



# NCD Alliance STRATEGY 2021-2026

Accelerating action on NCDs to promote  
health, protect rights and save lives



# NCD Alliance

## Strategy 2021-2026

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protect rights and save lives

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# ABOUT THE NCD ALLIANCE

The NCD Alliance (NCDA) is a unique civil society network, dedicated to shaping a world in which everyone can live a healthy and productive life, free from the preventable suffering, stigma, disability and death caused by non-communicable diseases (NCDs). We began as an informal alliance in 2009, founded by the International Diabetes Federation (IDF), World Heart Federation (WHF), the Union for International Cancer Control (UICC) and the International Union Against TB and Lung Disease (The Union). In 2017, NCDA transitioned to become a formal, membership-based, non-governmental organisation (NGO) registered in Geneva, Switzerland.

Today, NCDA brings together 300 members in 81 countries, including a network of 66 national and regional NCD alliances, to form a respected, united and credible global civil society movement. Our community includes member organisations addressing NCDs and their risk factors, national and regional NCD alliances and people living with NCDs.

The movement is unified by the cross-cutting nature of common risk factors (including unhealthy diets, alcohol, tobacco use, physical inactivity and air pollution), and shared health system solutions for chronic NCDs including cancers, cardiovascular diseases, chronic respiratory diseases, diabetes, and mental health and neurological disorders. We work with our members and national and regional NCD alliances to turn advocacy targets into policies, resource allocations, institutional capacity and accountability practices to advance NCD prevention and care and ensure that no one is left behind.

Over the last decade, NCDA has established a track record and reputation as a global thought leader on NCD policy and practice, a convener and mobiliser of the global NCD civil society movement, a partner to governments and international agencies, and a leading advocate for the meaningful involvement of people living with NCDs.<sup>1</sup> Much of this success and impact stems from NCDA's position as a global alliance and our ability to ground global advocacy in the reality of local experience through our members and network of national and regional NCD alliances across countries; our global reach via extensive relationships with governments, World Health Organization (WHO) and the United Nations (UN); and our collective technical knowledge across our membership on NCD policy and practice.

Together with strategic partners, including WHO, the UN, governments, development donors, philanthropies and appropriate private sector, NCDA is uniquely positioned to transform the global response to NCDs through its core functions of advocacy and accountability, capacity development, knowledge and partnerships.



<sup>1</sup> The term 'people living with NCDs' refers to a broad group of people who have or have had one or more NCDs, as well as those closely involved in the care of someone with an NCD, such as relatives, close friends and care partners (sometimes referred to as carers or caregivers).

## Our GREATEST STRENGTHS lie in our:

- **Credibility** as an independent global civil society movement, amplifying the voices of civil society and people living with NCDs, straddling diverse diseases, risk factors and cross-cutting issues.
- **Leadership role** in shaping the global NCD agenda through evidence-based advocacy, which is grounded in the reality of lived experience.
- **Adeptness to convene**, connect and mobilise the NCD movement at national, regional, and global levels.
- **Established programmes** with a track record in developing civil society capacity and accelerating action at national and regional levels, ensuring local ownership and responding to local needs and contexts.
- **Broad experience** of working in strategic partnerships across sectors - including UN agencies, governments, private sector, civil society, people living with NCDs and academia.
- **Transparent and participatory governance** structures and processes, including an accessible General Assembly and a Board that is representative of the membership.

## Some of NCDA's key successes to date include:

### United and mobilised a global civil society movement for NCDs

We consider civil society engagement and community mobilisation as critical to driving progress on NCDs. We have united a broad and diverse set of civil society actors across diseases, risk factors and key constituencies, including people living with NCDs, that has emerged as a force multiplier to advance a shared agenda on NCDs. We convene civil society at global and regional meetings and workshops, such as at the biennial Global NCD Alliance Forum.

### Inspired a network of local civil society coalitions

Our increased focus on strengthening civil society during the last strategic phase has cultivated a network of 66 national and regional NCD alliances covering all regions of the world. These alliances unite NCD civil society and provide a platform for national advocacy, contributing to important policy wins for NCD prevention, care and financing. Through tried and tested capacity development programmes, NCDA has supported 37 alliances via technical assistance, grants, training and peer-learning opportunities, and linkages between global, regional and national advocacy.

### Invigorated advocacy action in the NCD movement

Launched in September 2018, the **Global Week for Action on NCDs campaign** has catalysed action and awareness among advocates, policymakers and local communities, reaching 11 million people via social media in 2020.



### Global policy wins that promote health, protect rights and save lives

**NCDA's advocacy campaigns have yielded political commitments in global policy forums.** Highlights include a series of UN High-Level Meetings on NCDs, inclusion of NCDs in the UN Sustainable Development Goals (SDGs) and the Political Declaration on Universal Health Coverage (UHC), all of which have elicited political commitments from governments, increased global coverage and implementation of high-impact NCD 'Best Buys'<sup>2</sup>, increased engagement from development donors in NCDs, and elevated political attention to NCDs in the context of the COVID-19 response and recovery.

