

# Ad Melkert

Candidate for the post of Director-General  
Of the International Labour Organization

Nationality: Dutch  
Date of birth: 12 February 1956  
E-mail: [adrianusmelkert@gmail.com](mailto:adrianusmelkert@gmail.com)  
Phone: +31 (0)70 348 4819



## Profile

Mr Ad Melkert was Minister of Social Affairs and Employment of the Netherlands from 1994 until 1998. After a long and distinguished career in Dutch politics, he became Executive Director of the World Bank in 2002. He served as Associate Administrator of the United Nations Development Programme (UNDP) from 2006 until 2009 and subsequently as Special Representative of the UN Secretary-General in Iraq until September 2011.

### A persuasive advocate of social dialogue for results

When Minister and parliamentary party leader, his policy initiatives contributed considerably to reduce high unemployment in the Netherlands to a record low in 2001. Rallying trade unions and employers around an agenda that encouraged entrepreneurship and stimulated job creation was key to this success. As head of the government delegation to the International Labour Conference he was a strong advocate of the 1998 Declaration on Fundamental Principles and Rights at Work. Over the years he continued his engagement in the campaign against child labour, working as Special Rapporteur of the 2010 Global Child Labour Conference.

### A dedicated expert on social and economic development

Throughout his political and professional career Ad Melkert has sought to promote social and economic policy reforms for stimulating growth and jobs. Alongside the job creation drive, he was responsible for modernising the social security system in the Netherlands. As a Board member at the World Bank he contributed actively to strategic policy and investment decisions in support of development and poverty reduction. He also represented and advised a number of countries on social policy arrangements in their transition to market economies. At UNDP he directed programmes in countries at different stages of development, ranging from the poorest (which sought to realise the Millennium Development Goals) to emerging economies (which sought to improve governance and raise living standards). As Head of the UN Assistance Mission for Iraq (UNAMI), he showed leadership in bringing all UN agencies together in agreeing on the first ever UN Development Assistance Framework to be signed with the government of Iraq.

### An experienced manager of complex international organisations

As UNDP's chief operations officer, Ad Melkert supervised operations in over 150 countries. He directed the implementation of the key principles of results-based management, accountability and transparency. Under his leadership UNDP increased its organisational and policy focus on programmes promoting the economic and social recovery of countries in post-conflict situations. At the country level he effectively guided the broad UN mission in Iraq at a crucial stage of recovery and development, working under challenging circumstances. His key role in building consensus in support of the successful election process in 2010 has been widely recognized by all parties.

#### Key positions held:

- Special Representative of the UN Secretary-General for Iraq
- Associate Administrator, United Nations Development Programme
- Executive Director, The World Bank Group
- Minister of Social Affairs and Employment of the Netherlands
- Dutch Member of Parliament and Parliamentary Party Leader

#### July 2009 – September 2011

Special Representative of the UN Secretary-General for Iraq  
(UN Under-Secretary-General), Baghdad

As head of the UN Assistance Mission for Iraq (UNAMI) in charge of:

- Representation of the UN vis-à-vis the Government of Iraq
- Implementation of the UNAMI mandate with regular reporting to the Security Council and the UN Secretary-General
- Management of the Mission organisation (offices in Baghdad, Amman, Kuwait and Erbil)

#### May 2010

Special Rapporteur at the 2010 Global Child Labour Conference, organised by the Government of the Netherlands in close collaboration with the ILO, The Hague

#### March 2006 – July 2009

Associate Administrator, United Nations Development Programme  
(UN Under-Secretary-General), New York:

As UNDP chief operations officer in charge of:

- Country Offices and country, regional and global programmes
- MDG Steering Committee
- Preparation of Strategic Plan 2008-2011
- Monitoring, evaluation and audit compliance
- Human resources policy and appointments
- Budget & enterprise risk management
- Oversight of UN Volunteers, UN Capital Development Fund and UN Development Fund for Women
- Participation in UN Secretary-General's Senior Advisers' meetings
- Representation of UNDP in the UN Development Group
- Liaising with UN member states, partner organisations, private sector and civil society representatives

#### November 2002 – February 2006

Executive Director, World Bank Group and Affiliates, Washington DC:

- Board Member, responsible for conducting day-to-day business and for decisions on development financing, strategic poverty reduction policies, evaluation of operations and fiduciary oversight
- Representation of the Netherlands-led 'constituency'; liaising with governments represented as well as private sector and civil society representatives
- Member of Standing Committees on Development Effectiveness and on Governance and Administrative Matters
- Chairman of the Board's Ethics Committee

#### 2003-2005

Chair of various Round Tables on child labour

- Round Tables organised in collaboration with the UNESCO High Level Group Meeting of Education Ministers and jointly hosted by the ILO and the Government of India (2003), the ILO and the government of Brazil (2004) and the ILO and the government of China (2005), culminating in the establishment of the Global Task Force on Education for All at ILO Headquarters, Geneva
- Round Table on the occasion of the 60th Anniversary of the United Nations and first Review Summit of the MDGs, jointly hosted by the ILO and international NGOs working to combat child labour, New York, 2005

#### 2001 – 2002

Labour (PvdA) Party leader

- Candidate for Prime Minister in May 2002 elections

### 1998 – 2002

Member of Parliament

- PvdA parliamentary party leader

### 1994 – 1998

Minister of Social Affairs and Employment:

- In charge of labour market regulations, social security and pensions, labour health & safety standards
- In charge of coordinating government's equal opportunities for women policies
- Chair of the EU Council of Social Affairs Ministers, first semester 1997
- Chair of the OECD Employment, Labour and Social Affairs Ministerial Committee, 1997
- Head of government delegation to the International Labour Conferences (1994-1998) and to the 1995 UN World Conference on Women in Beijing

Key achievements:

- Record levels of job growth and reintegration into the labour market of long-term unemployed
- Reduction of costs of low-skilled labour
- Reorganisation of public welfare and introduction of 'workfare' rights and duties
- Review of labour market regulations on the basis of tripartite consultations and agreement with employers and employees on a 'flexibility and security' package
- Support for the preparation and adoption of the 1998 ILO Declaration on Fundamental Principles and Rights at Work
- High-level international conference with Ministers of Justice and Social Affairs on human trafficking
- Host of the 1997 Amsterdam Global Child Labour Conference on the elimination of the worst forms of child labour, laying the basis for ILO Convention 182 (1999)
- Public-private partnership project on a 'three pillar' pension system in Chongqing, co-sponsored with the Ministry of Social Affairs of China

### 1986 – 1994

Member of Parliament

- Vice-chair of the Standing Committee on Finance
- Party spokesperson on foreign affairs, development and environment

### 1984 – 1986

Head of Executive Office; Director for Internal Affairs at the Netherlands Organisation for International Development Cooperation (NOVIB), The Hague

### 1981 – 1984

Secretary-General of the Youth Forum of the European Communities, Brussels

### Honours

- Das Grosse Verdienstkreuz mit Stern des Verdienstordens der Bundesrepublik Deutschland, Federal Republic of Germany, 2001
- Gran Cruz en la Orden de Bernardo O'Higgins, Government of Chile, 1998
- Officer in the Order of Orange-Nassau, Kingdom of The Netherlands, 1998

### Education

University of Amsterdam (UvA)

- Master's degree in Political Science and International Relations, with Economics and Public Administration (1981)

### Languages

Dutch: mother tongue  
English: fluent  
French: fluent  
Spanish: fluent  
German: fluent