

NCD Alliance Strategic Plan 2016-2020

FROM GLOBAL COMMITMENTS TO NATIONAL AND REGIONAL
ACTION ON NCD PREVENTION AND CONTROL



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From global commitments to national and regional
action on NCD prevention and control





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A grandmother and her grandchildren plant a tree in a drought-stricken rural area of West Bengal, India.

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About NCD Alliance

NCD Alliance is a unique civil society network, uniting 2,000 organisations in more than 170 countries, dedicated to improving NCD prevention and control worldwide. It was founded in 2009 by three global federations: the International Diabetes Federation (IDF), the World Heart Federation (WHF), and the Union for International Cancer Control (UICC), which were joined the following year by the International Union Against Tuberculosis and Lung Disease. Together, these organisations represented the four main non-communicable diseases (NCDs) outlined in the World Health Organization's (WHO) *2008-2013 Action Plan for NCDs*: cardiovascular diseases, diabetes, cancer, and chronic respiratory diseases. They came together in recognition that these conditions share common risk factors (including tobacco use, physical inactivity, harmful use of alcohol and unhealthy diets) and also share common solutions and, therefore, by working together as an alliance, they would provide a mutual platform for collaboration and joint advocacy. The mantra of NCD Alliance has always been 'together we are stronger'.

Acknowledging the complexity of the challenge and the acceptance of a broader definition of NCDs beyond the '4 x 4' approach, three new federations/organisations joined NCD Alliance in 2014: the Framework Convention Alliance (FCA), Alzheimer's Disease International (ADI) and Management Science for Health (MSH). These organisations bring important perspectives and competence on tobacco control, mental/neurological health and health systems to NCD Alliance's work.

Today, our network of 2,000 organisations includes over 1,000 member associations of our federations, joined with 1,000 global and national civil society organisations (CSOs), scientific and professional associations, academic and research institutions, and dedicated individuals. Together with strategic partners, including the WHO, the United Nations (UN) and governments, NCD Alliance works on a global, regional and national level to bring a united civil society voice to the global campaign on NCDs.

Our greatest strengths lie in:

- **Our legitimacy as a respected and credible global civil society movement, spanning different diseases and risk factors across the world to work for a common cause.**
- **Our proven track record in focused, evidence-based advocacy, drawing upon the capacity, expertise and reach of our global network.**
- **Our ability as an alliance to convene and connect the NCD movement at national, regional and global levels.**
- **Our ability to ground global advocacy in the reality of local experience, and ensure local ownership and support for our projects and programmes.**
- **Our extensive volunteer network of leading scientific and public health experts who inform our policy, advocacy and programmatic work.**
- **Our solid track record and broad experience of working in strategic partnerships across all sectors, including UN agencies, governments, business, civil society and academia.**
- **Our independence and integrity.**

Our track record

NCD Alliance is uniquely placed to drive the NCD agenda forward. We are a recognised global thought leader on NCD policy and practice, a convener of the civil society movement, a partner to governments and UN agencies, and an advocate for people at risk of or living with NCDs. We have an impressive track record, but we also have the vision, the expertise and the solutions to drive change from the global to the local level for the millions of people with NCDs worldwide.

Some of the key NCD Alliance successes to date include:

- **United and led the first global civil society movement for NCDs:** NCD Alliance brought together 2,000 CSOs from different diseases and risk factors to work for a common agenda and convened a legitimate and respected civil society movement that could not be ignored.
- **Influenced political commitments on NCDs:** Together with governments and WHO, campaigned successfully for the landmark UN High-level Meeting on NCDs in September 2011 and the adoption of a strong UN Political Declaration on NCD Prevention and Control.
- **Promoted accountability for NCDs:** Supported the adoption of a comprehensive set of nine global NCD targets and 25 indicators, including the historic target to reduce overall mortality from NCDs by 25% by 2025 (the '25 by 25' target). These are the first set of time-bound targets on NCDs and will encourage governments to honour their commitments and improve data collection and surveillance on NCDs.
- **Fostered multisectoral partnerships for NCDs:** In recognition that NCDs are everyone's business and demand multisectoral action, NCD Alliance has proven that transparency, inclusiveness and innovative partnerships are both possible and powerful for NCDs.
- **Positioned NCDs as a priority sustainable development issue:** Campaigned for strong reference to NCDs at the UN Conference on Sustainable Development (Rio+20) in June 2012 and secured a stand-alone target on NCDs and other NCD-related targets in the 2030 Agenda for Sustainable Development.
- **Cultivated the emergence of a network of national and regional NCD alliances:** Testament to both the demand for and effectiveness of this unified approach to NCD advocacy is the emergence of a network of over 40 national and regional NCD alliances around the world. NCD Alliance convened this network for the first time at the inaugural Global NCD Alliance Forum in Sharjah, UAE in 2015.

