



NCD Alliance  
**ADVOCACY INSTITUTE**

## Seed Track Virtual Training 2024

**Strengthening civil society coalitions and strategic  
planning for effective advocacy**

Tuesday 16th July 2024



## Objectives of the training

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- Strengthen participants' understanding of the key steps for effective strategic planning towards common advocacy objectives.
- Highlight relevant examples from the network on coalition building and strategic planning including successes, challenges, lessons learned and key practical recommendations.
- Provide a space to facilitate active and constructive interaction between participants.
- Inform participants about future advocacy milestones to support national advocacy work.



**Please take our pre-evaluation introductory poll now!**

# Agenda of the session (13:00-14:30 GMT)

| Time        | Activity   | Speaker   |
|-------------|--|---|
| 13:00-13:07 | Welcome and introduction                               | Lorena Allemandi, Senior Capacity Development Manager, NCDA |
| 13:07-13:20 | "Scope the landscape and identify advocacy priorities" | Linda Markova, CD Manager, NCDA                             |
| 13:20-13:30 | "Make the case for partnership" - Stakeholder mapping  | Lorena Allemandi, CD Senior manager, NCDA                   |
| 13:30-13:35 | Q&A  | All participants  |
| 13:35-13:45 | Highlight from an alliance                             | Cameroon, Nepal   |
| 13:45-14:15 | Guided group discussion                                | Moderators  |
| 14:15-14:25 | Break-out group feedback                               | Rapporteurs   |
| 14:25-14:30 | Closing  | NCDA  |

# Scope the landscape and identify advocacy priorities



Linda Senk Markova, Capacity Development Manager - NCDA

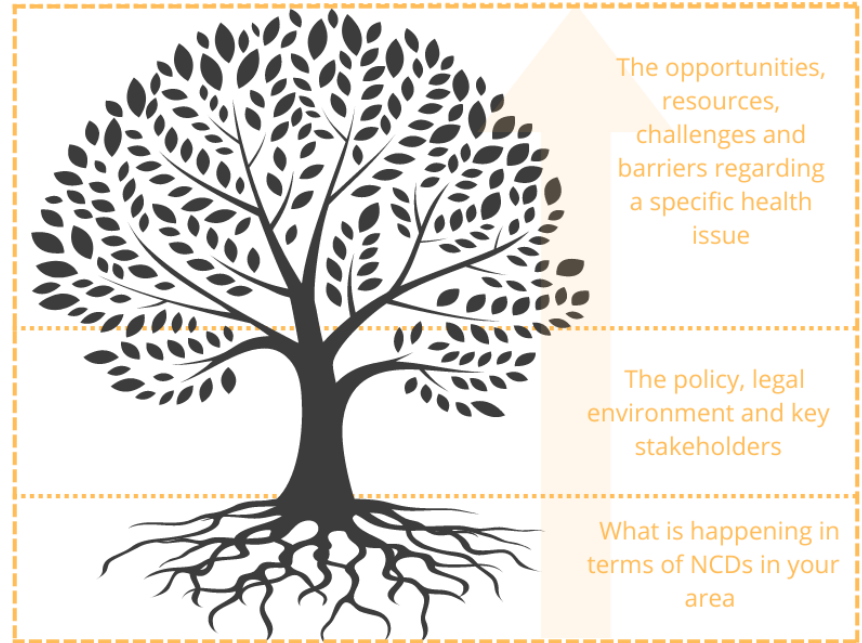
# ADVOCACY SITUATION ANALYSIS

## What is a situation analysis?

**Research:** Involves collecting and assessing data and evidence to understand the landscape in which you are developing your advocacy campaign