### Putting people at the centre

Drawing upon lessons from the HIV/AIDS and disability communities, NCDA has elevated the role and importance of meaningfully involving people living with NCDs in the response. This has become a hallmark of our work, and has garnered significant results. The NCD community, governments and the UN alike have recognised the need to involve people living with NCDs in developing policies and designing services, as well as their unique role as change agents for political action, health policy reform and accountability.

### Multisectoral partnerships towards the SDGs

**NCDA has pioneered a multisectoral approach to deliver our goals.** We have forged partnerships with leading NGOs, companies, foundations, governments, and academia that are making positive change for NCD prevention, treatment and financing.

### Increased attention and commitment to accountability

**NCDA has built awareness, understanding and resolve to strengthen accountability on NCD commitments, resources and results.** We have spearheaded independent accountability initiatives that track global progress on NCDs and hold governments to account, such as the NCD Countdown 2030 collaboration<sup>3</sup>; contributed to improved tracking of resource allocations for NCDs globally via the Organisation for Economic Cooperation & Development (OECD); and galvanised civil society monitoring and accountability initiatives at national and regional levels.

<sup>2</sup> High impact 'Best Buys' are the NCD interventions in the WHO Global Action Plan 2013-2020 that cost a dollar or less to avert 100 Disability Adjusted Life Years (DALYs) in LMICs.

<sup>3</sup> NCD Countdown 2030 is an independent collaboration between WHO, The Lancet, Imperial College London, NCDA and researchers from regions across the world to track progress on NCDs and inform policies that aim to reduce the worldwide burden of NCDs.

## The process to develop the 2021-2026 strategy

In order to determine our future direction, we commissioned Global Health Visions (GHV) to conduct an independent evaluation from July – Sept 2020, which focused on evaluating NCDA's performance and impact during the previous strategic period 2016-2020, and provided recommendations on strategic directions for 2021 onwards. GHV conducted a survey to gather views and perspectives from our members and partners, which was complemented by in-depth interviews of key stakeholders and desk-based research.

During the subsequent six months, the NCDA Board led a process that drew upon the lessons learnt and recommendations from the evaluation, reviewed NCDA's theory of change and developed the new strategy. The resultant strategy for 2021-2026 presents a road map with high-impact pathways to support civil society in driving progress on NCD prevention, care and financing.

A detailed theory of change, an enabling strategy (summarised in the "Delivering results" section), and a Results Framework to measure progress and impact will augment this strategy.



# ACCELERATING ACTION ON NCDs

## The Challenges Ahead

“

These diseases rob people of the ability to earn a living and fuel a cycle of poverty that continues to impoverish families and communities. The costs of non-communicable diseases are enormous- not only to the people affected, but also to national budgets, health systems and the global economy.”

Antonio Guterres, UN Secretary General, UN High-Level Meeting on NCDs, 2018

### NCDs are a global health and development tsunami

NCDs continue to kill around 41 million people every year, accounting for over 70% of all deaths worldwide and causing half of all global disability. The deaths from NCDs are projected to escalate to 52 million - 75% of all deaths- in 2030. Almost a quarter of all people currently live with at least one NCD, and the number of those living with more than one NCD has steadily increased over the past 20 years to become the new normal in many parts of the world. Although the burden is universal, low- and middle-income countries (LMICs) are hit the hardest, with over three-quarters of all NCD deaths occurring in these countries. LMICs are also home to over three-quarters of people under 40 who are among the world's poorest billion. NCDs are crippling health systems, reducing human capital, undermining economic development and threatening global security.

NCDs continue to kill around



**41 MILLION PEOPLE**  
every year, accounting for over  
**70% of all DEATHS WORLDWIDE**  
and causing half of all global disability



The deaths from NCDs are projected to escalate to



**52 MILLION**  
**75%**  
of ALL DEATHS



in 2030

## **COVID-19 reveals the fault lines and stalls progress**

At the time of this strategy being developed, the COVID-19 pandemic is fundamentally redefining the world we live in. People living with NCDs have been at the epicentre of the virus in 2020-2021, experiencing disproportionately severe outcomes such as hospitalisation, complications and death, and this is coupled with severe disruptions to NCD services around the world as a result of COVID, leading to delays in diagnosis, treatments and surgery, and blockages in access to care and support. While it is too early to tell, this could have serious long-term public health consequences and a wave of avoidable mortality from NCDs, as well as rising anxiety and mental health conditions. COVID has exposed the damage that neglecting and underfunding NCDs has done over the years in many countries, as well as reinforced the imperative for integration across the global health agenda and for rethinking how we value health. Accelerating the NCD response over the next six years will require seizing opportunities such as the response and recovery from COVID-19, as well as political momentum on related and interconnected issues such as universal health coverage (UHC), food systems, and climate change.



## **An evolving and increasingly complex and unequal world**

The crisis is worsened by increasingly stark socio-economic disparities and deepening inequalities, shifting demographics, escalating humanitarian emergencies, a dysfunctional global food system, and a proliferation of unhealthy trade agreements. Emerging challenges of air pollution, mental health, comorbidities and multi-morbidities compound the death, suffering and inequities. The next phase of the NCD response must account for these new realities.

