NCD Trailblazers

Bridging the gap in financing for NCDs

Tuesday 31 March, 2020







- Ms. Priya Kanayson Policy & Advocacy Manager, NCD Alliance (Chair)
- Dr. Rachel Nugent RTI International
- **Mr. Ingvar Theo Olson** Norwegian Agency for Development Cooperation (NORAD)
- Dr. Andrea Feigl-Ding Health Finance Institute
- Mr. Brian Hutchinson RTI International
- Ms. Leslie Rae Ferat Framework Convention Alliance
- Dr. Vicki Pinkney-Atkinson South African NCD Alliance



Agenda

- The State of NCDs Donor Financing
- Improved Health Impact and Sustainable
 Financing Of NCDs In LMICs Norway's Approach
- The Role of Blended Financing Models for NCDs
- Investment Cases for NCDs
- National Budget Advocacy for Tobacco Control
- Health Financing In Action





Setting the Scene: the state of NCD donor financing

NCDA Trailblazers webinar: Brides of the gap in financing for NCI

Rachel Nugent, Vice President and Director, Center for Global NCDs 31 March 2020

Less than 3 percent of global health donor financing goes to NCDs

Methods

Methods

Data

- OECD Creditor Reporting System (CRS), disbursement data for 2010 – 2015
- Foundation Center Database
- WHO and WHO regional office programme budget
- World Bank, African Development Bank, and Inter-American DB project database
- VolAg Database, European Foundation and Charities, and GAVI database
- Direct correspondence with Bill & Melinda Gates Foundation, Bloomberg Philanthropies, & Asian Development Bank

Analysis

- Search with 270 keywords reflecting NCDIs, in English, French, and Spanish
- Review of data at the project level, final list of over 6,800 projects
- All projects adjusted to 2015 USD using the Consumer Price Index to convert buying power when necessary
- Personal communication and follow-up in ambiguous cases/project definitions (i.e. WB, IADB, BMGF, PAHO, WHO, etc.)
- Collaboration with IHME on data source identification and harmonization of methods, where appropriate

- Bilaterals: represents flows from official (government) sources directly to official sources in the recipient country (e.g. country's ministry of finance)
- Multilaterals: represents core contributions from official (government) sources to multilateral agencies (are governed, by representatives of governments) where it is then used to fund the multilateral agencies' own programmes (e.g. World Bank)
- Foundations: independent entities set up for charitable purposes and typically deriving its funding from a single individual, family, or corporation, rather than public fundraising (e.g. Bill and Melinda Gates Foundation)
- Non-profits: do not have government representatives directly involved in their governance and consists of individuals acting in their private capacity (e.g. American Red Cross)

NCD Disease Classifications

NCDs INCLUDE:

- Cardiovascular diseases
- Cancer
- Diabetes
- Chronic respiratory diseases
- Kidney disease
- Mental health
- Substance use
- Neurological diseases and conditions
- Genetic diseases and conditions
- Disability
- Sensory organ diseases and conditions
- Hematological diseases
- Dental and oral health

RISK FACTORS CONTRIBUTING TO NCDS:

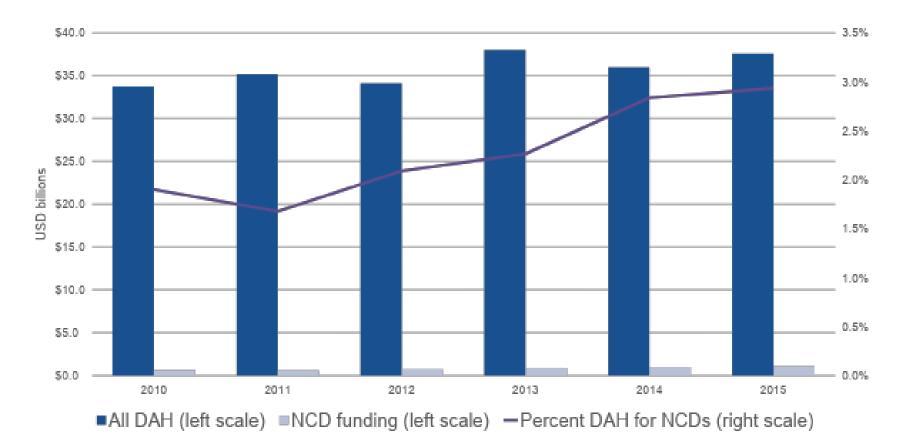
- Unhealthy diet
- Physical inactivity
- Tobacco use
- Excessive alcohol use
- Ageing
- Obesity
- Infection (e.g. HPV, Hep B, and streptococci)

NCD COMPONENT

Each project either contributed to one NCD, multiple NCDs, or was integrated with other non-NCD components (weighted by keywords)

Results

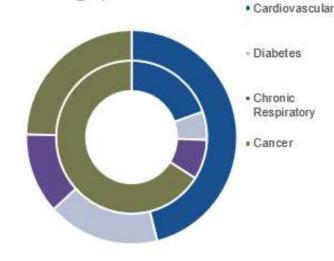
Total DAH and NCD funding trends



Global NCD DALYs are in the outside circle, broken up by the four main NCDs. The inside circle shows those diseases broken up instead by the amount of funding they receive.

Based on DALYs, cardiovascular diseases account for almost half of DALYs, but receive less than a quarter of funding. Cancer receives a disproportionately large amount of funding compared to global DALYs. Funding for diabetes and chronic respiratory diseases more closely match their proportion of global DALYs.

