What is governance?

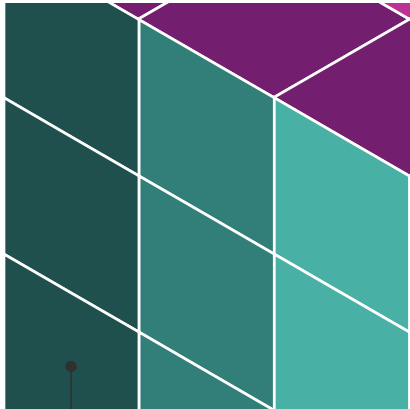The way *we* organize how decisions are made and implemented.

Who does what? why? and when?

"A system that connects and delivers."

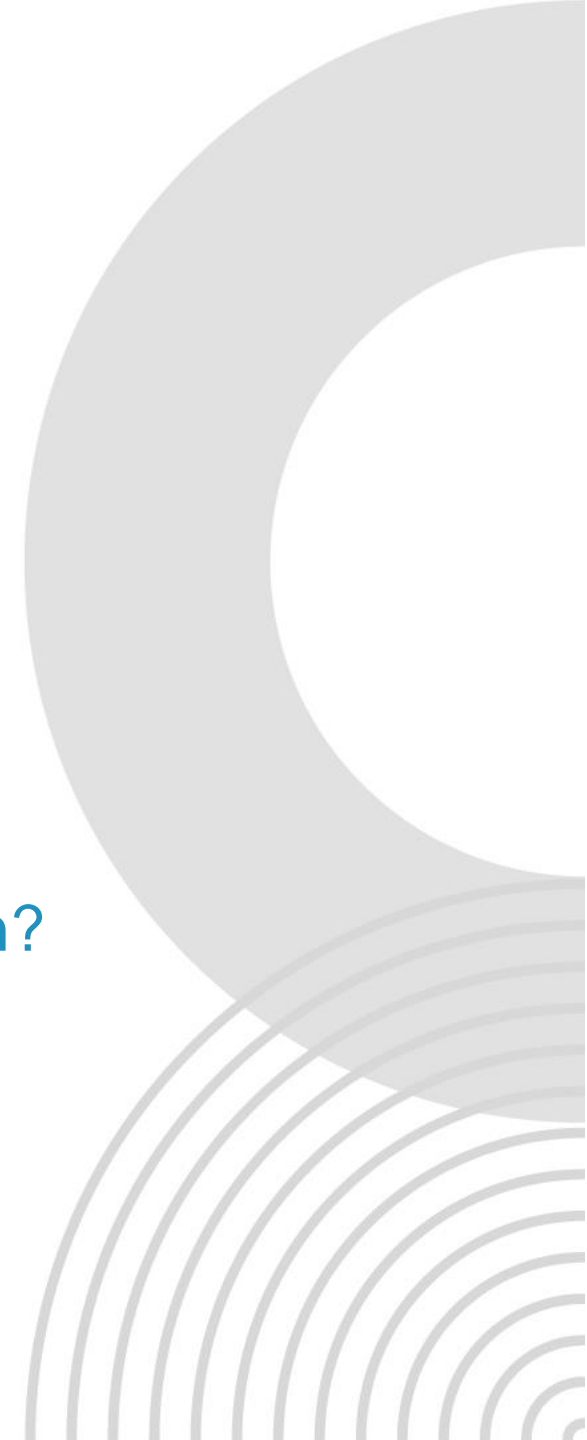# What does it mean to see governance as a system?

GOVERNANCE AS A SYSTEM

What do we see?

How to describe this object?