Introduction

Tackling NCDs in the era of sustainable development

Reducing the burden of non-communicable diseases (NCDs) - principally cancer, cardiovascular diseases, diabetes, chronic respiratory diseases and mental and neurological disorders - is essential to put an end to extreme poverty, reduce inequality, and improve health and well-being. It is estimated that these NCDs will kill around 38 million people every year, accounting for 68% of all deaths worldwide and causing half of all global disability. Although the burden is universal, low- and middle-income countries (LMICs) are hit the hardest, with over three-quarters of all deaths occurring in these countries. NCDs are fast replacing infectious diseases and undernutrition as the leading causes of disability and premature death in developing countries, and in some cases are the result of infections and harmful environments. NCD prevention and control is an urgent challenge for the 21st century.

This *Strategic Plan* comes at a critical moment in terms of the history and future of the NCD response, when the imperative for action has never been stronger. A surge of commitments and advocacy has helped to advance the NCD agenda in the past five years. With the adoption of the *WHO Global NCD Action Plan 2013-2020* and the first set of global NCD targets, and with agreement by UN Member States on an ambitious 2030 Agenda for Sustainable Development that includes NCDs, it is time to build on the momentum and the technical foundations in place. We have the knowledge, evidence-based solutions, and partnerships necessary to drive a historic transformation that will improve the lives of generations to come.

Nevertheless, despite achieving important milestones in recent years, there is no room for complacency. Evidence shows that a 'business as usual' approach will be insufficient to meet the WHO '25 x 25' global NCD targets, an important milestone towards the SDGs. Rates of progress on NCDs at the national and regional level are similarly patchy, uneven and largely off-track in LMICs. The imperative for action is further reinforced by persistent gaps and shortcomings in the response, ranging from inadequate resources, a lack of preventative action, vulnerable and ill-equipped health systems to respond to the growing burden, and an absence of the voice of people living with NCDs in the response.

The next five years provide an important opportunity to scale up action on NCD prevention and control. If we seize the moment now, we can save lives, empower people to live healthy and dignified lives, and at the same time reduce poverty and stimulate economic growth and environmental sustainability. In this next phase, our success will be dependent on understanding and responding to the complexities of a vastly changed context: the shifting geography of poverty, growing inequality, changing political dynamics, escalating humanitarian emergencies, climate change and economic development.

NCD Alliance, as a distinctive civil society network, remains dedicated to improving NCD prevention and control worldwide. Our updated *Strategic Plan* sets out a vision and ambitious goals and targets that are in line with the 2030 Agenda, with core value-added strategies that will deliver impact.

A strategic agenda to drive change

Our Vision

A world where everyone has the opportunity for a healthy life, free from the preventable suffering, stigma, disability and death caused by non-communicable diseases.

Our Mission

To unite and strengthen civil society to stimulate collaborative advocacy, action and accountability for NCD prevention and control.

Our Values

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

Partnership-driven

We will work in collaboration with our partners and the broader NCD and health community, including across sectors, to develop mutually beneficial partnerships and strategic alliances;

Human rights-based

We will advance and protect the rights of people with NCDs of all ages, engage people living with NCDs and those affected in activities for NCD prevention and control and seek to promote equity in the prevention and control of NCDs;

Transparent and accountable

We will be transparent and accountable, as well as fiscally responsible and effectively governed, with a commitment to excellence in all of our work;

Independent

We will maintain our independence, and will manage real and perceived conflicts of interest.

Goals and targets

We have set ourselves ambitious long-term and medium-term goals to drive change in NCD prevention and control worldwide.

In the long-term, we aim to support the delivery of the WHO/UN outcome-focused NCD goals and targets in the WHO Global NCD Action Plan 2013-2020 and the 2030 Agenda for Sustainable Development:

- *By 2030, reduce by 33% overall premature mortality from NCDs and promote mental health and well-being;*¹
- *By 2025, reduce by 25% overall premature mortality from NCDs.*²

In the medium-term and for the duration of this *Strategic Plan*, we will strive to achieve the following 2020 targets:

- *Integrate NCDs as a priority in global, regional and national health and development planning and implementation;*
- *Mobilise adequate and sustainable financial and human resources for NCD prevention and control at all levels;*
- *Improve the capacity and sustainability of national and regional CSO alliances and networks to effectively influence NCD prevention and control policies.*

Our Goals

2025
REDUCE BY

25% premature mortality
from non-communicable
diseases

2030
REDUCE BY

33% premature mortality from
non-communicable diseases through
prevention and treatment and promote
mental health and well-being

Our Targets 2020

Integrate NCDs as a priority in global, regional and national health and development planning and implementation.