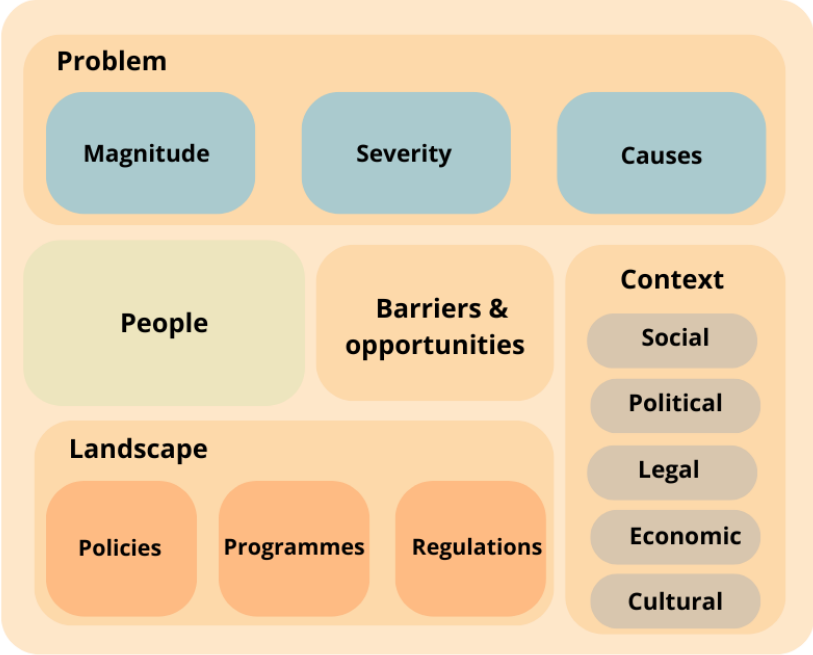
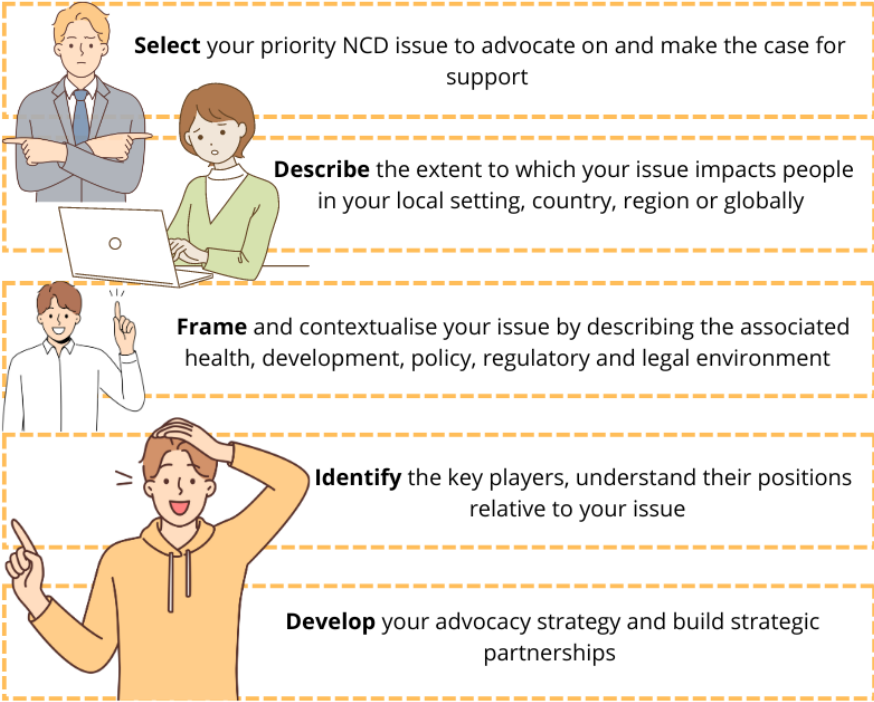
**Describe:** Establishes a realistic picture of the opportunities, challenges, gaps and resources related to NCD prevention and control in your context

**Inform:** Guides the identification of priorities for your NCD advocacy work and steers all the steps in your advocacy plan



# ADVOCACY SITUATION ANALYSIS

**Why?** After conducting a situational analysis, you will be able to...



# ADVOCACY SITUATION ANALYSIS

## How to conduct the situation analysis?

# 1

### 1. CONDUCT A DESK REVIEW

- **Develop** a list of keywords related to the health problem you are seeking to solve.
- **Agree** on the scope of the review including appropriate data, databases and other sources of information.
- **Collect and review** quantitative and qualitative data about the problem and the people affected including health and demographic data, survey results, study findings, relevant laws, regulations, policies, strategies, and other available data to understand the NCD landscape in your setting.
- **Analyse and summarise** your findings, noting information and policy gaps and opportunities, which could be the foundation of your advocacy campaign.

# 2

### 2. ENGAGE KEY INFORMANTS TO COLLECT DATA ON THE NCD LANDSCAPE

Some information gaps may remain after conducting your desk review. You could fill any gaps by collecting further qualitative data by engaging with key informants of relevant audiences.