How to understand its constitution?
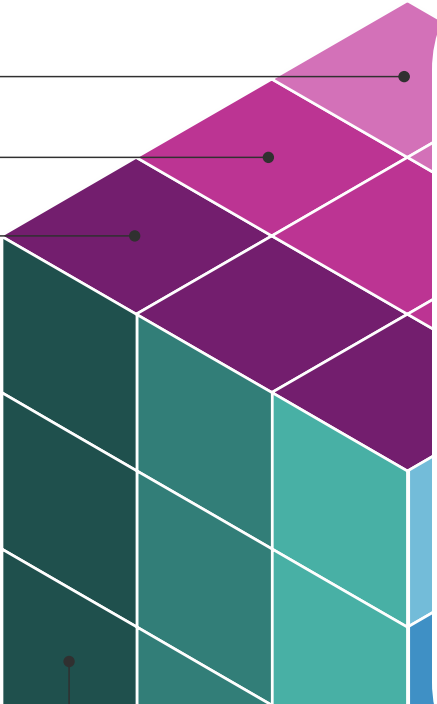
GOVERNANCE AS A SYSTEM

SECTORS

Health

Education

Economy

MULTI- SECTOR

GOVERNANCE AS A SYSTEM

SECTORS

Health
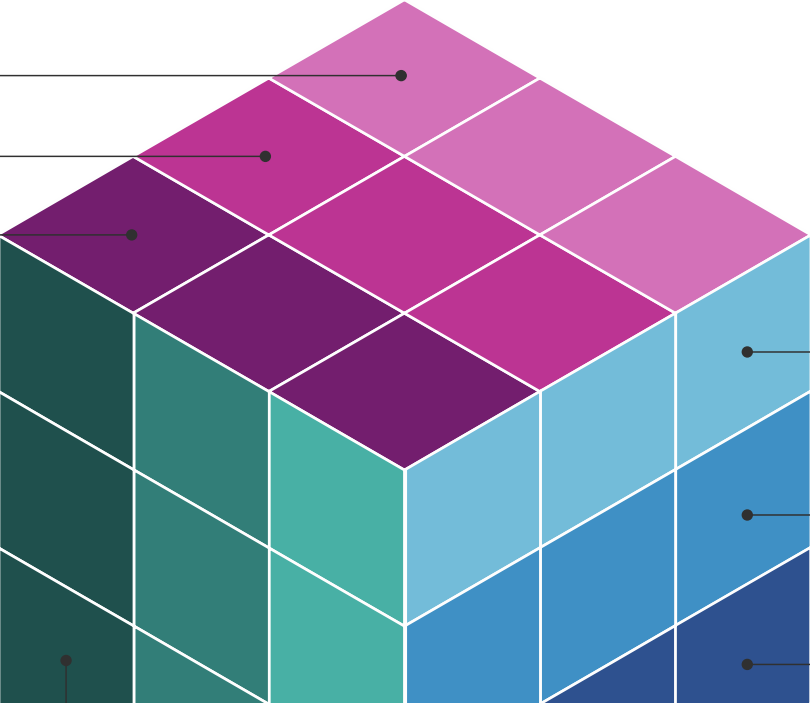
Education

Economy

LEVELS

International

National

Subnational and local

STAKEHOLDERS

Public sector

Private sector

Civil society

Donors, International agencies, Development partners

MULTI- SECTOR

MULTI- LEVEL

MULTI- AGENT

How are governance systems designed?

Robust approach

Focus on structures, norms, procedures, roles, predictability, control, bureaucracy ...

Most common approaches

Most common approaches

Flexible approach

Focus on adaptation, dialogue, negotiation, incentives, trust …

Fragile governance:
Low robustness and low flexibility

The robust path…
Strong, not adaptable, it breaks…

The flexibility path…
Unpredictable, unaccountable, difficult to manage…

The risk of fragmentation

No focus, multitasking, uneven workload,

efficiency and accountability problems…

Policy challenges require new approaches to governance.

Governance demands a lot from leaders.

Fragmentation is not the best answer.

An integrated governance system is better equipped to deal with these challenges.

What's the problem?

What does "integrated" mean in Integrated Governance?

Looking for the right "amount"...

address governance as interdependent, focused on results, with different 'holders', challenge-based,...

Governance as structures, follow rules, stakeholders, challenges before the implementation, ...