Global DALYs (outside) versus Global Donor Funding (inside)



What funders are funding

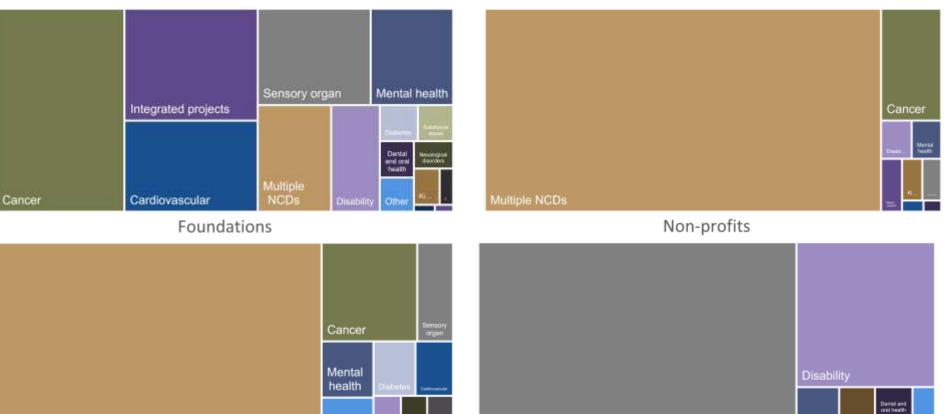
Bilaterals

Multilaterals

Mental

health

Genet



auolo.

Sensory organ

Multiple NCDs

Topic of largest project for top NCD donors, 2010-15



World Health Organization

- Topic: chronic NCD conditions, risk factors for health, and healthier environment

Project Orbis International, Sightsavers International, and Helen Keller International

Topic: eye care and prevention of blindness



Bloomberg Foundation

- Topic: tobacco control



CURE International and Mercy Ships

- **Topic**: surgery for those with disabilities (e.g. cleft lip and club foot)

IADB

- **Topic**: primary health care program for managing NCDs





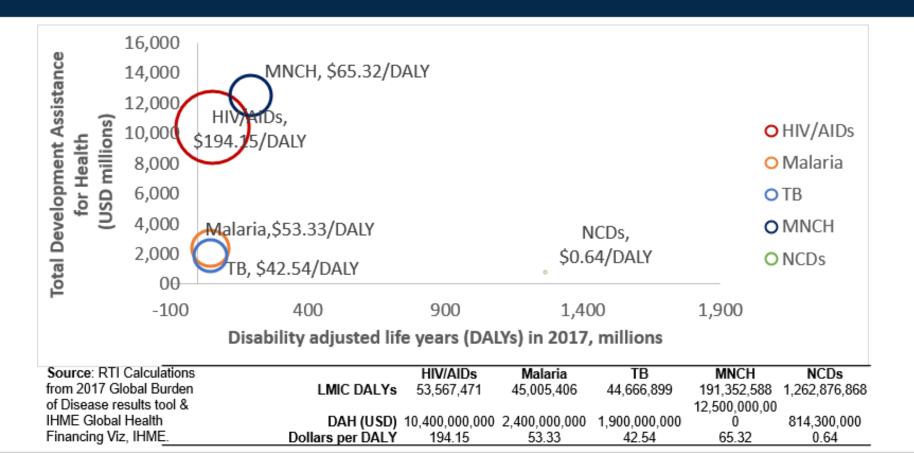
United Arab Emirates

- Topic: contributions to cancer research

The World Bank

- **Topic**: improve and increase coverage of public health programs addressing NCDs

Donor funding for global health



Thank You

rnugent@rti.org @rachelnugent



Other contributors to this work:

Andrea Feigl, Anu Aryal, Brian Hutchinson, Fabian Moser, Julia Makayova, and Jessica Hale







IMPROVED HEALTH IMPACT AND SUSTAINABLE FINANCING OF NCDs IN L/MICs

NORWAY'S APPROACH

NCD ALLIANCE 31 MARCH 2020 INGVAR THEO OLSEN

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NORWAY'S NCD STRATEGY

The strategy is a set of priorities for Norwegian development assistance in the area of NCDs and has these areas of priority:

- A global advocacy role for Norway
- Strengthening primary health care;
- Prevention targeting leading NCD risk factors (Taxation will be a major instrument)
- Strengthening standards and guidelines, as well as health data and information systems.

Norwegian development assistance will prioritize WHO as a main partner, and in accordance with the general policy of Norwegian development assistance will target low income countries with an emphasis on Africa.

2. NCD Taxes and Financing

NCD – Pro-health taxes

DRUM – Domestic resource utilisation and mobilisation

TWO PRIORITIES IN NORWEGIAN GLOBAL HEALTH COOPERATION



NCD – PRO-HEALTH TAXES

MAIN OBJECTIVE:

IMPROVED HEALTH IMPACT THROUGH REDUCED CONSUMPTION OF HARMFUL PRODUCTS SUCH AS TOBACCO, ALCOHOL AND IN- AND OUTDOOR AIR POLLUTION



DRUM -DOMESTIC RESOURCE UTILISATION AND MOBILISATION

MAIN OBJECTIVE:

SUSTAINABLE FINANCING OF HEALTH CARE AND PUBLIC HEALTH INTERVENTIONS (INCLUDING NCDS)

- SUSTAINABLE DEVELOPMENT GOALS
- FINANCING FOR DEVELOPMENT (F4D)



PROPOSED APPROACH - NORWAY

PRO-HEALTH-TAXES

- «HEALTH IMPACT STREAM» NORWEGIAN PUBLIC HEALTH INSTITUTE, WHO, BROOKINGS, CDG
- «RESOURCE MOBILISATION STREAM» WB/GLOBAL TAX PROGRAMME, ...

