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# **Preliminary evaluation of the WHO global coordination mechanism on the prevention and control of noncommunicable diseases**

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December 2017

## Acronyms

GCM/NCD	WHO global coordination mechanism on the prevention and control of noncommunicable diseases
FENSA	WHO Framework of Engagement with Non-State Actors
NCD	Noncommunicable disease
NGO	nongovernmental organization
SDG	Sustainable Development Goal
TOR	terms of reference
UNIATF	United Nations Inter-Agency Task Force on Noncommunicable Diseases
WHO	World Health Organization

## Table of contents

Executive summary .....	i
1. Introduction .....	1
2. Findings.....	4
2.1 Relevance of the GCM/NCD to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020.....	4
2.2 Achievement of objectives: results of the mechanism.....	7
2.3 Added value of the mechanism.....	20
2.4 Main factors affecting achievement of objectives.....	22
2.5 GCM/NCD engagement with other stakeholders.....	26
3. Conclusions.....	31
4. Recommendations and key actions.....	34
Annex 1: Terms of reference.....	36
Annex 2: Methodology.....	41
Annex 3: Online survey questionnaires and results .....	43
Annex 4: Interview guides .....	80
Annex 5: Stakeholders consulted.....	83
Annex 6: Progress on activities and outputs of the GCM/NCD workplans.....	85
Annex 7: Documents reviewed .....	96

## Executive summary

In 2013, the Sixty-sixth World Health Assembly adopted resolution WHA66.10, in which it requested the Director-General to develop draft terms of reference for a global coordination mechanism on the prevention and control of noncommunicable diseases (GCM/NCD) aimed at facilitating engagement among Member States, United Nations funds, programmes and agencies, and other international partners and non-State actors. The draft terms of reference were endorsed at the Sixty-seventh World Health Assembly in May 2014.<sup>1</sup>

The GCM/NCD is a global Member State-led coordinating and engagement platform. Its purpose and scope are to: *“facilitate and enhance coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels, in order to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020, while avoiding duplication of efforts, using resources in an efficient and results-oriented way, and safeguarding WHO and public health from undue influence by any form of real, perceived or potential conflict of interest”*.<sup>2</sup> In addition: *“The GCM/NCD will build on country needs and will ultimately aim at supporting country efforts across sectors to implement the WHO Global NCD Action Plan 2013-2020”*.<sup>3</sup>

Guided by, and in line with, the six objectives of the WHO Global NCD Action Plan 2013-2020, the functions/objectives of the mechanism are as follows:

- **Advocating for and raising awareness** of the urgency of implementing the WHO Global NCD Action Plan 2013-2020; mainstreaming the prevention and control of noncommunicable diseases in the international development agenda; and giving due consideration to the prevention and control of such diseases in discussions on the post-2015 development agenda;
- **Disseminating knowledge and sharing information** based on scientific evidence and/or best practices regarding the implementation of the WHO Global NCD Action Plan 2013–2020, including health promotion, prevention, control, monitoring and surveillance of noncommunicable diseases;
- **Encouraging innovation and identifying barriers** by providing a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013–2020;
- **Advancing multisectoral action** by identifying and promoting sustained actions across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020; and
- **Advocating for the mobilization of resources** by identifying and sharing information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for the implementation of the WHO Global NCD Action Plan 2013-2020.<sup>4</sup>

In addition to Member States, other participants of the GCM/NCD may include, as appropriate: United Nations funds, programmes and organizations and other relevant intergovernmental

<sup>1</sup> See documents A67/14 Add.1 and WHA67/2014/REC/3, summary records of the Sixty-seventh World Health Assembly, Committee A, seventh meeting, section 2.

<sup>2</sup> See document A67/14 Add.1, Appendix 1, para. 1, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf).

<sup>3</sup> See document A67/14 Add.1, Appendix 1, para. 3, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf).

<sup>4</sup> See document A67/14 Add.1, Appendix 1, para. 4, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf).

organizations; and non-State actors.<sup>5</sup> Since 2016, the engagement of non-State actors with the GCM/NCD has been aligned with the requirements of the WHO Framework of Engagement with Non-State Actors.

The terms of reference of the GCM/NCD clarify that the responsibilities of the participants will be to: *“support the implementation of the WHO Global NCD Action Plan 2013-2020 through results-oriented efforts”* and to *“support national efforts for the prevention and control of noncommunicable diseases, inter alia through exchange of information on best practices and dissemination of research findings and enhanced North-South cooperation, as well as South-South cooperation, triangular cooperation and regional cooperation mechanisms, with special attention to technical assistance”*.<sup>6</sup>

The terms of reference of the GCM/NCD further indicate that the *“lifespan of the GCM/NCD is planned to be from 2014 to 2020, in line with the WHO Global NCD Action Plan 2013-2020”* and that *“a final evaluation will be presented for consideration of Member States to the World Health Assembly in 2021, to assess the effectiveness of the GCM/NCD, its added value and its continued relevance to the achievement of the 2025 voluntary global targets, including its possible extension”*.<sup>7</sup>

The Director-General established, on 15 September 2014, the GCM/NCD secretariat within the Office of the Assistant Director-General for Noncommunicable Diseases and Mental Health. The Office of the Assistant Director-General also hosts the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases, which is a component of the GCM/NCD,<sup>8</sup> is convened and led by WHO and reports to the United Nations Economic and Social Council.<sup>9</sup>

The terms of reference of the GCM/NCD<sup>10</sup> also include a preliminary evaluation of the GCM/NCD by the World Health Assembly, to take place in 2017, in order to assess its results and added value. Oversight of the evaluation is performed by an evaluation management group, composed of the Chairmen and Vice-Chairmen of Committees A and B of the Seventieth World Health Assembly. The Evaluation Office is supporting the Health Assembly in conducting the evaluation. The results of the evaluation will be submitted to the Seventy-first Health Assembly, through the Executive Board at its 142nd session.

The preliminary evaluation aims to assess the results of the GCM/NCD and to provide an understanding of how results and outcomes have been achieved between 2014 and 2017. It therefore examines their relevance, effectiveness and efficiency, taking into account the terms of reference of the mechanism and the workplans covering the periods 2014-2015 and 2016-2017. It also examines achievements in relation to the WHO results chain, including the work of the WHO Secretariat for the GCM/NCD, conducted in accordance with its workplans.

Guided by the WHO evaluation practice handbook and the United Nations Evaluation Group norms and standards for evaluations, the evaluation adopted a mixed-method approach, using a combination of qualitative and quantitative data collection tools.

<sup>5</sup> See document A67/14 Add.1, Appendix 1, para. 5, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf).

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<sup>7</sup> See document A67/14 Add.1, Appendix 1, para. 19, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf).

<sup>8</sup> See document A67/14 Add.1, Appendix 1, para. 8, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf).

<sup>9</sup> See: Terms of reference for the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases. Geneva: World Health Organization; 2015 ([http://www.who.int/ncds/un-task-force/ToR\\_UNIATF.pdf?ua=1](http://www.who.int/ncds/un-task-force/ToR_UNIATF.pdf?ua=1)).

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- **Document review:** a range of internal documents were reviewed, including:
  - WHO governing body documents relating to the activities and achievements of the GCM/NCD, including workplans and progress reports;
  - Documents and reports from the mechanism's working groups, dialogues and communities of practice;
  - Relevant WHO documentation on noncommunicable diseases;
  - Budget, expenditure and performance data of the GCM/NCD secretariat for 2014-2015 and 2016-2017.
- **Online surveys:** two online surveys were conducted, covering all aspects of the work of the mechanism. Both surveys were launched on a secure WHO electronic platform on 9 October 2017 and closed on 20 November 2017:
  - An online survey for Member States, as primary stakeholders of this mechanism, addressed to national noncommunicable diseases focal points in Member States - a total of 61 respondents from 50 Member States completed the survey;
  - An online survey addressing non-State actors that participate in the mechanism - 21 nongovernmental organizations, two philanthropic foundations, six academic institutions and two other entities responded to this survey.
- **Key informant interviews:** The perspectives of the co-chairs of the working groups of the mechanism (four co-chairs representing three of the working groups) and of the members of the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases (six members) were gathered in the course of this evaluation. In addition, the evaluation team conducted 24 semi-structured key informant interviews with members of the GCM/NCD secretariat; senior staff from the WHO Noncommunicable Diseases and Mental Health cluster, and regional noncommunicable disease programmes; and relevant senior staff in the Director-General's Office.

There was extensive outreach. The level of response to the online surveys has been taken into account when triangulating the results of the survey with the other sources. The evaluation was conducted within a time frame of seven months, commencing in May 2017. The draft report was shared with the Evaluation Management Group for review and comments in November 2017.

## Findings

### Relevance

The GCM/NCD is, to date, the first and only WHO instrument aimed at facilitating multistakeholder engagement and cross-sectoral collaboration in the area of noncommunicable diseases. This unique mandate, as expressed by the mechanism's goal and objectives, is recognized by Member States to be of the utmost relevance.

Member States and, to a lesser extent, non-State actors considered that the GCM/NCD is an adequate platform for coordination of activities, multistakeholder engagement and cross-sectoral action in order to contribute to the implementation of the WHO Global NCD Action Plan 2013–2020.

The majority of Member States and non-State actors considered the mechanism's five functions/objectives very useful to achieve the general purpose of the mechanism, in particular as a platform to share evidence-based information and best practices as well as a forum to share solutions and actions for implementation.

A certain number of areas for improvement were identified: in particular, the need to avoid duplication of efforts with other actors and the capacity of the GCM/NCD to identify and promote sustained cross-sectoral action and advocate for resource mobilization.

## Achievement of functions/objectives

The mechanism has carried out a significant number of activities in line with its five objectives. Objectives 1 (advocacy and awareness-raising), 2 (disseminating knowledge and sharing information) and 3 (encouraging innovation and identifying barriers) were the objectives showing the largest number of completed activities and outputs. Objectives 4 (advancing multisectoral action) and 5 (advocating for the mobilization of resources) were considered to be lagging behind and therefore require specific attention.

Despite the overall level of activity, the effectiveness of the activities and outputs in support of countries' efforts to accelerate the implementation of the WHO Global NCD Action Plan 2013-2020 was considered to be modest. Areas for improvement included: (a) the need for tools and materials of a practical nature applicable to country contexts; (b) the limited reach of the outputs due to the lack of active dissemination strategies and follow-up; and (c) the need to enhance the functioning and outcomes of the working groups through more systematic support than is currently available.

It is also worth noting that, after having assessed the usefulness and effectiveness of activities across the five objectives, there is consistently a difference between the two, i.e. activities are consistently rated more useful than effective, which might be partially due to the timing of this preliminary evaluation. However, it might also be that these activities alone are not sufficient to achieve the objectives as formulated.

The workplans' focus on activities, combined with the absence of a results framework with targets expressed in terms of objectives and achievements, are sources of concern about the potential for the GCM/NCD to achieve all its objectives by 2020. Furthermore, the evaluation also showed that the workplans have not been fully implemented. In particular, many of the activities under objective 2 related to knowledge dissemination and exchange of information and best practices, such as the development of web-based platforms, have been delayed. This gap, together with the lack of active dissemination strategies for the outputs produced, led many Member States and non-State actors to consider that the knowledge dissemination and information-sharing function needs further work. Likewise, activities under objective 4, such as the communities of practice, have also been delayed.

In addition to the activities described in the workplans, the mechanism also deployed "*integrated support to countries*", aimed at coordinating activities and actors at country level. This programme was coordinated to some extent with the United Nations Inter-Agency Task Force on Non-communicable Diseases. However, its role and relationship with other WHO and United Nations country-level actors was not well understood beyond the GCM/NCD secretariat, and there was a risk of duplication with the work of the other actors. For this activity to be continued within the remit of the mechanism, it would need to be formally included in the workplans presented to the World Health Assembly, demonstrating how it contributes to achieving the objectives.

The mechanism could benefit from a robust theory of change and a results framework, as a significant number of non-State actors and interviewees considered that the GCM/NCD needs a stronger strategic focus.

## Added value

Member States and non-State actors recognized the added value of the mechanism for the implementation of the WHO Global NCD Action Plan 2013-2020, which rests primarily in its engagement capacity and its potential to create links between multisectoral actors, including Member States, non-State actors, United Nations actors and other WHO technical programmes, at global, regional, national and local levels. However, Member States considered that the GCM/NCD's added value at country level is still limited in terms of reach, country context of outputs and opportunities for continued engagement.

The GCM/NCD secretariat, as the first body to implement the WHO Framework of Engagement with Non-State Actors, provided added value as it contributed to the operationalization of the Framework criteria and modes of implementation. However, the GCM/NCD needs to clarify its own criteria for engagement with non-State actors, based on the Framework, and continue to develop expertise to ensure the necessary quality control for the application of the Framework.

The added value of the mechanism is dependent on the fulfilment of its scope and purpose and five functions/objectives. Concerns have been raised regarding: (a) the lack of strategic clarity of the mechanism; (b) the challenges of articulating tangible outputs from the dialogues and from the global communication campaign; (c) overlapping messages; and (d) lack of clarity of roles and responsibilities of the country level activities. In this regard, the mechanism needs to work synergistically with relevant technical programmes within WHO at the three levels of the Organization to maximize its effectiveness.

### **Main factors influencing the achievement of objectives**

The main success factors of the mechanism are the strength of its mandate, purpose and objectives and the ability of the GCM/NCD to convene and engage Member States and non-State actors to work collaboratively in support of the implementation of the WHO Global NCD Action Plan 2013-2020.

The commitment of the GCM/NCD secretariat to the mandate of the mechanism is also widely recognized. The budget of the GCM/NCD secretariat, essentially funded from flexible sources, has grown substantially since its establishment.

There is a need for a better definition of roles and responsibilities of the GCM/NCD and the WHO technical programmes working on noncommunicable diseases, especially in relation to country-level work. Additionally, there is a need for more systematic coordination and communication of work on noncommunicable diseases within WHO, including taking advantage of the GCM/NCD multistakeholder engagement platform.

Member States highlighted the need to improve: communication provided by the mechanism to national focal points; the visibility of its activities and of its website communication channels; and the dissemination of the products of the mechanism.

### **GCM/NCD engagement with other stakeholders**

Member States expressed overall satisfaction with the work of the mechanism in supporting implementation of the WHO Global NCD Action Plan 2013-2020. However, there needs to be a broader engagement of Member States and other participants in order to cover all country income groups. The uneven country reach, the need for greater country contextualization of the GCM/NCD products and the limited opportunities for ongoing engagement of Member State representatives and national focal points through electronic platforms has also restricted their engagement and participation in the activities of the mechanism.

Furthermore, engagement with Member States is essentially with Ministries of Health or diplomatic missions based in Geneva. The achievement of multisectoral action could be enhanced by engagement with other non-health government officials, covering the cross-sectoral areas mandated to the mechanism, and by more internal dialogue and cross-fertilization within WHO.

The GCM/NCD follows a necessary, though at times challenging, formal registration process for the acceptance of non-State actors as participants in the mechanism, in order to safeguard WHO from any undue influence by any form of real, perceived or potential conflict of interest. However, considering the low level of representation of non-State actors, in particular from non-health sectors, the mechanism needs a clear strategy to identify, engage and expand participation among non-State



actors, from the health and non-health sectors and the private sector, including those at national level.