## **Progress on NCDs is inadequate and uneven**

Governments have made numerous political commitments on NCDs and set ambitious global targets to drive progress over the period of our last strategy, including the WHO NCD targets for 2025 and the SDGs for 2030. But despite heightened political commitment and some examples of success emerging, progress overall on NCDs and their risk factors at national and regional levels has been patchy, uneven and largely inadequate, with fewer than 20 countries being on track to reach the global NCD targets for 2030. While evidence-based, cost-effective solutions exist to drive a reduction in preventable mortality and reduce exposure to the shared risk factors, implementation has been lacking. There is no room for complacency.

## **Systemic barriers prevail**

There are systemic gaps and barriers that are derailing the NCD response and undermining progress. These are failure to prioritise health at the highest political level, unhealthy industry interference, inadequate sustainable financing and investment, an inequitable treatment gap, insufficient community engagement and weak accountability. Significant political and financial investment is needed to generate more context-specific knowledge and data, catalyse local action and monitor progress.

## **NCD civil society is still a young movement**

While NCD civil society has gained strength and grown into a network of national and regional NCD alliances, the global movement is still young and at times fragmented, and faced with threats of shrinking civic space in many countries. Furthermore, there is a marked absence of the voices of people living with NCDs, youth and other vulnerable populations in the movement, and their involvement in global and national NCD responses is limited and often tokenistic.

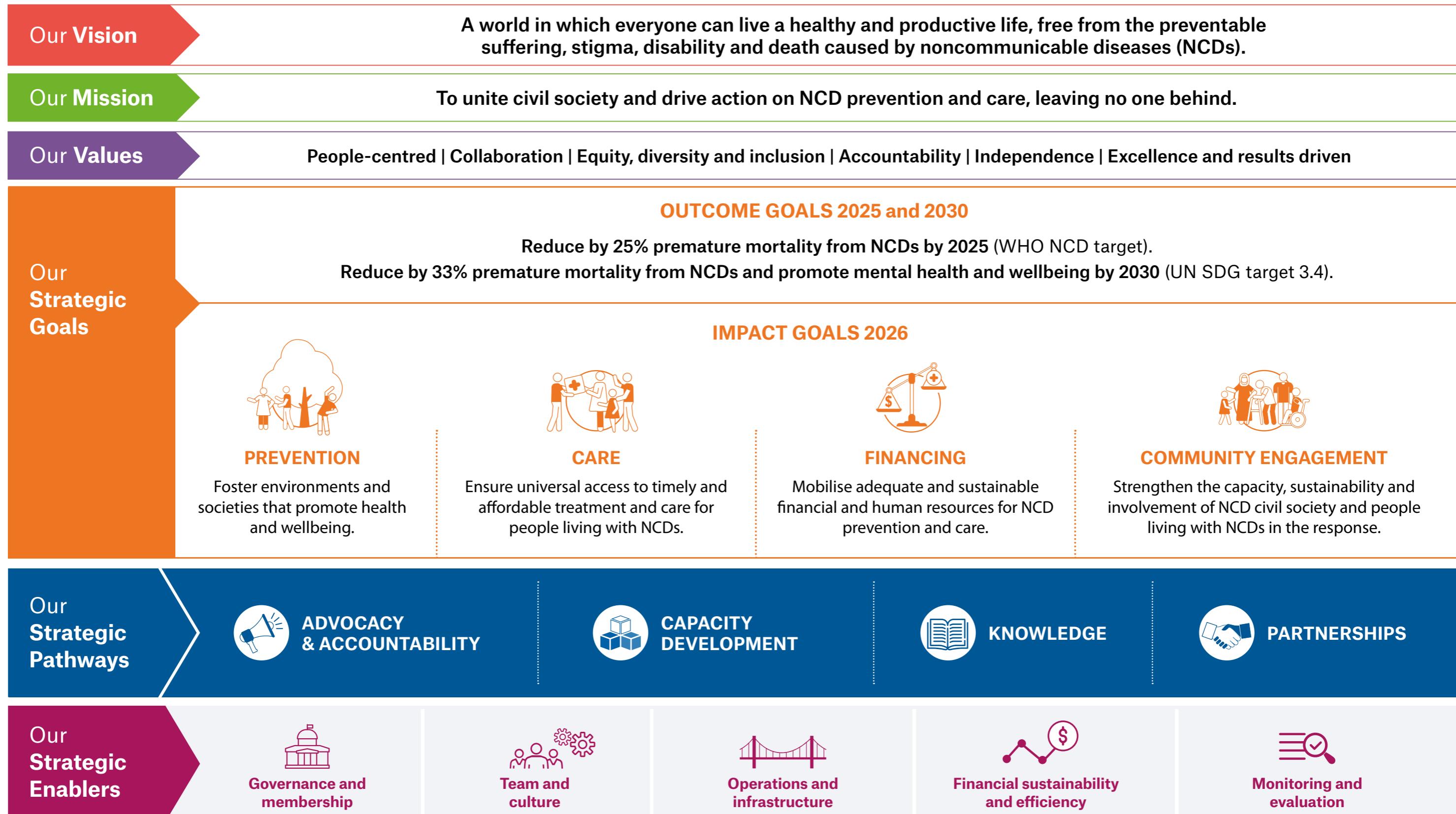


## **The tipping point to turn the tide on NCDs is here!**

The imperative for action is clear. Evidence shows that NCDs will cost more lives this decade, and there is a real risk that the impacts of COVID-19 will result in the NCD response sliding backwards and the global goals going unmet. It is crucial that we avert this crisis and seize opportunities to advance action in the immediate years ahead.

