

NCD Alliance Strategy Review

Terms of Reference

Introduction

The NCD Alliance (NCDA) is a global civil society alliance of 400+ civil society members across 80 countries dedicated to supporting a world free from preventable suffering, disability and death caused by noncommunicable diseases (NCDs). Over 14 years NCDA has built a reputation as a leading global advocacy organisation on NCDs, a global thought leader on NCD policy and practice, a convener and mobiliser of the NCD civil society movement, a partner to governments and WHO and other UN agencies, and an advocate for people living with NCDs (PLWNCDs).

NCDA adopted a new multi-year [strategy](#) in 2021 for the period 2021-2026, which provides an analysis of the landscape and our operating environment, outlines 4 impact goals for the period 2021-2026, and outlines 4 strategic action areas that NCDA will lead to deliver our goals, which are based on the value add of the organisation.

The Swedish International Development Agency (Sida) and the Norwegian Agency for Development Cooperation (Norad) have both provided essential core funding to NCDA in support of the strategy (Sida 2020-23, Norad 2021-23). A requirement of these partnerships is to conduct an end of term review to assess progress and identify learnings from the core support provided. The review is being conducted jointly as there is a significant amount of overlap in the areas of focus the Sida/Norad partnerships core funding have contributed to (see summary table in Annexes).

NCDA is now seeking a consultant/cy to deliver a mid-point review of NCDA's progress in delivering its 2021-2026 strategy.

Background on the NCDA Strategy

The strategy 2021-2026 is based upon an independent evaluation that was carried out in 2020 by Global Health Visions (GHV), followed by a six-month process led by the NCDA Board and extensive consultation with NCDA members, partners and other key stakeholders.

The vision in the strategy is articulated as a world in which everyone can live a healthy and productive life, free from the preventable suffering, stigma, disability and death caused by noncommunicable diseases.

The strategy sets out ambitious long-term impact and short-term outcome goals to drive change in NCD prevention and care worldwide and to fulfil the promise of the Sustainable Development Goals. In the long-term, NCDA commits to contribute to the delivery of the WHO and UN NCD premature mortality targets, and for the duration of the strategy four impact goals drive our work– prevention, care, financing and community engagement.

During this period, NCDA will drive progress towards these 4 impact goals through 4 main action areas which draw from NCDA's unique value add:

- lead global NCD advocacy and accountability.
- scale up our capacity development programmes to support and strengthen NCD civil society and people living with NCDs.
- generate and promote knowledge, evidence and best practice on NCDs.

- catalyse multisectoral action and health-promoting partnerships.

The strategy also outlines 5 enablers to achieve progress – governance and membership; team and culture; operations and infrastructure; financial sustainability and efficiency; and monitoring evaluation and learning.

The strategy is accompanied with a Results Framework to guide monitoring and evaluation, as well as an overall theory of change, plus specific theories of change for each of the thematic impact goals.

Purpose and audience for the strategy review

The purpose or intended use of the review is to assess and understand the progress NCDa has made in implementing its strategy to date. NCDa's Board and Senior Management Team (SMT) will use the findings and recommendations from this review to inform the operationalisation of the strategy during the second half of the strategy period and any adjustments or changes required. The review report will also be useful and valuable for other NCDa partners and members. Furthermore, the review will serve as an input to Sida and Norad when considering potential future phases of core support for NCDa, and will form an important component of NCDa's reporting obligations to Sida/Norad.

Objectives and scope of the strategy review

The objectives of the strategy review are to:

1. Assess the global shifts in the environment and landscape NCDa operates within, to see if NCDa's strategic goals and priorities are still fit for purpose or require adaptation.
2. Assess how successfully NCDa has implemented its strategy to date, including progress against the 4 impact goals and 4 action areas (with a particular focus in advocacy and capacity development).
3. Assess NCDa's process for monitoring and evaluation of the strategy, including the Results Framework, to identify any adjustments and changes required mid-way through.

