Supporting Governments to Develop the Investment Case for NCDs and Tobacco Control


Summary

1. A first meeting of the group was held in January 2017. A second meeting was held on 12 February and the morning of 13 February, 2018. It was hosted by the Secretariat of the UN Interagency Task Force on NCDs. The purpose of the meeting was to review progress on investment cases to date and agree on next steps. The agenda and list of participants are included in Annex 1 and Annex 2, respectively.

2. Participants were updated on the work being done in the WHO to develop a Global Business Plan for NCDs, which will be published later in 2018. The Business Plan will include 84 low- and middle-income countries with results available at global and regional levels. The model used will include all sixteen Best Buys. The aim of the Business Plan is to demonstrate the enormous benefit from investing in NCDs. A plan for disseminating the report is being developed and was presented to meeting participants.

3. Those leading on the Global Business Plan would like to include a number of case studies from the countries that have had investment cases conducted. The group agreed that this would be helpful and be complementary as it is not planned to include country specific data in the model that is being used for the Global Business Plan.

4. Completed, ongoing and planned investment cases were reviewed (Annex 3). Eleven of these are being funded by the Russian Federation under the WHO-UNDP global joint programme on catalysing multisectoral action. For some of these investment cases multi-stakeholder forums have been held – and these were reviewed as well. A range of issues that had emerged from investment cases carried out to date included:

   a. on the level of calculations and writing the report: the approach to informal work forces in the calculation; the inability to take the strength of enforcement of a policy into account in the OneHealth Tool (OHT); the high presenteeism costs in multiple cases; the relative high return on investment for salt interventions due to a positive estimation of the time line for effect caused by the lack of data. This could unintentionally avert country’s focus from other interventions as tobacco control; the integration of the institutional context and economic analysis in the report;

   b. on the level of presenting the outcomes of the report: explaining the concept of intangible costs to governments as well as differences in numbers between countries; the process of
receiving clearance from the government with regard to a high burden, outcomes that are not aligned with the political agenda and sensitivities in the institutional context analysis; the way the country uses the report for advocacy purposes.

5. An update on the WHO FCTC Secretariat-led tobacco control investment cases funded by the United Kingdom Government was provided (Annex 4). Two countries will receive NCD and tobacco control investment cases (Cambodia and Zambia). Although methodology differs slightly between the NCD and FCTC mission, the meeting agreed that this should not provide difficulties in terms of presentation. The importance of effective collaboration and synergy in conducting the two types of investment cases was highlighted by participants.

6. The January 2017 meeting agreed that a guidance note for NCD investment cases was to be developed. In February 2018, the meeting was updated that the guidance note was completed and being cleared across WHO, UNDP and the World Bank. It would be made available electronically on the web. It was agreed that the guidance note should be updated at regular intervals. Two appendices are being finalised to support the guidance note to provide technical details on the economic models used for an NCD investment case. Appendix 1 will explain how the costs and benefits of clinical and policy interventions are estimated in the OHT and NCD Costing Tool including the formulas used to monetize health benefits of interventions. Appendix 2 will be a step by step user’s guide to the NCD Impact Module of the OHT and an excel-based dual economic impact and return on investment model.

7. The meeting agreed that a Q&A should be developed to respond to FAQ regarding the methodology of the investment cases and interpretation of results (e.g. selection of NCD interventions, comparability between case studies, how to interpret the results, what to do with the results). The Q&A would be aimed at policy makers and like the guidance note should be updated regularly. A second Q&A should respond to FAQ for economists (e.g. issues around data sources, health accounts, health system spending, international proxy data, calculation of presenteeism and absenteeism, and use of DALYs).

8. There was discussion around methodology with regards the human capital approach (HCA) vs. the frictional approach (FA). HCA results in significantly higher burden of disease. In general, ministries of health prefer HCA, as this is more powerful for advocacy purposes. It was agreed that the default for the investment cases should be to use HCA. Where countries wished to use FA this could be accommodated. However, a full explanation would be given by the team conducting the investment case as to why HCA was the preferred approach. Conducting both approaches was not recommended as this would be confusing. There was also a discussion on discounting. Discounting has been done in all investment cases to date and should be continued to be done for all future investment cases.