As the end date of the WHO 2025 NCD targets and the 10th anniversary of the adoption of the SDGs draws closer, the next six years provide the NCD community with a concrete window of opportunity to press for action on NCD prevention, care and financing at the national and regional levels. Urgent and decisive action is critical to move towards a tipping point to curb the NCD epidemic, empower people to live healthy and dignified lives, and at the same time reduce poverty, and stimulate economic growth and environmental sustainability. Our strategy for 2021-2026 lays out a road map with high-impact pathways to turn the tide on NCDs.

# NCD Alliance Strategy at a Glance 2021-2026



# A STRATEGIC AGENDA TO DRIVE CHANGE

## OUR VISION

**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.**

## OUR MISSION

**To unite civil society and drive action on NCD prevention and care, leaving no one behind.**

## OUR VALUES

Our work will be underpinned by values which align with well-established principles of global health and sustainable development:

### People-centred

We will advance the rights of all people to the highest attainable standard of health, in particular people living with NCDs. Our work, programmes and organisational practices will promote the meaningful involvement and participation of civil society and people living with NCDs.

### Collaboration

We will work in collaboration with our members, partners, and the global health and development community, across sectors to develop mutually beneficial partnerships, coalitions and strategic alliances.

### Equity, diversity and inclusion

We commit to working with people of all nationalities, backgrounds, resource settings, identities and beliefs in a culture of mutual learning, enrichment and respect. We believe that this will generate better decisions and more impactful solutions to address the complex problems of a changing world.

### Accountability

We will be transparent and accountable to our members and donors, as well as fiscally responsible and effectively governed. We will uphold the integrity, ethics and rights of civil society.

### Independence

We will maintain our independence as a civil society organisation, and will openly address any real or perceived conflicts of interest (COI).

### Excellence and results driven

We will hold ourselves to the highest standards of performance and professionalism in everything we do, striving for excellence, results and impact.

## OUR GOALS

We have set ourselves ambitious long-term outcome and short-term impact goals to drive change in NCD prevention and care worldwide and to fulfil the promise of the SDGs.

In the long-term, we will set out to contribute to the delivery of the WHO and UN NCD goals and targets in the monitoring framework for the WHO Global NCD Action Plan and the UN Sustainable Development Goals:

### Outcome goals 2025 and 2030

Reduce by



**25%**  
PREMATURE MORTALITY  
from NCDs by  
**2025<sup>5</sup>**  
(WHO NCD target)

Reduce by



**33%**  
PREMATURE MORTALITY  
from NCDs and PROMOTE  
MENTAL HEALTH and  
WELLBEING by  
**2030<sup>4</sup>**  
(UN SDG target 3.4)

### Impact goals 2026

In the shorter term and for the duration of this strategy, we will focus on four impact goals that NCDA can directly contribute to and track our progress against. These are:



#### PREVENTION

Foster environments and societies that promote health and wellbeing.



#### CARE

Ensure universal access to timely and affordable treatment and care for people living with NCDs.



#### FINANCING

Mobilise adequate and sustainable financial and human resources for NCD prevention and care.



#### COMMUNITY ENGAGEMENT

Strengthen the capacity, sustainability and involvement of NCD civil society and people living with NCDs in the response.

<sup>4</sup> UN 2030 Agenda for Sustainable Development, SDG 3.4.

<sup>5</sup> WHO Global NCD Action Plan 2013-2020.

## IMPACT GOALS 2026

Below is an overview of our four impact goals for 2026:



### PREVENTION

Foster environments and societies that promote health and wellbeing.

The global prevalence of NCDs has risen sharply in the last two decades. At least 22% of the global population currently lives with one or more NCDs, which also make up seven of the top 10 causes of death globally. Each year, 15 million people between the age of 30-70 years die from NCDs, with over 85% of these deaths occurring in LMICs. NCDs are also the major cause of chronic illness and disability worldwide, driven and exacerbated by poverty, and leading to years lived in poor health. Yet the majority of NCDs are preventable, or their severity can be reduced or delayed through high impact, cost-effective measures. The promotion of health and wellbeing across the life course requires coordinated and coherent action within and beyond the health sector – including food systems, energy and climate, and urban development – as well as sustained action on deeply ingrained inequalities in societies. The levers for change lie in the hands of governments and can be affected through legislation, regulation and fiscal measures.

Our goal is for governments to adopt and implement proven, cost-effective NCD policies and legislation to reduce exposure to the major NCD risk factors. We will focus on high-impact NCD 'Best Buys' prevention measures, fostering multisectoral action, while ensuring policy coherence and tackling the social, environmental, commercial and political factors which determine health.



### CARE

Ensure universal access to timely and affordable treatment and care for people living with NCDs.