• INCREASED AND IMPROVED TAX CAPACITY AND MANAGEMENT IN COUNTRIES

- CAPACITY OF TAX AUTHORITIES, SUPPORTING EQUITABLE PROGRESSIVE TAX SYSTEMS, ETC.
- TAX FOR DEVELOPMENT NORAD AND NORWEGIAN TAX AUTHORITIES,
- POTENTIAL COUNTRIES: RWANDA, TANZANIA, GHANA, NEPAL, ...

PRIORITIZATION AND ALLOCATION

UNIVERSITY OF BERGEN

AFRICA LEADERSHIP MEETING - INVESTING IN HEALTH

- AU, GF, GAVI, WB, WHO,
- GLOBAL ACTION PLAN FOR HEALTH RELATED SDGS (GAP) SUSTAINABLE FINANCING ACCELERATOR
 - GF, WB/GFF, GAVI

AFRICA LEADERSHIP MEETING - INVESTING IN HEALTH ADDIS ABABA CALL TO ACTION (FEB. 2019)



Leadership of President Kagame (Rwanda)



Technical Working Group (TWG)

Health Financing Progress 'Tracker' Sub-Committee Regional Health Financing 'Hubs' Sub-committee Private Sector engagement sub-committee

GLOBAL ACTION PLAN: THREE SUSTAINABLE FINANCING ACCELERATOR THEMES

Through consultation, the core partners have identified three themes to focus on to raise adequate and sustainable revenues for achieving the health-related SDG's, and an associated set of actions to accelerate progress under each theme







Closing the financing gap for noncommunicable diseases:

THE ROLE OF BLENDED FINANCE

NCDAlliance NCD Financing Webinar

March 31, 2020

Presenter: Andrea Feigl, Phd





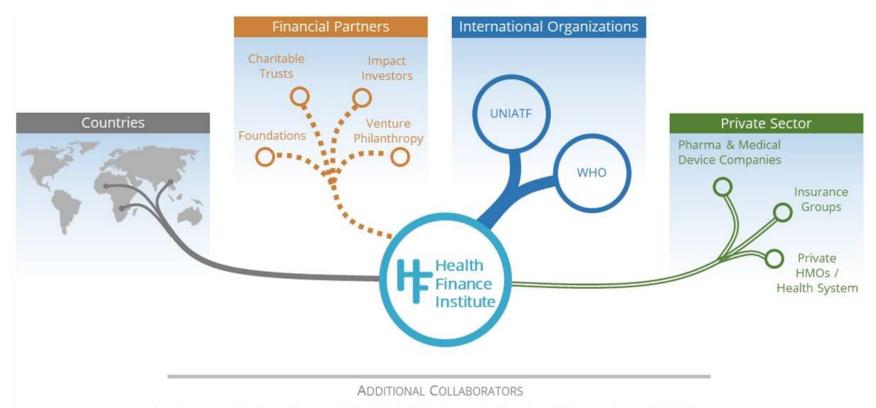
healthfinanceinstitute.org



HealthFinInst



Educating the non-communicable disease investment thesis



Academia • Universities • Global Think Tanks • Professional Networks • NCDAlliance

HFI catalyzes blended finance solutions

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360° Public-Private NCD Investment Cases

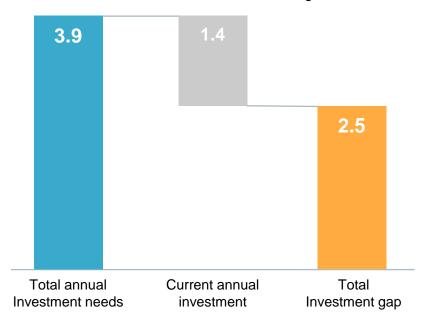
- Create dynamic economic-epidemiological models
- Identify cost-effective, high-impact NCD interventions
- Identify needed public and market investments to reduce the NCD burden

Formation of Public-Private NCD Partnerships

De-risk NCD investment at a threshold of 1:5

The Sustainable Development Goals are at risk due to the 2.5 Trillion financing gap

Estimated Investment Gap in Key SDG Sectors, 2015-30 Trillions of USD, annual average



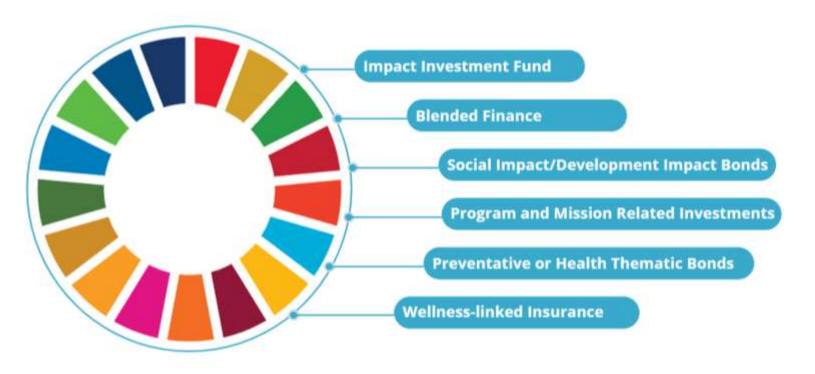
Billions Spent, Trillions Needed

There is consensus that the current financing gap puts the SDGs at risk

- UN: achieving the Sustainable Development Goals (SDGs) will take between US\$5 to \$7 trillion, with an investment gap in developing countries of about \$2.5 trillion.
- 2016 Overseas Development Assistance: \$142.6 billion
- World Bank: 50-80% of needed resources from domestic resources
- Business & Sustainable Development Commission: achieving SDGs could open up \$12 trillion of market opportunities in food and agriculture, cities, energy and materials, and health and well-being alone and create 380 million new jobs by 2030



Types of Innovative Financing Models





What is Blended Finance ?