Mobilise adequate and sustainable financial and human resources for NCD prevention and control at all levels.

Improve the capacity and sustainability of national and regional CSO alliances and networks to effectively influence NCD prevention and control policies.

¹ UN 2030 Agenda for Sustainable Development, SDG 3.4

² WHO Global NCD Action Plan 2013-2020

Strategic pillars

In order to achieve our goals, this *Strategic Plan* is based around four strategic pillars for action, all of which are interconnected. In this next phase, we will remain focused on what we as a global civil society alliance can do best, while adapting to address new challenges and opportunities in an evolving global landscape. Our success in the post-2015 era depends on our ability to work across sectors, stimulate improved integration within and outside the health sector, and fuel sustained action on NCD prevention and control at national and regional levels.



ADVOCACY

Lead global advocacy to fulfil political commitments on NCD prevention and control



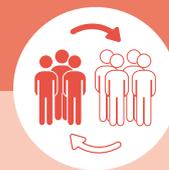
ACCOUNTABILITY

Promote accountability for commitments, resources and results in NCD prevention and control



CAPACITY DEVELOPMENT

Strengthen the capacity of NCD civil society organisations and alliances at national and regional levels



KNOWLEDGE EXCHANGE

Broker knowledge on evidence-based NCD policy and practice

Pillar 1: Advocacy



Lead global advocacy to fulfil political commitments on NCD prevention and control

In order to address NCDs in the era of sustainable development, our advocacy efforts need to be scaled up and transformed. The inclusion of NCDs in the SDGs opens up many doors, but the complexity and breadth of the agenda will require sustained advocacy to ensure that health remains central to national government priorities and tangible gains are secured for NCD prevention and control. Our advocacy in this next phase will need to be underpinned by a more advanced framing of the issues to resonate with political leaders as both an economic and social justice issue of our generation. Furthermore, the integrated and indivisible nature of the SDGs means that our advocacy must also extend beyond health, so we will have to join forces with partners across a range of sectors, such as agriculture, finance, cities, gender and environment, that have an impact on NCDs.

NCD Alliance will continue to lead and coordinate global advocacy efforts to maintain political momentum and action on NCDs. As well as maximising the opportunities of the SDGs, we will maintain our emphasis on supporting the WHO's technical and normative work on NCDs. Progress must be accelerated on all fronts over the next five years if the '25 x 25' NCD targets are to be met. An important milestone for political momentum will be the UN High-level Review on NCDs in 2018, which will provide a crucial opportunity to take stock of progress at global and national levels, commend successes and redouble efforts where we are collectively falling short.

NCD Alliance will:

- Act as the leading **civil society voice** for NCDs in relevant WHO and UN processes, as well as ensuring strong civil society engagement throughout the response and investment in NCD civil society as a global public good;
- Support the implementation of NCDs within the 2030 Agenda at global, regional and national levels, including through **building synergies** with other health areas (e.g. HIV/AIDS and RMNCAH), leveraging universal health coverage (UHC) and promoting the cross-cutting relevance of NCDs to other sustainable development priorities;
- **Support the delivery of WHO and UN commitments** as related to the UN Political Declarations, the *WHO Global Action Plan 2013-2020*, the Global Monitoring Framework for NCDs, the Global Coordination Mechanism (GCM), and the 2018 UN High-level NCD Review;
- Advocate to **mobilise sustained multilateral, bilateral and domestic resources** for NCD prevention, care and treatment, including through integrating NCDs in development cooperation plans and agreements and improving the tracking of resource allocation for NCDs;
- **Elevate the visibility of NCDs** within global political processes and external fora, including health- and non-health-related UN summits, the G7, and others.

Pillar 2: Accountability



Promote accountability for commitments, resources and results in NCD prevention and control

Accountability is a crucial force for political and programmatic change. Defined as a cyclical process of monitoring, review and action accountability enables the tracking of commitments, resources, and results and provides information on what works and why, what needs improving, and what requires increased attention. Accountability ensures that decision-makers have the information required to meet the health needs and realise the rights of all people at risk of or living with NCDs, and to place them at the heart of related efforts.

The HIV/AIDS and women and children's health communities have demonstrated the crucial role civil society can play in holding governments and other actors to account on commitments made. Many civil society-based accountability initiatives are now tracking policy, service delivery, and funding levels, while ensuring citizens' voices are heard and understood.