More detail is provided below for each of these objectives:

Global trends and policy shifts: NCDa's strategy was developed in the midst of COVID-19, with significant global uncertainty and volatility. Since the start of the strategy, the environment and geo-political and economic contexts have changed dramatically, due in part to the ongoing impact of the pandemic, as well as an increase in wars/conflicts and humanitarian crises, an economic downturn and crisis in many parts of the world, the urgent and devastating impacts of climate change, and an increasingly challenging geo-political environment which is impacting on multilateralism. All of these shifts are having knock-on for global health and NCDs, such as an increasing focus on the polycrisis and joint up/integrated approaches, reforms to multilateralism, global financing and the global health architecture, global health policy priorities such as UHC/health system strengthening and pandemic prevention, preparedness and response (PPPR), as well as a focus on health equity and approaches such as community-led responses and social participation to name a few. The review will be checking to assess if NCDa's goals and action areas are still fit for purpose, or if we need to make adjustments to accommodate these major shifts.

Specific questions will include: What are the major global shifts and trends for the remainder of the strategic period that NCDa should be considering and adapting to? How effective has NCDa been to date at linking the NCD agenda to broader global health/development priorities (such as climate/environment, women's rights and gender equality, human rights, poverty and the most vulnerable, and anti-corruption), and what more could be done?

Strategy progress and implementation: Mid-way through the strategy, NCDA is keen to assess our progress against our stated goals and ambitions. We are interested in determining how appropriate NCDA's approach to delivering the strategy has been, and what needs to be done differently during the remainder of the strategy period. By understanding both the strengths and weaknesses of our current approach, NCDA will be better positioned to learn and adapt.

Specific questions will include: To what extent is NCDA on track to achieve its strategy by 2026 and what more needs to be done? To what extent has progress been made against the 4 impact goals and do they remain fit for purpose? How effective has NCDA been at delivering against the 4 action areas, with a particular focus on capacity development programmes in LMICs and global advocacy and accountability (as these are the areas the Sida/Norad partnerships have particularly supported)? Is NCDA effectively mobilising and engaging its network of members, alliances and partners in support of the strategy?

M&E process: This review will also assess NCDA's internal M&E processes, both in terms of what is measured within the Results Framework to ensure it is still fit for purpose and relevant, as well as the internal processes NCDA has in place to regularly monitor, review and evaluate progress, and the way we report and communicate progress and achievements to our various stakeholders.

Specific questions will include: What changes and adjustments need to be made to the NCDA Results Framework for the remainder of the strategic period? How effective is NCDA's current M&E processes and reporting, and what could be strengthened or adjusted?

The timeframe of the review will be to review progress from May 2021 when the strategy was formally adopted to end of September 2023.

Review process and methodology

The following data collection methods are suggested by NCDA. However, the methods chosen will be developed by the selected consultant(s) following discussions and agreement with NCDA during the inception phase:

- Literature review - A desk-based review of literature relevant to the design and delivery of the NCDA strategy, the Results Framework, the theories of change, NCDA's annual reports, and other relevant evaluations conducted.
- A survey – targeting relevant stakeholders to review progress, lessons learnt, and areas to strengthen.
- Key informant interviews – with relevant partners, members, key stakeholders, board members/staff to review progress and impact to date.

Regarding NCDA's capacity development programmes in LMICs, data and findings from a recent evaluation of the NCDA Advocacy Institute programme second phase 2020-2023 (including the country work supported by Sida and Norad) can be drawn upon by the consultant as well.

Deliverables

- A short inception report at the beginning of the consultancy –covering the key objectives, the methodology, methods of data collection and analysis, and timelines/milestones to form the basis for the review process. Max 3 pages.

- Presentation to NCDA SMT to discuss and validate findings at the end of the data collection process.
- Draft and Final review report (ax 25 pages excluding annexes), including a short executive summary that can be a standalone document, and clear recommendations.
- Verbal presentation to the NCDA SMT and Board to present the review findings, conclusions, and recommendations.

Timetable

The review should commence at the start of November and should aim to complete by the **end of December 2023** (with possibility to extend into January if needed). A draft of the final report should be provided for review and approval in mid-January 2024.

Governance and management of the strategy review

This review will be directly managed by James Bramble, NCDA Partnerships and Membership Director, who will be responsible for overseeing the implementation of the review and assume overall responsibility for the deliverables.