The evaluation noted the intended collaboration stated in the respective terms of reference of the GCM/NCD and the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases. There is a clear need to operationalize this collaboration in order to avoid overlaps in the work of the two entities and establish clear mechanisms for coordination and collaboration between them.

The GCM/NCD is fulfilling its role as a platform for engagement of multisectoral stakeholders, and it needs to continue to diligently safeguard WHO and public health from any undue influence by any form of real or perceived conflict of interest.

## Recommendations

1. Taking into account the United Nations 2030 Agenda for Sustainable Development, the GCM/NCD should develop a medium-term strategic plan with a clear vision and a robust results framework which will:

- (a) guide the development of workplans, define priority activities and allocate budgets and resources in support of each of the five objectives, with special attention to objectives 4 and 5;
- (b) outline the contribution of each of the relevant GCM/NCD stakeholders towards this strategic plan; and
- (c) include a monitoring framework to enable regular tracking and reporting of progress towards the objectives.

2. Formulate a clear engagement strategy for Member States, United Nations funds, programmes and organizations and other relevant intergovernmental organizations, and non-State actors, aiming to:

- (a) enhance opportunities and processes to facilitate the engagement of all Member States by accessible and user-friendly means;
- (b) articulate opportunities and strategies to expand the engagement of Member State representatives from non-health sectors, making full use of experience gained by WHO and other agencies in other processes;
- (c) promote the engagement of United Nations funds, programmes and organizations and other relevant intergovernmental organizations in the global activities of the GCM/NCD, and identify collaborative arrangements and synergies at regional and national level; and
- (d) improve mechanisms to identify and engage non-State actors, from the health and non-health sectors and the private sector, including those at national level.

3. Develop appropriate processes for effective coordination, communication and dissemination of information on main activities and outputs by:

- (a) establishing better systems for communication and dissemination of information between the mechanism and Member States, including strengthening the use of electronic tools, web portals, exchange platforms and knowledge hubs;
- (b) strengthening coordination and harmonizing procedures between the mechanism and the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases, in order to avoid overlaps;
- (c) strengthening coordination and harmonizing procedures between the GCM/NCD secretariat and relevant technical programmes in the WHO Secretariat; and

- (d) clarifying the roles and responsibilities of the GCM/NCD secretariat and the WHO technical programmes working on noncommunicable diseases, especially in relation to country-level work.
4. Enhance the country reach of the work of the GCM/NCD to ensure an active and broad dissemination of its outputs, with a particular focus on reaching national NCD focal points and country stakeholders through:
- (a) the development of tools and materials of a practical nature applicable to the country contexts;
  - (b) greater use of electronic platforms and other electronic means to enhance dissemination of information and exchange of best practices; and
  - (c) support for the strengthening of coordination with WHO and United Nations actors at regional and country levels so they can contribute to the adaptation of the GCM/NCD's global work to the regional and national settings.
5. Improve the effectiveness of GCM/NCD working groups through enhanced technical support by all relevant WHO programmes and quality control to ensure that the working groups systematically receive the necessary technical inputs and that the content and outputs are innovative, appropriate and suited to the needs of their audience.
6. Enhance efforts to identify and share information on existing and potential sources of finance and cooperation mechanisms at local, national, regional and global levels (i.e. advocate for the mobilization of resources).

## 1. Introduction

1. In 2013, the Sixty-sixth World Health Assembly adopted resolution WHA66.10, in which it requested the Director-General to develop draft terms of reference for a global coordination mechanism on the prevention and control of noncommunicable diseases (GCM/NCD) aimed at facilitating engagement among Member States, United Nations funds, programmes and agencies, and other international partners and non-State actors. The draft terms of reference were endorsed at the Sixty-seventh World Health Assembly in May 2014.<sup>1</sup>

2. The GCM/NCD is a global Member State-led coordinating and engagement platform. Its purpose and scope are to: *“facilitate and enhance coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels, in order to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020, while avoiding duplication of efforts, using resources in an efficient and results-oriented way, and safeguarding WHO and public health from undue influence by any form of real, perceived or potential conflict of interest”*.<sup>2</sup> In addition: *“The GCM/NCD will build on country needs and will ultimately aim at supporting country efforts across sectors to implement the WHO Global NCD Action Plan 2013-2020”*.<sup>3</sup>

3. Guided by, and in line with, the six objectives of the WHO Global NCD Action Plan 2013-2020, the functions/objectives of the mechanism are as follows:

- **Advocating for and raising awareness** of the urgency of implementing the WHO Global NCD Action Plan 2013-2020; mainstreaming the prevention and control of noncommunicable diseases in the international development agenda; and giving due consideration to the prevention and control of such diseases in discussions on the post-2015 development agenda;
- **Disseminating knowledge and sharing information** based on scientific evidence and/or best practices regarding the implementation of the WHO Global NCD Action Plan 2013–2020, including health promotion, prevention, control, monitoring and surveillance of noncommunicable diseases;
- **Encouraging innovation and identifying barriers** by providing a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013–2020;
- **Advancing multisectoral action** by identifying and promoting sustained actions across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020; and
- **Advocating for the mobilization of resources** by identifying and sharing information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for the implementation of the WHO Global NCD Action Plan 2013-2020.<sup>4</sup>

4. In addition to Member States, other participants of the GCM/NCD may include, as appropriate: United Nations funds, programmes and organizations and other relevant

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intergovernmental organizations; and non-State actors.<sup>5</sup> Since 2016, the engagement of non-State actors with the GCM/NCD has been aligned with the requirements of the WHO Framework of Engagement with Non-State Actors (FENSA).

5. The terms of reference (TOR) of the GCM/NCD clarify that the responsibilities of the participants will be to: *“support the implementation of the WHO Global NCD Action Plan 2013-2020 through results-oriented efforts”* and to *“support national efforts for the prevention and control of noncommunicable diseases, inter alia through exchange of information on best practices and dissemination of research findings and enhanced North-South cooperation, as well as South-South cooperation, triangular cooperation and regional cooperation mechanisms, with special attention to technical assistance”*.<sup>6</sup>

6. The TOR of the GCM/NCD further indicate that the *“lifespan of the GCM/NCD is planned to be from 2014 to 2020, in line with the WHO Global NCD Action Plan 2013-2020”* and that *“a final evaluation will be presented for consideration of Member States to the World Health Assembly in 2021, to assess the effectiveness of the GCM/NCD, its added value and its continued relevance to the achievement of the 2025 voluntary global targets, including its possible extension”*.<sup>7</sup>

7. The Director-General established, on 15 September 2014, the GCM/NCD secretariat within the Office of the Assistant Director-General for Noncommunicable Diseases and Mental Health. The Office of the Assistant Director-General also hosts the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases (UNIATF), which is a component of the GCM/NCD,<sup>8</sup> is convened and led by WHO and reports to the United Nations Economic and Social Council.<sup>9</sup>

## 1.1 Evaluation features

8. The TOR of the GCM/NCD<sup>10</sup> also include a preliminary evaluation of the GCM/NCD by the World Health Assembly, to take place in 2017, in order to assess its results and added value. Oversight of the evaluation is performed by an evaluation management group, composed of the Chairmen and Vice-Chairmen of Committees A and B of the Seventieth World Health Assembly. The Evaluation Office is supporting the Health Assembly in conducting the evaluation. The results of the evaluation will be submitted to the Seventy-first Health Assembly, through the Executive Board at its 142nd session.

9. The preliminary evaluation aims to assess the results of the GCM/NCD and to provide an understanding of how results and outcomes have been achieved between 2014 and 2017. It therefore examines their relevance, effectiveness and efficiency, taking into account the TOR of the mechanism and the workplans covering the periods 2014-2015 and 2016-2017 (see TOR for the evaluation in Annex 1). It also examines achievements in relation to the WHO results chain, including the work of the WHO Secretariat for the GCM/NCD, conducted in accordance with its workplans.

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## 1.2 Methodology

10. Guided by the WHO evaluation practice handbook and the United Nations Evaluation Group norms and standards for evaluations, the evaluation adopted a mixed-method approach, using a combination of qualitative and quantitative data collection tools (see Annex 2).

- **Document review:** a range of internal documents were reviewed (full list available in Annex 7), including:
  - WHO governing body documents relating to the activities and achievements of the GCM/NCD, including workplans and progress reports;
  - Documents and reports from the mechanism's working groups, dialogues and communities of practice;
  - Relevant WHO documentation on noncommunicable diseases;
  - Budget, expenditure and performance data of the GCM/NCD secretariat for 2014-2015 and 2016-2017.
- **Online surveys:** two online surveys were conducted covering all aspects of the work of the mechanism (see Annex 3). Both surveys were launched on a secure WHO electronic platform on 9 October 2017 and closed on 20 November 2017:
  - An online survey for Member States, as primary stakeholders of this mechanism, addressed to national noncommunicable diseases focal points in Member States - a total of 61 respondents from 50 Member States completed the survey;
  - An online survey addressing non-State actors that participate in the mechanism - 21 nongovernmental organizations, two philanthropic foundations, six academic institutions and two other entities responded to this survey.
- **Key informant interviews:**<sup>11</sup> the perspectives of the co-chairs of the working groups of the mechanism (four co-chairs representing three of the working groups) and of the members of the UNIATF (six members) were gathered in the course of this evaluation. In addition, the evaluation team conducted 24 semi-structured key informant interviews with members of the GCM/NCD secretariat; senior staff from the WHO Noncommunicable Diseases and Mental Health cluster, and regional noncommunicable disease programmes; and relevant senior staff in the Director-General's Office (See Annex 5).

11. There was extensive outreach. The level of response to the online surveys has been taken into account when triangulating the results of the survey with the other sources. The evaluation was conducted within a time frame of seven months, commencing in May 2017. The draft report was shared with the Evaluation Management Group for review and comments in November 2017.

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<sup>11</sup> See Annex 4 for interview guides.

## 2. Findings

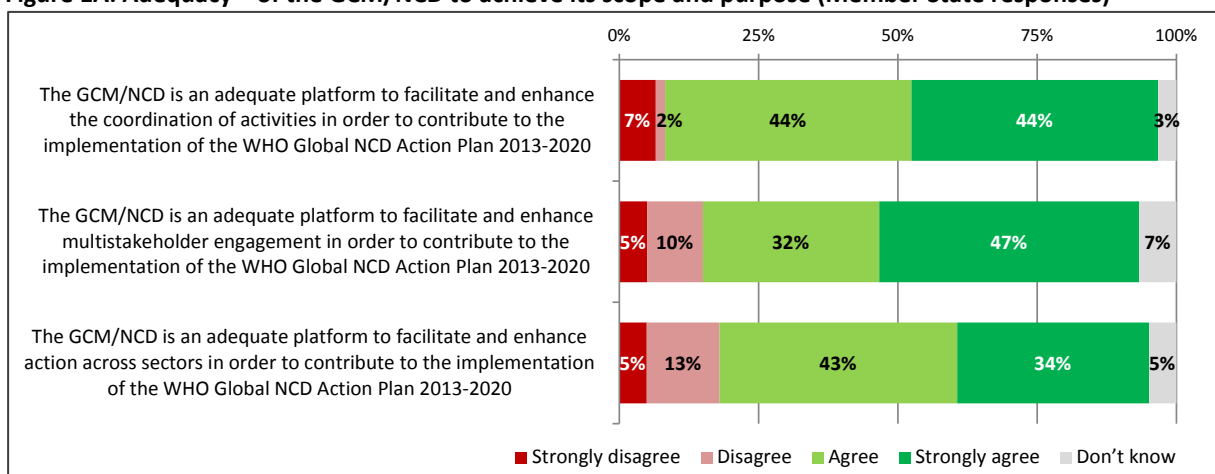
12. The results presented in this section address the feedback received from three main sources of data: i) document review; ii) online surveys for Member States and non-State actors that collaborate with the mechanism; and iii) key informant interviews with key stakeholders within the Organization, both at headquarters and regional levels. The perspectives of members of the UNIATF and co-chairs of the GCM/NCD working groups were also gathered.

### 2.1 Relevance of the GCM/NCD to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020

13. The TOR of the GCM/NCD, endorsed by the World Health Assembly in May 2014, state that *“the scope and purpose of the global coordination mechanism on the prevention and control of noncommunicable diseases (GCM/NCD) are to facilitate and enhance coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels, in order to contribute to the implementation of the WHO Global NCD Action Plan 2013–2020, while avoiding duplication of efforts, using resources in an efficient and result-oriented way, and safeguarding WHO and public health from any undue influence by any form or real, perceived or potential conflicts of interest”*.

14. Between 77% and 88% of the Member State respondents agreed or strongly agreed with the statement that the GCM/NCD is an adequate platform to achieve its scope and purpose as defined in its TOR (Figure 1A). On the other hand, between 9% and 18 % considered that the GCM/NCD was not an adequate platform, in particular when it comes to facilitating and enhancing action across sectors.

**Figure 1A: Adequacy<sup>12</sup> of the GCM/NCD to achieve its scope and purpose (Member State responses)**



Source: WHO Member State survey results

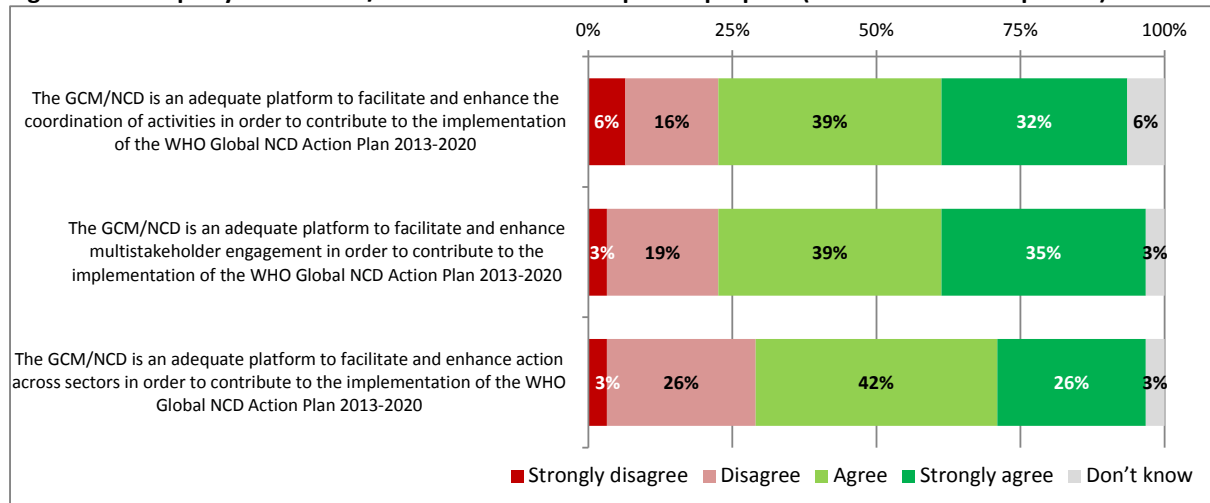
15. The responses of Member State respondents to an open-ended question inviting further elaboration on the adequacy of the mechanism were varied. Some found it an adequate platform to bring together all the necessary stakeholders and well-suited for coordination and stakeholder engagement while others were not clear as to their role in the mechanism or considered that engagement across sectors would be best placed at national level, led by the ministry of health.

16. Between 68% and 74% of non-State actor respondents agreed or strongly agreed with the statement that the GCM/NCD is an adequate platform to achieve its scope and purpose as defined in its TOR (Figure 1B). On the other hand, between 22% and 29% of them did not consider that the

<sup>12</sup> Adequacy refers to the extent to which the mechanism contributes to the implementation of the WHO Global NCD Action Plan 2013-2020.