Looking for the "right" amount…
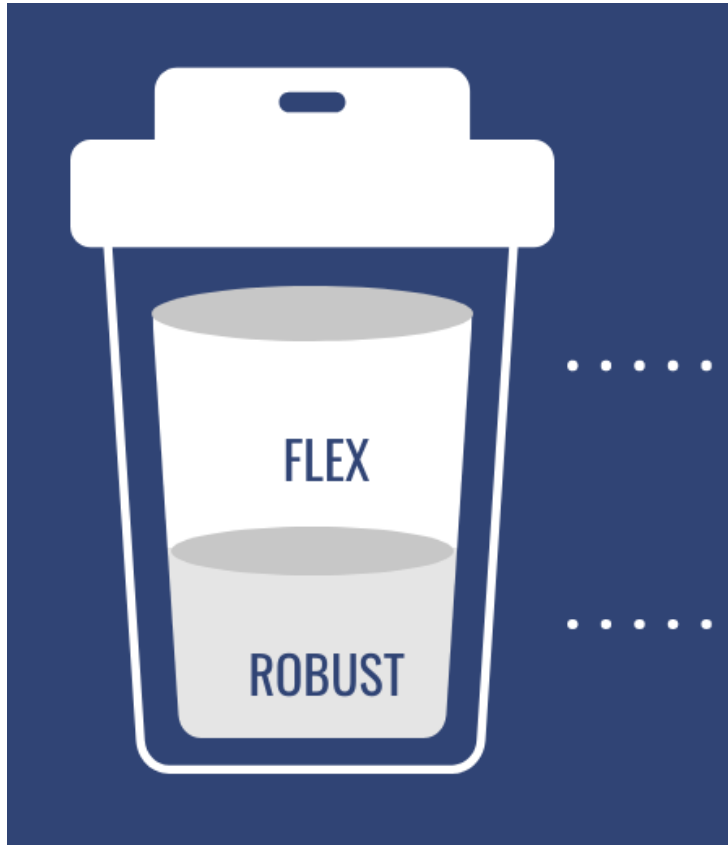
… of **RELATIONSHIPS**:
The flexibility between agents.

… of **CAPACITY**.
The robustness of the arrangement.

INTEGRATED GOVERNANCE: to sum up...

The right amount of system *capacity* and of *relationships* between agents.

Governance as a system: multi-agent, multi-level, multi-sector.

A menu of alternatives, rather than a recipe to follow.

How is capacity measured?

Capacity

WEAK

ROBUST

Capacity

WEAK   ROBUST

INDIVIDUAL

Political
Specific agents with
capacity

Capacity

WEAK   ROBUST

INDIVIDUAL

Political
Specific agents with
capacity

ORGANISATIONAL

Operational
Specific agencies with
capacity

Capacity

WEAK ────────────────────────────── ROBUST

INDIVIDUAL

Political
Specific agents with
capacity

ORGANISATIONAL

Operational
Specific agencies with
capacity

SYSTEMIC

High connections
Multiple agents and
agencies with capacity

universidade
de aveiro

How do we "measure" relationships?

