NCD Alliance

NCD Alliance Independent Evaluation

Executive Summary

September 2020

EXECUTIVE SUMMARY

Momentum for a comprehensive non-communicable disease (NCD) response sparked in 2015 with new global commitments and high-level dialogues, such as the inclusion of NCDs in the United Nations Agenda 2030 for Sustainable Development. Within this context, the NCD Alliance set forth its 2016–2020 Strategic Plan. Over the past five years, the Alliance has led the way in shaping and driving the NCD agenda, making critical gains. It has established itself as an independent entity, thought leader, and influential ally supporting civil society in the effort to advance advocacy, collaborative action and accountability around NCDs. Furthermore, the Alliance has made great strides in amplifying the voices of people living with NCDs.

As the Alliance lays out its ambitious vision for the next strategic phase, it will be challenged to confront an ever-growing burden of NCDs across all regions and income levels, commitments that have largely faltered at national and regional levels, and a swiftly evolving landscape as the COVID-19 pandemic threatens to regress gains made and catastrophically interrupts essential health service delivery. Yet, with these challenges come unprecedented opportunities to elevate and integrate the NCD agenda, forge new partnerships and dismantle silos, and advance equity and system strengthening. With key shifts and evolutions, the Alliance is poised to deliver and maintain its relevance and value.

External Review Process:

Global Health Visions (GHV) was commissioned by the Alliance to carry out an independent, external review of the Alliance's efforts to achieve its aims and objectives as set out in its 2016–2020 Strategic Plan, and to provide strategic and organisational recommendations to inform the Alliance's strategic planning process for 2021–2028. GHV's review sought to gather diverse perspectives on the Alliance's organisational development, overall impact, most remarkable achievements, and key challenges or missed opportunities over the past five years.

Additionally, GHV aimed to capture perspectives on the organisation's initial adaptability and response to the COVID-19 pandemic. It is important to note that COVID-19 is understandably dominating current perspectives around what challenges the Alliance will confront and where it can bring the greatest value to its members, among other areas. As such, it would be worthwhile to revisit the recommendations and insights specific to this unique moment in a few years' time.

GHV's external review included the following components:

1. <u>Desk research</u>: GHV completed a thorough review of key NCD Alliance documents and relevant reports/documentation from the broader NCD and global health and development communities.

2. <u>Key informant interviews</u>: In August 2020, a total of 21 in-depth, confidential interviews were conducted by phone with key informants selected by the chief executive officer (CEO) of the Alliance. Interviewee categories included:

Key informants	
Board members	5
National and regional NCD Alliances	4
Our Views, Our Voices Advisory Committee	1
Partners and supporters	4
Global stakeholders	7
TOTAL	**21**

3. Online survey: An electronic survey was sent to the NCD Alliance network. Survey results are detailed below.

4. NCD Alliance strategic planning sessions: GHV participated in two strategic planning sessions with the NCD Alliance CEO and staff. One session was dedicated to discussing the operational and organisational development, strengthens and weaknesses. The second session was focused on gathering input, views and ideas from the Alliance team to inform the next strategic plan and to reflect on learnings from the prior five years.

Looking Back: 2016–2020

The Alliance has undergone exponential growth throughout the past five years in terms of its value, reputation and contributions, as well as its evolution to an independent entity, the expansion of the team and of the national and regional member alliances, and growth and diversification of partnerships—to include a growing number of foundations and the Alliance's first development agency partnership.

The Alliance's overarching achievements and points of evolution include, among others:
- Transitioning to a membership-based organisation that is a stand-alone legal entity with streamlined operational and governance structures;

- Evolving from a global advocacy organisation to one with an increased emphasis on growing and fortifying the coalition of national and regional alliances;

- Delivering results-driven, high-quality strategic projects and initiatives that amplify the voices of people living with NCDs;

- Expanding the number of partners exponentially and engaging new sectors, including the Alliance's first academic partnership, engaging with development agencies, collaborating with the NCD Countdown 2030, and the Lancet Commission on Noncommunicable Diseases and Injuries of the Poorest Billion; and

- Growing the Alliance to a total of 282 members across 81 countries. Among the 102 full members, there are 54 national and regional NCD alliances spanning all of the World Health Organization (WHO) regions.[1] The new tiered membership structure, rolled out

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[1] Updated September 2020.

in 2018, provides expanded opportunities to affiliate with the movement, and membership fees are an important contribution to the Alliance's sustainability.

