A Future For The World’s Children?

A WHO-UNICEF-Lancet Commission
Multisectoral approaches and governance frameworks for child health and well-being
Key issues from Commission: governance

- 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
WHOLE-OF-GOVERNMENT APPROACHES

Phase

Initiation
Implementation
Sustainability

Relationship typology
Information sharing
Cooperation
Coordination
Integration

Enablers
Broader context
Special purpose agencies
Joint teams
Taskforces
Inter-MDA committees

Downstream
Midstream
Upstream

(WHO EMRO, 2019)
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