World Health Organization

unicef
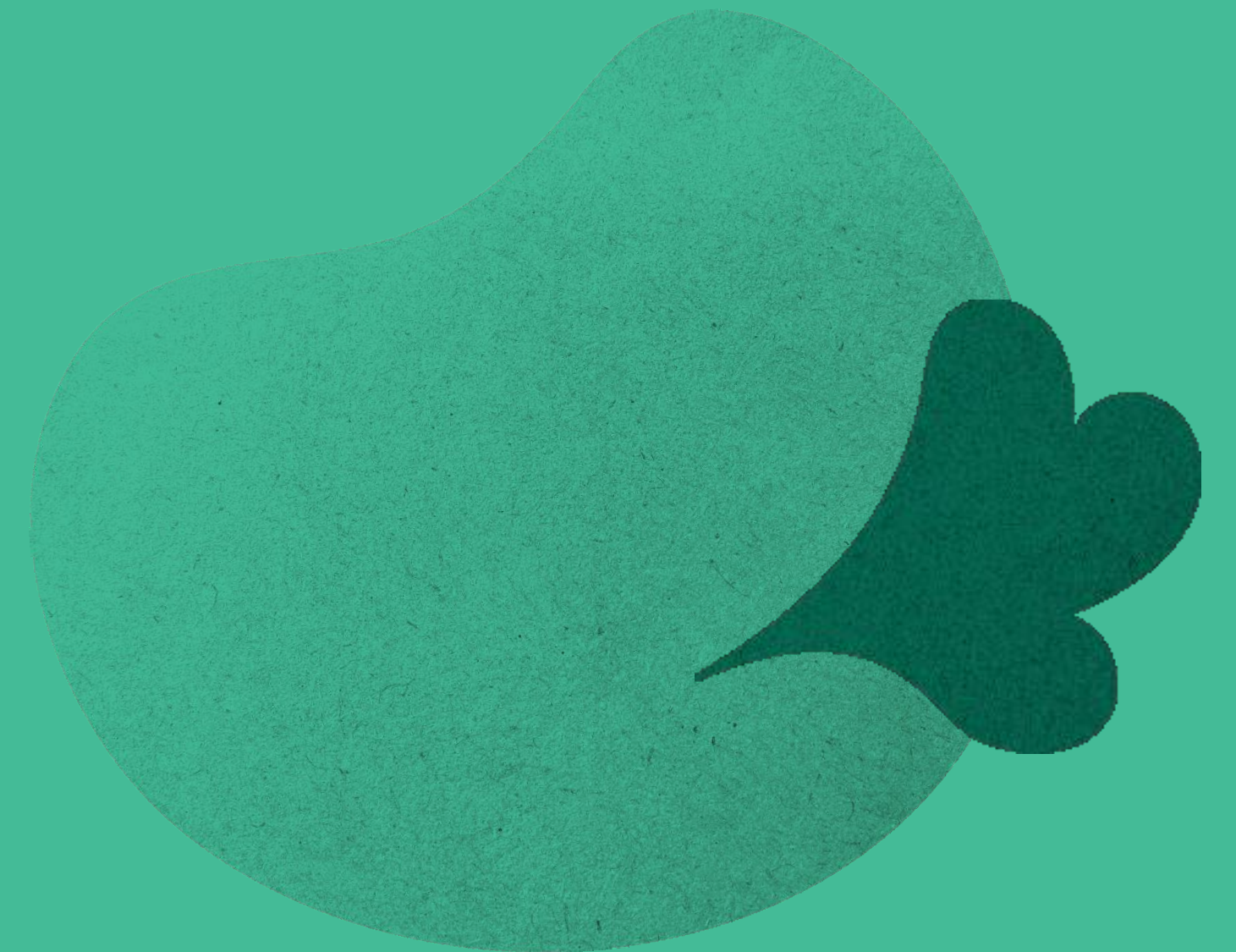