Looking Forward: Recommendations for 2021 and Beyond

There is broad consensus that the Alliance should not deviate from its current focus areas, but should deepen its focus over the next eight years on national-level policy change, supporting action at the local level, and integrating meaningful involvement of people living with NCDs. Based on the evaluation, GHV has shared the following recommendations with the NCD Alliance Board for consideration and discussion.

> *"I don't see the NCD Alliance changing its stripes significantly, just brightening them."*
> - Global stakeholder

Strategic Recommendations: Planning for 2021+

1. **Mainstreaming inclusion of people living with NCDs (PLWNCDs):** The Alliance's commitment to amplifying the voices of people living with NCDs is widely acknowledged and seen as more relevant than ever. There is a clear appetite for the Alliance to lean into this strength and contribution, particularly as more evidence emerges around the connections between the COVID-19 pandemic and the NCD burden. One of the most prominent recommendations that emerged during interviews is the need for the Alliance to amplify the human rights-based angle. The human rights lever is powerful because States have a legal obligation—rather than solely a moral one—to their citizens.

2. **Maintaining focus on financing for NCDs and sharpening accountability:** Maintaining a strong focus on financing and the investment case for NCDs is critical and intersects with each of the Alliance's four strategic pillars. Interviewees emphasized that the Alliance must monitor progress on financing levels for NCDs to hold key parties accountable and ensure that members are equipped with the knowledge and capacity to maintain the momentum at regional and national levels.

3. **Refining advocacy and communications tactics for the new landscape:** The Alliance has started employing some fresh communications tactics (e.g., the BBC "Turning the Tide on NCDs" series) and will be challenged to continue to evolve its approaches and swiftly ramp up its virtual capacities for advocacy and communications. In the near term, it will be important for the Alliance to consider the lack of visibility and partnership implications as global forums and policy events are cancelled or turned virtual, including its own.

4. **Focusing on implementation gaps at national and regional levels:** There is resounding accord that the Alliance's most valuable contributions in advocacy, capacity-building and knowledge exchange in the next phase will be significantly centred around guidance for implementation and action at regional and national levels. Specifically, there is a rising demand to equip civil society in low- and middle-income countries (LMICs) with

expertise and strategies to effectively engage parliamentarians and other national decision makers and to build capacity for understanding and influencing the policy landscape. Additionally, the Alliance is poised to address the implementation gap through both continued advocacy and knowledge exchange.

5. **Prioritising emerging opportunities for impact through integration:** The global landscape is swiftly evolving and the Alliance's ability to stay relevant, add value and advance the realization of the Sustainable Development Goals (SDGs) through integrated solutions requires articulating and mobilising around points of synergy with other sectors (e.g., humanitarian, nutrition) and pressing issues and agendas, which clearly intersect with NCDs (e.g., planetary health, global health security).

6. **Unlocking the prospect of rebuilding from COVID-19:** While COVID-19 is undoubtedly an unprecedented crisis, it presents, at the same time, an unprecedented opportunity. The crisis has unveiled deep social and systemic weaknesses and inequities that necessitate both an immediate and long-term response. This is a pivotal moment for the Alliance to advocate for the prioritisation of tackling the global burden of NCDs, particularly as the linkages between NCDs and COVID-19, as well as the disruption in available services, continue to emerge and highlight the interconnectedness of these two global crises.