#### Potential informants

NCD stakeholders

People living with NCDs

Policy makers

Government officials

CSOs

Service providers

Academics

Private sector

#### Data collection methods

Focus group discussions

In-depth interviews

Stakeholder workshops

Community conversations



## Key considerations

- Your situational analysis is a living document, don't hesitate to revisit its content when significant changes occur in your environment
- **Reflect** on the power dynamics you perceived between national stakeholders and start cultivating meaningful relationships with those supporting your issue
- **Be alert** to upcoming opportunities that will support your advocacy objectives!

# Selecting priority issues, goals, objectives

Based on the results of your advocacy situation analysis, **select your priority advocacy issue**, and then **determine your advocacy goal** and the specific objectives for your campaign



## Select your NCD advocacy issue

**Specific problems:** What occurs, to whom, where does it happen, when?

**Root causes:** Keep asking why to get to a deeper level of causation.

**Barriers:** What is preventing problems from being solved (political, economic, cultural, social factors)?

**Solutions:** Which approaches will work? How, who, what, where, when?

**Opportunities:** Are there windows of opportunity to influence the issue?



What are some criteria for selecting your NCD advocacy issue?

Scope

Evidence

Feasibility

Communication

Appeal

Demonstrate

Partners

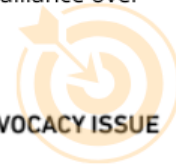
Opportunity

Risk

## Identify your advocacy goal

**The goal** is your long-term vision for change, and the objectives are the short-term steps to address the solutions to your issue, and thus advance toward achieving your goal

- ✓ Involves a **long-term** (5-10 years) vision for policy change on NCDs
- ✓ The subject of your advocacy efforts • Cannot be achieved by one group alone but by a **collective**
- ✓ **Exists outside** of your alliance or organization
- ✓ **Orients on** advocacy alliance over the long-term



**PROBLEM + SOLUTION = ADVOCACY ISSUE**



# Selecting priority issues, goals, objectives

Once your long-term advocacy goal is defined, it is time to delineate your advocacy objectives:

- ✓ **Short-term** (generally 1-2 years), action-oriented targets
- ✓ **Smaller incremental steps** to complete that will help progress towards your advocacy goal
- ✓ **Describe the change** you want to achieve, who will make the change and when it will happen

**What are SMART objectives?**  
Make sure that your NCD advocacy objectives are "SMART," which stands for:

|  |   |   |   |   |
|--|---|---|---|---|
|  |  |  |  |  |
| <b>SPECIFIC</b>  | <b>MEASURABLE</b>   | <b>ACHIEVABLE</b>   | <b>REALISTIC OR RELEVANT</b>  | <b>TIME-BOUND</b>   |
| What do you want to do? Clearly state what you want to accomplish.                 | How will you know when you have reached it? Track and monitor progress.             | Is it in your power to accomplish it?   | Can you reasonably achieve it? Is it in line with your NCD alliance's mission?      | By when will you accomplish it? Set a timeframe to meet it.                         |

## EXAMPLES OF NCD ADVOCACY OBJECTIVES

- Secure congressional approval of an alcohol and tobacco tax package to finance Universal Health Coverage by October 2022.
- By the second year of the administration, ensure the adoption by the Ministry of Health of a new national and multi-year costed NCD Strategy with clear measurable objectives.



# Situation Analysis- Case Study

## Background

Lessons learned from situation analyses: the cases of Egypt, Malaysia, Pakistan and Rwanda  
These four NCD alliances conducted advocacy situation analyses to ground their advocacy strategies in evidence:

- **Egyptian NCD Alliance & NCD Malaysia:** To better understand the gaps and challenges of strengthening the NCD health workforce to progress towards UHC.
- **HeartFile/Pakistan NCD Alliance:** To assess the policy landscape of trans fats in the country, providing a base of evidence for their elimination
- **Rwanda NCD Alliance:** To assess the NCDs and Universal Health Coverage (UHC) policy, programme, and political landscape in Rwanda.

## Challenges:

- COVID 19
- Stakeholders lack of awareness
- Lack of data



## Lessons learned:

Alliances found that situation analyses enabled them to better plan and implement advocacy activities, helping to determine priorities and serving as a source of evidence for campaign planning. Stakeholders lack of awareness

Situation analyses help establish consensus on specific advocacy issues, including on key data points and advocacy recommendations, as well as to map key stakeholders to identify allies within government, civil society, media and other health and development groups.

