



Reply by the Director-General to the discussions of his Reports

An historic 100th Session of the International Labour Conference

1. This historic 100th Session of the International Labour Conference had a strong symbolic charge. It witnessed high-level political support for its work, and the outcomes of its tripartite discussions were of exceptional quality.
2. The Conference was honoured to hear six distinguished Heads of State and Government, their Excellencies President Halonen of Finland, Chancellor Merkel of Germany, President Yudhoyono of Indonesia, Prime Minister Putin of the Russian Federation, President Calmy-Rey of Switzerland and President Kikwete of the United Republic of Tanzania. They came to lend their full support to the ILO, expressing their faith in ILO values, its tripartite methods, and its role in shaping a strong social dimension to globalization. Their presence here at this time is highly significant and I wish to thank them wholeheartedly for their invaluable support.
3. In addition to being a unique forum for reinforcing political support for the role of the ILO in shaping a better globalization, the Conference displayed exemplary tripartite commitment to delivering major outcomes we can rightly be proud of. Millions of domestic workers can look to the day when rights at work enter their world. At a time of great turmoil in economies and societies, the Conference decided to make a major contribution to the extension of social protection coverage. You decided to burnish the role of labour inspection in the world of work pursuant to a deep exchange of views on the current state of play. The thorough examination of the application of labour standards in countries has again highlighted the robustness of our approach to compliance with country commitments.
4. It is by delivering effectively on our agenda – nationally and internationally – that we will exercise the leadership role that we are increasingly called upon to play in meeting economic, social and political challenges.
5. I am grateful to Daw Aung San Suu Kyi for the powerful message she delivered to the Conference.
6. I wish to thank all delegates for their contributions on my Reports, *A new era of social justice, Equality at work: The continuing challenge*, and *The situation of workers of the occupied Arab territories*, which have been presented to this 100th Session. Your message was strong and straightforward. The ILO is called on to redouble its efforts to promote a

pattern of growth with social justice as a basis for sustainable development and decent work outcomes.

7. You emphatically recalled that discrimination is wrong and ineffective. You pointed to the regrettable stalemate with regard to the rights of workers and citizens in Palestine and the need to lift restrictions imposed by the occupying authorities. You renewed the commitment to promoting and applying the ILO Declaration on Social Justice for a Fair Globalization as well as the Global Jobs Pact.
8. In the hundred sessions of our history, you and the thousands of delegates before you have given form to the values that unite us: social justice as the foundation of peace, respect for the dignity of work, tripartite dialogue, equitable and productive growth and shared development. Today, the values of social justice continue to guide our efforts to respond to the people who aspire to a better life through decent jobs. They underpin our commitment to promoting policies for equitable growth and balanced global development that produce long-term returns for people, economies, societies and the environment.
9. The Conference benefited from the able management of the President, Mr Nkili, Minister of Labour and Social Security of Cameroon. We are equally grateful to the Vice-Presidents, Mr Lima Godoy, Employers' delegate of Brazil, Mr Hossu, Workers' delegate of Romania, and Mr Hernández Sánchez, Government delegate of the Dominican Republic.
10. I commend the commitment and wise leadership exercised by the Chairpersons of the Conference Committees and by the group and Government spokespersons, who steered these complex debates to a successful conclusion. I am grateful to Ambassador Matjila of the Republic of South Africa, for lending his most able stewardship to the Governing Body.
11. A record number of women and men registered for this session of the Conference, with 5,542 delegates in attendance, including 155 ministers. Women delegates account for 28.3 per cent of the total number of registered delegates, similar to the 28.2 per cent in 2010. We cannot relent on our objective of achieving at least one third, and eventually equal, participation of women at the Conference.
12. In 1919, the President of the First Session of the International Labour Conference, Secretary of Labor Wilson, of the United States, noted that “the best means of securing the acme of production while safeguarding those who toil, and the equitable distribution of that which has been produced, have been ever present questions” and foresaw that “upon the proper solution of these questions depends the future progress of the world”. Today, the progress of the world relies on the world of work to deliver social justice as a basis for sustainable economic and social outcomes.