Organisational and Sustainability Recommendations

The Alliance has transformed its governance and operations over the course of the last strategic period, shifting from an informal alliance to a registered non-governmental organisation (NGO) and establishing strong foundations. At the same time, the pace of growth internally and adaptation to a swiftly evolving external landscape requires the Alliance to take stock of where it needs to attune its capacities, operations and development to meet its ambitious vision and ensure sustainability going forward. Key organisational and sustainability recommendations include:

1. **Grounding the Alliance in diversity, equity and inclusion principles:** While equity and inclusion underpin everything the Alliance works towards, there is an opportunity to be more responsive and explicit in the next strategy and within the make-up and operations of the organisation. This begins internally—by addressing the composition of the board and staff—and stretches to every area in which the Alliance currently works or aims to expand into. Since the Alliance is shaping its next strategy during a time of heightened awareness around diversity, equity and inclusion, it is poised to both examine how to institutionalise these principles internally as well as to reflect these principles in the crafting and delivery of its next strategic plan.[2] There is a need to ground both the Alliance's advocacy efforts in

> *"Diversity is something that must happen inside the organisation in parallel to the outside world."*
> - Board member

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[2] Note: Several external interviewees counted the number of times the word "equity" was used in the last strategy.

NCD Alliance

4

equity and inclusion, as well as capacity development programmes, particularly around mainstreaming the engagement of people living with NCDs and in ensuring the Global South perspective is consistently embedded in agenda setting (e.g., selecting training programme priorities).

2. **Calibrating for growth of the Alliance:** Adjusting for growth does not necessarily mean tempering the current trajectory, but rather making key adjustments to ensure that growth is and will continue to be supported. The Alliance would benefit from assessing the pace of growth projections, determining how the current structures and systems can support that growth, where the structural pressure points may be, and what adjustments are required. Key areas for the Alliance to strengthen include:

   - **Safeguarding the institutional knowledge, stability and reputation of the Alliance:** Take a systematic approach to institutional knowledge building and management, investing in human resource capabilities and qualifications, and initiating proactive succession plans for key leadership positions.

   - **Approaching new partnerships and workloads with a critical eye:** Carry out a capacity and strategic assessment at the onset of new partnerships and commitments for new activities and deliverables.

   - **Matching team composition with ambitions for growth:** As the Alliance considers the potential for expanding capacity development into new areas or further integrating with other sectors and themes, it will be critical to match new demands with team growth and development.

   - **Strengthening monitoring and evaluation (M&E):** Consistently implement a comprehensive M&E strategy to make timely course corrections; identify strengths, gaps, and wins; and articulate in real time and with sufficient data that the Alliance's work is resulting in the desired impact.

2020 Survey Results

An electronic survey was sent to the NCD Alliance network as part of this evaluation process. The survey was sent to 511 respondents made up of NCD Alliance members, partners and board members. The survey was made available between 19 August and 30 August. In total, there was a 57 per cent response rate, and 92 survey responses were included in the analysis. The following provides a complete breakdown of survey questions and responses. It is important to note that 76 per cent of survey respondents were full, associate or network members, so the vast majority of perspectives captured through the survey represent a members' vantage.

What geographic region are you based in?		
Responses	Count	Percentage
North America	11	12%
South America	9	9%
Central America or Caribbean	2	2%
Europe	18	19%
Asia	15	16%
The Western Pacific / Australasia	7	7%
Africa	28	29%
The Middle East	5	5%
Total Responses	95	

Which of the following best describes the type of your organisation?		
Responses	Count	Percentage
International NGO	25	26%
Regional NGO	4	4%
National NGO	27	28%
National/regional NCD alliance	24	25%
Multilateral organisation (UN, World Bank, WHO)	0	0%
Government organisation or department	0	0%
Academic institution	4	4%
Private sector	4	4%
Individual	2	2%
Other (Please specify)	5	5%
Total Responses	95	

What is the main focus area(s) of your work on NCDs? (check all that apply)		
Responses	Count	Percentage
Cardiovascular Disease	36	38%
Chronic Respiratory Disease	16	17%
Cancer	31	33%
Diabetes	33	35%

NCD Alliance

Mental Health / Neurological Disorders	17	18%
All NCDs	39	41%
Nutrition / Food / Healthy Diets	38	40%
Physical Activity	35	37%
Tobacco Control	28	29%
Alcohol Control	22	23%
Air pollution	11	12%
All Risk Factors	38	40%
Global Health	32	34%
Other (Please specify)	18	19%
Total Unique Response	95	
Total Responses	394	

Which activities is your organisation engaged in? (check all that apply)		
Responses	Count	Percentage
Advocacy	86	91%
Health service delivery	31	33%
Research	56	59%
Training	61	64%
Public campaigns and awareness raising	73	77%
Provision of grants or funds	19	20%
Support and engagement of people living with NCDs and/or youth groups	57	60%
Other (Please specify)	7	7%
Total Unique Response	95	
Total Responses	390	

