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ILO Leadership for Inclusive and Sustained Progress for All

My candidacy is based on three broad commitments. First, to draw on the ILO's unique strengths to provide international leadership to address relevant *contemporary challenges* on the basis of a *new social compact*, and most urgently, to ensure a strong, sustained and inclusive *global economic recovery*. Second, to broaden and deepen acceptance and realization of ILO *norms*. And third, to improve Office *accountability, morale and performance*.

A new social compact for a strong, sustained and inclusive recovery

At a time of global economic turmoil, with disastrous consequences for many, the ILO is the only institution which can provide leadership to address the major social challenges of our times. With its commitment to tripartism, through its engagement with governments, and with workers and employers on a sustained basis, the ILO has unique convening power. This enables the ILO to facilitate meaningful social dialogue on an informed basis, to build consensus on new issues, and to act as an inclusive and legitimate global leader on labour and social policies, sorely needed in our difficult times. But in the face of ongoing crises, with the 'real economy' increasingly likely to be in protracted stagnation due to financial excesses, conditions are less conducive than ever to sustained cooperation and collaboration around common interests. Much is at stake as the very legitimacy of an economic system depends greatly on its ability to provide full and decent employment.

It is now clear that the challenges we face are not just macroeconomic, or even macro-financial, as crucial as these dimensions are. The breakdown of the post-war social contract has exacerbated new vulnerabilities, disparities and insecurity. A widening crisis is emerging, which augurs poorly for effective collaboration to bring about a sustained and job-rich recovery. As we have seen in developing countries during the last thirty years, 'structural adjustment' measures have not only failed to accelerate growth, but have also undermined earlier social progress. But there is no turning back the clock. The only sustainable way out of the current stasis requires a new, growth-enabling social compact, one sensitive to changes in global society over recent

decades, including the resource, environmental and demographic constraints we face together.

Better understanding of these challenges compels us to respond in new ways to problems of social inclusion and protection once thought to have been resolved, as well as new challenges such as the far greater vulnerability and precariousness of working people and enterprises. With a unique legitimacy drawing upon its tripartism, the ILO can articulate and advocate a new social compact for these times to increase opportunity, strengthen community, and advance inclusive, just and enduring progress for all. Such a new deal is necessary to meet the changing needs of people and societies, and to create the conditions needed to induce the private and public investments that create adequate decent work opportunities. Leadership adequate to such complex, new and still evolving challenges will be needed more than ever.

Greater realization of ILO norms

Indeed, the normative basis for the ILO's role and relevance is firmly established. Key agreements, including the Constitution (1919), Philadelphia Declaration (1944), Declaration on Fundamental Principles and Rights at Work (1998) and Declaration on Social Justice for a Fair Globalization (2008), remain highly relevant in confronting today's challenges. Few would disagree that much ratification, implementation and enforcement remains to be done, or that more effort is needed to develop appropriate institutional, regulatory and policy frameworks.

The Decent Work Agenda is an important achievement, not least by rationalizing and ordering the diverse work of the organization. Here too, further reinforcement is needed to strengthen the ILO's role in standard setting and promotion, especially of the Fundamental Principles and Rights at Work and the International Labour Standards. Further progress on Employment Promotion and Social Protection requires meaningful Social Dialogue – all Agenda priorities. The ILO's research, consensus building, advocacy, policy advice and technical cooperation work should also be enhanced in a focused and strategic manner to better support its evolving mandate as well as new stakeholder needs.

The 2009 International Labour Conference's adoption of the Global Jobs Pact, later endorsed by the UN Economic and Social Council and the G20, and the more recent international community embrace of the Social

Protection Floor have put the ILO at the centre of international expectations in the wake of the world financial crisis. Such initiatives require appropriate follow up efforts at various levels on a global scale – e.g. in the form of technical cooperation and capacity building appropriate to national conditions. In this connection, the ILO’s role in crisis response – and its collaboration with other multilateral organizations – needs strengthening. More broadly, the ILO must be better recognized as an essential pillar of fair, legitimate and effective global governance, as envisaged in the Philadelphia Declaration.

To be effective in its advocacy work, the ILO will need to strengthen its policy analysis as well as provide more substantive support for tripartite normative consensus building and outreach. In order to be well accepted and effective, technical cooperation for capacity development at the national level must be flexible, avoiding the pitfalls of ‘one size fits all’ ‘best practice’ approaches. The coherence and complementarity of the work of the ILO can only be enhanced with broad support from all its major stakeholders. It must also be able to influence other key policy discourses, for example, by enhancing the employment and social dimensions of sustainable development.

Enhance organizational accountability, morale, and performance

Administratively, the institution should be a model of transparency, accountability, efficacy, coherence and collaboration. In the face of contemporary challenges and constraints, it is necessary to undertake institutional innovation in order to lead by example. To be effective, institutional change needs the direct involvement of major stakeholders, rather than the imposition of a preconceived externally determined agenda. For tripartism to be meaningful and consequential, all stakeholders must regard the organization as useful and relevant.

The Organization has to adapt to new circumstances, addressing new constraints and choices. While it must consider all relevant circumstances, it must also focus to respond adroitly to new developments, especially the need to ‘do more with less’ as the ILO rises to new challenges, including constrained resources. Generating decent work opportunities, for example, does not happen in a vacuum, but responds to the business environment in which investment and other managerial decisions are made.

To enhance its efficacy and impact, the organization should also review its governance, priorities, structure, culture and accountability mechanisms in order to develop appropriate innovations. The institution itself must become what it advocates: an exemplar of decent work, with full cognizance of appropriate recent innovations in planning, financial programming, reporting, accountability and – especially – human resource management.

The staff is and must remain the organization's greatest asset. Their working conditions and environment, as well as their career development and motivation, are important for the organization's ability to serve its stakeholders and to lead effectively. Managerial commitment to dialogue and resolution of staff problems is crucial for staff morale and hence, for the effectiveness of the organization.

We can overcome

My responsibilities at the United Nations over the last seven years as well as my earlier life as an academic, analyst, consultant, civic leader, and adviser to governments, trade unions and business organizations, have prepared me well for the challenging responsibilities of leading the ILO in these difficult times. With all humility, I believe that I can effectively lead the ILO's combination of advocacy, analytical and operational work.

I believe the ILO has a historic role to play in engaging its key stakeholders in a common effort to articulate, visualize, coordinate and realize a new global social compact as the basis for rapid, sustained and inclusive progress. To undertake this responsibility, I shall need your counsel and support, and the support of those whom you represent, in order to overcome the formidable challenges we face – together – in the foreseeable future.