Source: OECD

HEALTH FINANCE

Foreign aid and

foundation

Development assistance

Stakeholders: ODA, World diabetes

Development Impact Bond (DIB)

Stakeholders: Private Sector, Private

Investors, Bond Manager, Outcome

(long run: can yield market returns)

Payer, Independent Auditor

Schematic of blended finance option for scaling up NCD treatment



*note that the DIB portion can be replaced with a for profit option depending on the type of deal/economic environment



Examples: How can blended finance solve NCD funding short gap?

| Transaction | Value | Country | LMIC/UMIC | Blending Instruments (equity, debt, guarantees, insurance, hedging, grants, technical assistance) | Participants | Risks | Type of health intervention | Healthcare value chain |
|---------------------------|----------|---------------------------------|-------------|--|---|--|-----------------------------------|---|
| Elazig | EUR 360m | Turkey | UMIC | Debt and equity MIGA political risk insurance | | Political risk | Healthcare infrastructure | Infrastructure Providers (hospitals) |
| Cameroon Cataract Bond | USD 2.5m | Cameroon | LMIC | Development Impact Bond | OPIC, Netri foundation (Investors), Magrabi ICO Cameroon Eye Institute, Conrad N. Hilton Foundation, The Fred Hollows Foundation, and Sightsavers | | | Providers – eye care |
| Medical Credit Fund | USD 50m | Multiple countries in SSA | Mostly LMIC | First loss capital: \$7.75 Debt: 41.5m TA: 12m | Pharmaccess Various donors Local financing orgs | Financial risks mitigated by TA (strengthening business sustainability) | | Providers (small – medium sized) |



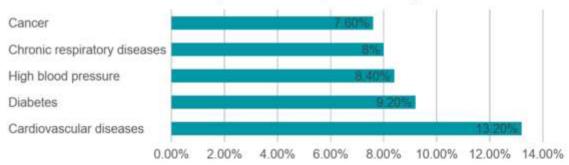
COVID-19 and NCDs

Shared NCD and COVID-19 risk factors

- Smoking is a well-known NCD risk factor
- Data is emerging that smokers and tobacco users are 14 times more likely to be infected by COVID-19 and experience worse outcomes as compared to non-smokers^{1,2}

Link between NCDs and COVID-19 severity

• Patients with NCDs are more likely to suffer severe COVID-19 illness or mortality due to infection; *The Guardian: 99% of COVID deaths in Italy in patients with chronic conditions: heart disease, COPD, diabetes*



COVID-19 mortality rates with pre-existing conditions

¹World Health Organization. COVID-19 and NCDs. Information Note. 2019. Available online : <u>https://www.who.int/internal-publications-detail/covid-19-and-ncds</u> ² Zhou F, Yu T, Ronghui D, et al. Clinical course and risk factors for mortality of adult inpatients with COVID-19 in Wuhan, China: a retrospective cohort study. Lancet; published online March 2020. DOI: <u>10.1016/S0140-6736(20)30566-3</u>.



HFI's COVID-19/NCD Response Framework

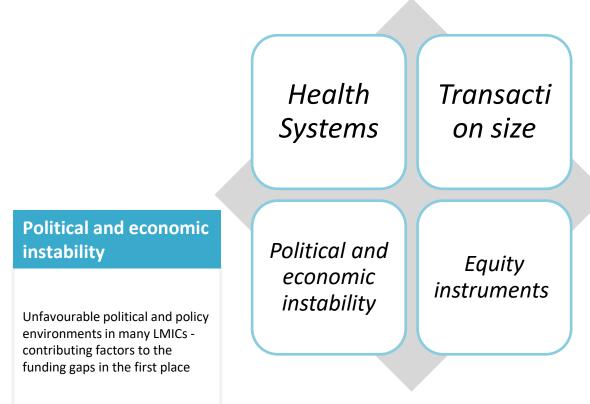
In anticipation of the development of a COVID-19 vaccine and treatment in the medium term, HFI aims to:

- Create a framework to identify [NCD] risk groups for severe COVID-19 illness
 - Prioritization of vaccine and treatment roll-out based on risk-factor assessment
- Model the impact of prevention and control of NCDs on COVID-19 outcomes, health systems burden and global economies
- Develop financing models for investment in COVID-19 vaccines and treatment
 - Financing models to reduce disinvestment of other interventions, especially disinvests from NCDs
 - Create confidence in economies



Determinants of blended finance potential

Country health financing needs are very diverse across UMIC, LMICs, LICs and LDCs with significant variations within each category, therefore there is not a 'one size fits all' approach to a blended finance framework for NCDs.