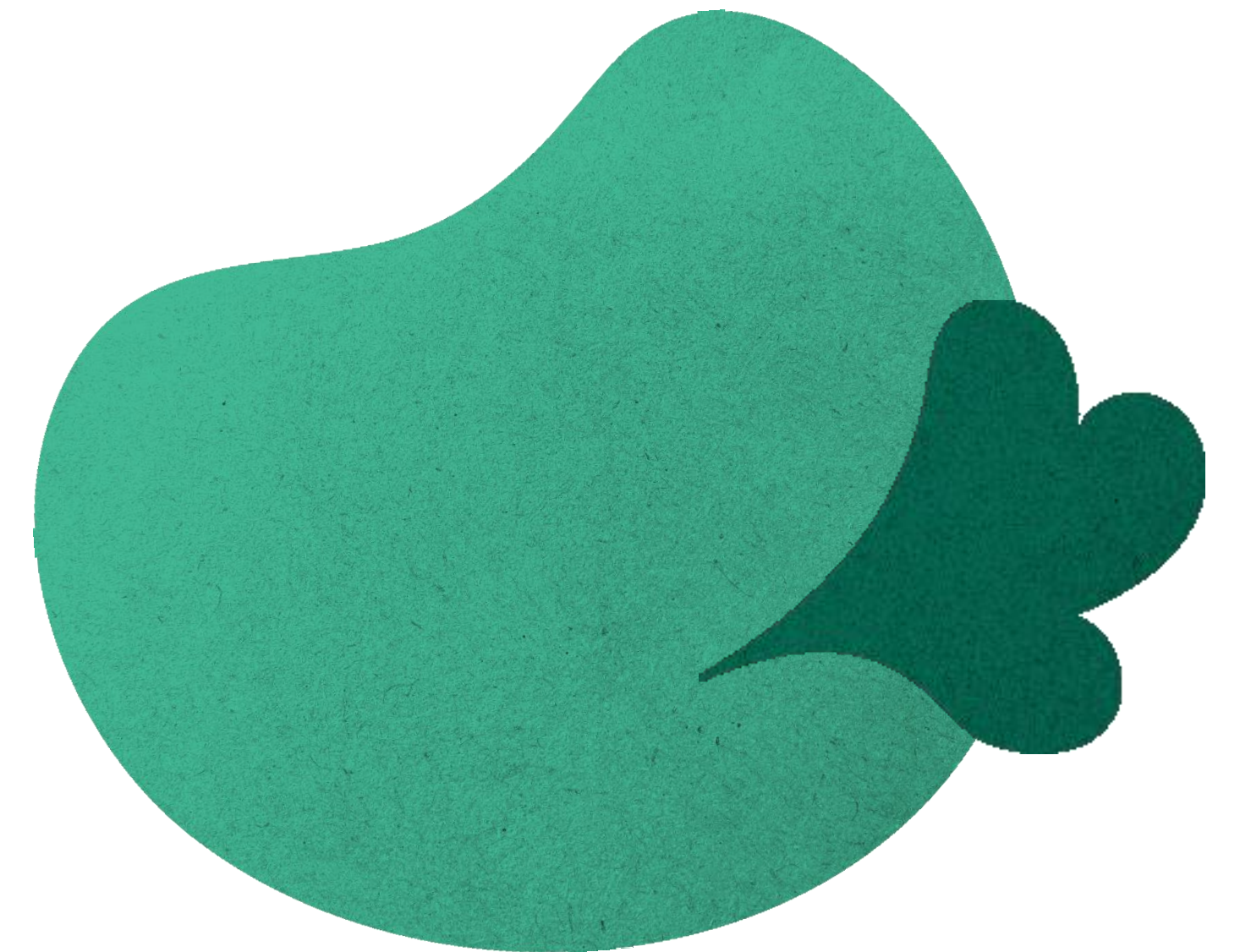for every child

