

Delivering as one & policy coherence – on the ground

Gabriele Köhler


Development economist, Munich and

Visiting fellow, IDS, Sussex

ILO Workshop

Torino, ILO Training Centre

30 November 2010



Ultimate reason for policy coherence and Delivering as One

- Improve – transform -
human development outcomes
- Normative umbrella of the UN's
work: Universal Declaration of
Human **Rights**

2 cases: policy coherence in employment and social protection

- Nepal 2006 – 2011
 - End of conflict – search for “peace dividend” and for labour market reforms – confluence of interest of government, agencies and bilateral donors
- Outcomes:
 - National Steering Committee on Social Protection, Employment targeting, Inclusive Growth Centre
 - Reform of labour market regulations
 - Social pension improvement
 - Child benefit
 - Employment programme

2 cases: policy coherence in employment and social protection

Maldives 2008/9 ...

- Political reform, fiscal crisis, social tensions – partly divergent concerns of government, agencies and bilateral donors
- Outcomes:
 - Deterred outright privatisation of social services
 - Inserted social floor thinking into development strategy
 - Social pension introduced and government pension reformed



Enabling factors:



-
- “Policy moment” = entry point
 - Timing
 - “Deals”
 - Policy autonomy
 - fiscal space (Nepal)
 - ambitious government (Maldives)
 - Common “Zeitgeist”
 - Uncharted policy content (social protection)
 - Agency technical expertise
 - Change agents and interpersonal trust and sympathy

Structural impediments to coherence

- **Normative**
 - Reluctance to speak rights language
- **Analytical and technical differences in agency stances**
 - Lack of policy discussion
 - Asymmetry in UN CTs—soft versus hard agencies
 - Different schools of thought – lack of “transformative” agenda
 - Different “evidence bases”
- **Organisational boundaries**
 - Mandates and turf and divergent priorities
 - Project delivery pressure and project mentality
 - Funding competition
 - Reporting lines
- **Managerial and people issues**
 - Budgeting procedures
 - Performance evaluation criteria
 - Trust and sympathy

“Millennium plus” in global policy discourse – local coherence?

- **attention to employment and decent work**
- **push for social protection & global social floor**
- **emphasis on maternal and child health**
- **attention to rural development**
- **recognition of social exclusion with new focus on equity policies**
- **discussion of tax reform**
- **the emerging trend for**
 - **a rights based approach – universalism – transformative agenda**
 - **role of the state**

Next steps?

- Build on the “Millennium plus” moment to initiate policy discourse
- Actually discuss policy in interagency settings at country level – incl - but not limited to – UNDAFs
- Support lateral thinking and interagency transfers
- Redress built-in impediments in the UN system
- Rethink the notion of recipient country ownership
- Guard against minimalist non-controversial policy making
- Recapture UN’s lead role in advocating for universal human rights and social justice