9. The group discussed the pros and cons of having one template for investment case reports. It was agreed not to have one in order to have reports tailored to the needs and context of specific
countries. Nevertheless the meeting agreed that those conducting future investment cases should review previous reports and then agree on the one that they would use as example in consultation with WHO and UNDP. A key lesson learned was the need for the lead economist to work more closely with the individual leading the work on the institutional context analysis (ICA), ahead and during the mission, as well as when drafting the report. Although only a limited amount of material from the ICA would find its way into the final investment case report, it is important that the ICA material is fully integrated and not just added on at the end of the report: both the economic and institutional context analyses should be equal drivers of the conclusions of the investment case.

10. There was discussion around the OHT. While limitations were acknowledged by participants, it was agreed that the OHT should continue to be used for all NCD investment cases. Nevertheless, participants agreed that it would be helpful to enhance the NCD elements of the OHT and that additional funding should therefore be sought for this purpose.

11. The meeting was updated on the investment case training seminar that was conducted for economists in Moscow during September 2017 and that there had been a small amount of training on OHT during the seminar. Videos of the training provided in Moscow are available on the Task Force YouTube site. Some participants asked for these videos to be reviewed to ensure there was no sensitive information on the recordings. It was agreed that this would be done.

12. The meeting was updated on plans in March 2018 for a five-day seminar specifically devoted to the OHT. The training could cover the full OHT with NCD specific examples. The last day would include ICA and NCD excel models. The skills of the participants would be tested at the end of the course. The trainings would also be a mechanism building capacity amongst those attending to train others in their region. Recording the seminar was to be considered.

13. Participants agreed that it was important to publish the results of investment cases in peer-reviewed publication. To date, only the investment case for Jamaica has plans for publication, being led by RTI with co-authors across the group. It was agreed that a publication strategy should be developed.

14. The meeting concluded with discussion on how countries are taking forward NCD work following the investment case. Engagement of the UN Country Team in this process was considered important. To date only as small number of investment case forums have happened: further experience would help identity effective ways forward.

15. It was agreed that the Task Force Secretariat should look to host a further meeting of the group in a year’s time.
Actions

1. Those leading the Global Business Plan to come back to the group as soon as possible with requests for inputs from the group in order to include country investment case studies into the repost and electronic platform share: ideas and requests to be articulated to the group (Mary-Ann Land and others leading on the Global Business Plan).

2. Follow up with countries that have received final investment case reports on the impact that these reports have made (Task Force Secretariat and UNDP colleagues).

3. Technical FAQ/Q&A document for economists to be created (James Murray and Rachel Nugent to lead with input from Anna Kontsevaya, Melanie Bertram and Karin Stenberg).

4. General FAQ/Q&A document for policy makers to be developed (Dudley Tarlton and Nick Banatvala to lead with input from Alexey Kulikov, Jill Farrington, Melanie Bertram and others).

5. OneHealth Tool: short proposal for funding compiled for developing the OHT for NCDs, with efforts to mobilise recourses for this work (Brian Hutchinson and Melanie Bertram to lead with input from Karin Stenberg, Nick Banatvala and others).

6. Flow chart/check list to be developed (building on existing UNDP material) to bring the ICA and economic analysis together at all stages of the investment case (from preparation to follow up, Dudley Tarlton to lead with input from Alexey Kulikov and James Murray).

7. Publication strategy to be developed (Rachel Nugent to lead with input from Alexey Kulikov, Dudley Tarlton, Nick Banatvala and others).