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A Future For The World's Children?

A WHO-UNICEF-*Lancet* Commission

Multisectoral approaches and governance frameworks for child health and well-being

World Health Organization

unicef
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Key issues from Commission: governance

Working together towards the SDGs, with children at the centre

- Child health and well-being – a multisectoral endeavor

- Integrated policy formulation (coherence) and implementation (administrative capacities)

- Across continuum (local, national, global)

National level: the lynchpin

- Institutional alignments and incentives, financing and legislation
    - Policies need to be cohesive and have political force
    - Supported by strong (executive-level) leadership, with explicit strategic objectives
    - Sufficiently financed across spectrum of child health and well-being interests
    - Capacities for undertaking multisectoral approaches

Local level: linked to families and communities

- Influenced by modes of decentralization

  - (Mis)matches between administrative, political and fiscal resources and responsibilities

  - Vertical coordination

  - Enhanced child and youth participation

Global governance

- Integrated and comprehensive
  - SDG mandate can shape operationalization of multisectoral approaches – funding and accountability mechanisms
  - Whole-systems view
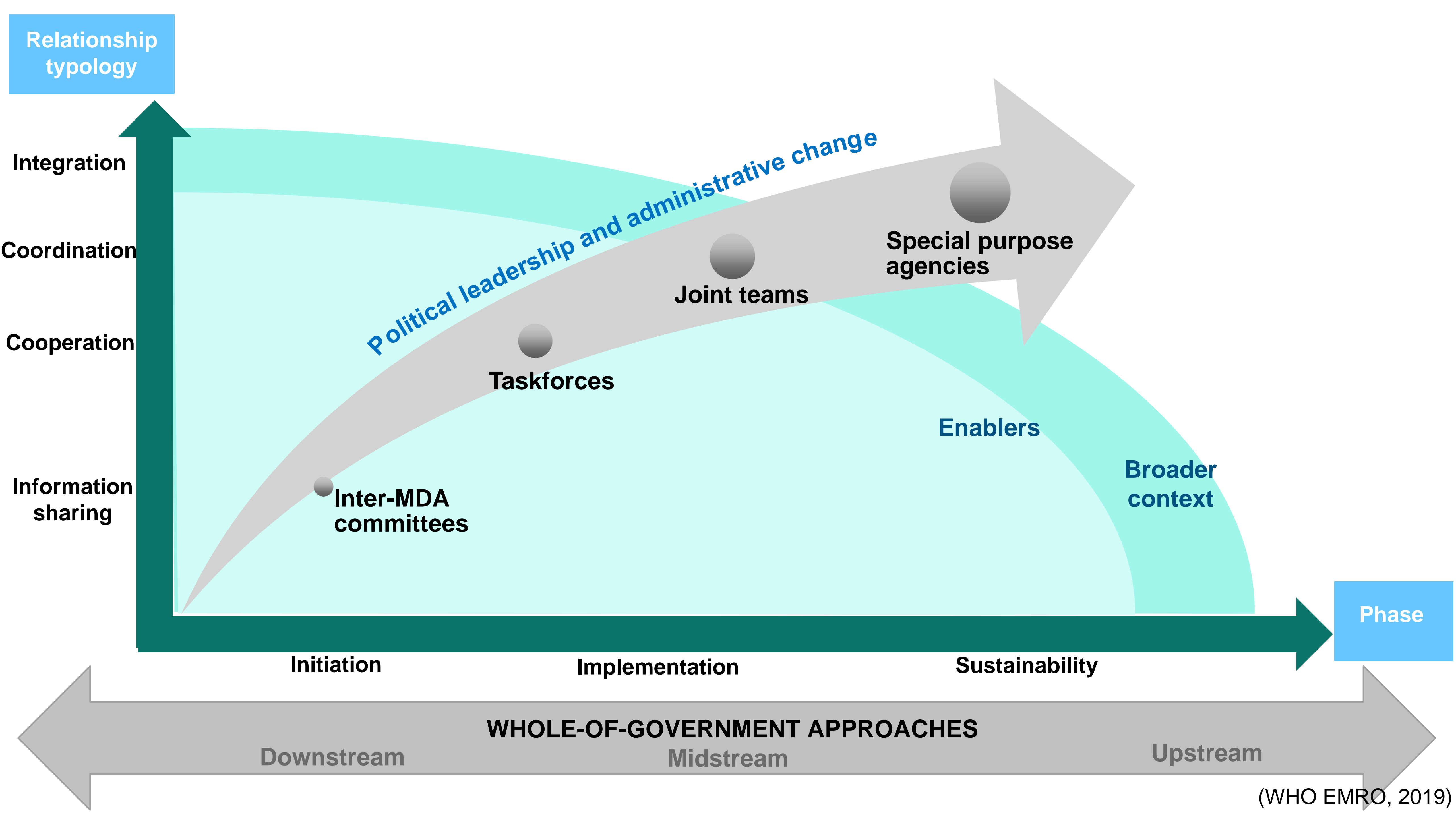
Multisectoral approaches: what do we know?

- Evidence for what works not robust – especially in LMICs

  - Build with understandings of actors, power structures, incentives, historical and social contexts, typology of policy issue

  - Perspectives of policymakers from other sectors

  - Tensions between goals of increased stakeholder engagement versus need to control policy outcomes – is there genuine willingness for collaboration?

  - Strengthen capacities for this kind of work (coordination, negotiation, brokering, relational, adaptive learning)

  - Work with what works

Multisectoral approaches: challenges

- Used to bureaucratic leadership that is administrative – hierarchical, focused on control

- Need greater adaptive leadership – creates actions to promote learning, innovation

- Move away from normative governance frameworks, towards understanding governance as it exists

- Counter governmental tendencies

  - Fear of failure

  - Bias towards uniformity/standardization

  - Lack of time

Conceptual framework: multi-dimensions to whole-of-government approaches

1. Phase (initiation, implementation, sustainability)

   - Within each phase, parallel streams of political leadership and administrative change

2. Typology of relationships (info-sharing, cooperation, coordination, integration)

   - Occurs across level of intervention (up, mid, downstream)

3. Mechanisms (inter-dept committee, taskforce, partnership (joint team), specialized agency)

   - Possible strategies to put in place

Relationship typology

Integration

Coordination

Cooperation

Information sharing

Political leadership and administrative change

Special purpose agencies

Joint teams

Taskforces

Enablers

Broader context

Inter-MDA committees

Phase

Initiation — Implementation — Sustainability

WHOLE-OF-GOVERNMENT APPROACHES

Downstream — Midstream — Upstream

(WHO EMRO, 2019)

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Next steps?

- Support programming

  - Invest in 'boundary-spanning' initiatives that build consensus from the start, build on existing systems (network, relationships), are long-term, and adaptive

- Strengthen capacities

  - Individual (skills), and institutional (human and financial resources dedicated to managing coordination, communication, and engagement)

- Increase research

  - Embedded approaches accompanying programmes

Thank You