GCM/NCD was an adequate platform, in particular when it comes to facilitating and enhancing action across sectors.

**Figure 1B: Adequacy of the GCM/NCD to achieve its scope and purpose (non-State actor responses)**



Source: WHO non-State actor survey results

17. In response to an open-ended question inviting further elaboration on the adequacy of the mechanism, non-State actor respondents found it well placed to coordinate activities, especially within the health sector, and with governments and nongovernmental organizations (NGOs).

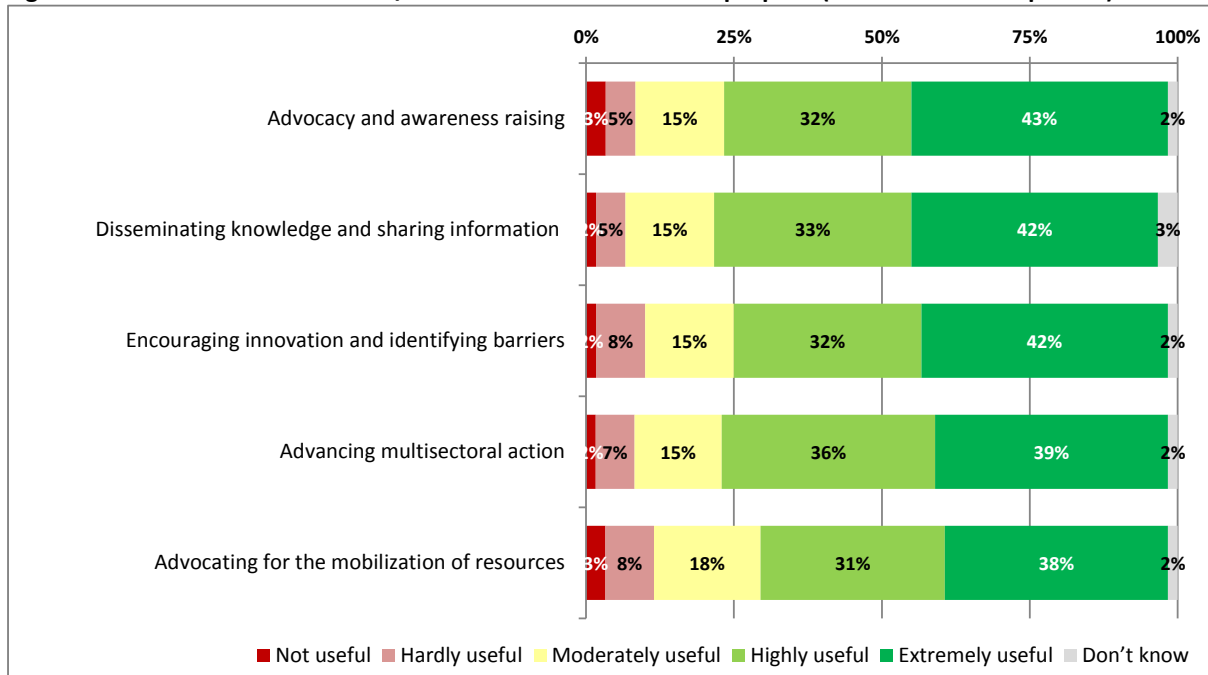
18. The TOR of the GCM/NCD<sup>13</sup> identify five major functions:

- a. **Advocating for and raising awareness** of the urgency of implementing the WHO Global NCD Action Plan 2013-2020; mainstreaming the prevention and control of noncommunicable diseases in the international development agenda; and giving due consideration to the prevention and control of such diseases in discussions on the post-2015 development agenda;
- b. **Disseminating knowledge and sharing information** based on scientific evidence and/or best practices regarding the implementation of the WHO Global NCD Action Plan 2013–2020 including health promotion, prevention, control, monitoring and surveillance of noncommunicable diseases;
- c. **Encouraging innovation and identifying barriers** by providing a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013–2020;
- d. **Advancing multisectoral action** by identifying and promoting sustained actions across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020; and
- e. **Advocating for the mobilization of resources** by identifying and sharing information on existing and potential sources of finance and cooperation mechanisms at the local, national regional and global levels for the implementation of the WHO Global NCD Action Plan 2013-2020.

19. Between 69% and 75% of Member State respondents considered that the five functions of the GCM/NCD as identified in its TOR were highly or extremely useful to achieve its purpose, that is to facilitate and enhance the coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels (Figure 2A). In response to an open-ended question inviting further elaboration in this regard, some respondents found that these functions may be too ambitious, especially in relation to the mobilization of resources.

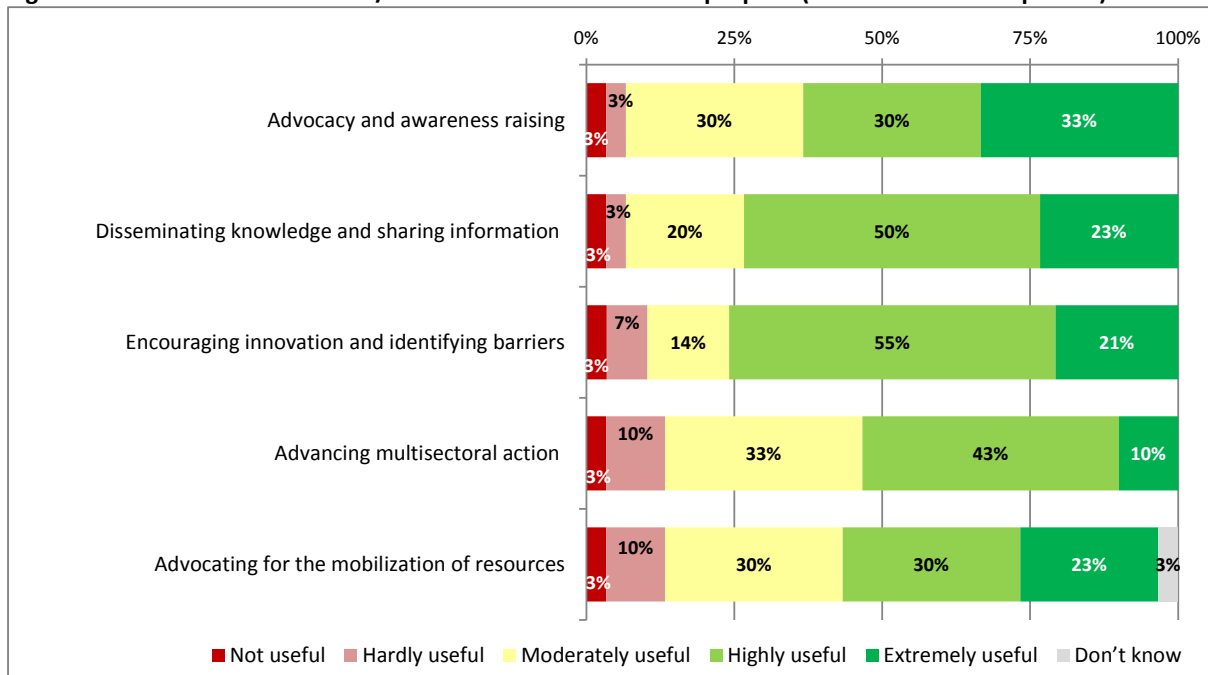
<sup>13</sup> See document A67/14 Add.1, Appendix 1, para. 4, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf).



**Figure 2A: Usefulness<sup>14</sup> of the GCM/NCD functions to achieve its purpose (Member State responses)**

Source: WHO Member State survey results

20. Non-State actor respondents recognized the usefulness of the mechanism as a platform to share evidence-based scientific information and best practices (73%), as well as to identify barriers and share innovative solutions and actions for implementation (76%) (Figure 2B). Non-State actor respondents were less positive about the usefulness of the mechanism in identifying and promoting sustained cross-sectoral actions and in advocating for the mobilization of resources. Only 53% of non-State actor respondents considered the mechanism was highly or extremely useful for those two functions.

**Figure 2B: Usefulness of the GCM/NCD functions to achieve its purpose (non-State actor responses)**

Source: WHO non-State actor survey results

<sup>14</sup> Usefulness refers to the extent to which the functions can be put to use to achieve their purpose.



21. The respective terms of reference of the GCM/NCD and the UNIATF include some overlaps with regard to the role and relationship between the two entities. Several key informants recognized the role of the mechanism in terms of coordinating and strengthening partnerships and bringing together multisector stakeholders to discuss the global response to noncommunicable diseases, but also highlighted existing overlaps in mandates and roles between the UNIATF and the GCM/NCD, especially in relation to the advocacy function.

## 2.2 Achievement of objectives: results of the mechanism

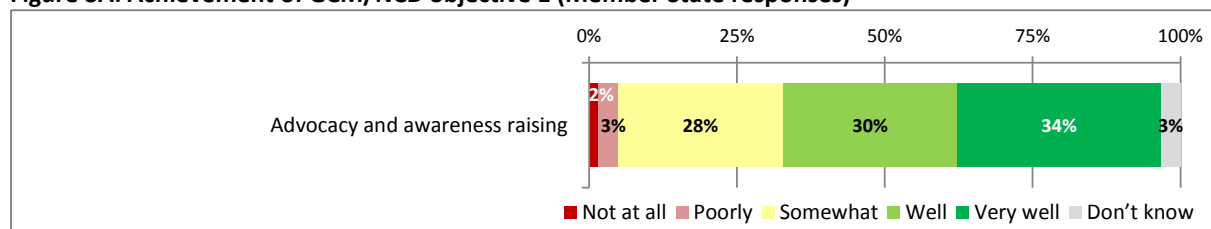
22. The GCM/NCD workplans identified 5 objectives, aligned with the functions identified in the TOR. The results are therefore presented against each of these five objectives. This sub-section will conclude with an overall assessment of the achievements across the objectives. Activities included in the 2014-2015 and 2016-2017 workplans for each objective are listed in detail in Annex 6.

### Objective 1: Advocate for and raise awareness of the urgency of implementing the WHO Global NCD Action Plan 2013-2020 and mainstream the prevention and control of noncommunicable diseases in the international development agenda.<sup>15</sup>

#### Overall achievement

23. 64% of the Member State respondents consider that this objective is well to very well achieved (Figure 3A). In response to an open-ended question on the main results obtained through the activities of the mechanism for this objective, Member State respondents considered that the work of the mechanism had contributed to raising awareness about the prevention and control of noncommunicable diseases, as well as to generating political support for the WHO Global NCD Action Plan 2013-2020. Member State respondents also appreciated that that mechanism brought together a broad range of stakeholders.

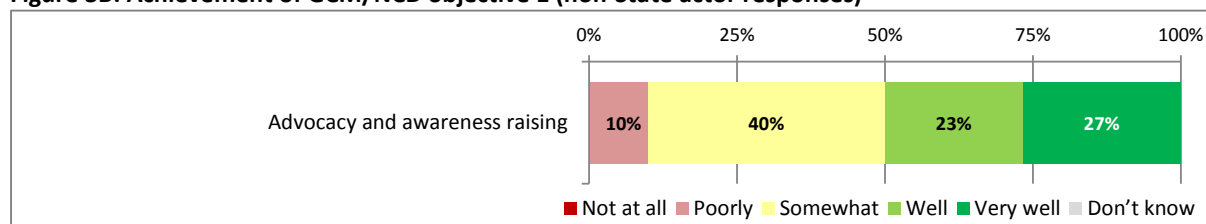
**Figure 3A: Achievement of GCM/NCD objective 1 (Member State responses)**



Source: WHO Member State survey results

24. Just half of the non-State actor respondents considered that this first objective is well to very well achieved (Figure 3B). In response to an open-ended question on the main results obtained through the activities of the mechanism for this objective, non-State actor respondents valued the increased awareness raising and knowledge dissemination offered by the mechanism through the activities associated with this objective, as well as the fact that the mechanism brought actors together, including those outside the health sector. However, some non-State actor respondents considered that the advocacy efforts were not necessarily addressing the key issues in the WHO Global NCD Action Plan 2013-2020 and that, while they addressed the global level with some effectiveness, the national and local levels were less well catered for.

<sup>15</sup> Mainstreaming the prevention and control of NCDs in the international development agenda was included in the 2016-2017 workplan as part of this objective.

**Figure 3B: Achievement of GCM/NCD objective 1 (non-State actor responses)**

Source: WHO non-State actor survey results

## Implementation of workplans

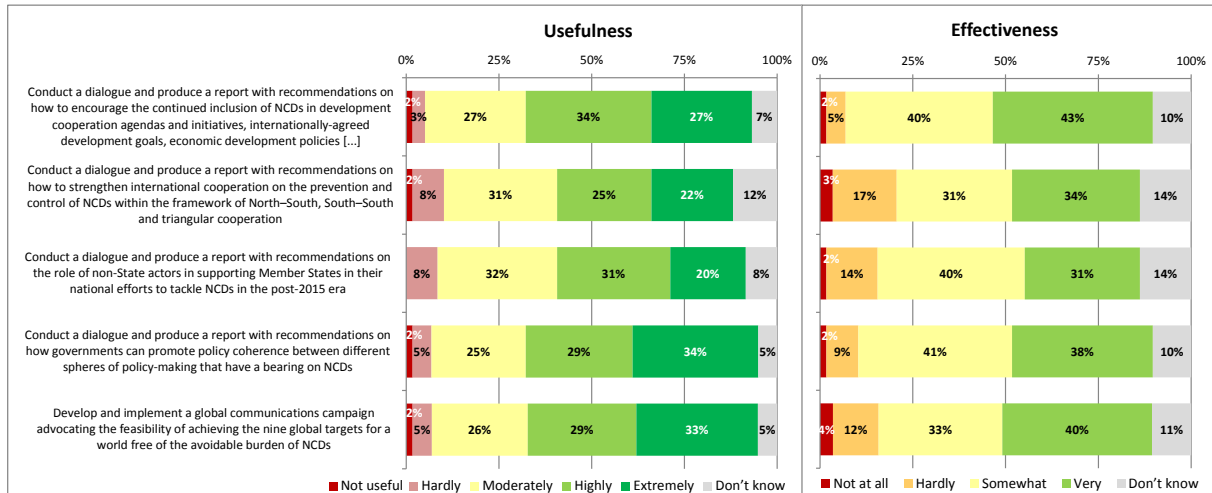
25. To achieve this objective, the GCM/NCD workplans identified the following main activities:<sup>16</sup>
- Global multistakeholder dialogues, which are forums to discuss strategies aimed at helping countries realize their political commitments, and supporting national efforts to develop and implement domestic solutions and mobilize resources to prevent premature deaths from noncommunicable diseases; and
  - Communications campaign aimed at raising awareness and demonstrating the feasibility of achieving the nine voluntary global NCD targets and the NCD-related targets of the 2030 Agenda for Sustainable Development.
26. According to the documents reviewed, the GCM/NCD has convened four global multistakeholder dialogues and one virtual dialogue on various relevant topics, involving on average over 200 participants per dialogue. Of this total number of participants, about a third were Member State representatives. United Nations officials and non-State actors made up the rest of the participants. The GCM/NCD has produced reports with recommendations and briefing notes based on the discussions. The final reports of the global dialogues are posted on the GCM/NCD website.
27. The most recent global dialogue was included as part of a WHO Global Conference on NCDs (Montevideo, 18-20 October 2017) the final output of which was the “*Montevideo roadmap 2018-2030 on NCDs as a sustainable development priority*”,<sup>17</sup> which is intended to serve as an input into the discussions at the Seventy-first World Health Assembly on the preparations for the Third High-Level Meeting of the United Nations General Assembly on Non-communicable Diseases in 2018, as well as the intergovernmental process on the outcome document for this High-Level Meeting. The GCM/NCD secretariat played a major coordinating role in the organization of this Global Conference.
28. In a joint effort between the WHO Noncommunicable Diseases and Mental Health cluster and the Department of Communications, the Secretariat launched a global communication campaign using the “*Beat NCDs*” slogan aimed at raising awareness and demonstrating the feasibility of achieving the nine voluntary global NCD targets and the NCD-related targets of the 2030 Agenda for Sustainable Development. In collaboration with regional and country offices and relevant technical departments at headquarters, the GCM/NCD contributed to the development of this campaign; to the production of materials featuring stories/case studies of countries that demonstrated success in addressing noncommunicable diseases and user-friendly policy briefs on the nine global targets; and to the “*NCDs Quiz*”. The GCM/NCD also developed the concept of the section “*NCDs & Me*” aimed at mobilizing public engagement by sharing personal NCD stories on the website.
29. When asked about the usefulness of these activities (i.e. the extent to which the activities can be put to use), 61-63% of the Member State respondents found the global dialogues on how to encourage the continued inclusion of noncommunicable diseases in development cooperation agendas and on promotion of policy coherence, and the communication campaign highly to extremely useful (Figure 4A). However, when considering the effectiveness of these three activities

<sup>16</sup> See Annex 6 – progress on activities and outputs of the GCM/NCD workplans.