Moving towards a new era of social justice

13. President Yudhoyono of Indonesia framed the bottom line well when he stated that: “We should not go after growth for the sake of growth; we should generate employment opportunities so that people can find decent jobs”.
14. In stressing the need for “jobs that are productive and secure; jobs that ensure respect for labour rights, provide adequate income to the worker, offer social protection and allow social dialogue and bargaining”, President Kikwete of the United Republic of Tanzania also called for a “balance between the need for work, and the pronounced deficits in the informal sector” where most jobs are found.

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15. Prime Minister Putin of the Russian Federation emphasized the need for “a more sustainable and harmonious model of economic growth that will ensure progress, not only for a chosen few individuals or even for individual States, but for the entire international community”. I welcome his invitation to reflect thoroughly, by means of a broad consultation and what he termed “constructive social dialogue”, on the ways and means of combining decent work and healthy rates of economic growth.
 16. Throughout the session, a large number of delegates endorsed my call for a new era of social justice. I am grateful to all delegates who supported the main arguments of my Report and a few who took a more critical view. There was widespread concurrence on the shortcomings of the current patterns of growth. There was equal concurrence on the relevance of ILO values and instruments to the framing of alternative approaches that contribute to the goal of social justice.
 17. Minister Mladenov of Bulgaria supported the need for a new era of social justice and “respect for the central role of people in policy-making”. Minister Rayi of Nepal welcomed my call for a new era of growth with social justice based on sustainable development. Minister Yin of China pleaded for inclusive growth as “the common aspiration of people across the world”. Minister Mensah of Ghana stated that the time has come to “chart a new course towards the realization of world growth based on equity and social justice”. State Secretary Larsen of Norway stated that “decent work is absolutely fundamental to sustainable and fair economic growth”. She was joined by Minister Kharge of India who stated: “Ensuring social sustainability and inclusive growth is a universal challenge today”. Mr De Luxan Meléndez, Government delegate of Spain, pointed out that: “Growth is necessary, but knowing how to grow and understanding the effects of the distribution of wealth on people are even more important and necessary”.
 18. Ms Polaski, Government delegate of the United States, indicated that we need a different kind of economy “that both creates growth and shares it broadly.” Minister El Borai of Egypt recalled that the new Egypt rose to calls for “human dignity, freedom and social justice”. Minister Sufian of Bangladesh asserted that “we must win the fight against global inequalities and poverty ... Otherwise, globalization will remain an empty promise for many”. Ms Ghani, Government delegate of Afghanistan, reminded us that “unemployment is still one of the biggest social problems” in her country resulting in “destabilizing security”.
 19. Mr Rachman, Employers’ delegate of Indonesia, conveyed the message that “Building a future with decent work”, our Conference’s motto, was the main concern of his employers’ association. Mr Shokhin, Employers’ delegate of the Russian Federation, stated that the world was “looking for new approaches to achieving sustainable growth and progressive social development” based on “new jobs that provide decent work”. Mr Gutierrez Candiani, Employers’ delegate of Mexico, warned that “other crises will arise if we are unable to create not only opportunities but also the hundreds of millions of decent jobs that are needed across the globe”.
 20. Mr Jennings, Workers’ delegate of Union Network International, called for “a new era of business responsibility” pleading for the ILO “to deliver social justice and responsibility every day, everywhere for everyone”. Ms Thapper, Workers’ delegate of Sweden, suggested that my Report “should be compulsory reading for all politicians” adding that working men and women now suffered from the return of “back to business” policies. Mr Matombo, Workers’ delegate of Zimbabwe, expressed the view that “the founding values of the ILO and lasting peace can be achieved if global economic and political governance change so as to save the real economy and people”. Mr Lisboa, Workers’ delegate of Brazil, referred to the Report as “a signpost, directing us (towards) seeking full

employment and struggling for social justice, with tripartism as a basis for social dialogue”.

