

MULTISECTORAL COORDINATION

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The Capacity Development Resource Guides highlight the key technical areas of expertise needed to effectively influence health policy design, implementation, and monitoring and evaluation. Each guide identifies the specific skills, knowledge, and capacities that individuals and organizations should possess in the area. The standardized indicators listed for each competency and capability map to the accompanying Capacity Indicators Catalog, which helps to generate a tailored tool for assessing and scoring an organization's capacity level. Each guide also includes a list of useful resources for designing and delivering capacity development assistance.

ENGAGING IN MULTISECTORAL COORDINATION TO REACH A SHARED GOAL

■ DEFINITION

Multisectoral coordination refers to deliberate collaboration among various stakeholder groups (e.g., government, civil society, and private sector) and sectors (e.g., health, environment, economy) to jointly achieve a policy outcome. By engaging multiple sectors, partners can leverage knowledge, expertise, reach, and resources, benefiting from their combined and varied strengths as they work toward the shared goal of producing better health outcomes. Public health problems are complex, and in many cases, a single health issue may be influenced by interrelated social, environmental, and economic factors that can best be addressed with a holistic, multisectoral approach.

■ RELEVANCE TO POLICY

By leveraging the strengths and varied approaches of partners, effective multisectoral coordination can eliminate policy implementation barriers, facilitate scale-up, and increase the impact that one sector or partner might have had alone. Coordination across government ministries, for example, is essential for identifying intersections among the sectors and identifying opportunities for collaborative planning. Successful multisectoral collaboration is dependent on political, economic, and social factors and requires buy-in and commitment from all parties working together.

■ KEY CAPABILITIES

Key capabilities in multisectoral coordination include (1) recognizing the value of engaging different sectors and parties in the policy process and leveraging the strengths of each, (2) effectively engaging a diverse group of stakeholders and tailoring messages and approaches to increase influence, and (3) successfully communicating the shared benefits to each sector (e.g., health, labor, education, education) and partner (government, nongovernmental, private) of jointly achieving the targeted health goal. This kind of collaboration requires strong leadership to mobilize diverse stakeholders to action, set an agenda that is responsive to the needs of multiple stakeholder groups, and mediate and manage relationships.

■ PERFORMANCE IDEAL

High capacity in multisectoral coordination includes being able to

- Promote an internal culture that values and fosters collaboration and sharing as a key operating principle
- Establish systems and structures that garner and facilitate communication
- Assign responsibility for collaboration in job descriptions of relevant staff
- Mobilize funds and resources to allow staff members to participate in partnership activities and events
- Routinely monitor and assess the benefits of partnership and its impact on the core mission, work products, and achievements

At the highest performance level, individuals and organizations develop and sustain strong, supportive relationships with other organizations (or groups, divisions, communities, and institutions working in a variety of technical areas and across sectors).

In the ideal, the following would exist:

- Opportunities and mechanisms for routine multisectoral collaboration
- Sufficient resources and time allocated for effective multisectoral collaboration
- Open, inclusive, and informed discussion among key stakeholders
- A policy process and policies shaped and influenced by multisectoral inputs
- The monitoring and assessment of collaborative partnerships for learning and improvement
- Evidence generated and shared on the cross-sectoral benefits of achieving the stated health goal through a multisectoral response

INDIVIDUAL COMPETENCIES

KNOWLEDGE OF

External organizations working in the same and related fields (e.g., media, private sector, government, civil society, donors, networks) and technical areas (e.g., environment, education, youth, economic strengthening, democracy and governance)	MC1
Internal departments, work groups, divisions, etc. with interrelated objectives, priorities, or resources	MC2
Local and national policy environment, laws, and institutions related to sectors involved in the response	MC3

SKILLS TO BE ABLE TO

Cultivate and manage relationships and work collaboratively to share and leverage information and resources with internal and external partners	MC5, MC9
Identify common goals and opportunities for collaboration with other departments or external organizations with diverse mandates or structures	MC8
Lead a diverse team and effectively leverage the strengths and skills of individuals and organizations to advance shared goals	MC7
Provide peer-to-peer learning and build the skills of partners in relevant areas of expertise	MC4
Manage group dynamics among internal and external collaboration partners (e.g., build consensus, manage conflict, facilitate exchange)	MC11

ATTITUDES/VALUES/ATTRIBUTES

Values and facilitates transparency, inclusiveness, and exchange in collaborative partnerships	MC10
Shares responsibility for work and acknowledges joint credit for achievements	MC6

ORGANIZATIONAL CAPABILITIES

TECHNICAL ABILITY TO

Assess staff expertise and resources and identify assets that can be shared with others or gaps that can be filled by collaboration partners or other internal resources	MC12, MC19, MC20
Cultivate relationships with organizations that address those identified gaps or add value to the organization's policy-related work	MC18, MC19

TECHNICAL ABILITY TO (CONTINUED)

Support collaboration and exchange between departments, working groups, and divisions on issues and actions that relate to or impact joint policy-related efforts	MC14, MC16
Promote the organization's work, achievements, and lessons learned internally with other groups, departments, divisions, etc.	MC14
Promote the organization's work and achievements externally via media, publications, conferences, website, etc.	MC13

RELATIONAL ABILITY TO

Establish and maintain collaborative and mutually supportive relationships with external groups and organizations representing diverse stakeholders and issues	MC18
Collaborate and/or leverage resources with other internal departments, work groups, divisions, etc.	MC12, MC16

ORGANIZATIONAL OPERATIONS AND MANAGEMENT TO SUPPORT

Dedicated resources (time and money) for multisectoral collaboration efforts	MC17
Cultivation of and reward for collaboration and partnership (e.g., by including responsibility for multisectoral collaboration in job description/s of designated staff)	MC15
Communication systems and structures that facilitate partnerships and collaborations	MC16, MC17

■ ILLUSTRATIVE CAPACITY- STRENGTHENING ACTIVITIES

- Facilitate strategic planning to identify potential partners and write an action plan for forming a multisectoral group
- Initiate introductions and facilitate first meetings and/or support a non-partisan facilitator
- Support, through assistance or funding, multisectoral technical working group meetings
- Support, through assistance or funding, the participation of partners in multisectoral policy forums, conferences, briefings at national and global levels
- Facilitate processes to structurally and financially sustain multisectoral collaboration
- Assist with policy analysis and/or modeling to generate evidence related to the cross-sectoral benefits of achieving the stated health goal through a multisectoral response
- Help produce and disseminate documentation of outcomes from multisectoral collaboration

■ RESOURCES

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