Chapter 6

Governing for better noncommunicable disease outcomes

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Background

• Global and regional processes have shifted NCD policy from the health system alone intersectoral action and HiAP.
  – High-level Meeting of the General Assembly on the Prevention and Control of Non-communicable Diseases
  – Health 2020
  – UN 2030 Agenda: SDG 3.4

• Establishing effective governance arrangements for sustained intersectoral action remains a challenge for many countries
Introduction to Chapter 6

- Looks at strengthening governance arrangements for better NCD outcomes.
- Looks at strengthening outcomes through policy development and implementation at different levels.
- Reviewing governance mechanisms and instruments.
- Addresses engaging stakeholders for stronger accountability.
- Highlighting opportunities for action at subnational levels.
Agenda for action

1. Stakeholders need to be engaged throughout the policy cycle to ensure greater commitment and accountability for outcomes

2. Moving towards more stable governance arrangements strengthens sustainability of intersectoral action for NCDs

3. Good governance principles should be applied to guide the relationship between the government and non-State actors

4. At the local level, governance across sectors and between levels of government needs to be coherent
Definition

“the structure of decision-making and policy implementation in a system”
(Greer, et al., 2016)

Underpinned by the value base of Health 2020
Managing complexity for coherence

• Complexity is major challenge to ensuring policy coherence and policy alignment

• Achieving coherence and policy alignment requires
  ✓ priorities are included and resourced
  ✓ complementary policies are identified and designed
  ✓ conflicts among policies are resolved, and
  ✓ overlaps are systematic rather than ad hoc and wasteful
• The complexity of the challenge requires a multi-pronged approach
  ✓ Logic models (NHS Scotland)
  ✓ Multiple complimentary strategy (Turkey)

• Different partners need engagement at different stages
• Various degrees of collaboration:
  ✓ informal coexistence
  ✓ formal cooperation
Conditions for intersectoral governance

- Political leadership
  ✓ Problem is recognised, a solution is available and the political climate is right for change

- Capacity to govern multi-stakeholder processes
- Use of information, evidence and knowledge tools
- Important role for the Ministry of Health and health system
## Moving towards more stable governance arrangements

**strenthes sustainability of intersectoral action for NCDs**

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<thead>
<tr>
<th>Mechanisms</th>
<th>Definition</th>
<th>Country examples</th>
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<tbody>
<tr>
<td><strong>Political</strong></td>
<td>High-level intersectoral committees and parliamentary committees</td>
<td><em>Iceland</em> has established the Ministerial Council on Public Health. The members of the Council are the Prime Minister, Minister of Health, the Minister of Education, Science and Culture and the Minister of Social Affairs and Housing, as well as the Minister for the Environment and Natural Resources, as needed (20).</td>
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<td><strong>Legal</strong></td>
<td>Public health acts and legislative frameworks, such as tobacco control acts.</td>
<td><em>The Republic of Moldova</em> has a strong law on tobacco control which includes smoke-free public and work places, a ban on tobacco advertising, promotion and sponsorship, health warnings on cigarette packets and the prohibition of State partnerships with tobacco industry (Law No. 124).</td>
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<td><strong>Financial</strong></td>
<td>Joint or pooled budgets, dedicated or delegated funding</td>
<td><em>Andorra</em> has adopted the “Nereu” programme to tackle childhood overweight and obesity. Primary funds for the programme came from the budget of the Ministry of Health and Welfare, while the Ministry of Education and Culture funded physical activity lessons.</td>
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<td><strong>Policy</strong></td>
<td>Includes policies, targets, strategies and plans</td>
<td><em>Luxembourg</em> has taken intersectoral action to reduce obesity, under its national “get moving and eat healthier” strategy to increase physical activity and promote balanced diets for all its residents (WHO Regional Office for Europe, 2016a).</td>
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<td><strong>Technical</strong></td>
<td>Includes guidelines, norms and standards and health impact assessments</td>
<td><em>Slovenia</em> has a long tradition of assessing impacts on health, with procedures for doing so embedded in legislation. An assessment model for food and agricultural policies related to accession to the European Union was developed, which resulted in better cooperation between the agriculture and health sectors, with the outcome being inclusion of the food security pillar as an important part of the resolution on the national food and nutrition action plan (Wismar et al., 2007).</td>
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<td><strong>Structural</strong></td>
<td>Interdepartmental committees with secretariats, specialist agencies, small units attached to the Prime Minister’s office, or secretariats</td>
<td><em>Hungary</em>: the government has merged health, social affairs, education, youth, sport and social inclusion into one ministry. This provides a structural framework for closer cooperation between sectors (Vokó et al., 2014).</td>
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New actors require new models of governance