<sup>17</sup> See: [www.who.int/conferences/global-ncd-conference/Roadmap.pdf](http://www.who.int/conferences/global-ncd-conference/Roadmap.pdf).

(i.e. the degree to which the activities achieve the desired objective), only 38-43% of Member State respondents found them very effective. In other words, 61-63% Member State respondents found that the activities identified were useful but they were only between 38% and 48% to find that they were contributing to the objectives.

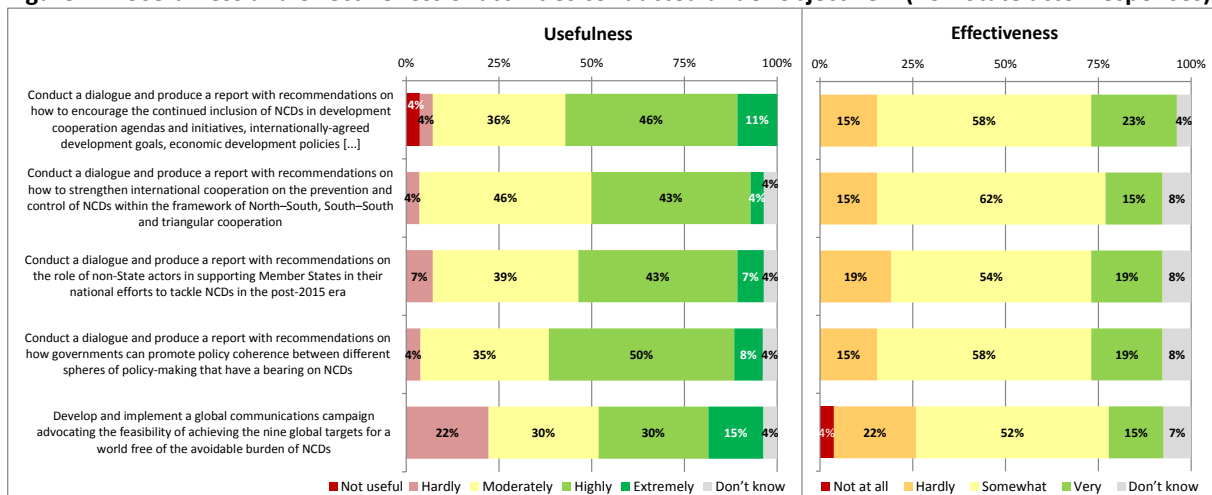
**Figure 4A: Usefulness and effectiveness of activities conducted under objective 1 (Member State responses)**



Source: WHO Member State survey results

30. Though to a lesser extent than the Member States, non-State actor respondents also found the global dialogues on how to encourage the continue inclusion of noncommunicable diseases in development cooperation and agendas (57%) and on promotion of policy coherence (58%), the most useful (Figure 4B). In contrast, 22% of the non-State actor respondents considered the communication campaign hardly useful at all, and only 15-23% of them found the various activities very effective.

**Figure 4B: Usefulness and effectiveness of activities conducted under objective 1 (non-State actor responses)**



Source: WHO non-State actor survey results

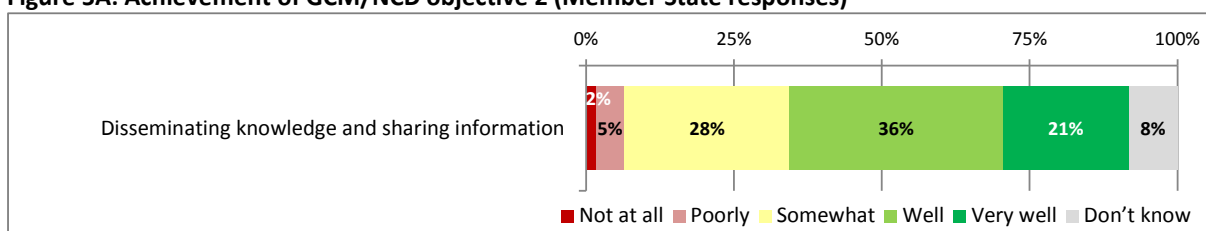
31. In response to open-ended questions inviting further elaboration on the usefulness and effectiveness of activities conducted under this objective, the activities were valued as excellent opportunities and platforms for exchange and advocacy; however, it was considered that they could benefit from improved follow up and stronger technical input.

## Objective 2: Disseminate knowledge and share information based on scientific evidence and/or best practices regarding implementation of the WHO Global NCD Action Plan 2013–2020.

### Overall achievement

32. 57% of the Member State respondents considered that this objective was well to very well achieved (Figure 5A). In response to an open-ended question on the main results obtained through the activities of the mechanism for this objective, a number of Member State respondents valued the dissemination of knowledge and information sharing provided by the mechanism, and the opportunities for exchanging and sharing experiences. Some considered that the mechanism provided useful information for the elaboration of guidelines and legislation at national level. However, Member States also requested greater dissemination of information and best practices that are suited to country contexts, which would be of more value at the national level.

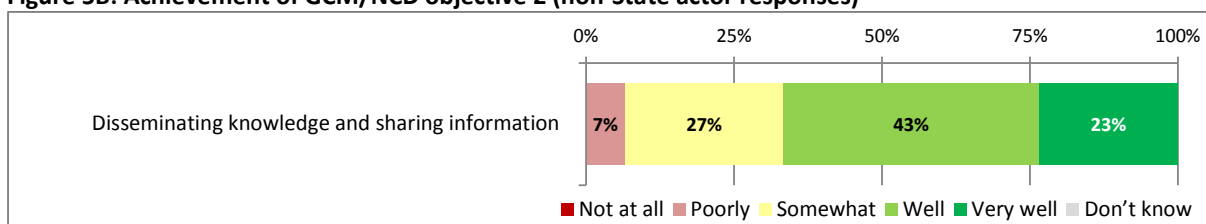
**Figure 5A: Achievement of GCM/NCD objective 2 (Member State responses)**



Source: WHO Member State survey results

33. 66% of non-State actor respondents found that this objective is well to very well achieved (Figure 5B).

**Figure 5B: Achievement of GCM/NCD objective 2 (non-State actor responses)**



Source: WHO non-State actor survey results

### Implementation of workplans

34. The purpose of this objective is to engage participants and disseminate information and best practices on NCD prevention and control as well as on innovative solutions to enhance the knowledge base. The 2014–2015 and 2016–2017 GCM/NCD workplans included establishing web-based platforms and expanding the broad engagement of participants on these platforms, establishing a series of webinars, exploring other low-cost approaches to knowledge dissemination, and facilitating the exchange of information through identifying barriers to research generation and translation. The main activities undertaken were the organization of a series of webinars and the establishment of a global coordination mechanism knowledge portal ([www.gcmportal.org](http://www.gcmportal.org)).

35. According to the document review, the mechanism held 12 webinars to support knowledge dissemination through this objective. Their main purpose was to disseminate scientific, evidence-based information and best practices in areas where stakeholders can contribute and take concerted action. The webinars were held using three different models<sup>18</sup>: (i) either face-to-face only at WHO headquarters; (ii) face-to-face with connection to a WebEx online platform; and (iii) using a WebEx online platform only. In the majority of cases, the presentations were made by senior WHO technical

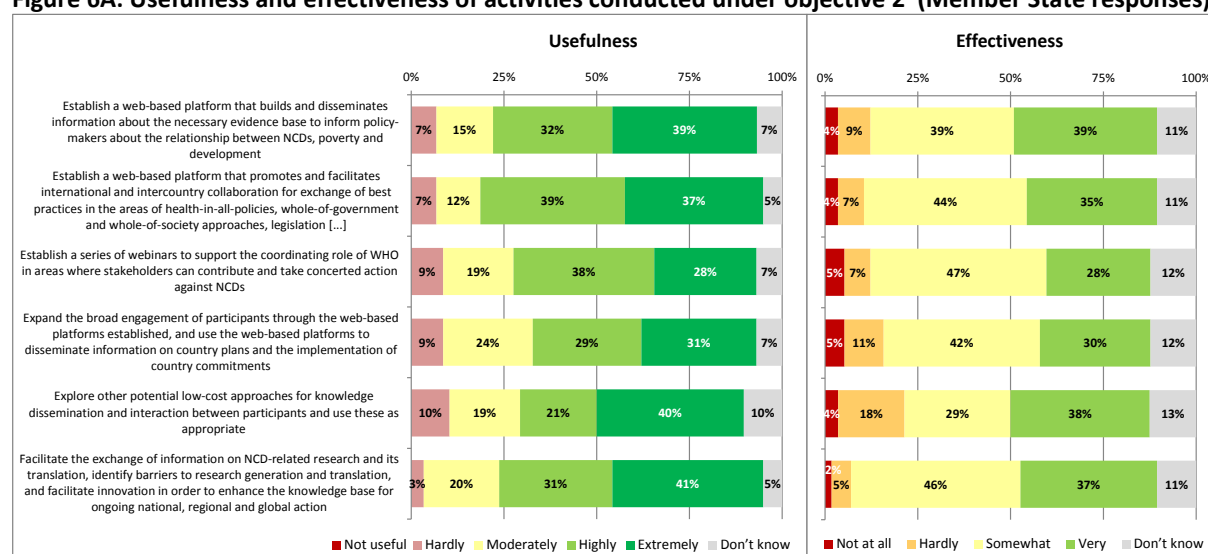
<sup>18</sup>For further details on the models see: <http://www.who.int/global-coordination-mechanism/news/Webinars-on-NCDs-under-the-GCM-NCD-feb-16.pdf?ua=1>.

officers and/or academics. The presentations, agendas, and selected recordings of the WebEx broadcasts are available on the website.

36. The global coordination mechanism knowledge portal ([www.gcmportal.org](http://www.gcmportal.org)) acts as an interface to access the GCM/NCD section of the WHO website. The GCM/NCD is also in the process of developing a “*Knowledge Network for Action on NCDs*” as a knowledge platform to facilitate and enhance the coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels.

37. In response to a question on the usefulness of these activities, 60-76% of the Member State respondents found them highly to extremely useful (Figure 6A). However, when considering the effectiveness of these activities, only 28-39% of Member State respondents found them very effective.

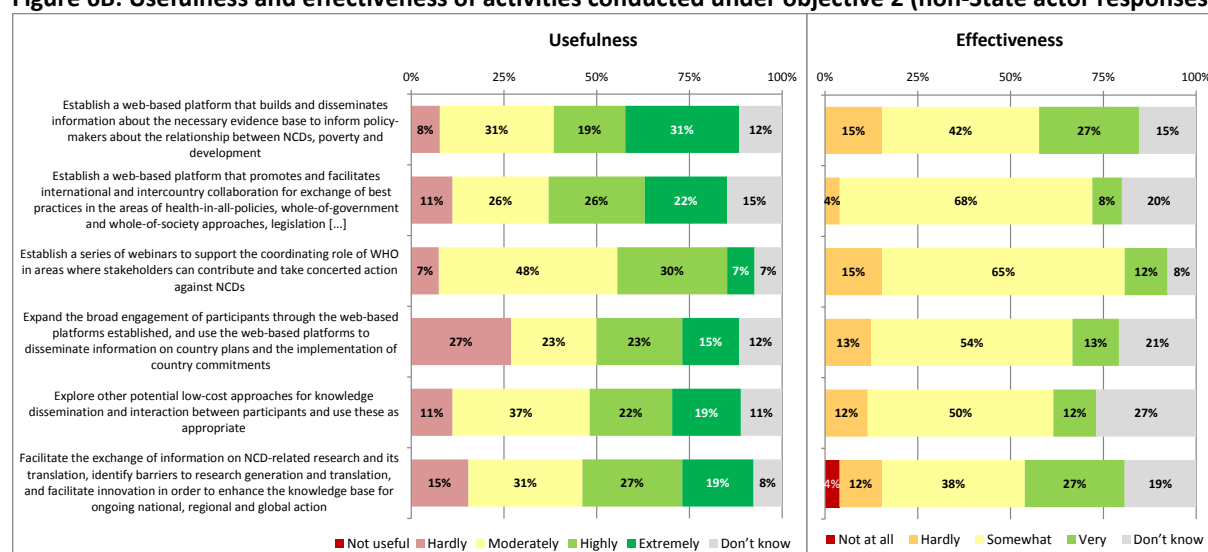
**Figure 6A: Usefulness and effectiveness of activities conducted under objective 2 (Member State responses)**



Source: WHO Member State survey results

38. Between 37% and 50% of non-State actor respondents considered the activities identified to achieve the objective highly or extremely useful (Figure 6B). Of particular note, 27% of them found the activities related to the web-based platform to disseminate information on country plans and the implementation of country commitments hardly useful.

**Figure 6B: Usefulness and effectiveness of activities conducted under objective 2 (non-State actor responses)**



Source: WHO non-State actor survey results

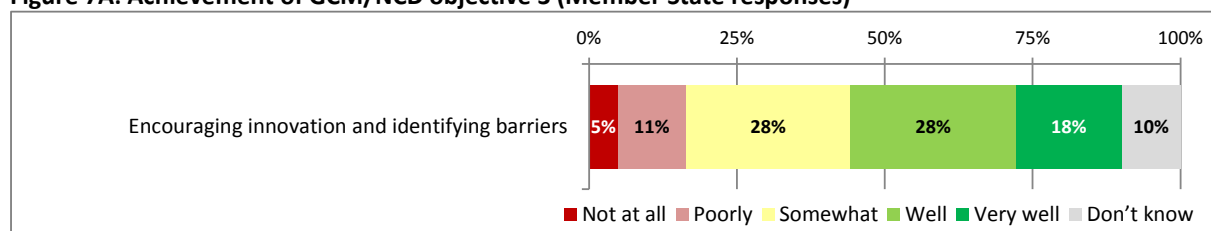
39. While the webinars seemed to be appreciated, their perceived limited effectiveness may be related to their limited reach (only one of them had more than 200 participants, while the majority had audiences of less than 50 people). The webinars remain available on the WHO website for further visits, but there does not seem to be any systematic follow up of the discussions covered by the webinars nor does the choice of topics seem to follow a predetermined strategy.