What is your relationship with NCDA?		
Responses	Count	Percentage
Corporate Supporter	3	3%
Foundation Supporter	2	2%
NGO Supporter	8	8%
Board Member	1	1%
Founding Member	4	4%
Full or Associate Member	43	45%
Network Member	29	31%
Our Views, Our Voices advocate	5	5%
Individual without an affiliation	0	0%
Total Responses	95	

Which attributes reflect the unique added value of the NCD Alliance? (check all that apply)		
Responses	Count	Percentage
Legitimacy as a respected and credible global civil society movement	68	72%
Ability to span different diseases and risk factors across the world to work for a common cause	65	69%

Proven track record in focused, evidence-based advocacy	60	64%
Ability to convene and connect the NCD movement at national, regional, and global levels	80	85%
Ability to ground global advocacy in the reality of local experience and ensure local ownership and support for our projects and programmes	53	56%
Extensive volunteer network of leading scientific and public health experts who inform our policy, advocacy, and programmatic work	36	38%
Solid track record and broad experience of working in strategic partnerships across all sectors, including UN agencies, governments, business, civil society and academia	57	61%
Independence and integrity	47	50%
Total Unique Response	94	
Total Responses	466	

How would you rate the NCD Alliance's overall performance on the following advocacy activities over the last five years?						
		Excellent	Good	Satisfactory	Poor	Don't Know	Total
(a)	Keeping the network informed of political processes and sharing knowledge	59	23	9	1	1	93
		63%	25%	10%	1%	1%	
(b)	Raising awareness of NCDs with policy makers	34	39	15	2	3	93
		37%	42%	16%	2%	3%	
(c)	Catalyzing dialogue by organising side events and roundtables	41	30	17	2	3	93
		44%	32%	18%	2%	3%	
(d)	Building strategic alliances with stakeholders across other areas of sustainable development	23	48	14	6	2	93
		25%	52%	15%	6%	2%	
(e)	Providing expertise and tools for national/regional advocacy efforts (i.e. webinars, template letters, toolkits, resources)	37	37	12	5	2	93
		40%	40%	13%	5%	2%	
(f)	Coordinating advocacy with governments and multilateral agencies	12	44	24	7	6	93
		13%	47%	26%	8%	6%	
(g)	Acting as the leading civil society voice for NCDs in relevant WHO and UN processes	46	36	9	0	2	93
		49%	39%	10%	0%	2%	
(h)	Influencing a strong outcome from the 2018 UN High-Level Review on NCDs	32	40	11	5	5	93
		34%	43%	12%	5%	5%	
(i)	Brokering knowledge on evidence-based NCD policy and practice	26	49	11	3	4	93
		28%	53%	12%	3%	4%	
(j)	Leading the Global Week for Action on NCDs campaign	50	22	15	3	3	93
		54%	24%	16%	3%	3%	

	How effective has the NCD Alliance been in supporting and building the capacity of national/regional NCD civil society over the last five years?	Very effective	Somewhat effective	Not very effective	Support was not provided in this area	N/A	Total
(a)	Supporting NCD civil society coalition building at national/regional levels to stimulate action and accountability on NCDs	43	27	6	6	10	92
		47%	29%	7%	7%	11%	
(b)	Facilitating knowledge and good practice exchange amongst networks of NCD advocates	39	42	6	1	4	92
		42%	46%	7%	1%	4%	
(c)	Linking national and regional advocacy with global advocacy opportunities	38	34	10	1	9	92
		41%	37%	11%	1%	10%	
(d)	Promoting the views and voices of people living with NCDs	52	26	8	2	4	92
		57%	28%	9%	2%	4%	
(e)	Convening national and regional NCD civil society at key global, regional and national events (e.g. Global NCD Alliance Forum, multi-stakeholder meetings)	45	36	4	3	4	92
		49%	39%	4%	3%	4%	
(f)	Building the demand for NCD policy change (and contributing to agenda setting)	34	44	8	3	3	92
		37%	48%	9%	3%	3%	
(g)	Promoting and enabling national and regional alliances' involvement in national, regional, and global advocacy	30	40	9	5	8	92
		33%	43%	10%	5%	9%	
(h)	Convening the movement at the Global NCD Alliance Forums	50	30	4	2	6	92
		54%	33%	4%	2%	7%	