- Increased private sector involvement in public health initiatives at the local, national and global levels
- Governance of commercial determinants
- Clear roles and responsibilities for public sector
- Management of conflicts of interest
Private sector
• Self-regulation
• Hybrid or co-regulation
• Regulation
• Absence of relationship

Role of civil society
• Importance of local leadership and action
• Local level plays key role in fostering participation and ownership of policies and goals
• Local level crucial for successful implementation and enforcement of policies
• Platform for innovations and piloting approaches
• Closest level of government to people and communities
• Competences vary across countries and within countries
• Successful local implementation depends on coherence with other levels of governance
  ✓ Horizontal and vertical coherence
• Information flow through the levels of governance is key to facilitate action and policy
• Local level resources, capacity, knowledge and skills are needed
Conclusion

- A comprehensive NCD policy approach is complex
- Participatory governance engaging relevant stakeholders can be challenging
- Governance must be integrated, intersectoral and value-based.
- Engagement of stakeholders across the policy cycle requires clear accountability
Conclusion cont.

- Governing for NCD outcomes needs is context specific and coherence with the local level matters
- Different approaches, mechanisms and structures can serve as a catalyst
- Political sensitivity is needed regarding the relationship with the private sector
- Governance is a key consideration for policy makers addressing NCDs
## Key messages

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<th>Stakeholders need to be engaged throughout the policy cycle to ensure greater commitment and accountability for outcomes.</th>
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<td>Work towards policy coherence and alignment across NCD-related policy documents and their policy cycles. Ensure outcome orientation in goal-setting, including equity dimensions, establish and resource priorities, identify and design complementary policies, resolve conflicts between policies, and make overlaps systematic and reinforcing.</td>
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<td>Establish a governance mechanism for engaging stakeholders throughout the different stages of the policy cycle.</td>
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<td>Complete the full policy cycle with the engagement of stakeholders as appropriate, and in particular ensure sufficient time and capacity for problem definition and root cause diagnostics. This is particularly important for the complex web of determinants for NCDs.</td>
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<td>Establish clear accountability frameworks also capturing the roles and responsibilities of a variety of partners.</td>
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<td>Create the preconditions to facilitate intersectoral governance through the use of information, evidence and knowledge tools.</td>
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<td>Ensure that the production and use of information, evidence and knowledge tools is resourced, and that there is sufficient capacity and know-how to carry it out in a sustained manner.</td>
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<td>Institutionalize these strategies to build political support and pressure using information, evidence and knowledge tools, as well as capitalizing on political leadership.</td>
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<td>Facilitate good governance of the relationship between government and the private sector, building on the values-based approach of Health 2020, through good governance of the commercial determinants of health.</td>
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<td>Ensure that the rules of any formal interaction with the private sector are explicit, aligned with the mission and goals of public health, and have measurable and identifiable health benefits.</td>
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<td>Include local and regional government levels at all stages in the policy cycle, as their proximity to key stakeholders provides a great opportunity for more effective policy design and locally appropriate solutions within national frameworks.</td>
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<td>Support local and regional initiatives to tackle the determinants of NCDs, including intersectoral initiatives, with resources, capacity development, and political support.</td>
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