### Objective 3: Provide a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013–2020 and to promote sustained actions across sectors.

#### Overall achievement

40. Only 46% of the Member State respondents found this objective to be well to very well achieved (Figure 7A). In response to an open-ended question on the main results obtained through the activities of the mechanism for this objective, Member State respondents valued the information sharing and learning offered by the activities under this objective, mainly the conduct of working groups on various relevant topics. However, a significant proportion also cautioned about the lack of country contextualization of the products, about what some considered were cultural and language barriers, and also about the slow advancement of the activities. Several Member State respondents expressed their lack of awareness of the activities carried out under this objective.

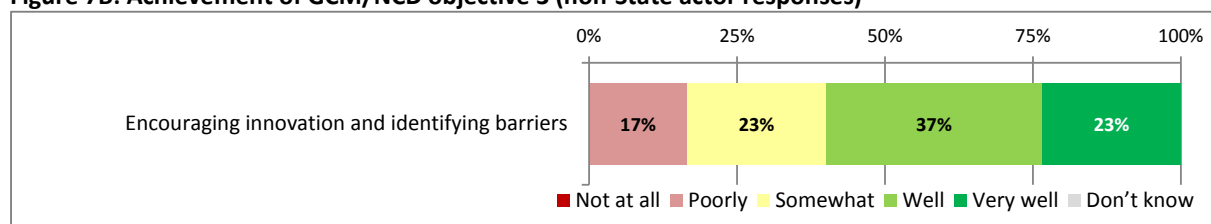
**Figure 7A: Achievement of GCM/NCD objective 3 (Member State responses)**



Source: WHO Member State survey results

41. Non-State actor respondents were more positive as 60% of them found that this objective is well to very well achieved. In response to an open-ended question on the main results obtained through the activities of the mechanism for this objective, some respondents emphasized the opportunity provided by the working groups to engage in relevant discussions and for expanding knowledge.

**Figure 7B: Achievement of GCM/NCD objective 3 (non-State actor responses)**



Source: WHO non-State actor survey results

#### Implementation of workplans

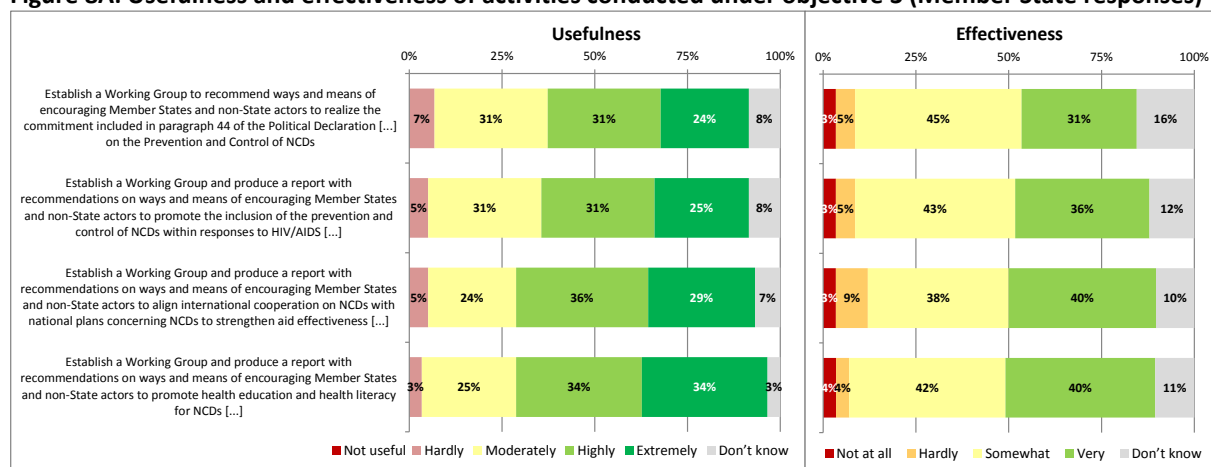
42. The GCM/NCD workplans envisaged the creation of four working groups to deliver on this objective (working group on how to realize governments' commitments to engage with the private sector for the prevention and control of NCDs; working group on the inclusion of NCDs in other programmatic areas; working group on the alignment of international cooperation with national plans on NCDs; and working group on health education and health literacy for NCDs).<sup>19</sup> All planned

<sup>19</sup> The working group on how to realize governments' commitments to provide financing for NCDs is part of objective 5.

working groups were established and one has completed its work and submitted its final report to the WHO Director-General.<sup>20</sup> Each working group<sup>21</sup> comprises no more than 12 members, appointed by the Director-General from a roster of experts proposed by Member States. The members serve in their personal capacities, representing a range of disciplines, including those relevant to public policy development and the prevention and control of noncommunicable diseases. In addition, each working group is co-chaired by representatives of two Member States, one from a developed country and one from a developing country, appointed by the Director-General in consultation with Member States.<sup>22</sup> The role of the working groups is advisory and they are intended to issue recommendations on ways and means for countries to realize the commitments made by Heads of State and Governments in the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of Non-communicable Diseases (resolution A/RES/66/2) and the 2014 Outcome Document of the High-level Meeting of the General Assembly on the comprehensive review and assessment of the progress achieved in the prevention and control of Non-communicable Diseases (resolution A/RES/68/300). The working group reports are submitted to the WHO Director-General and are noted by the World Health Assembly. Member State briefings are held after each working group meeting and summary presentations are posted on the GCM/NCD website following the briefing, together with working group reports and other relevant documentation. However, the working group reports are not actively disseminated and there is no clear follow-up strategy to ensure their reach and eventual uptake by Member States.

43. 55-68% of the Member State respondents found these working groups highly to extremely useful but only 31-40% found them very effective (Figure 8A). The most useful working group on ways and means of encouraging Member States and non-State actors to promote health education and health literacy for NCDs, with a particular focus on populations with low health awareness and/or literacy was also found to be one of the most effective. The working group to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 44 of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of Non-communicable Diseases (working group on how to realize governments' commitments to engage with the private sector) scored lowest for usefulness and effectiveness.

**Figure 8A: Usefulness and effectiveness of activities conducted under objective 3 (Member State responses)**



Source: WHO Member State survey results

<sup>20</sup> By October 2017, the working group to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 44 of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of Non-communicable Diseases (working group on how to realize governments' commitments to engage with the private sector for the prevention and control of NCDs) had completed its work and submitted its final report.

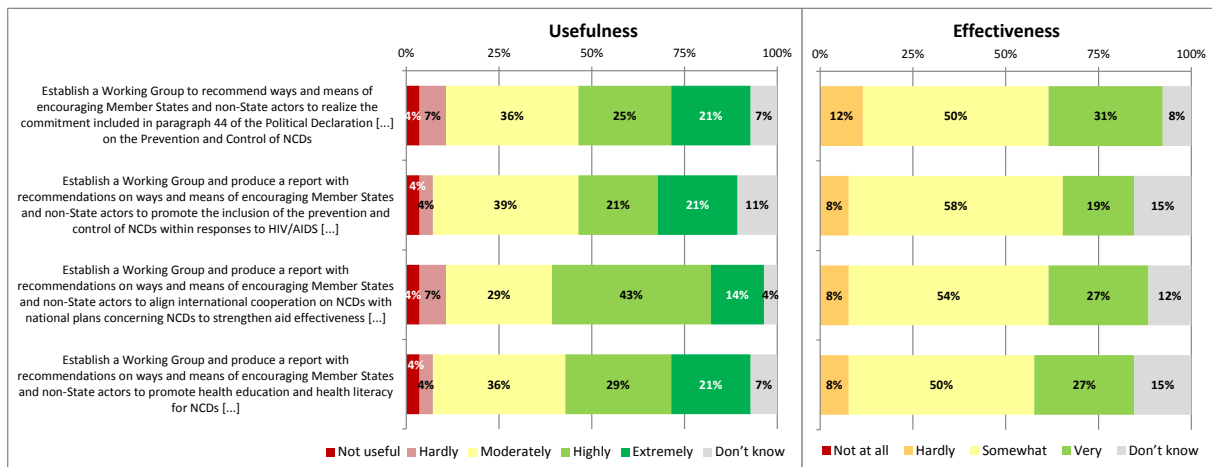
<sup>21</sup> See document A67/14 Add.3 Rev.1, Annex, [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add3Rev1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add3Rev1-en.pdf).

<sup>22</sup> See: <http://www.who.int/global-coordination-mechanism/working-groups/Information-Note-3/en/>.



44. Between 42% and 57% of non-State actors found the activities identified to achieve the objective highly or extremely useful and between 19% and 31% of them found the activities to be very effective to achieve this objective (Figure 8B).

**Figure 8B: Usefulness and effectiveness of activities conducted under objective 3 (non-State actor responses)**



Source: WHO non-State actor survey results

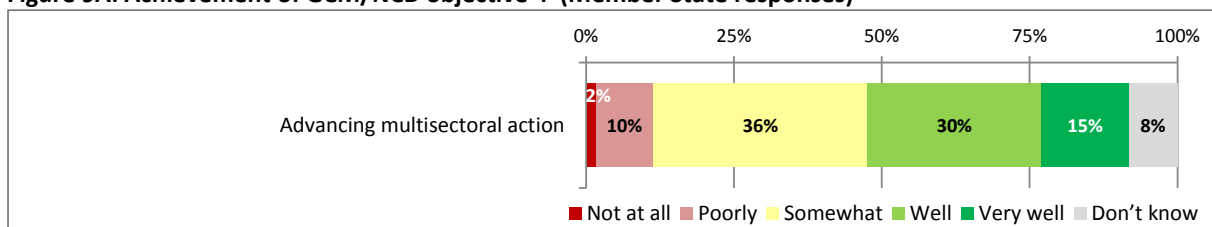
45. Both Member State respondents and interviewees considered that the reports and other outputs, although valid at the global level, remained too theoretical and hardly usable at country level. Interviewees highlighted the need for national focal points to have tools and materials of practical nature that can be applicable to the country contexts. They further noted that the functioning and outcome of the working groups was uneven, despite existing technical support processes.

#### Objective 4: Advance multisectoral action by identifying and promoting sustained actions across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020.

##### Overall achievement

46. Only 45% of the Member State respondents found this objective to be well to very well achieved (Figure 9A). In response to an open-ended question on the main results obtained through the activities for this objective, some valued the opportunities for engaging stakeholders, promoting multistakeholder collaboration and cross-sectoral action. At the same time, others highlighted the still limited use of the products under this objective and the lack of effective multistakeholder engagement and cross-sectoral action.

**Figure 9A: Achievement of GCM/NCD objective 4 (Member State responses)**



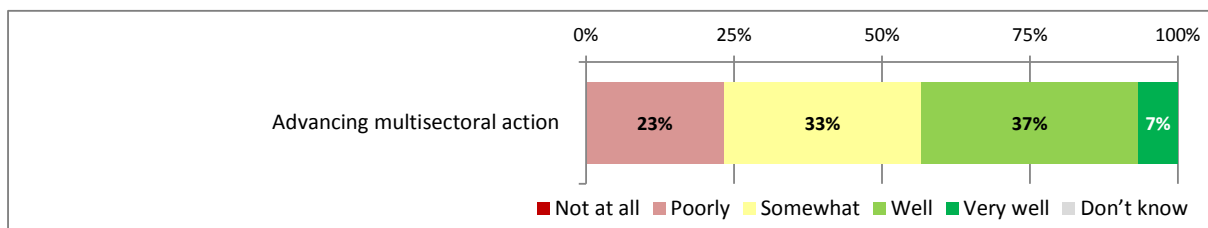
Source: WHO Member State survey results

47. Non-State actor respondents were of a similar view to that of Member States with only 44% of them finding this objective to be well to very well achieved and as many as 23% finding this objective poorly achieved. In response to an open-ended question on the main results obtained through the activities of the mechanism for this objective, non-State actor respondents also



highlighted the fact that there was limited stakeholder involvement, in particular there was limited engagement of the private sector and of actors from low-income countries.

**Figure 9B: Achievement of GCM/NCD objective 4 (non-State actor responses)**



Source: WHO non-State actor survey results

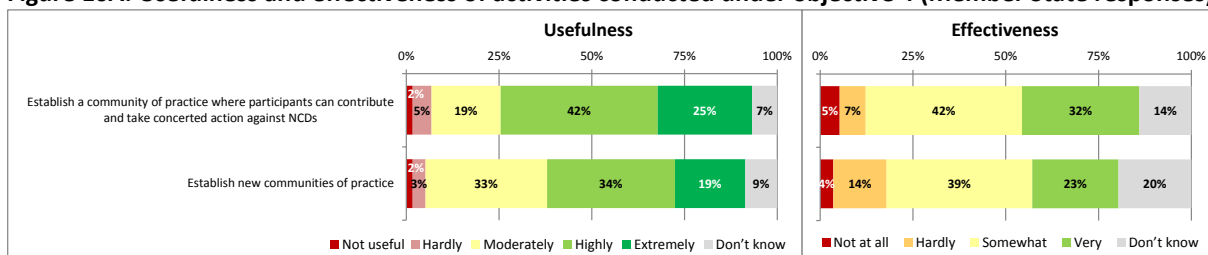
### Implementation of workplans

48. According to the workplans, this objective was intended to be delivered through the establishment of communities of practice, and the registry and publishing of contributions from the private sector, philanthropic entities and civil society to the achievement of the nine voluntary targets for noncommunicable diseases. Communities of practice are online platforms hosting a number of networks of technical and non-technical experts, that are focused on the implementation of actions on NCD areas.

49. In 2017, the GCM/NCD launched four communities of practice (multisectoral action on NCDs; NCDs and the next generation; NCDs and health literacy; and national NCD focal points). They bring together all three groups of GCM/NCD participants (Member States, United Nations actors and relevant non-State actors) through a management structure designed by the GCM/NCD that includes a facilitator to enable and manage the discussions and a steering committee. Two communities of practice have held 5 virtual discussions in 2017 and produced 3 discussion reports (multisectoral action on NCDs and NCDs and the next generation). The other two are in their early stages.

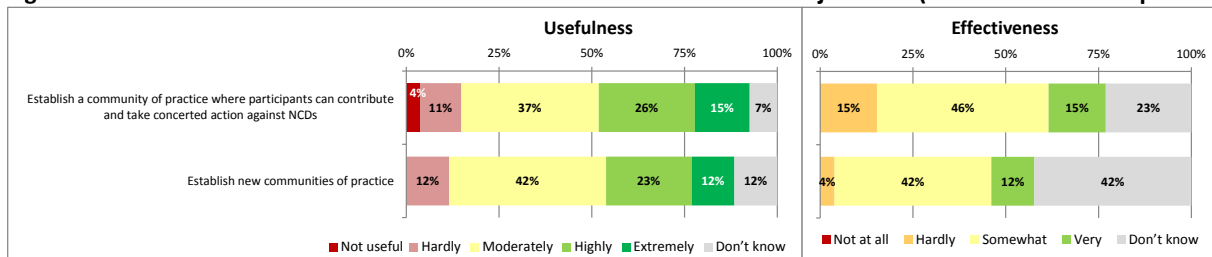
50. 53% to 67% of Member State respondents found the communities of practice highly to extremely useful (Figure 10A). As to their effectiveness, only between 23% and 32% found them very effective.

