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of the  
International Labour Office  
(ILO)*

**SHAPING THE ILO OF THE FUTURE TOGETHER**

*“For all that has been, thanks. For all that will be, yes”  
(Dag Hammarskjöld)*

The world is facing unprecedented challenges.

Global economic shocks have severely impacted the lives of people.

Political turmoil and social upheavals have marked the recent period.

For too many young women and men, regular employment is becoming a myth.

Frustrations are increasing. Protests are rising. Impatience is growing.

We need policies that give perspectives and hope.

The world is looking for a strong and creative ILO - acting for a new and fair globalization - advancing Social Justice - and accelerating the realization of the Decent Work Agenda.

To take up the challenges, we need to review the priorities and methods of work of the ILO - without complacency - with audacity - together.

The instruments exist: the ILO's Constitution of 1919 - the Philadelphia Declaration of 1944 - the international labour standards - the Declaration on Fundamental Principles and Rights at Work of 1998 - the 2008 Declaration on Social Justice for a Fair Globalization - the Global Jobs Pact of 2009 - and the Strategic Policy Framework 2010-15.

Now is the time for collective implementation and concrete results.

### **Listening and delivering:**

If you elect me on 28 May 2012 as the 10<sup>th</sup> Director-General, I will promote an ILO that listens and delivers.

My vision of the ILO in the twenty-first century is a knowledge-driven institution assisting people to benefit from a fair globalization in terms of opportunities, empowerment and protection.

This means an Organization where all nations join efforts as the unique global forum able to reduce inequalities and advance social justice.

This means an Office where constituents find answers to the big questions of our time: How can we promote youth employment - develop sustainable enterprises - foster social dialogue?

But this is a period of fiscal constraints everywhere.

We all have to do more with less.

We need responsibility in planning. We need efficiency in the delivery of activities. We need accountability in the management of resources.

In my view, the next Director-General needs to focus attention and energy on six priorities:

- three major policy directions to promote productive, inclusive and cohesive societies, with gender equality as a guiding principle; and
- three key management orientations to promote a relevant, effective and accountable institution to meet these challenges.

**First, building productive societies through growth, jobs and social protection:**

Global unemployment is a major hurdle to recovery.

There is an increase in precarious and informal employment worldwide.

And social protection remains a mirage for the majority: only 20 per cent of the world's population has adequate social security coverage.

In November 2011, G20 Leaders called on international organizations to achieve greater coherence between employment, social, economic, monetary and financial policies. And they requested an assessment of the social impact of economic policies.

Achieving inclusive job-rich growth is a formidable challenge for all countries.

We need to transform growth into jobs.

And we need to better understand and develop the linkages between economic growth, employment creation and the extension of social protection.

In my view, a defining test of the success of the ILO in the coming years will be its capacity to assist its constituents to promote:

- Productive, competitive and sustainable enterprises; small and medium enterprises; women's and youth entrepreneurship; skills development and employability; and formalization of the informal economy, including through promotion of the social and solidarity economy.
- Protection and inclusion by ensuring that women and men enjoy safe working conditions; by providing for adequate compensation in case of lost or reduced income; and by developing social protection floors.

**Second, building inclusive societies through international labour standards:**

I left Benin at a young age, because at the time the oppressive nature of the regime was depriving the country of individual liberties and the possibility of independent education.

Today, Benin is a democracy.

This trajectory explains the principles I stand for: freedom and equality of opportunity.

For me, freedom of association and the right to collective bargaining are the backbone of the accomplishment of the ILO's mandate.

Yet, Conventions Nos 87 and 98 remain the least ratified of the eight fundamental Conventions. There are still huge weaknesses in their respect and application, including in agriculture and the informal economy, as well as regarding domestic and migrant workers. Too often, these lead to an important rights gap for women.

I strongly believe that freedom of association and the right to collective bargaining are a pre-requisite for social justice.

My conviction is also that the collective moral obligation of this century is to ensure that every child is free of labour.

The ILO should strive for a stronger enforcement of international labour standards.

Under your guidance, I will seek to strengthen support for up-to-date international labour standards and the ILO supervisory bodies; for universal ratification of the core conventions; and for assisting countries in respecting and implementing international labour standards.

**Third, building cohesive societies through tripartism and social dialogue:**

The ILO will have to increase efforts to provide informed policy advice and programmes demonstrating the benefits of tripartite social dialogue and good industrial relations in order to uphold economic growth, protect employers' and workers' rights and advance social peace.