In 2020, half of the world's population still cannot access essential health services, and an estimated 100 million people worldwide are pushed into extreme poverty every year by their healthcare needs. For people living with NCDs, access to affordable treatment and care remains a distant reality, particularly in LMICs and for vulnerable populations. Many health systems are ill-equipped and under staffed, with insufficient education for people living with NCDs, fragmented care pathways, and lack of essential medicines and diagnostic technologies needed for people living with NCDs of all ages alongside the growing burden of multi-morbidity. The advent of UHC will aid the transition towards an integrated approach by incorporating NCD diagnosis, treatment and care into health services for related diseases.

Our goal is universal access to adequate, accessible and affordable diagnosis, treatment, care and palliation for people living with NCDs, and our emphasis will be on strengthening health systems in LMICs, particularly at the primary health care level, to be more integrated and comprehensive and ensure NCDs are included as a priority within global and national UHC responses and policies.



### FINANCING

Mobilise adequate and sustainable financial and human resources for NCD prevention and care.

The economic case for investing in NCDs is compelling. The significant human toll caused by NCDs in terms of lives lost and morbidity is coupled with a staggering economic impact, both as a result of healthcare expenditure and the impact on human capital and productivity. NCDs are estimated to cost the global economy \$47 trillion over two decades, yet investment in prevention and care comes at a fraction of that cost. For just an additional \$1.27 per person per year, LMICs could save 8.2 million lives, prevent several NCDs, and generate \$350 billion by 2030. Despite this, development financing for NCDs has stagnated at 1-2% of development assistance for health (DAH) for two decades, national public expenditure on NCDs is lacking, and data on financing is patchy and insufficient. Increased financing and greater efficiency in the use of resources at national and global levels will be critical to delivering better health outcomes.

Our goal is closing the resource gap on NCDs and increasing smart and strategic investments from global to national levels. Our emphasis will be on tried and tested financing solutions, such as developing investment cases, improving domestic resources and fiscal policies for NCDs, targeting development assistance, co-funding for related health and developmental challenges, mobilising appropriate and impactful public-private partnerships, and integrating NCDs into existing global health and development financing mechanisms.



### COMMUNITY ENGAGEMENT

Strengthen the capacity, sustainability and involvement of NCD civil society and people living with NCDs in the response.

A vibrant and strong civil society community capable of delivering its primary roles – advocacy, awareness raising, accountability, and the direct provision of NCD services – is fundamental to reaching the global NCD targets. Community mobilisation is a critical enabler to improving progress, as is building the demand and strengthening the capacity, voices and meaningful involvement of civil society and people living with NCDs across policy development, service design, research, and monitoring and evaluation. However, up until very recently, the specific role of civil society and people living with NCDs has been absent from the political narrative, and efforts to engage civil society within health governance, planning, and accountability have been at best tokenistic at global and national levels. There is also an alarming trend of shrinking civic space, with data suggesting that more than 3.2 billion people worldwide live in countries where civil space is repressed or violated.

Our goal is a strong and well-equipped NCD civil society community in all regions, and that civil society and people living with NCDs are meaningfully involved throughout the response. Our focus will be on building the capacity of the network of national and regional NCD alliances, particularly in LMICs, to drive action; and working with governments and multilateral agencies to advance the legal, social and policy environment and mechanisms that enable civil society and people living with NCDs to thrive and play a meaningful role.





## OUR STRATEGIC PATHWAYS

We will pursue our goals through four interconnected strategic pathways of action. This new phase requires us to translate evidence to action, intensify national and regional responses, enhance accountability through advocacy, engage with a broad range of sectors and partners, and leverage platforms beyond the health sector to support countries to meet the global NCD targets. We will remain agile and focused to leverage our strengths and explore emerging opportunities to overcome the presenting challenges over the next six years.





## Strategic Pathway 1 Advocacy and Accountability

Lead global advocacy to accelerate development, implementation and resourcing of NCD policies and programmes, and ensure accountability for commitments and results.

Although governments have made numerous political statements and set targets for NCDs, few have fully realised their commitments through effective legislation, policy and financing. As a result, people at risk of and living with NCDs around the world continue to be denied their rights to live in health-promoting environments and have access to treatment and care, with growing inequities compounding these realities. Long the Achilles heel for NCDs, insufficient domestic and international resources to match the scale of the NCD challenge delay and dilute the response, while aggravating the NCD burden. While the COVID-19 pandemic has been a wake-up call to governments on the urgent need to prioritise and invest in NCDs, the political and financing environment will become much more challenging due to its economic fallout. Sustained advocacy is critical to ensure the international community and governments build back fairer from COVID-19, specifically ensuring that health remains central to government priorities during the recovery, health inequalities are addressed, the systems developed for the COVID response are ramped up to deal with the continuing NCD burden, and tangible gains for NCD prevention and control are secured.