21. I fully share the view of Mr Funes de Rioja, Employers’ delegate of Argentina and Chairperson of the Employers’ group: “Job creation is not merely an issue that is linked to the problem of social unrest or demand, but is a precondition for peace, development and justice”.
22. I am thankful to Hilda Anderson, Workers’ delegate of Mexico, for recalling that “the tripartism practised in this institution has been crucial and beneficial to the workers”; and to Kurshid Ahmed, Workers’ delegate of Pakistan, for stating: “if social justice is not achieved, it will endanger prosperity”.
23. During the panel discussion on Employment and social justice in a globalizing economy, Mr Radwan, Minister of Finance of Egypt, proposed concrete measures to apply fiscal policy to social justice, bringing jobs to the centre of economic policy-making. Mr Min Zhu, Special Adviser to the IMF, called for new thinking on job creation with longer-term objectives and a careful combination of micro and macroeconomic policies. Ms Sharan Burrow, General Secretary, ITUC, called for greater support for the real economy and for an employment pact for young people.
24. Youth leaders invited to the Conference described their experience of the challenges facing young people around the world today and their role in pursuing social justice. In the Panel on “Arab youth: Aspiring for social justice”, Mr Marouen Cherif of the National Youth Workers’ Union of Tunisia (UGTT), recalled that 70 per cent of young people in Tunisia were unemployed before the revolution, and were discouraged and disappointed by the lack of opportunities. Youth leaders converged on the need to widen the participation of youth in various institutional settings.
25. I am grateful to Osvaldo Hurtado, former President of Ecuador, John Kufuor; former President of Ghana; Olusegun Obasanjo, former President of Nigeria; Mr Wim Kok, former Prime Minister of the Netherlands; and Abdulkarim Al-Eryani, former Prime Minister of Yemen, for sharing their wide political experience with the Conference. They sent a strong message on the need for a growth model delivering “jobs, jobs, jobs, and jobs”, as President Obasanjo put it. I believe their guidance could be invaluable in moving this agenda forward. I look forward to continuing working with the Club de Madrid on key political and policy issues in the realm of the ILO.
26. Their message was echoed throughout the Conference. Minister Fakeih of Saudi Arabia indicated: “The task of achieving full employment and the eradication of the causes of unemployment is one of the most important priorities for the Kingdom of Saudi Arabia”. Minister Andre of Portugal argued that “employment is a universal right and full employment must continue to be a priority public policy objective”. Minister Lee of the Republic of Korea indicated that: “The Korean Government has placed jobs at the top of the national agenda to create an inclusive and fair society through jobs”. Mr Wig, Employers’ delegate of India, called for “sustainable enterprises and quality jobs” as the most appropriate “tools for achieving social justice”. Mr Proença de Macêdo, Employers’ delegate of Brazil, argued for decent work and sustainable enterprises as “two sides of the same coin” which required equal attention. Mr Jrad, Workers’ delegate of Tunisia, stated that: “Our peoples have understood that you cannot separate political justice and social justice”, adding that freedom and democracy and decent work and social justice were inextricably linked.
27. Very special thanks are due to the Executive Secretaries of the regional economic commissions of the United Nations, Noeleen Heyzer of ESCAP, Rima Khalaf of ESCWA,

Ján Kubiš of UNECE, and to Deputies Jennifer Kargbo of ECA and Antonio Prado of ECLAC, for their insightful contributions. By and large they observed widening gaps in all regions in the distribution of the benefits of growth and proposed a number of options to achieve a more efficient and balanced pattern of growth contributing to a fairer, greener and more sustainable globalization. The regional commissions provide invaluable policy analysis and guidance and the Office will continue to collaborate closely with them.

28. In many ways their observations converged with the views expressed by delegates. Mr Kyritsis, Workers' delegate of Cyprus, indicated that "the exacerbation of the inequalities caused by globalization, as well as the ruling outlook, led to the crisis – and that this attitude overestimates the capability of the market to self-regulate, downgrades the role of the State and underestimates the value of labour". Mr Hamadeh, Employers' delegate of Lebanon, stated: "the global economic crisis continues to have an impact on the situation of millions of people who have lost their jobs or whose standards of living have dropped drastically, or who face the risk of austerity measures that will certainly be applied in the future". Mr Nkili, our President, indicated: "the crisis from which we are only just emerging provides us with an opportunity ... to take stock of the reasons for the failure of the previous globalization model – a failure of which the crisis is only one symptom".
29. Mr Nakamura, Employers' delegate of Japan, stated that "Constructive social dialogue plays an important role in promoting the equitable distribution of the wealth created".