Relationships

FULLY FRAGMENTED

FULLY CONNECTED

Relationships

FULLY FRAGMENTED   FULLY CONNECTED

COOPERATION

Limited connections

Low intensity

Relationships

FULLY FRAGMENTED   **FULLY CONNECTED**

COOPERATION

Limited connections

Low intensity

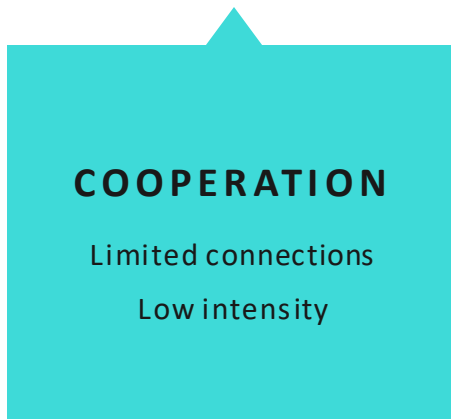### COORDINATION

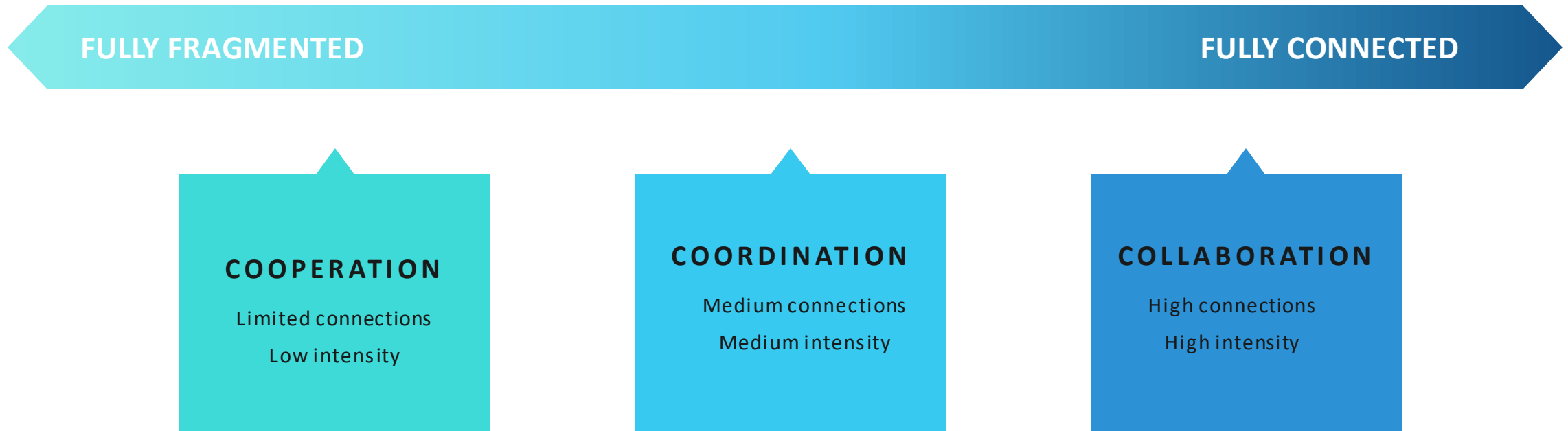Medium connections

Medium intensity

Relationships

EXERCISE

1. Robustness - Flexibility

a) Considering the process of <u>Stewardship Transition</u> and <u>Alignment in Somalia</u>, where would you situate it in the continuum between robustness and flexibility?

Robust approach

Focus on structures, norms, procedures, roles, predictability, control, bureaucracy…

Flexible approach

Focus on adaptation, dialogue, negotiation, incentives, trust …
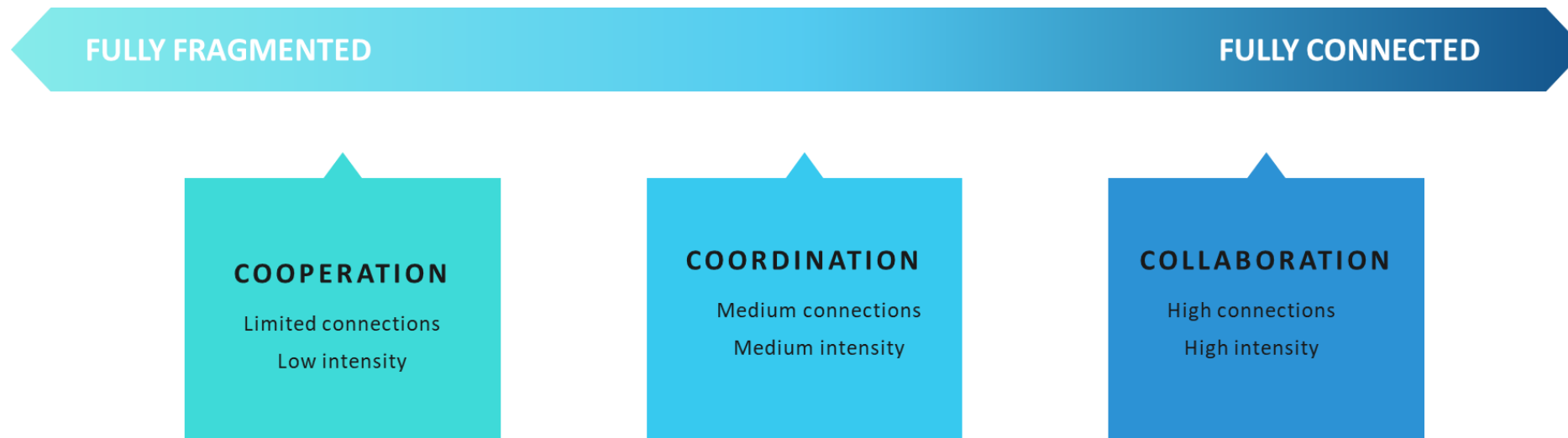
ROBUST → FLEXIBLE