8. Develop ever more effective ways for sharing information, reports etc. (SharePoint etc., Task Force Secretariat).

9. Follow up meeting early 2019 (Task Force Secretariat)

14 March 2018
## Annex 1. Agenda

**DAY 1: Monday 12 February 2017**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-09:15</td>
<td>Welcome and introductions, expected purpose and outcomes of the meeting (Nick Banatvala, Dudley Tarlton)</td>
</tr>
</tbody>
</table>
| 09:15-10:15 | Setting the scene  
  - Roadmap for the Third High-level Meeting on NCDs (Menno van Hilten)  
  - The Global Business Plan – aims and objectives, process and timeframe (Etienne Krug/Douglas Bettcher)  
  - Incorporating country investment case studies into a Global Business Plan (Gini Arnold/Mary Anne Land)  
  - Overview of investment cases done to date, progress on those underway, timeline for future investment cases (Alexey Kulikov)  
  - A brief update on the FCTC CS-led tobacco control investment cases (Vera daCosta e Silva and Dudley Tarlton)  
  - WHO, UNDP and WB quality control mechanisms (Melanie Bertram, Dudley Tarlton, Julius Korir) |
| 10:15-10:45 | Coffee Break |
| 10:45-11:30 | NCD Investment Case Guidance  
  - Issues that require clarification (James Murray and Melanie Bertram)  
  - Guidance being developed for the FCTC-led tobacco control investment cases, and NCDs & indoor air pollution (Dudley Tarlton)  
  - Training and capacity building for investment case economists (Alexey Kulikov and Melanie Bertram) |

Review of the 11 investment cases conducted to date (Barbados, Belarus, Fiji, Jamaica, Kenya, Kyrgyzstan, Mongolia, Peru, Turkey, Uzbekistan, Viet Nam)

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:30-12:30</td>
<td>Group 1: Fiji 11.30-11.50; Kenya 11.50-12.10; Turkey 12.10-12:30.</td>
</tr>
<tr>
<td>12:30-13:30</td>
<td>Lunch</td>
</tr>
<tr>
<td>13:30-14:30</td>
<td>Group 2: Mongolia 13.30-13.50; Viet Nam 13.50-14.10; Peru 14.10-14:30.</td>
</tr>
<tr>
<td>14:30-14:45</td>
<td>Mini-Break</td>
</tr>
<tr>
<td>15:45-16:15</td>
<td>Coffee</td>
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DAY 2: Tuesday 13 February 2018

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>09:00-10:45</td>
<td>Bringing it together</td>
</tr>
<tr>
<td>10:45-11:15</td>
<td>Coffee break</td>
</tr>
<tr>
<td>11:15-12:00</td>
<td>Investment case forums</td>
</tr>
<tr>
<td>12:00-13:00</td>
<td>Agreed actions and next steps</td>
</tr>
</tbody>
</table>

**Country presentations**

The lead economist (with support from UNDP on the institutional context analysis) on each investment case will present findings in 5 slides. Issues of clarification and discussion will then follow. 20 minutes is allocated for each case study (8-10 mins for the presentation, 10-12 minutes for the discussion).

- Slides 1-2: key findings and messages that could be included as a case study for a global business case (one slide on economics and one slides on institutional context analysis);
- Slide 3: limitations of the study;
- Slide 4 areas where the investment case approach differed significantly from the approach set out in the guidance note;
- Slide 5: explanation of any differences in approach and significance in interpreting the results.

<table>
<thead>
<tr>
<th>Country</th>
<th>Lead presenter (economist)</th>
<th>Supporting comments on the ICA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barbados</td>
<td>Melanie Bertram</td>
<td>Doug Webb*</td>
</tr>
<tr>
<td>Belarus</td>
<td>Anna Kontsevaya</td>
<td>Doug Webb*</td>
</tr>
<tr>
<td>Fiji</td>
<td>Marj Moodie*</td>
<td>Dudley Tarlton</td>
</tr>
<tr>
<td>Jamaica</td>
<td>Brian Hutchinson</td>
<td>Roy Small*</td>
</tr>
<tr>
<td>Kenya</td>
<td>Julius Korir</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Kyrgyzstan</td>
<td>Anna Kontsevaya</td>
<td>Doug Webb*</td>
</tr>
<tr>
<td>Mongolia</td>
<td>Rachel Nugent</td>
<td>Dudley Tarlton</td>
</tr>
<tr>
<td>Peru</td>
<td>Brian Hutchinson</td>
<td>Pallavi Yagnik*</td>
</tr>
<tr>
<td>Turkey</td>
<td>Anna Kontsevaya</td>
<td>Not done</td>
</tr>
<tr>
<td>Uzbekistan</td>
<td>Anna Kontsevaya</td>
<td>Roy Small*</td>
</tr>
<tr>
<td>Viet Nam</td>
<td>James Murray</td>
<td>Not done</td>
</tr>
</tbody>
</table>