Building on these lessons learned, and with the building blocks of the global NCD response now in place, NCD Alliance will play a central role in promoting accountability for NCD prevention and control. Our focus will be on ensuring that promises made by UN agencies and governments are kept at global and national levels. To achieve this, we will adopt a range of strategies, including leveraging the WHO accountability framework for NCDs, and driving civil society monitoring initiatives at global, regional and national levels. Maintaining a close connection between accountability and advocacy, as well as providing capacity development to national and regional NCD CSOs, will ensure ongoing engagement and impact.

NCD Alliance will:

- **Act as a global watchdog** on UN and WHO progress on NCD prevention and control, leveraging key political platforms (such as the High-level Review in 2018 and FCTC COPs³) and partnering on global accountability initiatives such as NCD Countdown 2025;
- Promote and raise awareness about official UN and WHO **monitoring processes** for NCDs among the civil society community at global, regional and national levels;
- Engage in **accountability processes** for the 2030 Agenda, ensuring NCDs are well-reflected and monitoring is harmonised with WHO processes;
- Design **tools and training** to galvanise civil society advocacy and monitoring initiatives, such as scorecards, civil society status reports and shadow reporting, at the national and regional levels;
- **Develop influential papers and publications** with strategic civil society and academic partners highlighting the gaps and success factors at the national level in progressing NCD commitments, and promote in journals and at key global events.

³The biennial Conferences of the Parties to the Framework Convention for Tobacco Control.

Pillar 3: Capacity development



Strengthen the capacity of NCD civil society organisations and alliances at national and regional levels

Whilst impressive gains have been made at the global level in shaping the global architecture for NCDs, these have yet to be translated into national or regional policy development, implementation or sustainable resources. This is where the next challenge lies for the NCD response and for NCD Alliance.

It is our belief that a vibrant and united NCD civil society movement capable of delivering on its three primary roles — advocacy, accountability and direct provision of NCD services — is a fundamental strategy for fast-tracking progress at national and regional levels. Therefore, over the next five years, NCD Alliance will scale up its efforts to support and strengthen the capacity of NCD CSOs and national and regional NCD alliances to stimulate government action and ensure accountability for NCDs.

The NCD Alliance's capacity development activities will focus on three levels at which capacity is grown and nurtured: individuals, organisations and an enabling environment. Our particular focus will be on nurturing capacity in selected countries in which there is the greatest need and the largest potential for change and impact. Whilst our efforts will support a range of individuals and organisations in the field of NCDs, we will maintain a strong focus on supporting national and regional NCD alliances. Today, there is a growing network of over 40 national and regional NCD alliances around the world providing vital platforms for unified advocacy.

The NCD Alliance will:

- Accelerate the development and growth of sustainable NCD **civil society** alliances, coalitions and networks at national and regional levels;
- Promote and enable a **network of national and regional NCD alliances** actively involved in global, regional and national NCD advocacy;
- Support **coalition-building** of topic-specific alliances and networks in the field of NCDs at all levels, including for risk factors;
- Promote the **patient voice** in advocacy and organisational development in order to advance the rights of people with NCDs and combat stigma and discrimination;
- Provide an increased portfolio of **capacity development services** for national and regional NCD leaders, CSOs and alliances, including tools and guidance documents, technical assistance, training workshops, seed grant programmes, networking and twinning initiatives;
- Develop **regional or sub-regional hubs** to facilitate capacity development and serve as a training ground for workshops and sharing of good practice;
- Convene national and regional NCD alliances at the **Global NCD Alliance Forum**, to be held biennially, which will be the flagship platform for capacity development.

Pillar 4: Knowledge exchange



Broker knowledge on evidence-based NCD policy and practice

One of the major challenges for NCDs and public health more broadly is closing the gap between knowledge and action. In many cases we know what works for NCD prevention and control. We have cost-effective health system interventions, as well as evidence-based public policies and legislation. However, progress is still patchy and uneven at the national level, due in part to the inadequate application of this knowledge.

Working as an alliance yields a valuable wealth of knowledge and good practice related to NCDs from all corners of the world, as well as providing unrivalled channels to promote and disseminate it among policy-makers and advocates alike. Furthermore, as a convenor of the global NCD community, we are well positioned to catalyse multisectoral debate and build consensus on key issues. For these reasons, NCD Alliance has a major role to play as a global thought leader on NCD policy and practice.

Over the next five years, NCD Alliance will deliver high quality analysis and publications on priority policy issues, with a strong focus on showcasing good practice. We will work with partner organisations to translate knowledge and policy into action, and help ensure that good practice in evidence-based policy and implementation is shared among international, regional and national fora through multi-stakeholder dialogues.