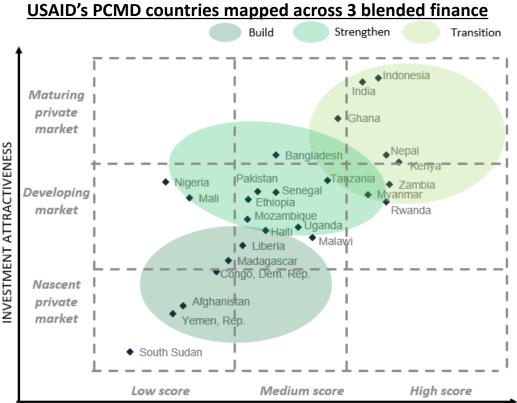
Transaction size

Lower income and more fragile economies are less likely to benefit due to high transaction costs; Smaller projects may present lower financial risk but their lower transaction values may not justify the associated structuring and transaction costs.

Equity Instruments

Equity may not be tenable in LMICs because of high interest rates due to high inflation rate; Technical assistance augments both financial returns and development impact and can improve business profitability and sustainability.

Blended finance is more attractive in maturing markets – **NCD** financing remains a development issue



H- HEALTH FINANCE

HEALTH SYSTEM STATUS



How HFI Works With Blended Finance Partners



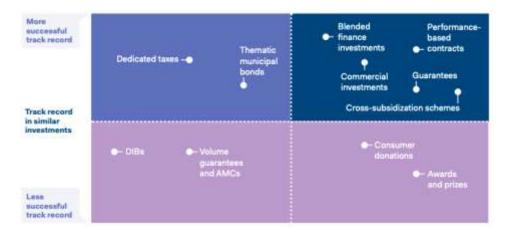
Partner

i.e. blended finance partners / government / IGO / implementer



HFI Services

- 1. Ascertain disease area, country/geographic area, size of investment, relative importance of health/economic/other impact
- 2. Determine best investment structure
- 3. Assemble relevant stakeholders and engage investors
- 4. Roll out program, monitor outcomes with digital data collection means / M&E



HFI Country Engagement



- HFI's country work includes collaboration with international organizations and in-country stakeholders
- HFI is unique in its application of novel techniques applied to existing relationships and infrastructures
- Countries with HFI partnership/country scoping
 - O Nigeria
 - O Jordan
 - O Malaysia
 - O Kenya
 - O South Africa



Reach out to me at

andrea@healthfinanceinstitute.org to

discuss partnership opportunities



www.healthfinanceinstitute.org



ANTICIPATED MILESTONES: YEAR 1



Successful financing

dialogue

Global NCD Financing Partnership with public & private sector formed

advocacy and global



Algorithm and tool on highest impact NCD investments for public, philanthropic, and private use



Formalized agreement for pilot projects in 2+ countries



Establish NCD investment pipeline, modifiable based on client

ANTICIPATED **IMPACT: YEAR 2**



Roll-out of investment pilot in min 2 countries



Increased number and reach of formal partners to >5



Instrumental in increasing deal-flow for NCD projects for min 50 million USD



Successful mid-term evaluation of 2 financing pilots



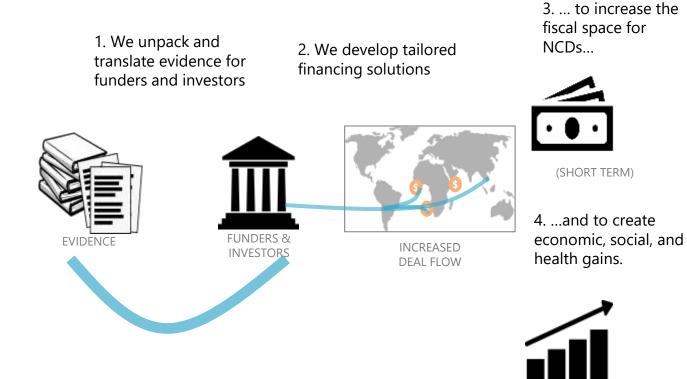
Utilization of Impact list: HFI recognized as go-to organization to educate the NCD investment thesis

HEALTH FINANCE NSTITUTE

Our Theory of Change

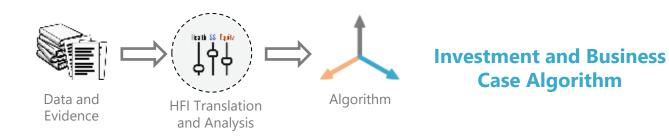


(LONG TERM)