A strong social dimension to globalization

30. Our Organization has been a strong promoter of social justice for a fair globalization. I am pleased to see this role received a significant boost during this Conference.
31. Chancellor Merkel concluded her address to the Conference by stating: "We have seen you leave your mark on globalization and you should continue to do so". The President of Finland, Tarja Halonen, recalling the World Commission on the Social Dimension of Globalization which she co-chaired with former President Mkapa of the United Republic of Tanzania, stated that conflicts also emerge due to the absence of social justice, and she highlighted the role of ILO policies in bringing about a world with fewer tensions, greater fairness and strengthened security. She eloquently argued for a "trinity of sustainable development, economically, socially and ecologically sustainable development" as the most effective way of achieving security.
32. The President of Switzerland, Ms Micheline Calmy-Rey, stated that the ILO should "spare no efforts in adopting a coherent multilateral approach towards economic, social, commercial and financial policies, by consolidating the means at its disposal and engaging in international dialogue".
33. Achieving balance in policies between competing economic, social and environmental goals is a recurrent theme of your discussions.
34. Minister Munyes of Kenya indicated: "Kenya shares the conviction that economic and social development and environmental protection are interdependent and mutually reinforcing components of social development". I endorse the statement by Minister Yin of China, who spoke of the need "to enhance the coordination of fiscal, financial, industrial and employment policies, create fair employment opportunities, improve the quality of employment and strive to achieve full employment".
35. Mr Bertrand, Minister for Labour, Employment and Health of France, speaking on behalf of the French Presidency of the G20, noted that "globalization leads to imbalances" and

indicated that coordination between international organizations was essential to ensure “that social policies on the one hand, and economic and financial policies and development policies on the other, are consistent”. He further called for “making the presence of mutual observers in international organization systematic” and for the ILO to be consulted “to assess the social impact of the measures envisaged by other international organizations”.

- 36.** Minister Puig of the Dominican Republic was of the view that: “ILO coordination with multilateral cooperation institutions and agencies is of crucial importance in seeking creative and innovative responses to redefine a new architecture for international economic relations based on a fairer and more balanced vision of development”. Ms Milquet, Deputy Prime Minister of Belgium, argued for “a new model of economic growth” with “greater coherence and coordination of efforts within the multilateral system in order to guarantee a social dimension to globalization”.
- 37.** Mr Nakamura, Employers’ delegate of Japan, shared his conviction that “any discussion on creating employment by promoting investment should be linked to ensuring decent work backed by social protection”. Minister Cortes Aguilar of Panama observed that “we therefore try to ensure that any bilateral or multilateral international commercial agreements that we sign up to are in the interests of our workers and support the creation of decent work”.
- 38.** Mr Sommer, Workers’ delegate of Germany, welcomed the increased cooperation between the ILO and other multilateral institutions and indicated that “this is a good thing”, whilst calling on the ILO to take a “leading role in the global debate” by developing “its own intellectual position”. In the G20, he added, “the ILO now has a duty to deliver”. He called for the development of new standards “as a line of defence against the continual devaluation of work”.

Equality at work: The continuing challenge

- 39.** This year’s Global Report closes the third cycle of Global Reports since the 1998 Declaration was adopted. Ms Bjurstrøm, Minister of Labour of Norway, encouraged all member States to speed up the ratification process of the two core Conventions on discrimination and called for “stronger cooperation, within the multilateral system, on the issue of discrimination”. Ms Lopes, Minister of State for Women’s Policies of Brazil, reminded us that in a globalized world there was a “very close relationship between the effects of economic and financial crises and policies promoting equality and non-discrimination”. Mr O’Reilly, Employers’ delegate of New Zealand, emphasized the business and economic case for non-discrimination in the workplace and indicated that a number of companies were moving “beyond compliance to concerted voluntary action at the company level”. Ms Diallo, Workers’ delegate of Guinea, stressed that in spite of universal affirmation of equality, the prevailing situation of discrimination was very serious, and drew attention to the plight of women workers and workers of racial and ethnic minorities, including migrant workers and those living with HIV/AIDS.
- 40.** The persistence of sex-based discrimination, highlighted by our guest speaker, Ms Michelle Bachelet, former President of Chile and Executive Director of UN Women, was echoed by many. Her address was followed by the signature of a Memorandum of Understanding enhancing cooperation between the ILO and UN Women. On that occasion Ms Bachelet stated: “It is an extraordinary opportunity to really advance the objectives of gender equality and the empowerment of women as well as to ensure decent work for women globally”. As pointed out by Ms Byers, Workers’ delegate of Canada, “The age-old forms of discrimination – racism and sexism – continue, and increasingly there are newer forms of discrimination on grounds such as HIV status, age or homophobia”.