b) What mix would be needed in order to guarantee greater success? What ideas do you have for improvement?

1. Stakeholder Relationships

a) Considering the <u>Stewardship Transition</u> and <u>Alignment Process in Somalia</u>, how would you characterize the relationships between stakeholders based on the continuum between "Cooperation", "Coordination" and "Collaboration"?

FULLY FRAGMENTED → **FULLY CONNECTED**

COOPERATION	COORDINATION	COLLABORATION
Limited connections	Medium connections	High connections
Low intensity	Medium intensity	High intensity

b) What level of connectivity would be needed to guarantee greater success? What could be done to move in that direction?

universidade de aveiro

Relationships

RELATIONSHIP	TIME TAKEN TO ESTABLISH	GOALS/PERSPECTIVE	STRUCTURAL LINKAGES	FORMALITY	RISKS/REWARDS
COOPERATION	Short term	Purpose: dialogue/ information sharing; base of support. Independent/ autonomous	Movement in and out by members, loose links/ low intensity level.	Informal	Low risks / Modest rewards
COORDINATION	Medium term	Purpose: Align resources to meet (predetermined) goal. Retains autonomy but gives some element to joint effort joint planning and programming semi-autonomous.	Some level of stability of membership, medium links.	Informal/Formal	Increase in benefits and risks
COLLABORATION	Longer term	Purpose: Synergize to create something new / systems change. Highly interdependent with sharing of power.	Members move outside traditional functional areas, tight / dense links	Informal/Formal	High risks / High rewards

THANK YOU!

MECANISMO
MUNDIAL DE
FINANCIAMIENTO

APOYADO POR
BANCO MUNDIAL

Governance is…

a system that connects and delivers"

What does this mean for our health system?

Is it important?

Does it raise relevant questions?

How well integrated is our Health governance system?

How well integrated is your governance system?

▶ Identify relevant **Stakeholders**. In a scale from 1 to 3 (1- Weak, 2-Some, 3- Strong) how would you classify their degree of ownership of the governance arrangement?

Stakeholder	Ownership Degree 1- Weak, 2-Some, 3- Strong

How well integrated is your governance system?