What We Do



Brokerage of Investments

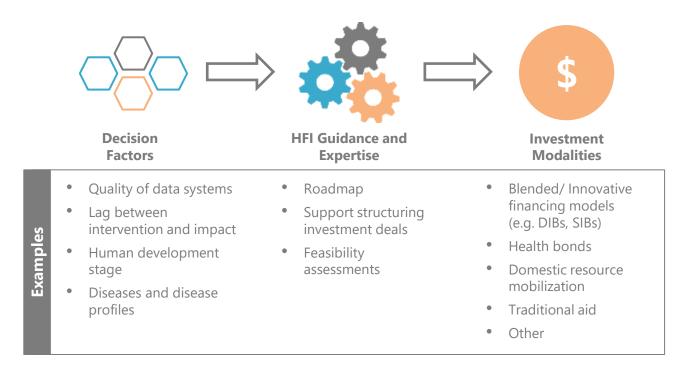


Decision Factors HFI Guidance and Expertise \$

Investment Modalities



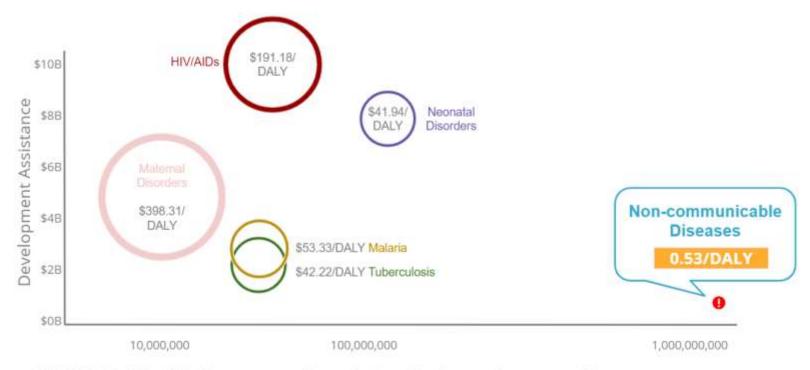
What We Do: Brokerage of Investments





The financing gap is especially significant for SDG3 – health and wellbeing

Dollars per DALY* for six global health areas, 2017

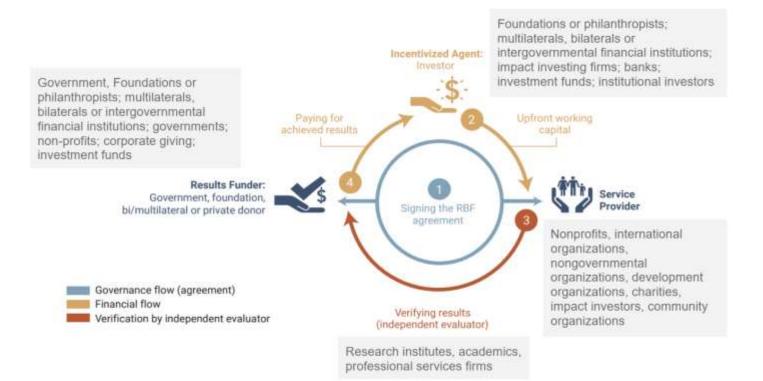


* DALY: Disability Adjusted Life Year - a measure of disease burden, adding disease and premature mortality

** Data Source: The Institute for Health Metrics and Evaluation (IHME)

How blended Finance can help NCDs

Using SIB (Social Impact Bonds) and DIB (Development Impact Bonds) as examples





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The Case for Investment in Prevention and Control of Noncommunicable Diseases in Jamaica:

Evaluating the return on investment of selected tobacco, alcohol, diabetes, and cardiovascular disease interventions



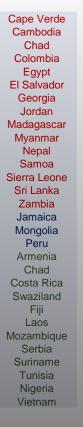
Investment Cases for the

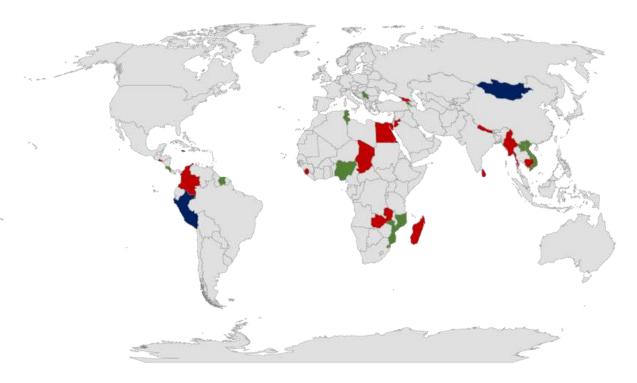
Prevention and Control of

NCDs

Brian Hutchinson, RTI International NCD Alliance Webinar - Bridging the gap in financing for NCDs March 31, 2020

NCD and tobacco-control investment cases





Tobacco ICNCD ICForthcoming

47¹

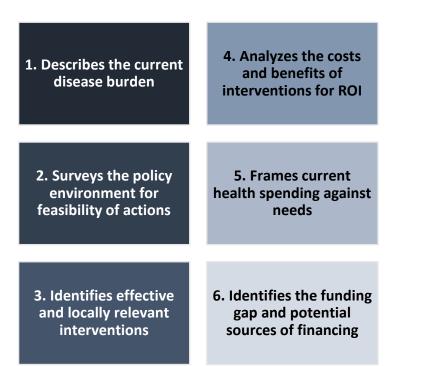
What is an investment case?

What kind of information does it provide?

How have investment cases been used?



What is an investment case?



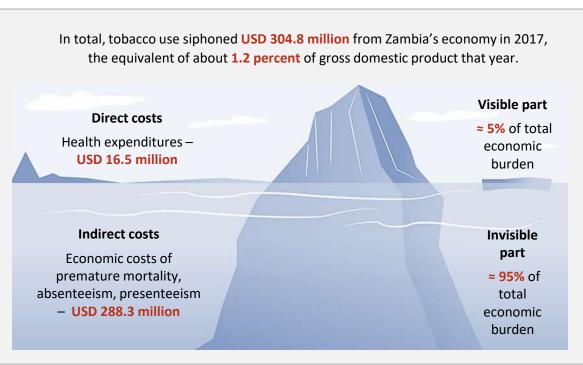


The current burden of tobacco use in Zambia

Health burden (tobacco-attributable mortality)

Economic burden

Lower respiratory 1.839 infections lathemic bearl 1,629 distant 1,032 Tuborculum Cheproic plintriattive 413 pulmonary disease Other cardiovascidat 373 and circulatory distant. lichentic stroke 348 Herriorrhagiz stroke 313 Diabetes mellitus. 244 Hypertensive heart 205 disease Trachest, bronchus, 135 and lung tabler



Tobacco-attributable mortality source: Institute for Health Metrics and Evaluation (IHME), *GBD Compare*. 2017, IHME, University of Washington:

Clinical interventions and policy measures



Cardiovascular disease

• e.g., Treatment for individuals with high blood pressure (≥140mmHg)



Diabetes

 e.g., Screening for diabetic retinopathy, and laser photocoagulation therapy for individuals with sight-threatening retinopathy.