	How effective has the NCD Alliance been in promoting meaningful involvement of people living with NCDs (PLWNCDs) in the NCD response?	Excellent	Good	Satisfactory	Poor	Don't Know	Total
(a)	Equipping PLWNCDs with the knowledge, skills, and confidence to call for change	29	33	12	6	12	92
		32%	36%	13%	7%	13%	
(b)	Advocating for the priorities of PLWNCDs including calling for meaningful involvement	40	29	13	3	7	92
		43%	32%	14%	3%	8%	
(c)	Consulting PLWNCDs to understand common priorities	34	25	11	10	12	92

NCD Alliance

		Very valuable	Somewhat valuable	Occasionally valuable	Not at all valuable	N/A	Total
		37%	27%	12%	11%	13%	
(d)	Amplifying voices of PLWNCDs (e.g. spokesperson opportunities, campaigns, micro-documentaries)	34	31	11	8	8	92
		37%	34%	12%	9%	9%	

How valuable have the following benefits of partnering with the NCD Alliance been for your organisation?							
		Very valuable	Somewhat valuable	Occasionally valuable	Not at all valuable	N/A	Total
(a)	Engagement in the Global Week for Action on NCDs campaign	2	4	4	1	1	12
		17%	33%	33%	8%	8%	
(b)	Regular information and analysis of global political processes and trends	12	0	0	0	0	12
		100%	0%	0%	0%	0%	
(c)	Access to policy makers, multilateral agencies and experts	3	4	4	1	0	12
		25%	33%	33%	8%	0%	
(d)	Opportunities to input into or co-develop publications, discussion papers, and resources	3	6	3	0	0	12
		25%	50%	25%	0%	0%	
(e)	Invitations to Global NCDA Forums	6	2	3	1	0	12
		50%	17%	25%	8%	0%	
(f)	Opportunities to co-organise or attend high-level events	5	2	4	1	0	12
		42%	17%	33%	8%	0%	
(g)	Opportunities for engagement in national or regional meetings	1	6	3	0	2	12
		8%	50%	25%	0%	17%	
(h)	Opportunities to participate and support the 'Our Views, Our Voices' initiative	3	3	3	1	2	12
		25%	25%	25%	8%	17%	
(i)	Participation in NCDA's 'Turning the Tide' mini-documentary series, produced with BBC StoryWorks	4	0	1	2	4	11
		36%	0%	9%	18%	36%	
(j)	Participation in NCDA's leadership sessions and series of closed-door, high-level roundtables	4	5	0	1	2	12
		33%	42%	0%	8%	17%	
(k)	Participation in NCDA's series of NCD Cafes at major global conferences	4	4	1	2	1	12
		33%	33%	8%	17%	8%	
(l)	Participation in NCDA's series of webinars	8	1	3	0	0	12
		67%	8%	25%	0%	0%	
(m)	Learning from NCDA country programmes and initiatives	1	5	3	1	2	12
		8%	42%	25%	8%	17%	

NCD Alliance

(n)	Quarterly in-person Supporters Group meetings and calls	5	4	2	1	0		12
		42%	33%	17%	8%	0%		
(o)	Receipt of the NCDA Partners Report (quarterly)	4	5	1	1	1		12
		33%	42%	8%	8%	8%		
(p)	Visibility opportunities in NCDA communication channels (e.g. blog, news, social media)	5	5	2	0	0		12
		42%	42%	17%	0%	0%		