# Advocacy issue - Case Study

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## Background

With rising alcohol consumption in Vietnam, a draft law to curb it was released in April 2018.

NCDs-Vietnam (NCDs-VN) seized this opportunity to counter industry opposition and build public support. Despite challenges like low public awareness and industry misinformation, NCDs-VN formed a coalition to educate the public, refocus on scientific evidence, and expose industry manipulation.

Their efforts led to the law's passage in June 2019. Although the law was weakened, it marks a significant step in reducing alcohol-related non-communicable diseases in Vietnam.

## Advocacy Strategy:

- NCDs-VN's phased campaign targeted key events, starting with the 2018 UN NCD meeting and incidents of alcohol-related harm.
- They used community-based evidence and relatable narratives to educate the public and policymakers.
- Reporters covered victims' stories through workshops to increase media visibility.
- Public letters were sent to counter misinformation and weaken opposition.
- Advocacy linked to an anti-corruption campaign, exposing industry sympathizers and using social media for updates and transparency.

## Analysis:

NCDs-VN executed an agile advocacy campaign, responding swiftly to key triggers like the 2018 UN NCD meeting and alcohol-related tragedies. They employed diverse strategies including collaboration with the Ministry of Health, participation in government workshops, media engagement, and giving voice to victims of alcohol harm.

# Political and Stakeholder mapping

Lorena Allemandi, Capacity Development Senior manager -  
NCDA



# Political mapping

## What is a political mapping?

### OVERVIEW

A subset of advocacy situation analysis, in which you actively map out your primary and secondary target audiences who have direct decision-making ability or influence over your NCD advocacy issue.



When conducting a situational analysis for NCD advocacy, it is crucial to understand not only the health and policy landscape but also the **political system and dynamics influencing public health decisions...**

This involves **identifying key decision-makers** and government bodies, such as the Minister of Health or the President of the Health Committee in Congress, and **mapping their power, influence, and motivations.**

This political mapping helps to understand their engagement mechanisms, both formal and informal, which is essential for an effective advocacy campaign.

# Political Mapping

## What is political mapping for NCD advocacy?

- **Identify:** Determines policy audiences (decision-makers and "influentials") with the power to make or influence the change you are seeking.
- **Investigate:** Involves understanding policy-making processes and researching and creating profiles of targets, their areas of work, power dynamics and trends, position, interests, relationships, views, opinions, and actions that are relevant to your policy issue.
- **Categorise:** Useful for identifying your champions, allies, and opponents.
- **Plan:** Provides relevant information on policy audiences and policy-making mechanisms to help select your advocacy tactics and to develop and modify effective advocacy messages.
- **Inform:** A dynamic map that needs to be updated throughout your advocacy strategy, as targets' positions may change over time.

## What is a primary target?

- The person **who has the power to make the change you are advocating for**, such as a decision-maker with the direct authority to influence the outcome of your advocacy objective (e.g., government officials, ministers, country leaders, UN representatives, etc.)
- **Always a person** and not an institution (e.g., Minister of Foreign Affairs, Head of the Health Commission, etc)

## What is a secondary target?

- Person or group with the **power to influence the primary target** (e.g., the media, relevant powerful organisations, a family member of the primary target, other decision-makers, experts, opinion leaders, etc)
- Have the **potential to become partners** in your advocacy plan

# Political mapping

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## Key questions to consider when researching policy audiences

- ❖ Who are the decision-makers with influence or a direct say in your issue?
- ❖ What is their profile and main areas of work related to your policy issue?
- ❖ What are their strengths and weaknesses as advocacy targets?
- ❖ What degree of power do they have over your policy issue?
- ❖ Would you consider them allies, opponents or neutral?

# Political mapping

## TOOL 6 Pocket guide on political mapping

### NCD Alliance's Advocacy Institute Pocket Guide: POLITICAL MAPPING

#### WHAT?

Political mapping is a key component of a strategic advocacy campaign, which helps you identify policy audiences and targets and their level of power. These are the main stakeholders that can help you achieve your policy objective, or that have an influence over that objective.

**Who has the power to give what you want?**

#### PURPOSE?

Political mapping helps create a profile of policymaker targets, and their level of power, position, and interests that are relevant to your policy objective.

It helps you identify your champions and allies, and even your opponents. It provides information to select your advocacy tactics, and to develop and tailor effective advocacy messages. It is a dynamic mapping that needs to be revised and updated throughout your advocacy strategy, especially since targets' positions could change over time.