Up-to-date data and analysis will be essential to design recovery policies at the sectoral level in order to safeguard jobs and facilitate job transitions.

Strengthening, wherever necessary, the institutional capacity of member States, as well as representative organizations of employers and workers, is key to stimulating good governance, preventing disputes at work and promoting gender equality.

With your support, reinforcing the Bureau for Employers' Activities (ACTEMP) and the Bureau for Workers' Activities (ACTRAV) and promoting a Bureau for Labour Administration Activities (ACT/ADMIN) will be one of my top priorities.

**Fourth, developing and sharing knowledge for a relevant ILO:**

One of my main ambitions will be to strengthen the Office's knowledge base to better serve constituents through solid research and up to date statistics, including analyzing and interpreting data in a gender-responsive and country-specific context.

The ILO should also engage to a greater degree on assessing the impacts of climate change on the world of work.

Knowledge generated should be shared in a timely, easy and cost-effective way, and in formats and languages that meet the needs of constituents.

The ILO will have to become a strategic online resource for ideas and action, including through its institutes and centres, such as the International Institute for Labour Studies.

The ILO will also have to make use of the potential offered by the social media and by mobile dissemination.

**Fifth, extending technical cooperation and partnerships for an effective ILO:**

I am deeply convinced that technical cooperation should be a central component of ILO's activities.

The ILO should focus its action on development, where we can make a real difference in the lives of people.

I think that we should be closer to the special needs of the Least Developed Countries (LDCs).

And we should expand local ownership of and international support for Decent Work Country Programmes.

The ILO should amplify its interaction with the United Nations and other multilateral institutions - as well as with regional organizations - to bring the social dimension and social dialogue into the policy discussions and to offer coherent policy advice and integrated assistance.

We will need to better report on the allocation of funding and results achieved through technical cooperation.

We will also need to take fully into account the emergence of new donors and promote public-private partnerships as well as South-South cooperation, as the new frontiers of ILO's development cooperation.

**Sixth, strengthening results-based management for an accountable ILO:**

We must deepen our reform process.

We must increase flexibility and efficiency.

Accountability must become an integral part of the Office's DNA.

This necessitates developing harmonious relations with the Staff Union and fostering among ILO staff a culture of:

- Integrity;
- Orientation to change;
- Peaceful conflict resolution;
- Performance; and
- Collaboration

So, we will have to enhance our internal efforts targeting at improvements in terms of: transparency; risk management; innovation; work-planning and organization of work; staff performance management; and core managerial competencies.

We will need to strengthen our practices of reporting, monitoring and independent evaluation for permanent learning and continued improvement of our work.

Reinforcement of management will also be essential to tackle internal challenges, such as the headquarters renovation project.

**A committed internal candidate**

As recalled in my Curriculum Vitae, since 1987, with passion and conviction, I have dealt with the major economic and social challenges of our era through policy advice and capacity-building, in the context of our tripartite global institution.

This extensive international career has given me the chance to connect very early with people from everywhere.

I am very proud to have accompanied the current Director-General, Mr Juan Somavia, in promoting the Decent Work Agenda since 1999.

Over the years, I have had the great pleasure and immense privilege to work and achieve results with many of you in the Governing Body and in the International Labour Conference. In Geneva or in your countries, I have benefited enormously from the wealth of your personal experiences, the variety of your tripartite views and the depth of your collective engagements to outline my vision for the ILO.

As you know, I have promoted decent work at the highest political levels. And I have implemented the four strategic objectives in their complex and integrated dimensions, in close liaison with tripartite constituents.

From technical cooperation projects to Summits of Heads of State and Government, I have relentlessly promoted our common ILO values: Human dignity - Security - Equity - Gender equality - Non discrimination - Solidarity - Peace.

I chose to run for Director-General to serve our global ILO family. We come from different continents and origins. We don't have the same cultures. This diversity makes our strength. We want to achieve the same goal: Social Justice. Together we can open new horizons to fulfil the aspirations and hopes of peoples, families and communities across the world.

Today, I have a unique profile to take charge of the Office, with a rare combination of political capacity, technical competence, management experience and real knowledge of the ILO, both at headquarters and in the field.

I know from daily interactions that peoples, constituents and partners are now expecting the ILO to deliver rapid, measurable and sustainable results. And I am prepared and committed to accelerate the change process.

If you elect me, I will lead the ILO with a collegial approach.

Listening - Connecting - Delivering: yes, it is only by working together that we will shape the ILO of the future.

*"The best way to predict the future is to create it." (Abraham Lincoln).*



Charles Dan