Mental health conditions

 e.g., Intensive psychosocial treatment and anti-depressant medication for moderate to severe cases of depression



Tobacco use

 e.g., Enact and enforce a comprehensive ban on all forms of tobacco advertising sponsorship and promotion (FCTC Article 13)



Harmful or hazardous alcohol use

• e.g., Increase excise taxes on alcoholic beverages (beer, wine, liquor)



High sodium consumption

 e.g., Develop public-private partnerships to set target levels for the amount of salt in meals and popular food products, and implement strategies to lower salt content.

Costs and benefits (USD), by intervention package – 15-year time horizon

| Intervention package | Total costs | Total benefits | ROI |
|-------------------------|-------------|----------------|------|
| Salt | 44.7 | 3,693.6 | 82.6 |
| Tobacco | 55.6 | 1,000.6 | 18.0 |
| Alcohol | 60.2 | 254.2 | 4.2 |
| Anxiety | 431.2 | 884.6 | 2.1 |
| Depression | 907.8 | 1,203.9 | 1.3 |
| CVD | 2,263.5 | 2,656.4 | 1.2 |
| Diabetes | 1,006.1 | 1,036.0 | 1.0 |
| All packages | 4,769.1 | 10,729.4 | 2.2 |

- Framing health spending (% of THE or GHE)
- Covering the financial gap
- Framing economic gains by leveraging national priorities

Contributions of investment cases

Advocate for public health priorities

Ministries of health use investment case findings to draw attention to public health needs, amidst other public sector demands. In Jamaica, the Minister of Health used investment case findings to support health priorities in a speech to the House of Representatives in June 2018.





Advance policies and interventions

Investment cases are not always expected to lead directly to policy change – at least, not immediately. But, instances exist where an investment case has fed policy conversations. The Zambia investment case was presented directly to Parliament, and is being re-tooled for use in a government regulatory impact assessment of a comprehensive tobacco control law.



Ministry of Economy and Finance

Coalition-building. Investment cases speak the language of sectors outside of health by providing evidence on social, economic, and environmental needs that are interwoven with health issues.







Bridging the Gap in Financing: Budget Advocacy for Tobacco Control Leslie Rae Ferat Managing Director Framework Convention Alliance

March 31, 2020

- 1. What is budget advocacy?
- 2. Budget advocacy project
- 3. Pilot project in Senegal and Uganda
- 4. Budget advocacy workshop
- 5. Budget advocacy toolkit
- 6. Looking ahead

What is budget advocacy?

"...a strategic approach to influence governments' budget choices, aimed at achieving clear and specific outcomes—e.g., healthier people, less poverty, or improved governance." (International Budget Partnership, 2020)

"...the structured lobbying of fiscal policies by an organization or group of people."

(ACF International, Save the Children, SUN SC platform from Senegal, 2017)

- In the context of tobacco control (TC), budget advocates lobby for TC to be given financial priority in the national budgetary agenda.

Budget Advocacy Project

Critical challenge: The lack of capacity within the TC community to advocate for the level of resources required to run effective, FCTC-compliant TC programmes as part of the country's national budgeting processes.

Opportunity: To explore how a budget advocacy approach, similar to those used by CSOs in other areas of health and development, may be used to influence TC spending in LMICs, particularly AFRO, to address a major obstacle to further progress FCTC implementation.

Pilot Project in Senegal & Uganda

- FCA aims to build CSO capacity to:
 - Understand how decisions about spending on health issues are made.
 - Carry out budget advocacy campaigns aimed at increasing budget allocation for TC plans and programmes.
- FCA targeted two AFRO countries to pilot and conduct this work: La Ligue Sénégalaise contre le Tabac (LISTAB) in Senegal and The Uganda National Health Users'/Consumers' Organization (UNHCO) in Uganda
 - These two organisations, with years of experience in TC formed a coalition with organisations with academic, budgetary, and fiscal expertise in order to conduct effective budget advocacy.

Budget Advocacy Workshop

FCA convened a budget advocacy training workshop in February in Senegal, together with CRUK and ACS, with CSOs from Senegal and Uganda.

Objectives of the workshop:

- Understand the current tobacco control landscape
- Develop a clear picture of the institutional and political framework of tobacco control financing
- Understand the concept and importance of budget advocacy
- Explore the budget cycle and timetable in Uganda and Senegal
- Estimate the costs of inaction and implementation of an FCTC-compliant package of tobacco control measures
- Explore the key elements of effective budget advocacy strategies







Budget Advocacy Workshop



American Cancer Society®





Budget Advocacy Toolkit

- Module 1: Key elements of tobacco control and current obstacles to financing
- Module 2: Essential elements for conducting budget advocacy
- Module 3: Understanding the budget cycle and process
- Module 4: Methodology and tools for analysis of the costs of TC implementation
- Module 5: Development of a good strategy for budget advocacy
- Module 6: Sharing experiences on practical cases of success and failure involving budget advocacy for tobacco control and/or in similar domains in Africa, Asia and Latin America

Looking Ahead...