NCDA will support all stages of the review process including: providing relevant documentation, assisting in the organisation of data collection (providing contact details, ensuring availability of interviewees and relevant data), providing feedback on drafts of all agreed outputs, including the methodology.

A review Steering Committee will be formed, including members of NCDA Senior Management Team and Board. The review will be guided by this Steering Committee.

Profile of the consultant

The successful applicant will meet the following criteria:

- Substantial experience in evaluating civil society global alliances and membership organisations, as well as global advocacy organisations.
- Experience in undertaking similar organisational/strategic reviews and evaluations.
- Experience in international NGO monitoring and evaluation processes, including Results Frameworks.
- Demonstrable capacity to accompany and support organisations to critically reflect on adaptations to organizational strategies.
- Knowledge of the international development, global health and NCD sectors, as well as demonstrable experience in policy and landscape analysis.
- Ability to systematically analyse and present complex data and information.
- Excellent research and analysis skills, including quantitative and qualitative methodologies.
- Excellent communication and facilitation skills.
- Excellent written and spoken English.
- Ability and commitment to deliver the expected results within the agreed period of time.

Additional requirements

- The review should conform to OECD/DAC's Quality Standards for Development Evaluation: <https://www.oecd.org/development/evaluation/qualitystandards.pdf>
- The review should use the Sida OECD/DAC Glossary of Key Terms in Review: <https://www.oecd.org/dac/evaluation/dcdndep/39249691.pdf>
- It should be utilisation-focused, i.e., put emphasis on who the intended users of a specific evaluation are and the intended use of the evaluation/review.

Budget

The total budget available for the review is \$30,000 (USD).

Submission guidance

Interested consultants should send their project proposal and budget, together with their CV/portfolio and a sample written resource via email to James Bramble, Director of Partnerships and Membership, at jbramble@ncdalliance.org.

Consultants are invited to provide a detailed quote including approach and methodology, timescale, and breakdown of costs as well as an explanation of previous work.

The deadline for the submission of proposals is midnight CET on Friday 27 October 2023.

Annexes:

- [NCDA Strategy 2021-2026](#)
- NCDA Annual Reports [2021](#) and [2022](#)
- Summary table of the priorities that the Norad-Sida core partnerships have supported NCDA's strategy implementation.
- NCDA Results Framework 2021-2026 (to be shared with successful consultant)
- NCDA Advocacy Institute Second Phase Evaluation Report (to be shared subsequently).

Summary table of the priorities that the Norad-Sida core partnerships have supported NCDa's strategy implementation

	Sida	Norad
Advocacy and accountability	Advocacy and Campaigns in areas that support NCDa's strategy and align with Sida's social development strategy. This has included strengthening the political commitment for measures to create healthier, more resilient societies, including NCD prevention and cross-risk factor policies, protecting health policymaking from interference of unhealthy industries, and accountability for progress on NCDs.	Advocacy and accountability: Drive global advocacy and accountability in areas that align with NCDa and Norad's NCD strategy and are identified as systematic bottlenecks to progress. This has included a particular focus on catalysing NCD financing, supporting greater integration of NCDs with other global health and development priorities (e.g., health security, HIV/AIDS, women's and children's health, planetary health), and strengthening accountability for political commitments and resources.
Capacity development	<p>Capacity Development programmes to promote coalition building among NCD civil society and to strengthen and support results-focused advocacy campaigns in ODA countries, as part of the NCDa Advocacy Institute Seed and Accelerator Programmes respectively.</p> <p>Sida funded the expansion of the Advocacy Institute Seed Programme to include least developed countries (Nepal, Bangladesh and Senegal) and supported the inclusion of The Philippines, India and Mexico in the Advocacy Institute Prevention Accelerator Programme.</p>	<p>Capacity Development programmes to support civil society alliances and results-focused advocacy campaigns in shared priority countries on the theme of UHC and on NCD prevention, as part of the NCD Alliance Advocacy Institute.</p> <p>Norad funded the inclusion of Ghana and Ethiopia in the Advocacy Institute NCDs and UHC Accelerator Programme and Ghana in the Advocacy Institute Prevention Accelerator Programme.</p>
Organisational development	Strengthen organisational development and effectiveness , particularly monitoring and evaluation and capacity in critical operational functions of partnerships, communications and human resources.	