NCD Alliance will:

- Develop policy analysis, publications and briefs on relevant and timely issues to support **advocacy, policy and practice** in the NCD and health community;
- Promote evidence-based interventions and good practice in **NCD prevention and control policy and governance**, including national NCD plans, targets and commissions;
- Develop the NCD Alliance website into a **global knowledge hub for the NCD community**, and convene regular webinars focused on themes with case studies and good practice;
- Convene high-profile events, roundtables and webinars to **catalyse dialogue** and build consensus on priority issues;
- Support the advancement of the **research agenda** for NCDs.

Delivering results

In order to implement the new *Strategic Plan*, it will be necessary to optimise the NCD Alliance's comparative advantages, whilst simultaneously adapting the way we do business to respond to the new era of sustainable development. Moving towards 2020, we need to strengthen several cross-cutting areas that cover the breadth of the NCD Alliance, from its governance and organisational design to models of partnerships, financial sustainability, communication and monitoring progress.

Strategic partnerships

Effective partnerships remain fundamental to the NCD response and underpin the work of NCD Alliance. As an alliance, we unite and combine the efforts of our global federations and partners on issues on which together we can achieve more than any individual organisation can alone.

NCD Alliance's partnerships span the NCD community across disease-specific, risk factor and demographic groups. The commitment and expertise of our global federations are particularly important in this regard, playing a central role in shaping and delivering NCD Alliance activities and programmes. Furthermore, given that a whole-of-society approach is necessary to drive change in NCDs and the SDGs more broadly, our partnerships span different sectors within and beyond health, including the UN/WHO, governments, civil society, academia and relevant private sector.

In this next phase, NCD Alliance will continue to promote multisectoral partnerships as a cornerstone of the NCD response, while strategically expanding its engagement beyond the traditional NCD and health sectors to broader sustainable human development. Integration with related health issues (e.g. infectious diseases and women and children's health), as well as broader sustainable development priorities (e.g. nutrition, environment and cities) will be a major focus for 2016-2020.

Effective communication

A cross-cutting mechanism to deliver results will require effective and tailored information and communication. As has been demonstrated in other global health issues, popular understanding, awareness and demand are required to sustain change. And to achieve this, evolving information and communications technology must be leveraged to engage and empower people.

NCD Alliance will leverage the diverse expertise and communication platforms of its global federations to raise awareness about NCDs, including world health days and international congresses. In this next phase, building up a more diverse and engaged audience will be a crucial component of our communications work, as will expanding our reach by communicating in three languages (English, Spanish and French). Moreover, our communications will be strengthened throughout by a people-centred approach, amplifying the voice of people affected by or living with NCDs.

Strengthening NCD Alliance's profile and brand will be another crucial component of our work. We will improve our online and offline communication channels, and create the necessary synergies between them to maximise our content and speak to an increasingly diverse audience with one voice.

Financial sustainability

The potential of the *Strategic Plan* will be realised only by securing adequate and appropriate resources for NCD Alliance. The shifting environment presents considerable opportunities for NCD Alliance and the broader NCD response.

The *Strategic Plan* will be accompanied by a financial plan for growth and a fundraising strategy that will ensure the maintenance and development of existing funding relationships and revenue streams. A priority for this next phase will be diversifying funding sources and leveraging more resources for priorities identified in this *Strategic Plan*, both for our own operations and for the broader response. These partnerships will be based around our values and be guided by a newly developed Conflict of Interest policy.

Organisational development

In order to deliver impact in this next phase, the structure and governance of the NCD Alliance will be reconfigured to be fit for purpose and relevant in the sustainable development era.

Building upon the recommendations of the *Second Independent Review of the NCD Alliance*, a governance strengthening process will continue throughout the first year of this *Strategic Plan*. The objectives will be to streamline the governance structure, expand the NCD Alliance Steering Group further to include a broader group of dedicated organisations, improve decision-making processes and transparency, strengthen the relationship between the global NCD Alliance and national/regional NCD alliances, and strengthen the NCD Alliance team. The *Strategic Plan* will be accompanied by two-year business plans, along with annual operational work plans and budgets.

Monitoring and evaluation

Becoming a learning organisation that accounts for and adjusts to improved delivery going forward means increasing our capacity to measure performance.

A robust process for monitoring and evaluation of the NCD Alliance's activities and operations will be introduced, including Key Performance Indicators (KPIs) tied to annual work plans to measure progress against all mid-term goals and strategic pillars.



MAKING NCD PREVENTION AND CONTROL A PRIORITY, EVERYWHERE

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