#### ANALYSIS OF ADVOCACY TARGETS

It is necessary to identify primary targets (*key decision-makers*) and secondary targets (*influentials*):

Political mapping is a key component of a strategic advocacy campaign, which helps you identify policy audiences and targets and their level of power. These are the main stakeholders that can help you achieve your policy objective, or that have an influence over that objective.

##### PRIMARY TARGETS

Decision-makers (always a person!) with direct authority to decide the outcome of your advocacy objective. They are responsible for approving policy and legal changes, or resource allocations (e.g., Heads of State and Government, Ministries, parliamentarians).

##### SECONDARY TARGETS

Individuals or groups that influence the views, decisions, and actions of primary targets, and could be inside policy circles (e.g., advisers or fellow Ministers) or outside of these circles (e.g., First ladies, media, colleagues, relatives).

## TOOL 6 Pocket guide on political mapping

### POLITICAL MAPPING MATRIX

A basic classification of your primary and secondary targets includes:

| Sector                                      | Role                                  | Power level        | Position                                      | Your level of influence over target |
|---|---------------------------------------|--------------------|---|-------------------------------------|
| • Public (Executive, Legislative, Judicial) | • Minister of Health<br>• Congressmen | • High<br>• Medium | • Opposition (high, medium, low)<br>• Neutral | High<br>• Medium                    |
| • Social                                    | • Media anchor                        | • Low              | • Support (high, medium, low)                 | • Low                               |
| • Private                                   | • First Lady<br>• Other: ____         |                    |   |                                     |

**Always think beyond the usual NCD and health stakeholders!**

#### Key political mapping questions:

- Who are the main political figures that influence your policy objective?
- What are their profiles and main activities/areas of work related to your policy objective?
- Can you identify their position and power over your policy objective?
- Can you identify their strengths and weaknesses as advocacy targets?
- Would you consider them as allies, opponents or neutral to your policy objective?

#### Political assessment matrix for an advocacy strategy

##### Instructions:

- For each objective in the advocacy plan, define your primary advocacy target. For each target, identify individuals or groups who can influence that target.
- If a key advocacy target is not directly accessible, it may be necessary to work through others (secondary targets) to reach the key decision-maker.
- Consider their position on your advocacy issue, their motivations and interests, and the content and format of the message required to persuade them.



# Political Mapping

## TOOL 6

### Pocket guide on political mapping

An extended political matrix can be as specific as needed, considering the following:

| Name | Sector | Role | Academic background | Experience |           |                | Power level |        |     | Position                       |         |                             | Other | Contact info |
|------|--------|------|---------------------|------------|-----------|----------------|-------------|--------|-----|--------------------------------|---------|-----------------------------|-------|--------------|
|      |        |      |                     | Health     | Political | Private sector | High        | Medium | Low | Opposition (high, medium, low) | Neutral | Support (high, medium, low) |       |              |
|      |        |      |                     |            |           |                |             |        |     |                                |         |                             |       |              |
|      |        |      |                     |            |           |                |             |        |     |                                |         |                             |       |              |
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*Other elements of the matrix could include: Familiarity with your organisation/alliances; Knowledge of your policy objective; Potential benefits and risks for your target if they support your policy objective.*

# Stakeholder Mapping

## OVERVIEW

Successful NCD advocacy involves working in partnership towards a common purpose

Identify and approach relevant stakeholders to become partners and allies in achieving your NCD advocacy goals and objectives

## Why work in partnerships for NCD advocacy?

**Share** complementary information, advocacy intelligence, ideas, credibility, opportunities, skills, contacts, and resources

**Develop** new ideas and ways of thinking about your issue • Access greater knowledge, experience, and resources

**Build** a community base, reaching people living with NCDs, youth, and other communities

**Augment** the power and efficacy of your NCD advocacy campaign by broadening your base of support

**Coordinate** a platform for unified NCD advocacy and action

# Stakeholder Mapping

It is important to consider CSOs and other relevant allies who:

- ❖ Are already addressing NCDs and their risk factors actively in the country
- ❖ May or may not be active but are critical to accelerate the response
- ❖ Work on other issues that are relevant to the NCD response
- ❖ Share an interest in partnering on the issue
- ❖ Are respected and well-positioned
- ❖ Will not hinder your efforts or present any conflicts of interest (e.g., CSOs funded and formed by unhealthy commodity industries)