Discrimination at work was also considered a complex and challenging phenomena by many, but pointed to the important role of all parties. Mr Rahman, Employers' delegate of Bangladesh, speaking on behalf of the Employers' group, noted that "knowledge and capacity to deal with entrenched discrimination at work, lies with our social partners". Ms Pelei, Government delegate of Hungary, speaking on behalf of the European Union, stressed that "to combat discrimination and to provide equal opportunities for all, we all, governments and social partners, need to step up and take responsibility for this priority issue".

41. Many of you agreed that the major challenge in combating discrimination lies in the institutional capacity to implement the policies of non-discrimination and equality at work. Many of you endorsed the four strategic priority areas outlined in the Report.

The situation of workers of the occupied Arab territories

42. Regrettably, my annual Report on the situation of workers of the occupied Arab territories suggests that there has been little or no improvement. I take note of the deep concerns expressed by many delegates regarding the difficult situation faced by workers of the occupied Arab territories and join them in expressing my solidarity, as well as making an urgent call to put an end to the, too often, unacceptable conditions imposed by the occupation. Mr Majdalani, Minister of Labour of the Palestinian Authority, invited all delegations to read the ILO report. Mr Luqman, Director-General of the Arab Labour Organization, is of the view that "no real improvement can take place unless the restrictions imposed by the Israeli occupation, and the occupation itself, are removed".
43. Many delegates expressed their full support for the ILO's continued efforts to improve the situation of these workers and called for a strengthening of technical cooperation for the occupied Arab territories.

New instruments to protect domestic workers

44. By an overwhelming majority, the Conference adopted a new Convention supplemented by a Recommendation on decent work for domestic workers as proposed by the Committee convened for that purpose. This is a historic achievement for the ILO and I would like to congratulate all those who have worked over the years to bring it about. I pay tribute to the many leaders of domestic workers' organizations who kept the issue alive and reminded us that organization is an indispensable factor of social change. Mr Cacdac, Government delegate of the Philippines and Chairperson of the Committee, observed that this was the first time the International Labour Conference, or any other international organization, had discussed "the adoption of new international labour standards aimed at affording domestic workers the respect and rights that other workers take for granted".
45. Minister Lupi of Brazil shared a powerful personal recollection: "when I remember my grandfather, who worked so hard to bring up his sons and grandchildren, he would be so proud to see one of his grandsons helping to bring in this regulation, which covers a sector in which he worked so hard".
46. Mr Mackay, Employers' delegate of New Zealand and Employer Vice-Chairperson of the Committee, reflected the positive spirit which characterized the work of the Committee when he said: "the Employers stand ready to work with governments to address concerns on domestic workers ... we should simply get on with the job".

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47. Ms Moore, Workers' delegate of Barbados, speaking on behalf of Ms Yacob, Workers' delegate of Singapore and Worker Vice-Chairperson of the Committee, stated that: "We therefore see the adoption of these instruments as an important step in achieving social justice, since it represents a positive investment in millions of families, workplaces and communities".
48. A number of speakers have expressed reservations with regard to certain provisions of the new Convention. I am confident that over time, through dialogue and experience, we will overcome these challenges, as we have always done whenever we adopt a new Convention.

