institute. An Advisory Committee of educators, specialists and other persons qualified by experience is to be set up to assist the Director of the Institute in programme matters. In view of the general interest of both the United Nations and the United Nations Educational, Scientific and Cultural Organisation in the work of the Institute, permanent links with these organisations are provided.

The Board of the Institute

16. The composition of the Board is described in article II of the resolution. It will be noted that 5 out of 13 members of the Board are to be appointed by the Governing Body for terms of three years from among persons of outstanding international experience having a knowledge of educational and labour problems who are not members of the Governing Body. Nominations for these five posts would, in the normal way, be submitted by the Director-General for consideration by the Governing Body. These members of the Board would serve in their individual capacities, not as representatives of their governments or organisations.

Advisory Committee

17. The composition of the Advisory Committee is described in article III. The purpose of consultation with the Secretary-General of the United Nations and the Director-General of U.N.E.S.C.O. in the appointment of certain members of the Committee would be to secure advice as to the best possible candidates for appointment, the final choice resting, of course, with the Board.

18. A meeting of members of the Advisory Committee might normally take place at least once a year in connection with the formulation of proposals for the Institute's programme of work which would subsequently be submitted by the Director to the Board. From time to time joint meetings of the Board with the Advisory Committee might be envisaged so that those concerned in different capacities with the affairs of the Institute could discuss its affairs together. The Director would, of course, be able to consult members of the Advisory Committee at any time by correspondence. Some of the members of this Committee might be constituted as a special committee to assist the Director of the Institute in the selection of participants for study groups.

The Director

19. In view of the importance of the appointment of the Director of the Institute, the Director-General would consult with the officers of the Governing Body before making an appointment.

Staff

20. There might be a small permanent staff of, at the outset, up to half a dozen qualified persons to assist the Director in preparing the programme of the Institute and to take part in its educational activities.

In addition the Institute would rely to a large extent upon securing assistance on a short-term basis of visiting professors and other qualified persons who might deliver courses of lectures, lead discussions or contribute in other ways to the Institute's work. In the composition of the staff it would be desirable to include persons with practical experience as well as academic attainment.

FINANCE

General Provisions

21. As already indicated the activities of the Institute are intended to be financed outside the regular budget of the I.L.O. It was agreed that the work of the Institute would be best ensured on a continuing basis by the establishment of an endowment fund. The Governing Body therefore decided to open an endowment fund and to solicit contributions to it, in the first instance from governments.

22. In addition, special grants might be accepted from private foundations, etc., for specific programmes or projects additional to those in the basic annual programme financed from the revenue of the endowment fund.

Capital Required for the Endowment Fund

23. It is estimated that a minimum basic annual programme including the costs of Institute staff, of two study group sessions consisting of 20 participants each and lasting eight weeks each and of a limited amount of funds for research, information and publication purposes, would require an annual budget approaching \$300,000. On this basis it would be necessary for the endowment fund to have a minimum capital of approximately \$10 million. It was agreed, however, that the work of the Institute should be launched when the endowment fund reaches an amount equal to half this figure, i.e. \$5 million.

PREMISES

24. It is intended that the Institute be initially housed in the property "Les Fougères" until such time as this property may be required for other purposes by the Office. It will be recalled that the Governing Body at its 137th Session (October-November 1957) authorised the purchase

of this property by the I.L.O. provided that the Director-General's negotiations with the present owners resulted in a proposal deemed satisfactory by the Officers of the Governing Body.¹

FACILITIES

25. The Swiss federal authorities have undertaken to accord the Institute and those persons working in it the facilities necessary to their work within the framework of the Agreement between the Swiss Federal Council and the International Labour Organisation concerning the legal status of the International Labour Organisation in Switzerland; and also to guarantee to the Institute the freedom of expression required for its educational and research activities. The cantonal and university authorities of Geneva have signified their desire to co-operate fully in the work of the Institute.

TRANSITIONAL ARRANGEMENTS

26. As indicated above, the work of the Institute would not be launched until the endowment fund had reached a level of \$5 million.