- Continue to develop and finalise budget advocacy strategies with national partners
- Implement strategies through:
 - The development of budget advocacy materials to communicate key messages
 - Lobbying key stakeholders
 - Organising events
 - Participating in media advocacy
 - Lessons Learned

"What brings us together... Is our belief that people have a right to influence the public choices that shape our lives. Public budgets are the chief instruments by which governments make these decisions and civil society the greatest tool to ensure that people are part of that process." (Jim Shlutz, Democracy Center in Bolivia, 2001) FRAMEWORK CONVENTION ALLIANCE ON TOBACCO CONTROL

Thank you!

rae-feratl@fctc.org







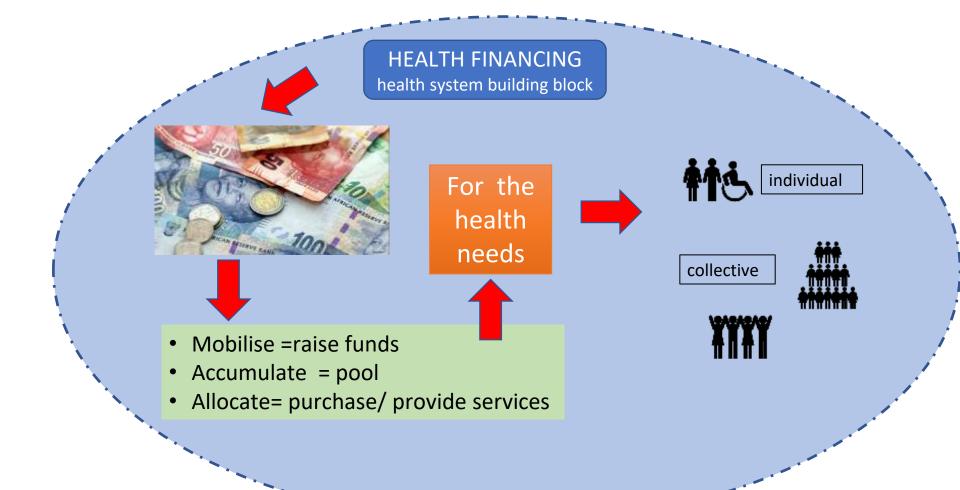
SOUTH AFRICAN NON-COMMUNICABLE DISEASES ALLIANCE

Health financing in action

Lessons from the sugar sweetened beverages tax Vicki Pinkney-Atkinson

31 March 2020

vicki@sancda.org.za



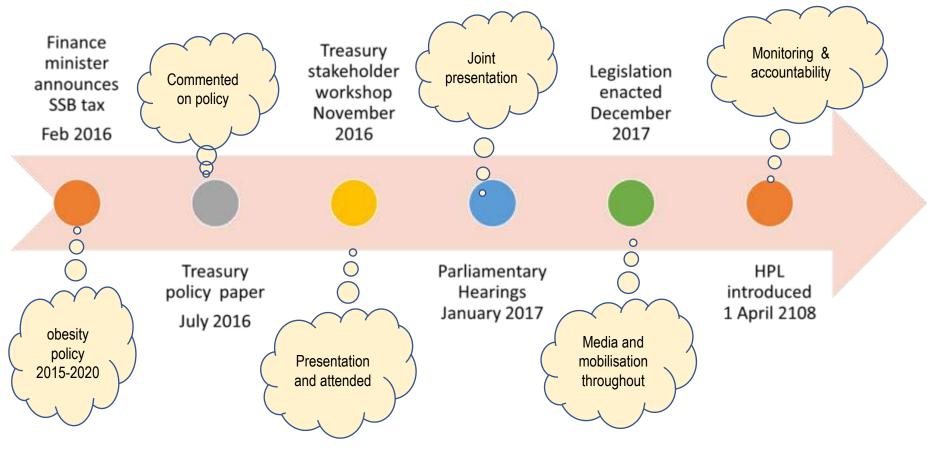
Raising funds - Taxes Excise applies to specific goods *"sin taxes" but not really*



- Alcohol > 100 years
- Tobacco >50 years but increased regularly for 20 years
- Sugar sweetened beverages (SSB)- 1 April 2018 only 2 years

SSB tax only appeared on the agenda in 2015

Sugar tax timeline SANCDA involvement



Our unique contribution

What we did

- Added a human face to the tax People living with NCDs
- Took it beyond academic and a public health policy debate
- Asked for portion of proceeds given to prevention and control of NCDs
- Brought together NCDs stakeholders

How we did it

- Not one cent in additional funding
- Did not get additional funding
- Stood up to bullies and unscrupulous pressure
- Refused to be divided

Beyond legislation – the journey continues

- Policy coherence making sure that gains are implemented
- Accountability tracking revenue collection and budgets
 how much and where ZAR 100 million – 10 million
- Including the public beyond economists and accountants and the chosen frozen
- National NCDs coordinating mechanism - transparency and efficiency







Webinar slides and recording

Become a Member...

And ACCESS our exclusive BENEFITS for NCDA MEMBERS, such as...

VISIBILITY OPPORTUNITIES

CDAlliance





For more information, please contact Romain Dissard at <u>rdissard@ncdalliance.org</u>

Webinar on COVID-19 and NCDs

The NCD Alliance is convening a *members-only webinar* to facilitate an exchange of the latest expertise on the impact of the COVID-19 pandemic on people living with NCDs.



More information to follow shortly. Please visit our <u>website</u> for a list of COVID-19 and NCDs resources.

NCD Alliance For more information about membership, please contact Romain Dissard at rdissard@ncdalliance.org

THANK YOU

SHARE. DISCUSS. ENGAGE. CHANGE.

♥ ♥ ●

MAKING NCD PREVENTION & CONTROL A PRIORITY, EVERYWHERE