A new impetus for the extension of social security to all

49. The conclusions of the Committee for the Recurrent Discussion on Social Protection give new impetus to the extension of social security.
50. I entirely concur with Mr Matiza, Government delegate of Zimbabwe and Reporter of the Committee, when he stated: "This report and our conclusions send out a strong message from the ILO into the world. What it says is, in brief, that social security at a level that is fair to all and reflects personal and national circumstances has to be a constitutional component of the globalizing society".
51. The Committee benefited from the presence and guidance of Ms Michelle Bachelet, Chairperson of the Social Protection Floor Advisory Group, and of Ms Sudha Pillai, representing the Government of India and member of the Advisory Group .
52. I wish to thank Mr Barde, Employers' delegate of Switzerland and Employer Vice-Chairperson of the Committee, for his many positive comments on the preparatory work that had been undertaken by the Office, and for his very perceptive comments on the linkages between social protection and employment, on the informal economy, on demographic change and the role of private sector provision of social protection.
53. Ms Kelly, Workers' delegate of New Zealand and Worker Vice-Chairperson of the Committee, caught the significance of the Committee's work when she said: "At this 100th Session of the International Labour Conference, we send a strong message that the horizontal and vertical extension of social security is a key pillar of sustainable development. It is necessary. It is possible and it can be done."
54. I am grateful to Ambassador Feyder for his able stewardship of this Committee which proposes to place on the agenda of the Conference in 2012 the elaboration of a new Recommendation complementing existing ILO international security standards. In the words of the conclusions you adopted, a new instrument "would provide flexible but meaningful guidance to member States in building social protection floors within comprehensive social security systems tailored to national circumstances and levels of development".

Labour administration and labour inspection

55. I am particularly proud of the excellent work done by the Committee on Labour Administration. This matter has been at the heart of the ILO's work since its creation in 1919. The time is ripe to reinforce these instruments of workplace fairness and rights, which is what the Committee has achieved.

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56. Mr Mdwaba, Employers' delegate of South Africa and Employer Vice-Chairperson of the Committee, noted that there had been general agreement on "a job reasonably well done"; Mr Gurney, Workers' delegate of the United Kingdom and Worker Vice-Chairperson of the Committee, pointed out that "we are very pleased that the Committee's conclusions are strong and unequivocal on the essential point that labour administration and inspection need to cover all workers".
 57. I am pleased with the concrete and forward-looking nature of these conclusions as pointed out by Ms Kvam, Government delegate of Norway and Chairperson of the Committee: "They provide a solid foundation for future work in that area, and will provide helpful guidance to the ILO and its constituents in addressing the many pressing issues faced by labour administration and inspection institutions worldwide".
 58. It is noteworthy that Ms Albuquerque, Government delegate of Brazil and Reporter of the Committee, was able to report on "an outstanding example of tripartite engagement" to the extent that many committee members will "continue to work together, exploring new ways of cooperation and sharing knowledge".

Application of standards

59. The Committee on the Application of Standards proceeded with its difficult task through genuine tripartite dialogue and participation. I take note of the emphasis placed by the Committee on ILO technical cooperation and assistance to help member States in implementing international labour standards. I hear the call of Ed Potter, Employers' delegate of the United States and Employer Vice-Chairperson: "the ILO must work with its member States to close the 'implementation gap': the differences between national law and practice and ratified ILO standards". It is a concern I share and it is one we must continue to address nationally and internationally.
60. I concur with Sergio Paixão Pardo, Government delegate of Brazil and Chairperson of the Committee, that the conclusions "which reflect the discussions in the Committee, should be seen as a starting point for dialogue and a plan of action to correct possible shortfalls in the application of a Convention". I welcome the proposal that the social partners review the criteria and procedures for elaborating the list of special attention.
61. I note the observation of Luc Cortebeeck, Workers' delegate of Belgium and Worker Vice-Chairperson of the Committee, that "Sometimes this is the only international space where the workers can denounce what they live through on a daily basis in certain countries, and they do it with discipline and with dignity".
62. I take note of the concerns raised by Mr Syder, Employers' delegate of the United Kingdom, regarding the governance of the tripartite supervision of labour standards, the role of the General Survey, and the procedures for agreeing the cases of special attention. I also take good note of his suggestion to "give delegates the choice of receiving electronic documents".
63. I welcome the continuing efforts of the Committee on eliminating forced labour in Myanmar. I thank Daw Aung San Suu Kyi for her powerful appeal to the ILO: "Burma must not be allowed to fail and the world must not be allowed to fail Burma".
64. I commend Minister Redfern of Kiribati, who announced that his country had ratified all eight ILO fundamental Conventions, adding: "Experience has taught my country that the Decent Work Agenda is synonymous with sustainable economic growth, and the one true pathway to a new era of social justice".