The overall focus of advocacy and accountability will be to support the strategic goals for 2021-2026 as well as address the broader systems transformations and implementation gaps in the NCD response. Our advocacy will focus on the cross-cutting issues that bind the NCD community and will be solution-oriented, with a focus on best practices and enablers of success. Our approach will be three-pronged: to lead and coordinate advocacy at the global level, focusing on multilateral processes (UN/WHO) and international financial institutions, creating opportunities and policy windows to stimulate political will and accelerate action; to mobilise and support members, alliances and partners to convert this momentum into effective national and regional policies, national legislation and resource commitments on NCDs; and to strengthen accountability processes and mechanisms to ensure political commitments translate into meaningful change for people living with NCDs and those at risk.

### The NCD Alliance will

- **Drive global advocacy** with governments, multilateral agencies and regional bodies to galvanise political leadership and implementation of effective NCD policies and legislation, and resource allocations.
- Generate **commitment and solutions for sustainable financing for NCDs**, through targeted advocacy and communications activities, including with governments, development agencies, multilateral agencies and financial institutions.
- Promote **best practices in effective NCD policy and practice** from different economic contexts, regions and sectors, drawing upon our membership and in collaboration with global health and development movements and renowned research and academic institutions.
- Support **progress on NCDs within the SDGs**, including by building synergies with other sustainable development and global health constituencies to focus on joined-up, integrated win-win solutions.
- Lead the annual **Global Week for Action on NCDs** to mobilise the NCD community, raise awareness, engage champions, and build demand for action on NCDs.
- Strengthen **accountability of governments, multilateral agencies and relevant private sector for NCD commitments, resources and results** by harnessing global monitoring and review processes (such as the 2025 WHO NCD targets, UN SDGs, and the 2025 UN High-Level Meeting on NCDs); national and international health, sustainable development and human rights instruments; and driving independent accountability initiatives (such as NCD Countdown 2030) and civil society monitoring at national and regional levels.





## Strategic Pathway 2 Capacity Development

Strengthen the capacity of NCDA members and alliances at national and regional levels, particularly in LMICs, and promote the meaningful involvement of civil society and people living with NCDs in the response.

Political momentum around numerous global health and sustainable development issues have demonstrated the critical role of civil society organisations, affected individuals and community-led efforts in driving action from local to global levels. A strong and coordinated civil society movement, with the active involvement of people living with NCDs, builds the demand for action and accountability and ensures that policies and programmes are relevant, appropriate and sustainable. Significant progress has been made over the last decade in building and mobilising a strong civil society movement for NCDs, with impressive growth in the number of national and regional NCD alliances and growing political recognition of the need for and benefit of meaningful involvement of civil society and people living with NCDs. A concerted and scaled-up effort is required to capitalise on this momentum, in order to both strengthen the capacity and capabilities of civil society and people living with NCDs, as well as to create an enabling legal, social and policy environment for civil society and people living with NCDs to thrive and play a meaningful role.

Between 2021-2026, NCDA will build upon its track record and portfolio of capacity development programmes to support and strengthen NCDA members, particularly the network of national and regional NCD alliances in LMICs, and promote the meaningful involvement of civil society and people living with NCDs. We will work with our members to cultivate the formation of new civil society alliances in priority countries, support locally-driven advocacy campaigns of existing alliances to propel NCD advocacy wins that further our strategic goals, and drive global, regional and national action on meaningful involvement of civil society and people living with NCDs throughout the response. Our approach will be a combination of training, technical assistance, grants and peer-to-peer learning, as well as ensuring linkages between global, regional and national advocacy work.



### The NCD Alliance will

- Accelerate the **development and growth of a sustainable NCD civil society**, particularly NCDA members and national/regional NCD alliances in LMICs, in order to influence NCD policy, legislation, financing, implementation and accountability.
- Implement a **portfolio of capacity development programmes and resources** with and for members and alliances, including NCDA's Advocacy Institute<sup>6</sup>, tools and guidance documents, technical assistance, knowledge translation support, training, grants, networking opportunities and twinning initiatives.
- Strengthen the **role and meaningful involvement of people living with NCDs across the NCD response**,<sup>7</sup> equipping advocates with the skills and opportunities for effective participation including through NCDA's Our Views, Our Voices initiative,<sup>8</sup> building a public narrative that puts people first, documenting and promoting good practices, and working with governments and multilateral agencies to create enabling legal, social and policy environments that support community engagement.
- Adopt a **human rights based approach to capacity development programming and meaningful involvement of civil society and people living with NCDs**, harnessing international and national human rights instruments and monitoring mechanisms to promote and uphold the right to health, participation, equity and non-discrimination, as well as ensuring programmes are tackling inequities and reaching vulnerable populations.
- Collaborate with **leading global civil society organisations and alliances across the health and development community** to enhance the capacity of national and regional organisations and alliances to advocate for NCDs, tackle their underlying determinants and support integration, and strengthen national/regional level collaboration.
- **Convene civil society**, such as member organisations and national and regional NCD alliances, at national, regional and global levels to support coalition-building, advocacy and capacity development of the movement, including at the Global NCD Alliance Forum.<sup>9</sup>

<sup>6</sup> Launched in 2017, the Advocacy Institute is NCDA's flagship capacity building programme, geared to strengthen the leadership and expertise of its members and national and regional alliances in NCD advocacy.

