

**Institutional Structure and Governance Processes: International Experiences  
(Speech text)**

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*Thank you very much. I may actually make you disappointed because I'm not going to speak about UNDP and what we've done in Turkey. I think that many of people around the table in fact already know UNDP and the work we do. I'm going to be somewhere in between the conceptual if I manage and the practical, which I know more about. But basically I'm going to talk about what actually governance processes aim at, what is the international at least approach and has been for the past ten years or so. But I'm going to talk also about some of the methodologies actually of how to achieve human development and obviously I'll be linking some of the words that we've said already this morning and also during the panel. So thank you very much for having invited me to speak today.*

*In fact what is the international experience in terms of governance processes and institutions? I think it's very clear that there are a lot of changes in the world and situations that are not as we want them to be. We see in terms of just poverty figures that although absolute poverty is declining there are still about 1.2 billion people living on less than one dollar a day and that is extreme poverty. And there are still about 850 million people that go hungry every day. I think just those sort of numbers themselves tell us that the world has a lot of challenges to deal with and the world has to be prepared with enough capacities and also policies in order to be able to deal with them effectively.*

*We mentioned a few words about globalization and Prof. Lazreg did say that, she did really great to the whole concept of globalization, I disagree with her, I think that globalization yes exists and I think we've seen it in the evidence of the recent, if not ongoing financial crises, which will it shows us that the boundaries between countries have become less or boundaries are in fact more of space, it's where actually what can I say, trends move very quickly from one country to another. And I think in the aftermath or in a less of a financial crises we actually see, now of course economic crises and also social crises happening in many countries. I think that with this new world, with the globalized world there are a lot of beauties but as I said there is large cost to citizens and to the wellbeing of our citizens unless policies and capacities indeed are in place.*

*I think it's safe to say that there is not any country indeed or very few, I would say that indeed develop and implement their policies in full autonomy. And in fact this new conjuncture let's say and these intensified pressures in terms of development challenges around the world has led to the questioning of some of the philosophical underpinnings of governance systems and also the emergence of*

*new approaches to development as we have also heard today. Also the seek for new paradigm in social and political thought. That does not separate the economic from the social again as we've heard from previous speakers. In my view and also in the view of UNDP, policies that put human development at the center without endangering future generations. So as the concept of governance has evolved and the exercise of democratic freedoms has become essential dimensions and principal for sustainable development, the role of state institutions in providing responsive, effective and equity based services as well as protecting the rights and freedoms has become more prominent in development policies. And theories of new governance also propose changes which stand for more citizen and society centered systems with focus on active citizenry that is citizens that are empowered inclusion, cooperation and center to these governance models is to involve sectors other than state. We have to involve the private sector, civil society and other non state actors as active both partners, both influencing and helping to govern public domain. They also or an active civil society also helps to ensure accountability on part of the duty barriers that is the elected government of countries.*

*At the global level the Millennium Development Goals, although in the case of Turkey they may not be so acutely relevant except for the goal three on gender equality but still they are in fact one example of global governance processes. And at the hearth of the Millennium Declaration that was signed in the year 2000 is a right to development and for which good governance or democratic governance if you wish, since we talked about what is actually good governance, I would prefer in fact to use the word democratic governance but that is an essential guarantee for the rights of citizens. So in fact the Declaration and the Millennium Development Goals as I said although they were quite a minimalistic approach to global development, they still presented a very unique hallmark in terms of global cooperation as it was the first time that such concrete goals had been agreed upon. Not only at the local, national but also as I said at the global level, but they should be achieved by the year 2015 and although there are great challenges, there are within reach but to achieve them of course requires a lot of political will and in fact not only will but the activities and the actions to actually implement the commitments that were agreed upon in the year 2000. But responding to challenges at the global level, there are intergovernmental organizations as many of you know for example UNDESA which is the department for economic and social affairs, which provides guidance, recommendations and social policies to their member states, to the United Nations member states and they are responsible at the global level. For UNDP, the United Nations Development Program, we are the responsible agency at the country level for development work of the UN and we are present in about 166 countries and the support or the assistance or the cooperation that we provide really cause for putting again the human development at the center.*

We know from the capabilities approach, every one of you must have heard about Amartya Sen that human beings are born with certain capabilities and the purpose in fact of human development is to create an environment in which all people can expand that capabilities and in which the opportunities can be enlarged for both there present generation as well as future. And in fact the real foundation for human development is universalism in acknowledging the life claims of everyone and development must really enable everyone, all individuals, men and women equally to enlarge their human capabilities to the fullest and put those capabilities to the best use in all fields and that is economic, social, cultural but also political.