## Information to gather while conducting a stakeholder mapping:

Relationship

Shared Interest

Connections

Issue

Expertise

People with NCDs

Participation

### Stakeholder Assessment Matrix

First discuss the following questions:

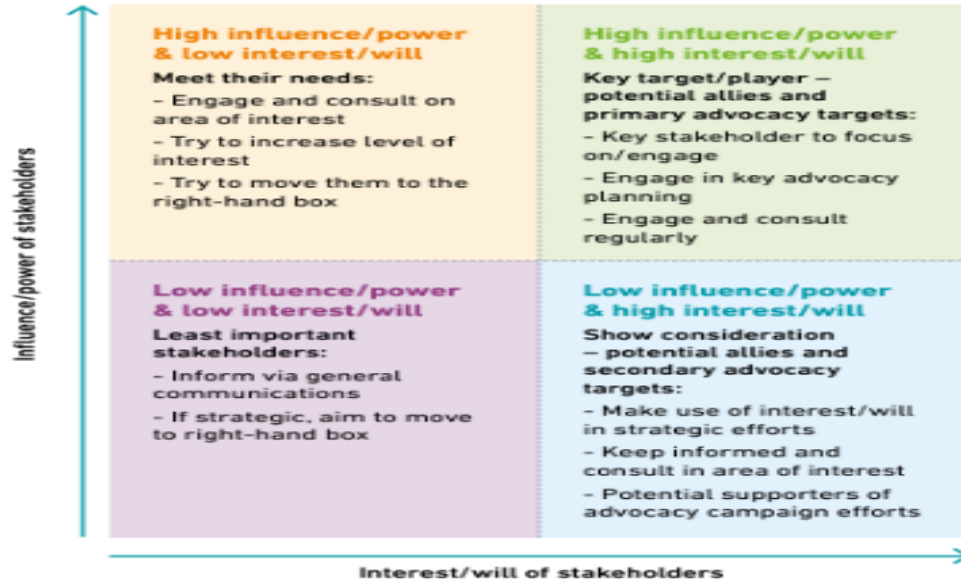
1. Which are the existing NCD CSOs who should be invited to join the alliance?
2. Which are the non-NCD CSOs whose work is relevant to NCD prevention and control?
3. Which are the CSOs (the unusual suspects) whose presence in the alliance would critically advance action on NCDs?

Fill in the table below listing specific organisations/individuals, considering why they would be interested in NCDs and whether they may be a good fit for an NCD alliance.

| Stakeholder category<br>e.g. NCDs, Academia | Potential Partner organisation | Reasons they could be interested | Current interest in NCDs (Rate 1 to 5) |   |   |   |   | Influence/power (Rate 1 to 5) |   | Partner structure (organisation/individual, legal, informal network) | Involve as a member? |   | Keep informed about alliance work |     |    |     |    |  |
|---|--------------------------------|----------------------------------|--|---|---|---|---|-------------------------------|---|--|----------------------|---|-----------------------------------|-----|----|-----|----|--|
|   |                                |                                  | 1                                      | 2 | 3 | 4 | 5 | 1                             | 2 |  | 3                    | 4 | 5                                 | Yes | No | Yes | No |  |
|   |                                |                                  |  |   |   |   |   |                               |   |  |                      |   |                                   |     |    |     |    |  |
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|   |                                |                                  |  |   |   |   |   |                               |   |  |                      |   |                                   |     |    |     |    |  |
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|   |                                |                                  |  |   |   |   |   |                               |   |  |                      |   |                                   |     |    |     |    |  |
|   |                                |                                  |  |   |   |   |   |                               |   |  |                      |   |                                   |     |    |     |    |  |



# Stakeholder Mapping



Time for Q&As  
5 min



# Highlight from NCD Alliances

10 min

Speakers:

**Shanta Lall Mulmi**

Nepal NCD Alliance

**Ferdinant Sonyuy**

Cameroon Civil Society NCD Alliance



NCD Alliance  
ADVOCACY INSTITUTE

# Time for reflections!

5 min



# Breakout groups (30 mins)

You will be divided in groups with 20 mins to discuss the following questions :

- 1 What is your main focus in your advocacy efforts?
- 2 How do you keep your coalition members engaged and committed?
- 3 Who are the key stakeholders you need to engage in the next few years?
- 4 How do you involve people with lived experience in your coalition building efforts?