**Figure 10A: Usefulness and effectiveness of activities conducted under objective 4 (Member State responses)**



Source: WHO Member State survey results

51. Between 35% and 41% of non-State actor respondents found the communities of practice highly or extremely useful to achieve the objective (Figure 10B). However, only 12% to 15% of them found the activities to be very effective to achieve this objective.

**Figure 10B: Usefulness and effectiveness of activities conducted under objective 4 (non-State actor responses)**

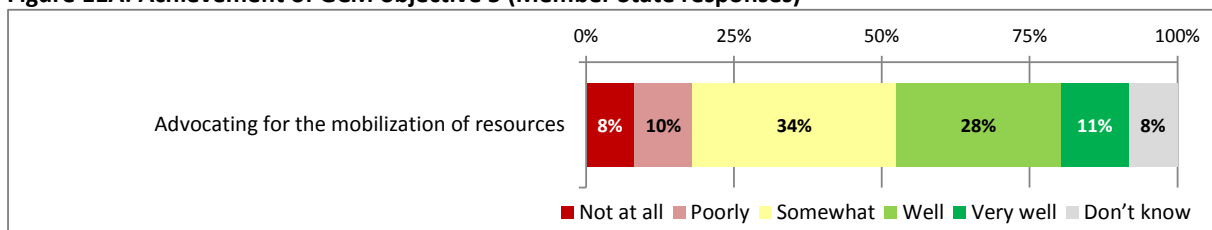
Source: WHO non-State actor survey results

52. The key informant interviews also noted that knowledge dissemination and experience sharing needs to be carried out in a more systematic manner.

### Objective 5: Identify and share information on existing and potential sources of finance and cooperation mechanisms at local, national, regional and global levels for implementation of the WHO Global NCD Action Plan 2013–2020.

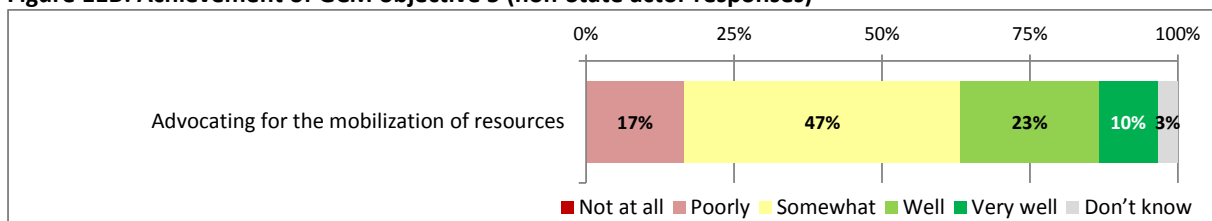
#### Overall achievement

53. Only 39% of Member State respondents found this objective to be well to very well achieved and as many as 18% found it not at all or poorly achieved (Figure 11A). In response to an open-ended question on the main results obtained through the activities of the mechanism for this objective, many Member State respondents considered that, while the opportunity to strengthen information about new financing sources was well received, the results of this objective were limited, with few solutions identified and leading to little mobilization of resources in countries.

**Figure 11A: Achievement of GCM objective 5 (Member State responses)**

Source: WHO Member State survey results

54. 33% of non-State actor respondents found this objective to be well to very well achieved (Figure 11B). In response to an open-ended question on the main results obtained through the activities to achieve this objective, non-State actor respondents valued the focus on resource mobilization and some suggested the need for additional elaboration of the reports emanating from activities under this objective.

**Figure 11B: Achievement of GCM objective 5 (non-State actor responses)**

Source: WHO non-State actor survey results

## Implementation of workplans

55. To achieve this objective, the workplans envisaged three main activities:

(i) *the establishment of a working group to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 45(d) of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of Non-communicable diseases (working group on how to realize governments' commitment to provide financing for NCDs);*

Output: the working group completed its work and submitted the final report to the WHO Director-General, in line with the requirements for working groups;

(ii) *the mobilization of relevant and selected participants to conduct 12 studies (two per WHO region) on the national public health burden caused by noncommunicable diseases in developing countries, the relationship between noncommunicable diseases, poverty and social and economic development, the cost of inaction, and the cost of action*

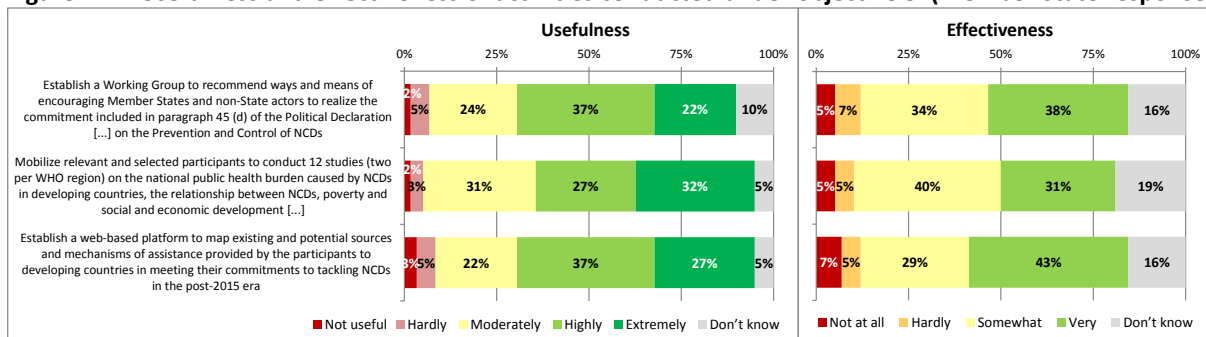
Output: the GCM/NCD, in collaboration with the UNIATF, is undertaking 8 of the 12 planned country studies to develop compelling economic cases for scaled-up investment in NCD prevention and control in selected countries;

(iii) *the establishment of a web-based platform to map existing and potential sources and mechanisms of assistance provided by the participants to developing countries in meeting their commitments to tackling noncommunicable diseases in the post-2015 era.*

Output: in progress.

56. 59% to 64% of Member State respondents found these activities highly to extremely useful. As to their effectiveness, only 31-43% found them very effective (Figure 12A).

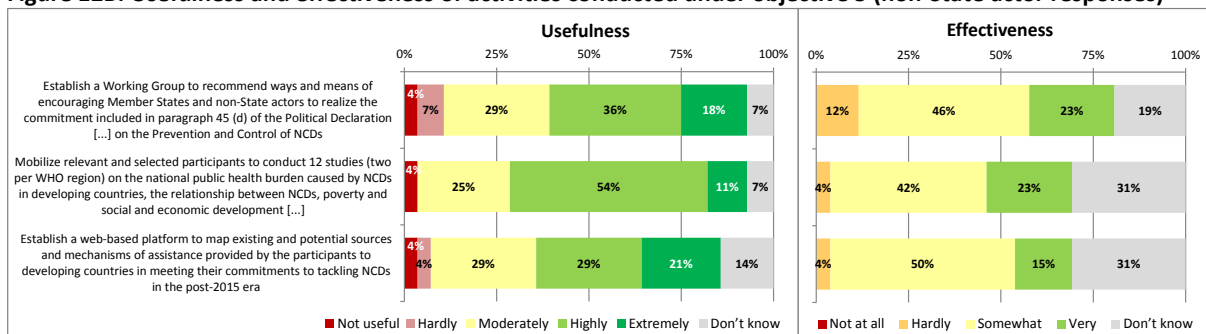
**Figure 12A: Usefulness and effectiveness of activities conducted under objective 5 (Member State responses)**



Source: WHO Member State survey results

57. Between 50% and 65% of non-State actor respondents found the identified activities highly or extremely useful to achieve the objective but only 15-23% of them found the activities to be very effective to achieve this objective (Figure 12B).

**Figure 12B: Usefulness and effectiveness of activities conducted under objective 5 (non-State actor responses)**



Source: WHO non-State actor survey results

## Overall assessment of the achievements of the mechanism

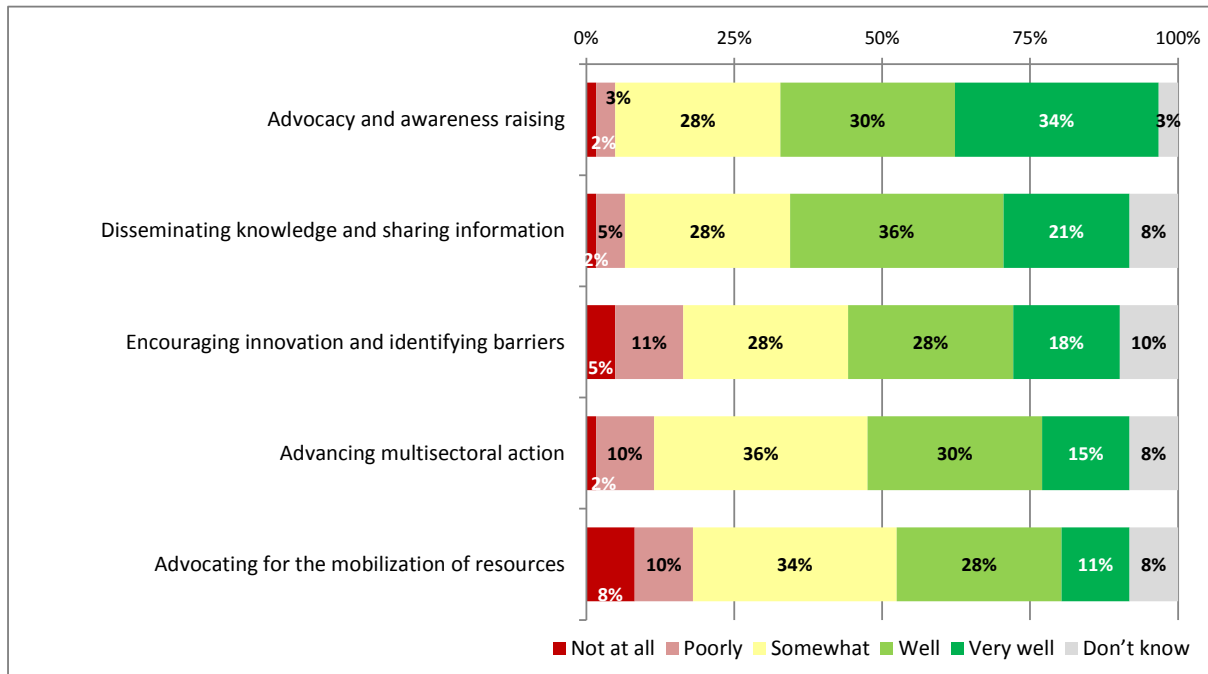
58. The mechanism has been designed based on its TOR and activities are implemented through its workplans. The GCM/NCD would benefit from a theory of change and a clear results framework. This opinion was voiced by a significant number of non-State actor respondents and interviewees who considered that the GCM/NCD needs a stronger strategic focus.

59. Indeed the workplans focus on activities within each objective and there is reporting on their completion but presently there is no monitoring system to relate completion of activities to progress in achievement of the objectives (i.e. measurement of increased level of awareness, extent of knowledge dissemination, etc.).

60. It is also worth noting that, after having assessed the usefulness and effectiveness of activities across the five objectives, there is consistently a difference between the two, i.e. activities are consistently rated more useful than effective, which might be partially due to the timing of this preliminary evaluation. But it might also be that these activities alone are not sufficient to achieve the objectives as formulated.

61. Considering the 5 objectives in their totality, Figures 13A and 13B provide a comparison of the level of achievement of each objective bearing in mind that the duration of the GCM/NCD is currently set until 2020 and that activities started slowly. For both Member State and non-State actor respondents, the proportion of respondents rating the objectives as not at all or poorly achieved calls for renewed focus of the mechanism to ensure their achievement by 2020. Member State respondents found that most progress has been achieved under Objective 1 (advocacy and awareness raising) with 34% of them considering that it had been very well achieved and another 30% agreeing that it had been well achieved.

**Figure 13A: Achievement of the 5 GCM/NCD objectives (Member State responses)**



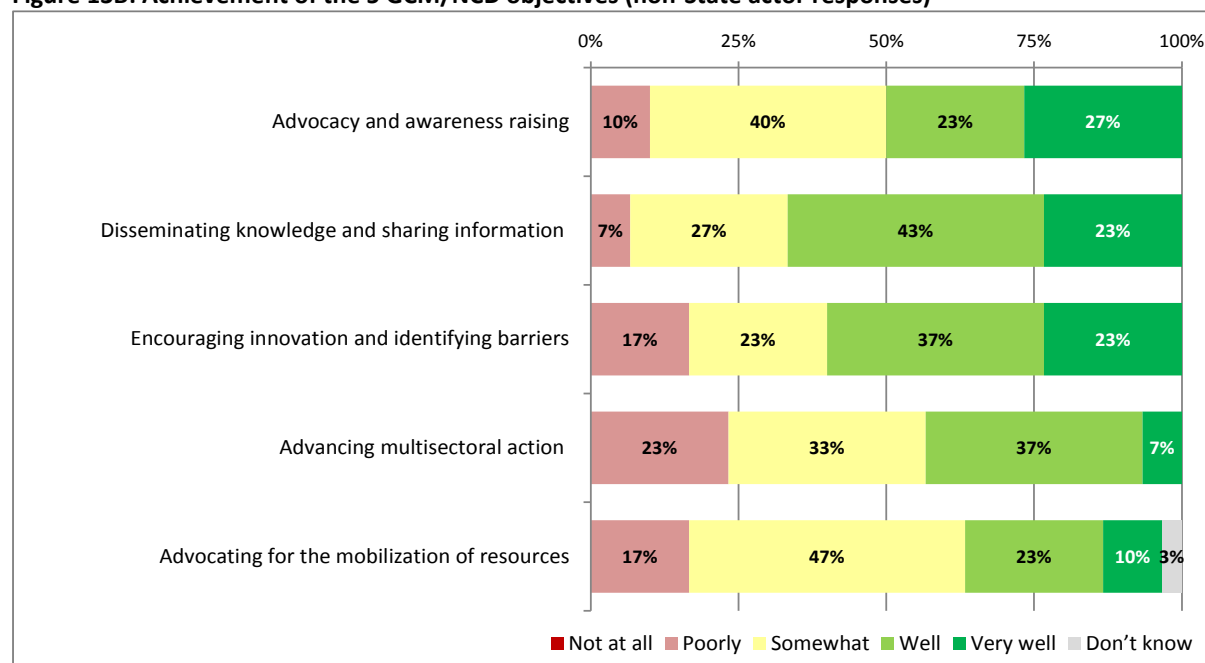
Source: WHO Member State survey results

62. At the other extreme, objective 5 (advocating for the mobilization of resources) received the lowest achievement rating with only 11% of Member State respondents rating it as very well accomplished and 18% rating it as either poorly or not at all achieved.

63. As shown in Figure 13B, achievements of the objectives are rated differently by the non-State actor respondents. They provided a more contrasted feedback of the extent of achievement of

the GCM/NCD objectives. 66% of the non-State actor respondents considered objective 2 (disseminating knowledge and sharing information) was well or very well achieved. Similarly, 60% of non-State actors considered that objective 3, (encouraging innovation and identifying barriers) has been well or very well achieved. However, the majority of non-State actors considered that objectives 4 (advancing multisectoral action) and 5 (advocating for the mobilization of resources) had been poorly or only somewhat accomplished, with only 44% and 33% respectively of non-State actor respondents considering that they have been well or very well accomplished.