<sup>7</sup> Meaningful Involvement of people living with NCDs is anticipated in terms of leadership, decision-making, advocacy and policy development, programme and service design and implementation, research, and monitoring and evaluation.

<sup>8</sup> Our Views, Our Voices is an initiative that seeks to meaningfully involve people living with NCDs in the NCD response, supporting and enabling individuals to share their views to take action and drive change.

<sup>9</sup> The Global NCD Alliance Forum is NCDA's flagship convening platform, held biannually for NCD civil society to exchange knowledge, share good practices and unite to monitor and advocate governments' actions to reach global targets.



## Strategic Pathway 3 Knowledge

Generate and promote evidence and best practice in NCD advocacy, policy and practice, and facilitate knowledge translation and implementation.

One of the major challenges for NCDs and public health more broadly is closing the gap between knowledge and action. Whilst there is a strong evidence base for what works and effective policies for NCD prevention and care, most countries have yet to use these in decision-making and are off track to meet the 2025 and 2030 NCD targets. NCDA is uniquely positioned to harness the collective expertise and knowledge of our membership and partners to generate and promote evidence, policy analysis and best practice on NCD prevention, care, financing and community engagement.

Between 2021-2026, our approach will be to act as a thought leader on NCD policy and practice, particularly focusing on the systemic transformations and implementation gaps in the NCD response. NCDA will play an increasing role in the full evidence cycle from generation to practice, including data production, monitoring, analysis, sharing, exchange, and, translating it to inform implementation. At the global level, we will scale up collaborations with our members, academia and research institutions to both drive and co-create policy research and knowledge products in priority cross-cutting areas for the NCD community, as well as leverage our convening role and powerful communication platforms to get the evidence and best practice into the hands of governments and decision-makers. At the national and regional levels, we will seek to bridge the gap between knowledge and action by developing the capacity of our members and alliances to advance evidence-based solutions.



### The NCD Alliance will

- Develop **policy analysis, publications and briefs** on relevant and timely issues and emerging evidence, with a focus on the implementation gaps to support advocacy and accountability on NCD policy and practice, NCDs as a sustainable development priority, and the status of NCD civil society.
- Translate **global data and trends for local action and promote impactful, evidence-based and costed interventions and good practice** in NCD prevention and care policy, governance and community participation.
- Develop **strategic partnerships with global thought leaders, research institutions, governments and civil society** to support NCD knowledge generation, advance the NCD research agenda, promote implementation research and facilitate knowledge translation.
- Strengthen **NCDA web platforms** to support its role as a global knowledge hub for the NCD community, and develop new digital approaches to catalyse knowledge exchange and dissemination.
- Conduct **media outreach** and establish innovative partnerships to strengthen coverage of NCDs in global and regional mainstream media to raise awareness and accountability and elevate the lived experience and human stories of people living with NCDs.
- Convene **virtual and in-person high-profile events, roundtables and webinars** to catalyse dialogue, promote good practice, build consensus on priority NCD issues and raise awareness of NCDs within the broader sustainable development community.



## Strategic Pathway 4 Partnerships

Catalyse multisectoral action and drive health-promoting partnerships to enable effective action and solutions on NCDs within the SDGs.

As a global alliance and membership-based organisation, coalition building and partnerships have always been integral to NCDA's approach and work. We unite and combine the expertise and reach of our founding federations, members and partners on issues so that collectively we can achieve more than any single organisation can. NCDA's partnerships span the NCD community across disease, risk factor and demographic groups, as well as across sectors (government, UN, civil society, academia, private sector), given that a whole-of-society approach is necessary to drive change in NCDs and achieve the SDGs. Over the previous strategic phase, we improved our understanding about multisectoral action for NCDs and the measuring of its impact. It is becoming increasingly apparent that there is considerable untapped potential to engage non-health actors to achieve 'win-win' sustainable development outcomes. Yet challenges remain, with health-harming industry practices, industry interference in policy making, and conflicts of interest in partnerships continuing to undermine progress on NCDs.

Between 2021-2026, NCDA will scale up its efforts to cultivate, inspire and lead purpose-driven partnerships across and within sectors to support our strategic goals. While partnership was viewed as an enabler to our previous strategy, we will elevate its position and importance to be a core function and pathway of our work in the new phase. This will entail stepping up advocacy on multisectoral issues and solutions; generating and promoting guidance and good practice on effective health-promoting partnerships and multisectoral mechanisms, including exemplifying best practice of engagement to avoid conflict of interest and industry interference; and building on our track record of forging strategic partnerships with the broader global health and development community to focus on win-win solutions to advance progress towards the SDGs.

### The NCD Alliance will

- **Foster, catalyse and cultivate multisectoral partnerships and initiatives** to support our strategic goals with relevant stakeholders, and generating learnings in terms of partnership models, investment cases, purpose and impact.
- Lead and mobilise **global advocacy** for effective and health-promoting multisectoral and whole-of society approaches, including those promoting the role of civil society and people living with NCDs, involving health and non-health actors, and effectively addressing conflicts of interest and confronting interference from the health-harming industries.
- Strengthen **allegiances and partnerships across the global health and sustainable development community** and those promoting deeper systems transformation for health to promote win-win, integrated, and pro-health solutions.
- Generate **thought leadership, guidance, and good practice** on developing, managing and measuring impact of sustainable, transparent and effective multi-sectoral NCD mechanisms and partnership models for NCDA's membership, alliances and other sectors such as governments and UN agencies, as well as on priority issues that demand multisectoral action.
- Provide **platforms for exchange across sectors and for convening multi-stakeholder dialogues, roundtables and events** on multisectoral mechanisms and partnerships for NCDs that draw upon good practice to strengthen civil society and promote engagement of people living with NCDs, catalysing opportunities to elevate lessons learnt and promote coordinated action.