Please rate the overall quality of each of the following NCDA member benefits.								
		Excellent	Good	Fair	Poor	Very poor	Don't use but aware of	Was not aware of	Total
(a)	Free registration and participation in the Global NCDA Forum	30	10	2	1	0	0	1	44
		68%	23%	5%	2%	0%	0%	2%	
(b)	Invitation to NCDA's webinars for members (including insights into WHO decision-making, policy analysis, advocacy coordination, etc.)	31	11	3	0	0	0	0	45
		69%	24%	7%	0%	0%	0%	0%	
(c)	Early access to NCDA's exclusive advocacy resources & capacity development resources, including Members Bulletin and My NCDA Hub	28	12	4	0	0	0	1	45
		62%	27%	9%	0%	0%	0%	2%	
(d)	Priority invitations to high-level receptions and events, including in-person advocacy briefings prior to the World Health Assembly, etc.	20	16	2	4	0	1	2	45
		44%	36%	4%	9%	0%	2%	4%	
(e)	Engagement in NCDA's governance via voting rights and board nomination opportunities	18	17	1	5	0	0	2	43
		42%	40%	2%	12%	0%	0%	5%	

(f)	Visibility opportunities such as featuring campaigns, events, news or blogs about your work on NCDA's website and social media	20	17	3	3	0	1	1	45
		44%	38%	7%	7%	0%	2%	2%	
(g)	Networking opportunities, including opportunities to share lessons learnt and best practices between NCDA members	19	19	4	2	0	0	1	45
		42%	42%	9%	4%	0%	0%	2%	
(h)	Opportunity to have a webpage about your organisation on NCDA's website	14	19	3	2	0	2	3	43
		33%	44%	7%	5%	0%	5%	7%	

If you are a member of NCD Alliance, what type of support did you receive from NCDA over the last five years and how valuable was it?								
		Very valuable	Somewhat valuable	Occasionally valuable	Not at all valuable	No support was provided in this area	N/A	Total
(a)	Information	53	10	5	1	1	3	73
		73%	14%	7%	1%	1%	4%	
(b)	Knowledge exchange	41	17	7	1	3	3	72
		57%	24%	10%	1%	4%	4%	
(c)	Technical assistance	19	21	9	0	17	6	72
		26%	29%	13%	0%	24%	8%	
(d)	Grant support for alliance efforts (e.g. advocacy, organisational development, communications, meaningful involvement PLWNCDs)	25	7	3	3	18	17	73
		34%	10%	4%	4%	25%	23%	
(e)	Training and workshop opportunities	31	16	7	0	12	7	73
		42%	22%	10%	0%	16%	10%	
(f)	Participation in Advocacy Institute Accelerator or Seed Programme	19	14	4	3	13	20	73
		26%	19%	5%	4%	18%	27%	
(g)	Participation in Our Views, Our Voices initiative	25	18	2	4	9	15	73
		34%	25%	3%	5%	12%	21%	

	How would you rate the overall quality and usefulness of NCD Alliance's communication platforms, tools, and resources over the last five years?	Very useful	Somewhat useful	Occasionally useful	Not at all useful	N/A	Total
(a)	NCDA website	53	28	9	1	1	92
		58%	30%	10%	1%	1%	
(b)	NCDA weekly newsletter	55	24	8	1	4	92
		60%	26%	9%	1%	4%	
(c)	NCD digest	31	34	12	0	15	92
		34%	37%	13%	0%	16%	
(d)	NCDA blog	22	36	18	2	14	92
		24%	39%	20%	2%	15%	
(e)	Webinars	54	22	9	2	5	92
		59%	24%	10%	2%	5%	
(f)	Toolkits	45	28	11	1	7	92
		49%	30%	12%	1%	8%	
(g)	Civil society good practice documents	38	27	9	2	16	92
		41%	29%	10%	2%	17%	
(h)	Social media	44	34	7	3	4	92
		48%	37%	8%	3%	4%	
(i)	Audiovisual productions	23	37	18	1	13	92
		25%	40%	20%	1%	14%	
(j)	Policy briefs and reports	57	22	9	0	4	92
		62%	24%	10%	0%	4%	

	How should the NCD Alliance prioritise the following roles or efforts in the next eight years?	High priority	Medium priority	Low priority	Not a priority	Total
(a)	Global advocacy and campaigns	77	14	1	0	92
		84%	15%	1%	0%	
(b)	Tracking government action and improving accountability on NCDs	77	14	1	0	92
		84%	15%	1%	0%	
(c)	Stakeholder and partner engagement and alignment	56	35	1	0	92
		61%	38%	1%	0%	
(d)	Policy research and analysis	50	36	6	0	92
		54%	39%	7%	0%	
(e)	Knowledge exchange of good practices	64	24	4	0	92
		70%	26%	4%	0%	
(f)	Communications campaigns	52	35	4	1	92
		57%	38%	4%	1%	