**Figure 13B: Achievement of the 5 GCM/NCD objectives (non-State actor responses)**



Source: WHO non-State actor survey results

### GCM activities beyond the approved 2014-2015 and 2016-2017 workplans

64. An activity that was not included in the approved 2014-2015 and 2016-2017 GCM/NCD workplans, but which involved a significant area of work of the mechanism, has been the Integrated Support to Countries and it represents significant expenditure over the two bienniums. This is an initiative whereby the GCM/NCD conducts country missions to provide technical support to national stakeholders: 8 of the 12 planned countries across the six WHO regions have started to receive integrated country support to date. Member States were selected in consultation with WHO regional offices and based on country demand.

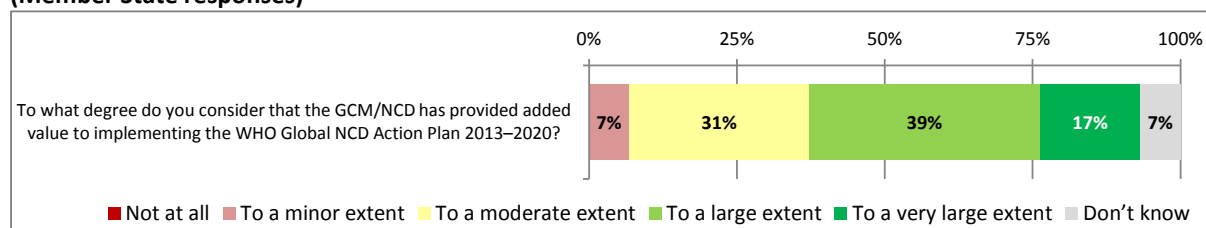
65. Although feedback from Member State respondents and interviewees noted the importance of the GCM/NCD work in supporting national level outcomes, it was considered that the integrated country support activities of the GCM/NCD would benefit from greater coordination with those of other WHO NCD programmes.

66. Within the Organization, the GCM/NCD also managed the One-WHO workplan to foster cross-category collaboration by convening Steering Committee meetings with work developed and disseminated to support the One-WHO approach. However, feedback from interviewees indicated that this area of work would benefit from greater coordination with the work of the programme area networks of the Noncommunicable Diseases and Mental Health cluster.

## 2.3 Added value of the mechanism

67. A majority of Member State respondents recognized the added value of the GCM/NCD with 56% of them considered that the mechanism provided added value to a large or a very large extent for the implementation of the WHO Global NCD Action Plan 2013–2020 (Figure 14A).

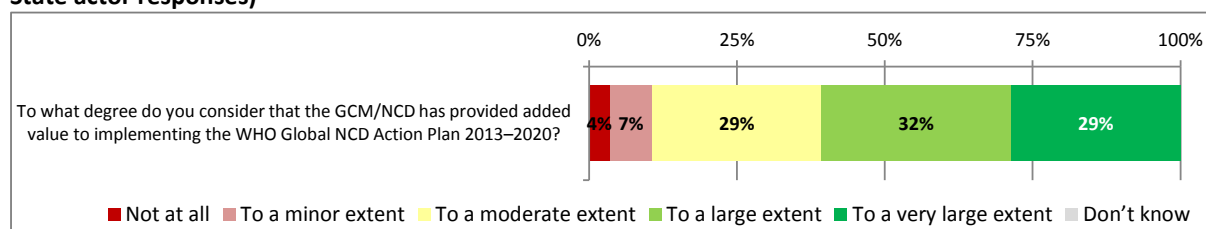
**Figure 14A: Added value of the GCM/NCD to implement the WHO Global NCD Action Plan 2013–2020 (Member State responses)**



Source: WHO Member State survey results

68. 61% of non-State actor respondents found that the GCM/NCD provided added value to a large or a very large extent to implement the WHO Global NCD Action Plan 2013–2020 (Figure 14B).

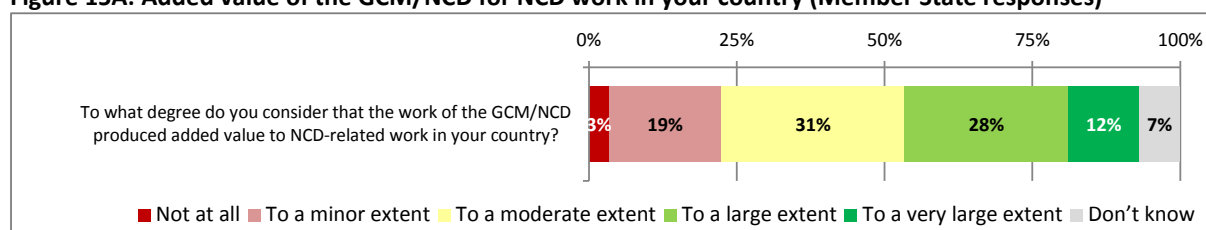
**Figure 14B: Added value of the GCM/NCD to implement the WHO Global NCD Action Plan 2013–2020 (non-State actor responses)**



Source: WHO non-State actor survey results

69. Only 40% of Member State respondents considered that the mechanism provided added value to a large or a very large extent for NCD work in their own countries; 31% considered the added value was moderate and 22% indicated that the mechanism did not provide any added value or only to a minor extent (Figure 15A). In response to an open-ended question inviting elaboration in this regard, several Member State respondents indicated that the GCM/NCD reach to countries had been modest, hence many countries cannot benefit from the potential added value of the mechanism.

**Figure 15A: Added value of the GCM/NCD for NCD work in your country (Member State responses)**



Source: WHO Member State survey results

70. Most Member State respondents valued the GCM/NCD engagement capacity. The capacity of the mechanism to build a community of stakeholders around the prevention and control of noncommunicable diseases was found unique and unprecedented. According to some interviewees, the GCM/NCD has become a reference point for all lead agencies and garnered much trust and gained creativity.

71. Many interviewees indicated that the added value of the GCM/NCD rests in the achievement of the GCM/NCD functions, in particular in the capacity of the GCM/NCD to create multistakeholder platforms bringing Member States, United Nations actors, non-State actors and relevant WHO technical programmes to the same table with the purpose of facilitating the implementation of the

WHO Global NCD Action Plan 2013-2020; thus facilitating the establishment of relationships among different actors and hence potential for intersectoral action at the global, regional, national and local levels.

72. Multisectoral engagement is important but, at the same time, care should be taken to safeguard WHO and public health from any undue influence by any form of real or perceived conflict of interest. The mechanism has become the first body to implement the WHO FENSA, contributing significantly to its articulation and development. This role has as well become an additional added value of the mechanism, as the GCM/NCD contributed to consolidating the FENSA criteria and modes of implementation.

73. The added value of the mechanism is dependent on the fulfilment of its functions. Some non-State actors and WHO interviewees raised concerns that the lack of strategic focus of the mechanism affects its added value. Additionally, concerns with the effectiveness of its inputs, such as the difficulty of articulating tangible outputs from the dialogues and the global communication campaign and the lack of clarity of roles and responsibilities for country level activities may also limit the added value of the GMC/NCD.

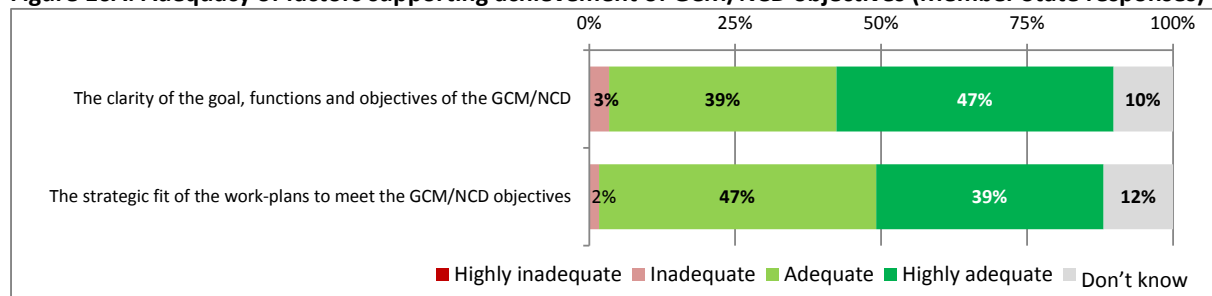
74. As a multistakeholder platform supporting the implementation of the WHO Global NCD Action Plan 2013-2020 to achieve the NCD-related SDG targets, the mechanism needs to work synergistically with relevant WHO technical programmes to maximize its effectiveness. Some WHO interviewees feel that the GCM/NCD has not been allowed to fulfil its potential as it has not being fully used by the Organization to engage with other actors.

## 2.4 Main factors affecting achievement of objectives

### Success factors

75. 86% of Member State respondents considered that both the clarity of the goal, functions and objectives of the mechanism and the strategic fit of its workplans were adequate or highly adequate in supporting the achievement of the GCM/NCD objectives (Figure 16A). In particular, 47% of Member State respondents considered the clarity of the goal, functions and objectives of the GCM/NCD highly adequate.

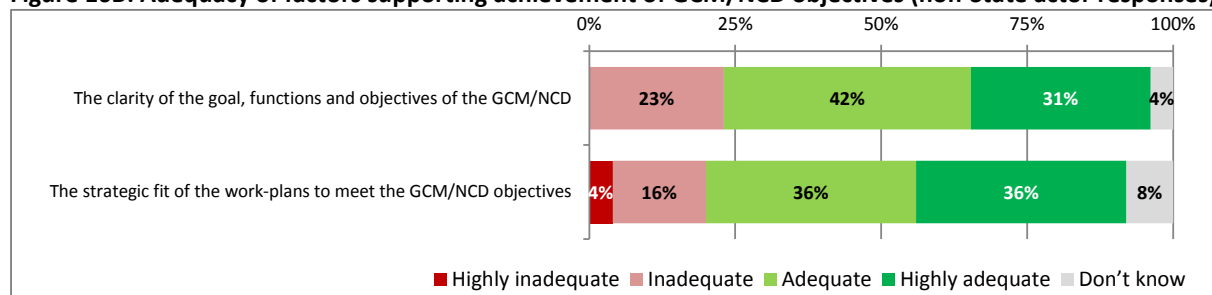
**Figure 16A: Adequacy of factors supporting achievement of GCM/NCD objectives (Member State responses)**



Source: WHO Member State survey results

76. Non-State actor respondents considered that the strategic fit of the workplans to meet the GCM/NCD objectives (72%) and the clarity of the goal, functions and objectives of the GCM/NCD (73%) were either adequate or highly adequate to support the achievement of the GCM/NCD objectives (Figure 16B).

**Figure 16B: Adequacy of factors supporting achievement of GCM/NCD objectives (non-State actor responses)**



Source: WHO non-State actor survey results

77. In response to an open-ended question on the main success factors behind the achievements of the GCM/NCD, the ability of the mechanism to convene and engage Member States and non-State actors to work collaboratively in support of the implementation of the WHO Global NCD Action Plan 2013-2020 was also recognized as a key success factor of the mechanism. Member State and non-State actor respondents also recognized the commitment of the GCM/NCD secretariat to the mandate of the mechanism. Their responsiveness and flexibility in interacting with participants and stakeholders of the mechanism was widely considered as an important success factor.

### Challenges

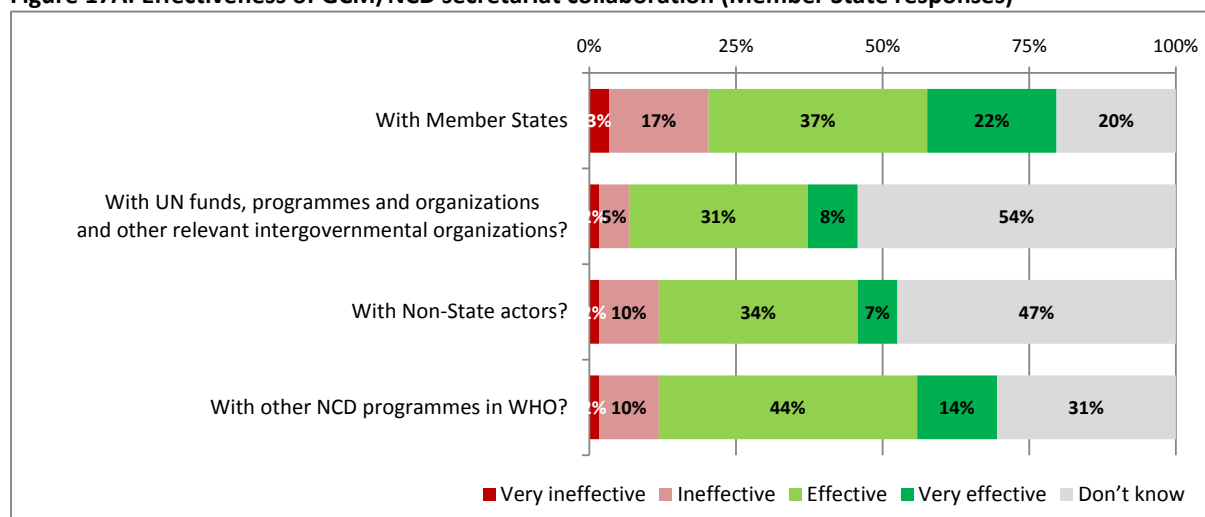
78. Despite the clarity of the high-level goals, functions and objectives, the evaluation identified that there was no common understanding within the WHO Secretariat of the scope and purpose of the mechanism and often it was considered that the work of the mechanism overlapped with that of other technical areas, particularly in relation to the mechanism's role at country level. There is a need for a better definition of roles and responsibilities of the GCM/NCD and the WHO technical programmes working on noncommunicable diseases, especially in relation to country level work.

79. 59% of Member State respondents considered that the GCM/NCD secretariat's collaboration with Member States was effective or very effective to support the implementation of the WHO Global NCD Action Plan 2013-2020, while Member State perceptions of the effectiveness of



collaboration of the GCM/NCD secretariat with the other actors involved in the mechanism activities ranged between 39% and 58% (Figure 17A). While examples of collaborative work exist (see section 2.5), there is a need for more systematic coordination and communication mechanisms (i.e. joint strategies and workplans, shared role definition, joint financing, joint performance indicators, common priorities, etc.) including taking advantage of the GCM/NCD multistakeholder engagement platform.