## DELIVERING RESULTS

Implementation of the new strategy will require optimising NCDA's comparative advantages, whilst simultaneously evolving the way we govern, work and do business. This is key to ensuring that we are equipped to deliver against our goals and can respond to the evolving landscape. In getting to 2026, we will refine and strengthen a host of enablers ranging from our governance, finances, team, and monitoring and evaluation processes.



# OUR STRATEGIC ENABLERS



## Governance and membership

Over this strategic period, good governance will remain a priority as it is key to achieving our mission and goals and maintaining our credibility and integrity. We will build upon our transition to a registered NGO in 2017, and continue improving our governance processes and practices in line with our values and sector best practices. At the heart of our governance are our members, therefore the reach, diversity and engagement of our membership base will be central to our efforts.



## Team and culture

The delivery of our strategy depends on the strength of our team and people, and an organisational culture and practices that are inclusive and drive collaboration, productivity and results. Strengthening NCDA's team capacity will be key during the next strategic phase, particularly for building expertise and competencies in priority areas, as well as improving equity and diversity, strengthening our HR processes, and providing opportunities for professional development and growth.



## Operations and infrastructure

Only with the effective infrastructure, operating processes, and technology and digital solutions will we be able to reach our strategic goals and deliver our pathways. The COVID-19 pandemic has particularly reinforced the need for enhanced digital approaches and solutions, both for internal operations as well as for our advocacy, communications and programmes.



## Financial sustainability and efficiency

The potential of the strategy will only be realised by securing adequate and appropriate resources; ensuring effective and transparent financial management, controls and reporting; and maximising efficiency and delivering value for money across our strategies and programmes. During this next phase, we will focus on strengthening our financial sustainability; improve financial management systems, processes and internal controls; and maximise efficiency and value for money.



## Monitoring, evaluation and learnings

We believe it is important to demonstrate our achievements and articulate how our work is making a difference to people's lives. We are committed to strengthening our monitoring, evaluation, accountability and learning systems during this phase, with the objectives of monitoring and evaluating our strategic impact, being accountable to our members, partners and donors, and continuously improving the quality and impact of our work and programmes.

### Our priorities are to:

- Strengthen our governance processes and practices, including regular reviews of NCDA's Constitution, Governance Framework, and policies.
- Strive for diversity in NCDA's leadership and governance, including in the Board, committees and expert groups.
- Ensure an accessible and transparent General Assembly process every two years.
- Expand our membership base, regularly survey member priorities and needs, enhance platforms for membership engagement and coordination, and support members in promoting the sustainability of the movement.

### Our priorities are to:

- Develop and implement our equity, diversity and inclusion (EDI) strategy, focusing on the recruitment, retention and development of a diverse and inclusive team, and establishing accountability measures to uphold our EDI commitments with regular monitoring.
- Implement our performance management strategy and processes, enabling continuous improvement, learning and professional development opportunities for staff, as well as measures to nurture and attract the best talent.
- Strengthen and standardise our HR processes, systems and tools across our global team, ensuring legal and administrative compliance in respective office locations.

### Our priorities are to:

- Consolidate and streamline our administrative and operational processes and systems across our office locations for efficacy and consistency.
- Develop organisational policies and operating procedures in priority areas, strengthening our knowledge management systems and grant management processes to optimise investments and outcomes.
- Strengthen our IT infrastructure and digital approaches and platforms, both to facilitate remote working and enable broader reach of our programmes, and build digital and data capability within the team.

### Our priorities are to:

- Implement our business development strategy that will strengthen existing partnerships, unlock new sectors (in alignment with NCDA's COI policy), and maintain a diverse revenue base.
- Maintain effective and transparent financial management and controls, as well as rigorous annual audit processes and financial reporting.
- Strengthen and standardise our budget management processes and tools, and build budget management capabilities across the team.

### Our priorities are to:

- Measure and report our progress and impact regularly through continuous monitoring against the Strategic Results Framework, and integrate learnings.
- Develop and apply a standardised monitoring, evaluation, accountability and learning (MEAL) system and processes at organisational and programmatic levels.
- Build monitoring and evaluation capability and skills within the team through training, upskilling and recruitment.
- Commission an independent strategy review in 2026 to evaluate performance and impact and inform the next strategic period.

**“We are not only all responsible for each other’s security. We are also, in some measure, responsible for each other’s welfare. Global solidarity is both necessary and possible. It is necessary because without a measure of solidarity no society can be truly stable, and no one’s prosperity truly secure.”**

**Kofi Annan, UN Secretary General 1997-2006**