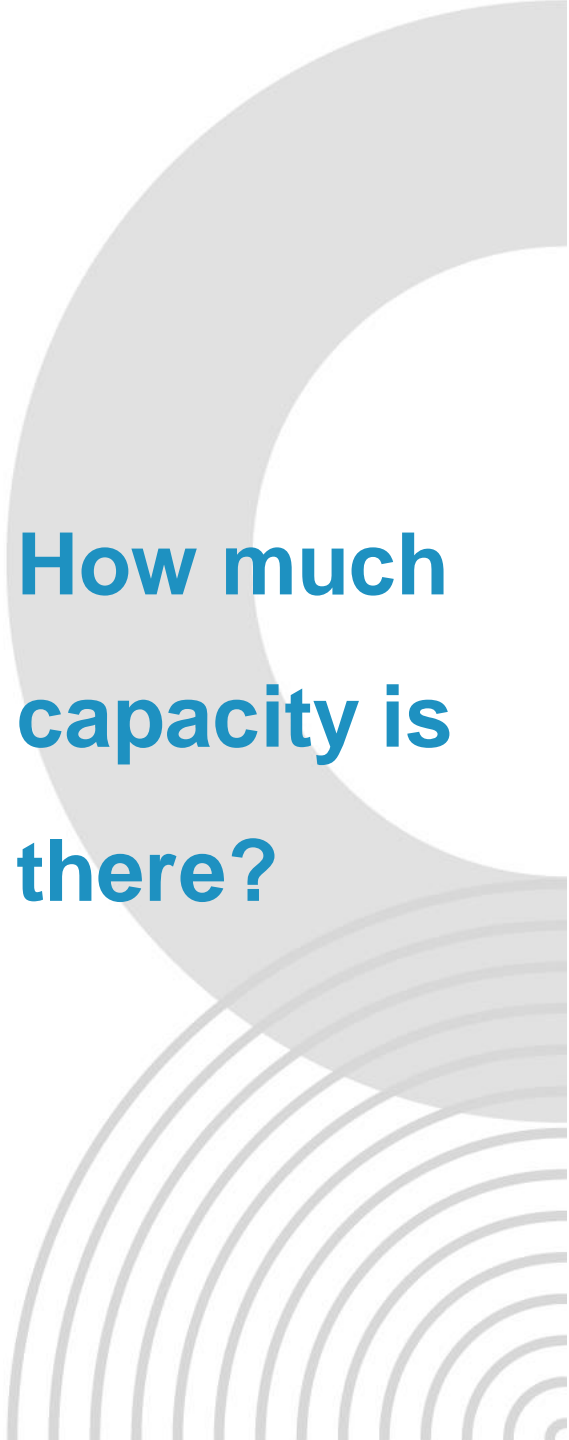▶ Identify relevant **Stakeholders**. In a scale from 1 to 3 (1- Weak, 2-Some, 3- Strong) how would you classify their degree of ownership of the governance arrangement?

Stakeholder	Ownership Degree 1- Weak, 2-Some, 3- Strong
Organisation X	Weak
Institution Y	Strong
Association Z	Strong But does not have a clear understanding of the system
Institution XY	
And so on...	

► Analyze these stakeholders in the table below, in terms of capacity, relationships and challenges.

STAKEHOLDER	CAPACITY
	Reflecting on the robustness of the stakeholders' arrangement, what type of capacity do you think it has? Select one of the three options: • INDIVIDUAL • ORGANIZATIONAL • SYSTEMIC *See image below
_____	
_____	
_____	

How much capacity is there?

Analyze these stakeholders in the table below, in terms of capacity, relationships and challenges.

STAKEHOLDER	CAPACITY	RELATIONSHIPS
	Reflecting on the robustness of the stakeholders' arrangement, what type of capacity do you think it has? Select one of the three options: • INDIVIDUAL • ORGANIZATIONAL • SYSTEMIC *See image below	Reflecting on the flexibility between stakeholders, what type of relationship do you think they have? Select one of the three options: • COOPERATION • COORDINATION • COLLABORATION *See image below
_____		
_____		
_____		

What kind of relationships are established?

Analyze these stakeholders in the table below, in terms of capacity, relationships and challenges.

STAKEHOLDER	CAPACITY	RELATIONSHIPS	CHALLENGES
	Reflecting on the robustness of the stakeholders' arrangement, what type of capacity do you think it has? Select one of the three options: • INDIVIDUAL • ORGANIZATIONAL • SYSTEMIC *See image below	Reflecting on the flexibility between stakeholders, what type of relationship do you think they have? Select one of the three options: • COOPERATION • COORDINATION • COLLABORATION *See image below	Knowing the types of relationships and the capacity of stakeholders' arrangements, what do you think the main challenges are?
_____			
_____			
_____			

What should be addressed? Priorities for action.