Each group will choose a representative to report back in the plenary  
(2-3 mins per group)



# Group 1 (Lorena)

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## 1. What is your main focus in your advocacy efforts?

Guerreros Azules - Venezuela. Type 1 Diabetes: Develop a manual for children with Type 1 Diabetes to be disseminated among schools- Drafting a bill: access to care

CR Saludable: healthy eating – FOP. -draft bill in the Congress

## 2. How do you keep your coalition members engaged and committed?

Engage consumers organisation in a letter campaign to Parliamentarians (addressing right to information)

political contexts in Venezuela makes it difficult to keep CS engaged.

Regular meetings with members

Motivational workshops

Common chat to keep members informed

printed material: policy briefs, steakers with general information on NCDs

## 3. Who are the key stakeholders you need to engage in the next few years?

Ministry of Health - Ministry of Education – Parliamentarians. Associations of professionals (e.g. nutritionists, nurses)

## 4. How do you involve people with lived experience in your coalition building efforts?

It is part of the mission of the alliance – working with patients.

# Group 2 Linda

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## 1. What is your main focus in your advocacy efforts?

Cambodia - willingness of the govt to have more support for plws. Steps survey 2024 findings show increase in disease burden - stakeholder engagement is key

Bhutan – focus on behavioral change policies, awareness to go in hand with advocacy, to do a stakeholder mapping

Cameroon – not chance to define specific advocacy issue based on evidence gathered etc – responding to specific opportunities/challenges such as covid

Georgia- raise awareness, meaningful involvement, rights protections

## 2. How do you keep your coalition members engaged and committed?

Nepal - working with different partners/stakeholder across the NCD spectrum and organising programmes/activities/campaign

Cameroon - many consultations, strategic plan, gw4a – joint planning sessions, communication campaigns – whatsapp communication, regular meetings – once every 2 months, stakeholder mappings

## 3. Who are the key stakeholders you need to engage in the next few years?

Georgia - Work with with govt officials -changes within MOH, ideally need partnership with people who are more stable

Cambodia - need to work with people with lived experience to show the concrete requirements

Nepal - work with health volunteers and community levels, campaign with nurses – yet to penetrate rural areas

Tashi – MOH, parliament, media

## 4. How do you involve people with lived experience in your coalition building efforts?

Cambodia - identify champions - because impossible to work with them all

# Group 3 Nyla

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## - **What is your main focus in your advocacy efforts?**

- Type 1 Diabetes, focus on children, and sustainability of programmes and interventions
- CVD, PEN packages. Engaging NGOs, CSOs and government
- Engaging people with lived experience
- Treatment of T1D. Future plans include food safety and quality, taxation on beverages, tobacco control, alcohol control

## **2. How do you keep your coalition members engaged and committed?**

- Engaging students and faith groups, awareness of T1D. Being able to seek out early treatment and referrals in the health system, awareness of managing condition
- Outreach programs, social media, focus group discussions
- Group chats (e.g. Whatsapp)

## **3. Who are the key stakeholders you need to engage in the next few years?**

- Health and financial committees
- Ministry of Health / Finance
- NGOs, CSOs
- Law and finance
- Multisectoral approach
- Traditional health workers

## **4. How do you involve people with lived experience in your coalition building efforts?**

- Inviting people living with in conversations and decision making

# Group 4 Elwira

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## 1. What is your main focus in your advocacy efforts?

Effectively implement multisectoral NCD prevention plan. To address in three different types of governments. (Nepal)  
To monitor NCD strategy plan 2030. CS are not involved in the monitoring process and that is our goal. (Georgia)

## 2. How do you keep your coalition members engaged and committed?

To sustainably divide responsibilities and involvement. To distribute the ownership in the process. (Nepal)

Different, and very specific interests among organizations.

## 3. Who are the key stakeholders you need to engage in the next few years?

To collaborate with government on different levels. (Nepal)

WHO supported in the past, government agencies, ministry of health (Georgia)

## 4. How do you involve people with lived experience in your coalition building efforts?

Organized one day workshop with people living with NCDs (Nepal)

We unite organizations gathering people living with NCDs on the regional level.

# Report back in plenary 5 min

# Closing & Next Steps

## 5 min

Please complete the post-evaluation form before you leave the call!

Feel free to use the Practical Guides available in the chat





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**THANK YOU**



[www.ncdalliance.org](http://www.ncdalliance.org)