Programme and Budget for 2012–13

65. I am grateful to the Conference for having adopted by an overwhelming majority the Programme and Budget for 2012–13. I would also like to thank those who could not vote in favour of the budget, who went out of their way to explain that their decision in no way reflected lack of support for the ILO but rather their own domestic fiscal situations.
66. The discussion in the Finance Committee of Government Representatives highlighted the continuing strong support for the Organization's work, particularly during this time of uncertain economic and employment recovery. Many members expressed their appreciation for the efforts of the Office to propose adjustments to the budget level recommended by the Governing Body in March, as well as the establishment of a high-level internal expenditure review committee to enhance opportunities to ensure value for money. They welcomed the tripartite consensus on budgetary priorities and the increased emphasis on knowledge.

Moving forward

67. Looking back on this 100th Session, I feel we have honoured the wish expressed by Sir Roy Trotman, Workers' delegate of Barbados, when he stated at the outset: "the agenda we have for this 100th Session of the Conference gives us an excellent opportunity to make plans for that stronger, more vibrant, more responsive Organization".
68. In my opening statement I identified four words that describe what this potential pattern of growth with social justice demands from us: leadership, knowledge, dialogue and cooperation.
69. Each of our special guests in his or her own way called on the ILO to exercise leadership. Many delegates, in different ways, called on the ILO to continue to exercise its leadership role. Sir Roy Trotman spoke of the need for "moral courage and political will".
70. Given the situation of so many young people in the world today, which gives cause for great concern, we heard the important proposals of President Yudhoyono to "work towards a global coalition for youth employment"; and of Chancellor Merkel for "a pact for employment" with the aim of equipping as many young people as possible in North Africa and the Middle East with training and qualifications. We will pursue the suggestions that have been put on the table and next year there will be the opportunity to continue to pursue this theme with the Conference discussion on youth employment.
71. Knowledge is about collecting the experience and evidence around proven solutions and applying them to solve the challenges we have highlighted. In the words of Mr Rønne, Employers' delegate of Denmark, the ILO must be "a true 'knowledge organization', rather than simply an organization which gives its own opinion". This is the challenge we are ready to take up.
72. Dialogue is our trademark. Our special guests all highlighted this distinctive characteristic of our institution. As President Halonen of Finland pointed out: "The tripartite system is the special nature and the strength of the Organization. As all three parties have committed themselves to ILO decisions, it is easier for all parties to support and promote the national implementation processes in their own countries".
73. Many delegates have said how fundamental tripartite dialogue is to the ILO's identity and working methods. And you have reminded us that working tripartism here in Geneva is

one thing, of which we have witnessed excellent testimonies during this 100th Session; but tripartism at home is where it counts most, and where it must also be strengthened.

- 74.** Ms Støjberg, Minister for Employment of Denmark, stressed that “the spirit of tripartism and social dialogue is the result of many years of hard work”. Ms Cruz, Workers’ delegate of Costa Rica, expressed her pleasure “at the success of the tripartite dialogue and negotiation at this Conference, which has led to explicit recognition of the social dialogue as a key factor in turning the fundamental principles of the world of work into reality”.
- 75.** Lastly, cooperation is the very nature of our work: tripartite cooperation, national cooperation, global cooperation across countries, South–South cooperation, and cooperation across multilateral institutions. Minister McLeod of Trinidad and Tobago put it well: “It is my fervent hope that additional mechanisms can be developed to facilitate exchanges of information, best practices and expertise to support our respective decent work activities. We are all called to join hands as we forge ahead in creating a society where people work in dignity”.
- 76.** I urge everyone to reflect deeply on the strong guidance given by world leaders and by our own discussions and decisions on the leadership role the Organization must play at this juncture and on what we can do to make it more efficient in a new era of social justice which we can help shape through dialogue, knowledge and cooperation.
- 77.** My colleagues and I will draw the full lessons of this session in order to further reinforce the ILO in the way you expect us to do.
- 78.** I thank every delegate, Government, Employers’, Workers’ and observer delegate who made this historic session of our Conference possible.