(g)	Convening the movement at regional and global levels	63	21	7	1	92
		68%	23%	8%	1%	
(h)	National/regional capacity development	68	20	4	0	92
		74%	22%	4%	0%	
(i)	Meaningful involvement of people living with NCDs	65	20	6	1	92
		71%	22%	7%	1%	
(j)	In-country programs	54	25	10	3	92
		59%	27%	11%	3%	

Which policy areas should the NCD Alliance prioritise over the next eight years?							
		Yes	No	Maybe	Don't know	N/A	Total
(a)	Prevention and the upstream determinants (commercial, social, environmental)	73	2	17	0	0	92
		79%	2%	18%	0%	0%	
(b)	Financing for NCDs	82	2	7	1	0	92
		89%	2%	8%	1%	0%	
(c)	Governance (i.e. NCD plans, targets, commissions, conflict of interest)	60	7	22	3	0	92
		65%	8%	24%	3%	0%	
(d)	Surveillance, monitoring, and accountability	67	6	18	1	0	92
		73%	7%	20%	1%	0%	
(e)	Universal health coverage and health system strengthening	76	6	10	0	0	92
		83%	7%	11%	0%	0%	
(f)	Access to essential medicines and technologies	61	9	21	1	0	92
		66%	10%	23%	1%	0%	
(g)	Integration of NCDs with other global health/SDG priorities (e.g. HIV/AIDS, health emergencies and humanitarian responses, RMNCAH, climate change)	68	4	18	2	0	92
		74%	4%	20%	2%	0%	
(h)	Community, civil society, PLWNCDs, and youth engagement and involvement	70	7	14	1	0	92
		76%	8%	15%	1%	0%	
(i)	NCDs and human rights	55	12	25	0	0	92
		60%	13%	27%	0%	0%	
(j)	Trade, law, and NCDs	39	19	30	4	0	92
		42%	21%	33%	4%	0%	
(k)	Pandemic preparedness and health security	53	12	26	1	0	92
		58%	13%	28%	1%	0%	

	In your country or region, how valuable would NCD Alliance support be in the following areas over the next eight years?	Very valuable	Valuable	Not at all valuable	N/A	Total
(a)	Mobilising global resources for national/regional civil society advocacy efforts	66	15	2	9	92
		72%	16%	2%	10%	
(b)	Building national and regional advocacy and accountability capacity	43	38	2	9	92
		47%	41%	2%	10%	
(c)	Facilitating engagement of members/partners in regional and global processes	56	25	2	9	92
		61%	27%	2%	10%	
(d)	Technical assistance in the development of national and regional NCD policies and plans	46	30	5	11	92
		50%	33%	5%	12%	
(e)	Enabling meaningful involvement of civil society and PLWNCDs in decision making processes	54	25	4	9	92
		59%	27%	4%	10%	
(f)	Supporting in-country advocacy campaigns	54	26	4	8	92
		59%	28%	4%	9%	
(g)	Supporting regional advocacy campaigns	43	40	2	7	92
		47%	43%	2%	8%	

How will NCD civil society (including NCDA) need to adapt its core functions and operations in a post-COVID landscape? (check all that apply)		
Responses	Count	Percentage
Increasing digital advocacy and communications strategies	76	83%
Shifting advocacy efforts to link with health emergencies, health security, and "build back better" agenda	61	66%
Reorienting programmes to respond to COVID-19 and its implications	50	54%
Increasing support and benefits to members	56	61%
Exploring new fundraising models, including virtual options	51	55%
Exploring alternative virtual models for knowledge exchange	61	66%
Utilising virtual platforms for capacity development trainings	61	66%
Utilising virtual platforms for advocacy events	64	70%
Utilising virtual platforms and models for global/regional forums/conferences	55	60%
Utilising virtual platforms for governance meetings	48	52%
Developing models of remote working for staff	48	52%
Reducing business travel	32	35%
Other (Please specify)	3	3%
Total Unique Response	92	
Total Responses	666	