27. However, between the time of the establishment of the Institute and the beginning of its work on a continuing basis considerable preparatory work would be necessary, including the soliciting of contributions to the endowment fund, the preparation of the premises, the planning of programmes, etc.

28. In the preparatory or transitional period appropriate minimum staff and related facilities would be required. An appropriation of funds required for this preparatory work has been included in the draft of the 1961 I.L.O. regular budget.

¹ I.L.O.: *Minutes of the 137th Session of the Governing Body* (Geneva), p. 81.

APPENDIX

**RESOLUTION FOR THE ESTABLISHMENT OF AN
INTERNATIONAL INSTITUTE FOR LABOUR STUDIES**

**(Adopted Unanimously by the Governing Body of the
International Labour Office on 1 March 1960)**

The Governing Body,

Considering the importance of education as a means towards the attainment of the objectives of the International Labour Organisation,

Considering further that a better understanding of labour problems in all countries should encourage an improvement in the material well-being of their people in conditions of freedom and dignity;

Decides to establish an International Institute for Labour Studies, which shall carry out its work according to the following regulations.

REGULATIONS

ARTICLE I

Aims and Functions

1. The Institute, inspired by the objectives set forth in the Preamble to the Constitution of the International Labour Organisation and in the Declaration of Philadelphia, shall have as its aim the furtherance of better understanding of labour problems in all countries, and of the methods for their solution, notably by—

- (a) providing educational facilities for the study of labour problems including the organisation of seminars and conferences and of teaching in relevant subjects;
- (b) arranging for discussion of labour problems between persons having responsibility and practical experience in the field of labour policy as well as others having a special knowledge of such problems;
- (c) encouraging the study of labour problems at the Institute and in other institutions which can contribute to a better understanding in this field;
- (d) collecting, digesting and disseminating information concerning new developments in the study of labour problems and encouraging, co-ordinating, sponsoring and publishing new research in this field, in support of the educational programmes of the Institute.

2. The activities of the Institute shall, as in the case of other activities of the International Labour Organisation, comply with the Agreement between the United Nations and the International Labour Organisation and any agreements which have been or may in future be concluded between the International Labour Organisation and other international or regional intergovernmental organisations.

3. The Institute shall endeavour to promote the objective and scientific study of labour problems.

4. The Institute shall not adopt decisions or conclusions as to labour problems or policies; and shall not be bound by opinions expressed by those participating in its work.

ARTICLE II

The Board of the Institute

1. There shall be a Board of the Institute which shall prepare the programme for the Institute. The programme shall be submitted to the Governing Body for endorsement.

2. The Board shall consist of—

- (a) the Director-General of the International Labour Office, who shall be Chairman of the Board;
- (b) six members to be appointed by the Governing Body from among its own members, two from each of the three groups, for terms of up to three years concurrently with their membership of the Governing Body;
- (c) five members to be appointed by the Governing Body for terms of three years from among persons of outstanding international experience having a knowledge of educational and labour problems who are not members of the Governing Body; and
- (d) the *Conseiller d'Etat* in charge of the *Département de l'instruction publique* of the Republic and Canton of Geneva, during his term of office.

3. The Board may appoint an Executive Committee from among its members and empower this Committee to transact certain business on behalf of the Board. At least three members of the Governing Body who are members of the Board, one from each group, shall be included in the Executive Committee in addition to such other of its members as the Board may appoint. The Director-General of the International Labour Office shall be Chairman of the Executive Committee.

4. The Director-General of the International Labour Office shall convene the Board or its Executive Committee as required.

5. The Secretary-General of the United Nations and the Director-General of the United Nations Educational, Scientific and Cultural Organisation shall be invited to appoint representatives to express their views and to participate, without vote, in the deliberations of the Board and its Executive Committee. Other public international organisations may be invited to participate, without vote, in the deliberations of the Board or the Executive Committee on occasions when matters of interest to these organisations are to be discussed.

6. The Director of the Institute shall be Secretary of the Board.

7. The Board shall present annually to the Governing Body for review a report on the programme and work of the Institute.

