Delivering as one
&
policy coherence – on the ground

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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

  o 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