In fact how is that achieved? The methodology that UNDP and many other actors and brokers of development activities in fact put capacity development at the center or such methodology. Without an enabling environment and efficient organizations and the dynamic human resource base countries will lack the foundation to plan, implement and review there national and local development strategies and promote human development. And in fact over the last decade the development community has realized that it's impossible to develop and also to implement such policies without at the same time work on the capacities to develop, capacities of the people of those institutions, of the organizations and of communities. In fact it is the institutions themselves that sustain the policies and allowing policies to evolve from words into action that govern the development process. The development of the institution at the grassroots level, at the community level and at the national level is at the center of development challenge. Either if it is the human resource space that is at the center or the systems or the environment in which such institution must function. In any country that we work UNDP places strategies that create opportunities to develop and sustain capacities at national and local levels. These strategies include institutional reform that we can support, incentives, scaling up leadership capacities, promoting education, promoting training and learning and enhancing accountability and broad engagement on achieving development results.

Another important topic or activity is the advocacy. We've already heard today about the value of communication and how and informed citizens in fact can take a much more active role in terms of contributing and holding there elected governments accountable. Also we heard about measurements, about data, about being able to monitor progress and be able to begin hold those that are responsible accountable.

A fundamental principle also of the work of UNDP in developing capacities for inclusive human development is democratic governance. I'm not going to in to the definition of democratic governance. But governance in fact that gives people the potential to drive change and exercised choice to improve their own lives. And the democratic policy that needs institutions that work including competent civil

service focused on serving at citizen, a dynamic civil society in the broad sense that civil society that also includes business sector, an elected parliament that keeps executive in check and ensures accountability and an independent and professional justice system that provides legal access to all. This is valid for UNDP's work in all countries. We are not present only in least developed countries or developing countries but also in middle income countries. So as I said this is valid for all the work that UNDP does.

Looking beyond UNDP, obviously we work at the global and at the national level and it's an intergovernmental institution but there are also regional institutions. But there is one that may be worth mentioning going beyond UNDP and here and in Europe there is one example in the development of regional governance of social policy and that is the European Social Model which has adopted in fact something called the Open Method of Coordination as a governance mechanism. This is a mechanism that really is built on communication and exchange of best practices and benchmarking and recognizing the need for diversity. It takes place in areas which fall under the responsibility of the EU member states, such as employment, social protection, social inclusion, education and youth policies. And the effectiveness of this particular method called the Open Method of Coordination is in fact soft laws that is not binding in the sense in terms of directives, regulations and decisions but moralize on peer pressure and as I said recommendations and suggestions. That is just an example of other governance mechanisms at the regional level.

I would say that going back also to what I mentioned in the beginning that looking at the world today and looking at some of the countries that are in fact from part of the partners of UNDP I think that there is urgent sense in fact of the need for renewal and of governance processes that actually can hold countries accountable and that can be able to sustain and also be a counter factor to let's say risks that run with globalization. I think if we have a world today where we have this 1.2 billion people in really extreme poverty and also where we know that the global average of just women's participation, women who form the 50% of the population that their participation and decision making is not higher than 18%. Then I think that there is in fact a quite loud cry in order to come up with new policies that can in fact respond to these challenges.

And I would like in fact to conclude by quoting not Amartya Sen, but quoting from Kofi Annan, the previous secretary general of the UN who said that "New threats make no distinction between races, nations or regions. A new insecurity has entered every mind, regardless of wealth or status. More than ever before in human history we share a common destiny. We can master it only if we face it together."

Thank you.