8. The Board shall examine budget proposals submitted to it by the Director and shall prepare the annual budget of the Institute which shall be transmitted to the Governing Body for final approval.

ARTICLE III

The Advisory Committee

1. There shall be an Advisory Committee which shall advise the Director of the Institute on programme questions.

2. The members of the Advisory Committee shall be—
 - (a) a member to be appointed by the Director-General of the International Labour Office;
 - (b) a member to be appointed by the Secretary-General of the United Nations;
 - (c) a member to be appointed by the Director-General of the United Nations Educational, Scientific and Cultural Organisation;
 - (d) a member to be appointed by the University of Geneva,
 - (e) the Director of the Graduate Institute of International Studies of Geneva; and
 - (f) a number of members to be appointed by the Board, after consultation with the Secretary-General of the United Nations and the Director-General of the United Nations Educational, Scientific and Cultural Organisation, from among educators, recognised specialists in the field of labour studies and others whose experience would qualify them.
3. The Advisory Committee shall meet once a year and at such other times as the Director may arrange with the approval of the Board.
4. The Director may consult members of the Advisory Committee at any time by correspondence.

ARTICLE IV

The Director

1. The Director of the Institute shall be appointed by the Director-General of the International Labour Office after consultation with the officers of the Governing Body.
2. The Director shall be responsible for—
 - (a) the administration of the Institute;
 - (b) reporting to the Board on past, current and future activities of the Institute;
 - (c) the selection and admission of participants in the educational and research work of the Institute.
3. The Director shall be responsible to the Director-General of the International Labour Office in the performance of his functions.

ARTICLE V

Staff

1. The staff of the Institute shall form part of the staff of the International Labour Office.
2. The terms and conditions of employment of the staff shall be fixed in accordance with the Staff Regulations of the International Labour Office.
3. Provision may also be made for the performance of work for the Institute by external collaborators.
4. The Institute shall, to the greatest extent possible, utilise the existing facilities of the International Labour Office.

ARTICLE VI

Finance

1. Contributions, gifts, legacies, or grants from governments, institutions or private persons to the Organisation in support of the Institute may be accepted in accordance with the Financial Regulations of the International Labour Organisation, provided that these contributions, gifts, legacies and grants are for purposes in keeping with the aims and functions of the Institute and that their acceptance is recommended by a two-thirds majority of the Board.

2. The contributions, gifts, legacies and grants referred to above shall be invested in accordance with the decision of the Director-General of the International Labour Office and the officers of the Financial and Administrative Committee of the Governing Body after consultation with the Investments Committee of the International Labour Organisation.

3. The income derived from investment of the moneys referred to in paragraphs 1 and 2 above shall be available for financing the activities of the Institute.

4. Apart from the arrangements provided for under paragraphs 1, 2 and 3, and from any contributions that may be received by appropriation from the regular budget of the International Labour Organisation contributions, gifts, legacies or grants to be used directly for current activities of the Institute may be accepted in accordance with the Financial Regulations of the International Labour Organisation, provided such activities are in keeping with the aims and functions of the Institute and the acceptance of these contributions, gifts, legacies or grants is recommended by a two-thirds majority of the Board.

5. The assets accruing to the International Labour Organisation in support of the operation of the Institute shall be held and accounted for separately from the other assets of the Organisation and all expenses incurred on behalf of the Institute shall be in accordance with the relevant provisions of the financial regulations and rules of the Organisation.

6. The accounts of the Institute shall be audited by the external auditor of the International Labour Organisation.

ARTICLE VII

Transitional Provisions

Pending the establishment of the organs of the Institute, financial and other action to initiate the operations of the Institute may be taken by the Director-General of the International Labour Office under the authority of the Governing Body.

ARTICLE VIII

Dissolution

In the event of dissolution of the Institute by the Governing Body, funds and assets remaining to its account shall be used as the Governing Body shall direct except as may otherwise be provided in the terms of any contributions, gifts, legacies or grants accepted in furtherance of the activities of the Institute.