* Joining by phone.
Annex 2. List of participants

**NHMRC Centre for Research Excellence in Obesity Policy and Food Systems - Centre for Population Health Research, Melbourne**

**Marj Moodie***  
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WHO Regional Office for Europe
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* joining by phone
### Annex 3. Overview of Investment Case Countries

<table>
<thead>
<tr>
<th>COUNTRIES BEING DISCUSSED</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barbados</td>
<td>Completed</td>
</tr>
<tr>
<td>Belarus&lt;sup&gt;R&lt;/sup&gt;</td>
<td>Report completed, QC by EURO, being shared with Government for comment.</td>
</tr>
<tr>
<td>Fiji</td>
<td>Presented and accepted by Government - QCed here in Geneva</td>
</tr>
<tr>
<td>Jamaica</td>
<td>Draft presented, with Government for comment, not QCed here in Geneva</td>
</tr>
<tr>
<td>Kenya</td>
<td>Being led by the World Bank</td>
</tr>
<tr>
<td>Kyrgyzstan&lt;sup&gt;R&lt;/sup&gt;</td>
<td>Completed</td>
</tr>
<tr>
<td>Mongolia</td>
<td>Completed</td>
</tr>
<tr>
<td>Peru</td>
<td>Report being prepared</td>
</tr>
<tr>
<td>Saudi Arabia&lt;sup&gt;*&lt;/sup&gt;</td>
<td>Report being prepared</td>
</tr>
<tr>
<td>Turkey</td>
<td>Report with MoH for comment, QC by EURO</td>
</tr>
<tr>
<td>Uzbekistan&lt;sup&gt;R&lt;/sup&gt;</td>
<td>Report being prepared</td>
</tr>
<tr>
<td>Viet Nam</td>
<td>Reported finished, awaiting QC and presentation to government</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PIPELINE COUNTRIES</th>
<th>STATUS</th>
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<tbody>
<tr>
<td>Armenia&lt;sup&gt;R&lt;/sup&gt;</td>
<td>Dates confirmed</td>
</tr>
<tr>
<td>Cambodia&lt;sup&gt;+R&lt;/sup&gt;</td>
<td>Awaiting dates</td>
</tr>
<tr>
<td>DRC&lt;sup&gt;R&lt;/sup&gt;</td>
<td>Dates being negotiated</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>Being led by the World Bank</td>
</tr>
<tr>
<td>Ghana</td>
<td>Being led by the World Bank</td>
</tr>
<tr>
<td>Kazakhstan&lt;sup&gt;R&lt;/sup&gt;</td>
<td>Dates confirmed</td>
</tr>
<tr>
<td>Iran&lt;sup&gt;R&lt;/sup&gt;</td>
<td>Awaiting dates</td>
</tr>
<tr>
<td>Nicaragua&lt;sup&gt;R&lt;/sup&gt;</td>
<td>Awaiting dates</td>
</tr>
<tr>
<td>Oman&lt;sup&gt;*&lt;/sup&gt;</td>
<td>Awaiting confirmation of resources from Government</td>
</tr>
<tr>
<td>Philippines&lt;sup&gt;R&lt;/sup&gt;</td>
<td>Dates confirmed</td>
</tr>
<tr>
<td>Zambia&lt;sup&gt;+R&lt;/sup&gt;</td>
<td>Process started</td>
</tr>
</tbody>
</table>

Abbreviations: QC is quality control, MoH is ministry of health, EURO is World Health Organization Regional Office for Europe.  
<sup>*</sup> Funded by the country itself.  
<sup>R</sup> Funded by the Russian Federation.  
<sup>+</sup> Joint NCD and tobacco investment case countries
Annex 4. WHO FCTC Secretariat-led tobacco control investment cases

The following WHO FCTC Secretariat-led tobacco control investment cases are planned for 2018 and 2019. These are being funded by the United Kingdom:

Cambodia*
Cape Verde
Chad
Colombia
Egypt
El Salvador
Georgia
Jordan
Madagascar
Myanmar
Nepal
Samoa
Sierra Leone
Sri Lanka
Zambia*

*NCD investment case being conducted as well.