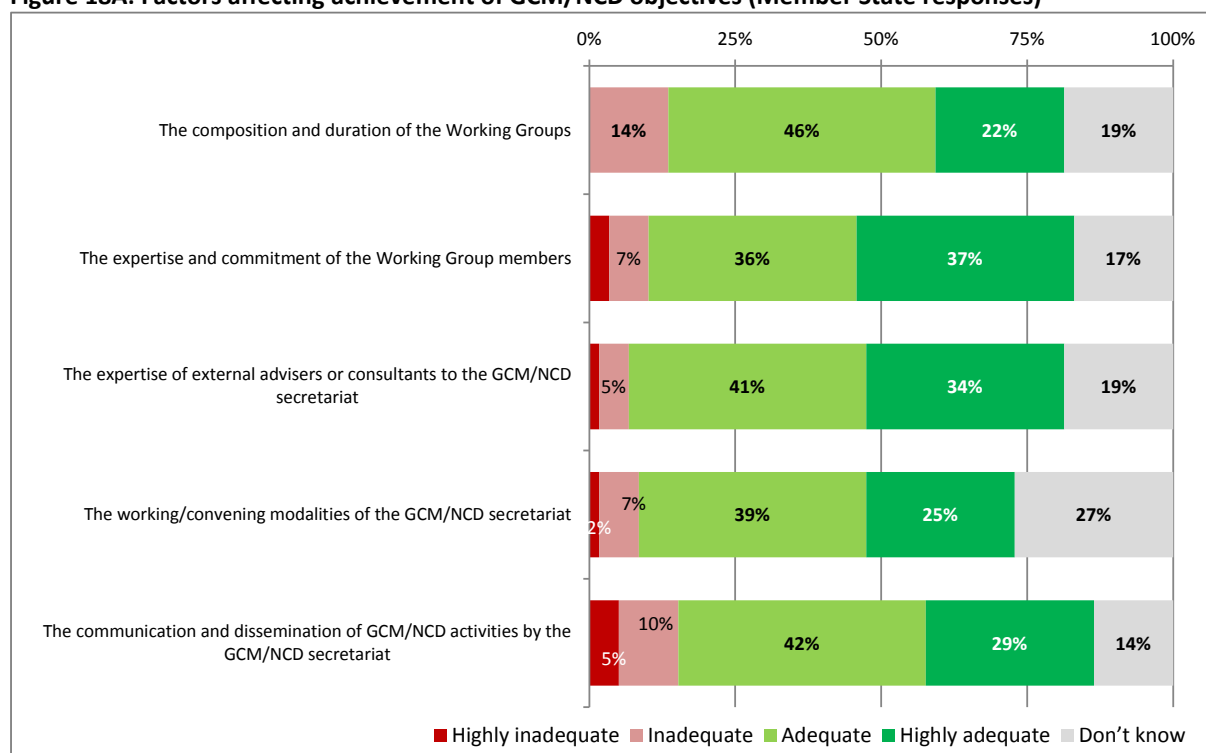
**Figure 17A: Effectiveness of GCM/NCD secretariat collaboration (Member State responses)**



Source: WHO Member State survey results

80. In response to an open-ended question inviting suggestions as to possible barriers that hinder the progress of the mechanism, several Member State respondents highlighted the limited communication provided by the mechanism to national focal points, and the limited visibility of its activities and of its website communication channels. Many Member State respondents also emphasized the limited dissemination of the products of the mechanism. Interviewees considered that the added value of the mechanism as an engagement platform could benefit from the strong convening power and credibility of WHO.

81. Between 68% and 73% of Member State respondents considered that the composition, duration, expertise and commitment of the working groups were either adequate or highly adequate (Figure 18A). Between 64% and 75% of Member State respondents found that the GCM/NCD secretariat communication, expertise and working modalities were either adequate or highly adequate. In response to an open-ended question on possible barriers that hinder the progress of the mechanism, some Member State respondents cited a lack of a focussed strategy to guide the work of the mechanism and an insufficiently robust methodology or quality control mechanism to enhance the effectiveness of the activities.

**Figure 18A: Factors affecting achievement of GCM/NCD objectives (Member State responses)**

Source: WHO Member State survey results

82. Within the WHO structure at headquarters, the GCM/NCD secretariat is currently situated in the office of the Assistant Director-General of the Noncommunicable Diseases and Mental Health cluster in recognition of its cross-cutting nature. The Office of the Assistant Director-General also hosts the UNIATF, which is a component of the GCM/NCD although it reports to the United Nations Economic and Social Council and the Manager of the UNIATF reports to the Assistant Director-General of the Noncommunicable Diseases and Mental Health cluster within WHO. The budget for the UNIATF is a component of the GCM/NCD workplan and this situation creates confusion and does not provide the accountability mechanisms that are necessary to assess the performance of the mechanism as a separate entity.

83. Other factors supporting the achievement of the GCM/NCD objectives are the human and financial resources of the GCM/NCD secretariat. Only 51% of the Member State respondents and 27% of non-State actor respondents considered that the financial resources available to the mechanism were adequate or highly adequate in supporting the achievement of the GCM/NCD objectives. The budget for the mechanism, which is essentially funded from flexible sources, has substantially grown since its establishment (Table 1). With regard to the staffing structure and expertise of the GCM/NCD secretariat 61% of Member State respondents and 73% of non-State actors considered that it was adequate or highly adequate. The mechanism secretariat staff numbers grew over time to 9 staff members currently, with projections to grow up to 15 in the next biennium.

**Table 1: GCM/NCD secretariat resources**

GCM Objective/ area of work	2014-2015			2016-2017		
	Planned cost	Funding Available	Expenditure	Planned cost	Funding Available	Expenditure
Obj 1: Advocacy and awareness	600.000	430.000	384.262	1.040.000	1.336.740	804.002
Obj 2: Knowledge sharing	300.000	172.000	171.193	150.000	90.000	90.550
Obj 3: Barriers and solutions	280.000	260.000	252.599	540.000	519.611	556.518
Obj 4: Multisectoral action	100.000	55.000	53.091	200.000	70.200	80.586
Obj 5: Financing and coop. mechanisms	280.000	242.000	240.994	580.000	60.848	69.177
National policy and plans	70.000	17.000	16.388	-	-	-
Integrated Response	700.000	524.949	327.760	740.000	414.731	266.925
One WHO work plan	100.000	32.189	17.119	100.000	90.762	10.559
Management and administration	38.000	38.140	36.221	75.000	110.940	83.052
GCM General Meeting	-	-	-	310.000	38.000	2.614
WHA preliminary evaluation	-	-	-	250.000	153.710	17.063
<b>Sub-total activities</b>	<b>2.468.000</b>	<b>1.771.278</b>	<b>1.499.627</b>	<b>3.985.000</b>	<b>2.885.542</b>	<b>1.981.046</b>
<b>Sub-total staff</b>	<b>n/a</b>	<b>n/a</b>	<b>2.503.457</b>	<b>6.265.786</b>	<b>4.961.605</b>	<b>4.325.481</b>
<b>Total</b>			<b>4.003.084</b>	<b>10.250.786</b>	<b>7.847.147</b>	<b>6.306.527</b>

Source: GSM data as at 22 September 2017.

## 2.5 GCM/NCD engagement with other stakeholders

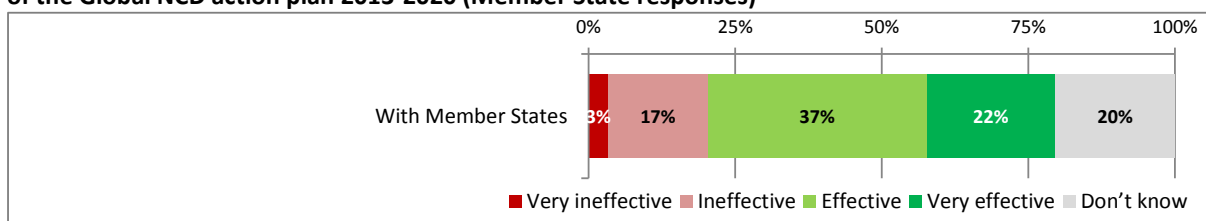
84. The GCM/NCD currently has 327 participants comprising 192 Member States and 135 non-State actors.

### Engagement with Member States

85. The GCM/NCD is led by Member States.

86. 59% of Member State respondents considered that the GCM/NCD secretariat's collaboration with Member States had been effective or very effective to support implementation of the WHO Global NCD Action Plan 2013-2020 (Figure 19A). However, 20% of Member State respondents considered that the extent of collaboration with the GCM/NCD had been ineffective or very ineffective.

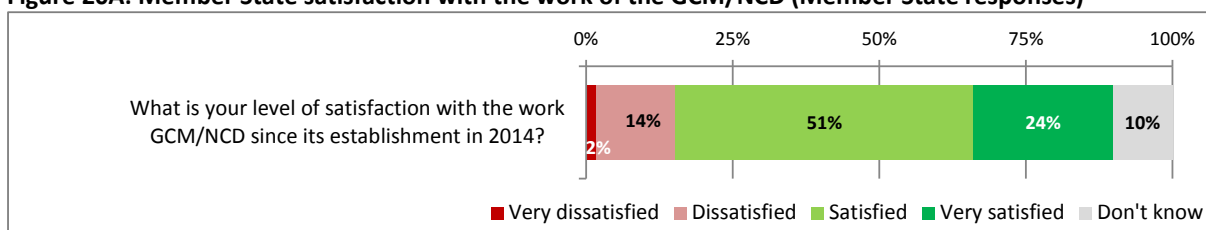
**Figure 19A: Effectiveness of GCM/NCD collaboration with Member States in support of the implementation of the Global NCD action plan 2013-2020 (Member State responses)**



Source: WHO Member State survey results

87. Furthermore, 75% of Member State respondents indicated that they were satisfied or very satisfied with the work of the GCM/NCD since its establishment in 2014 (Figure 20A).

**Figure 20A: Member State satisfaction with the work of the GCM/NCD (Member State responses)**



Source: WHO Member State survey results

88. In response to open-ended questions inviting further elaboration on their level of satisfaction, Member State respondents highlighted a number of barriers that limited their engagement with the mechanism. The most frequently reported were:

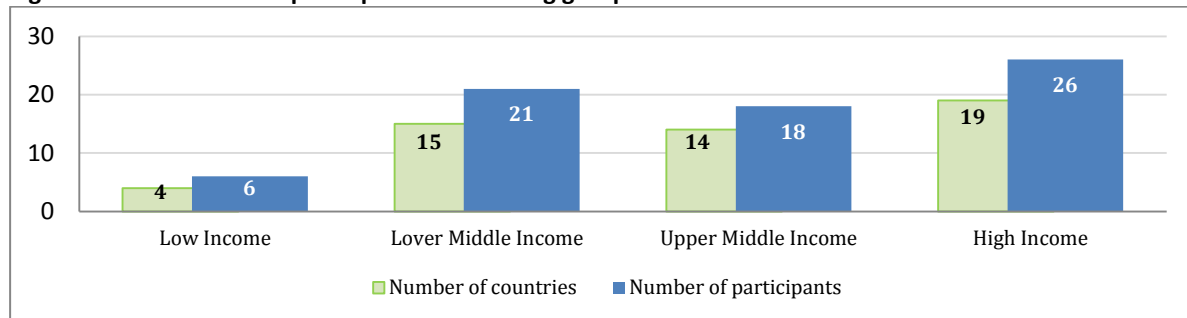
- Limited country reach:** many Member State respondents indicated that they were not very familiar with the mechanism's work and outputs.
- Limited country context of outputs:** best practices and other outputs produced by the mechanism are not readily applicable at country level.
- Limited opportunities for continued engagement:** the opportunities for Member States to share their experiences and evidence-based practices through the planned exchange platforms have been limited.

89. The mechanism seeks the participation of Member States by involving them in its key activities, with dialogues and working groups so far being the core activities that engage more directly with Member States. The number of Member State representatives in dialogues<sup>23</sup> has ranged from 25 to 200 per dialogue, whereas the working groups involved 71 representatives from 52 Member States. According to the TOR of the working groups, each working group comprised 12

<sup>23</sup> See lists of participants in the dialogues that have taken place to date.

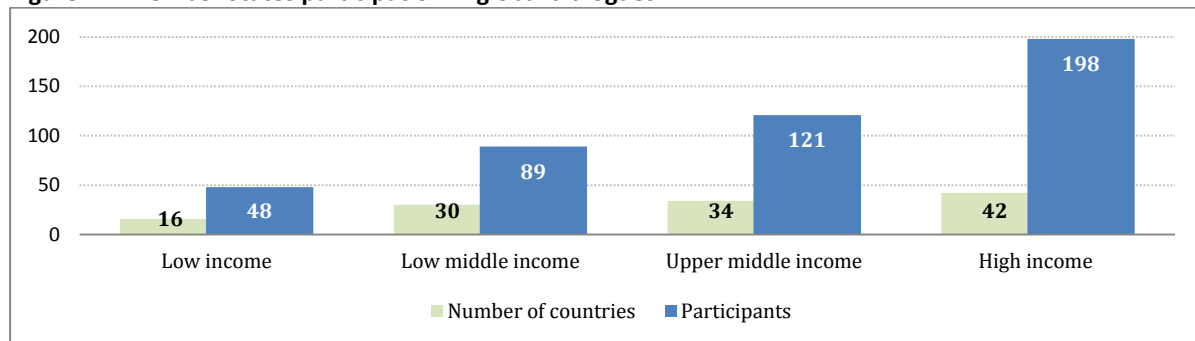
Member State representatives and 2 co-chairs. The selection process for participation in the working groups aims to follow a systematic process giving consideration to attaining an appropriate distribution of expertise, geographical representation, gender balance and multisectorality.<sup>24</sup> For the global stakeholder dialogues, all GCM/NCD participants are invited. However, interviewees noted that these two activities tended to predominantly attract participants from high- or middle-income countries. The analysis of participants to date supports this assessment (Figures 21 and 22).

**Figure 21: Member State participation in working groups 2014-2017**



Source: <http://www.who.int/global-coordination-mechanism/activities/working-groups/en/>

**Figure 22: Member States participation in global dialogues**



Source: Lists of participants in the dialogues that have taken place to date.

90. The GCM/NCD secretariat plans to increase the level of engagement of national NCD focal points with the launch of Communities of Practice, in particular one dedicated to discussions amongst national NCD focal points.

91. To date, the GCM/NCD has mainly engaged and interacted with ministries of health and diplomatic missions based in Geneva. The engagement and mobilization of other ministries beyond the health sector has been limited. The WHO Global NCD Action Plan 2013-2020 states that effective noncommunicable disease prevention and control requires “*coordinated multistakeholder engagement for health ... at government level ... including, as appropriate, health-in-all policies and whole-of-government approaches across sectors such as health, agriculture, communication, education, employment, energy, environment, finance, food, foreign affairs, housing, justice and security, legislature, social welfare, social and economic development, sports, tax and revenue, trade and industry, transport, urban planning and youth affairs and partnership with relevant civil society and private sector entities*”.<sup>25</sup> Thus, the lack of engagement of other relevant government sectors in the GCM/NCD may be considered as an important gap. However, multisectoral approaches also present challenges as they may be interpreted as a disempowerment of ministries of health in the prevention and control of noncommunicable diseases.

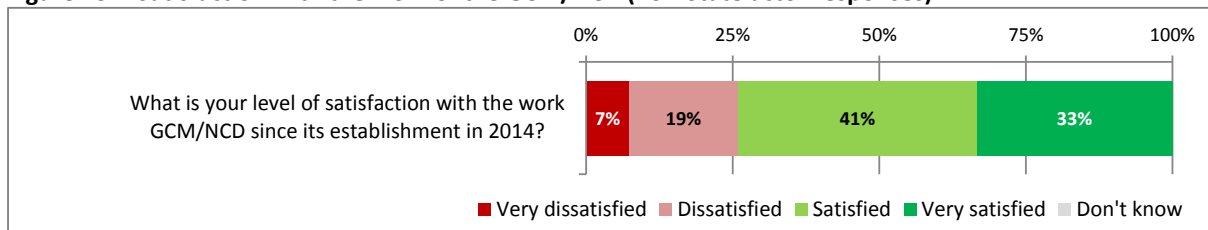
<sup>24</sup> See document A67/14 Add.3 Rev.1, Annex, [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add3Rev1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add3Rev1-en.pdf).

<sup>25</sup> See: WHO Global NCD Action Plan 2013-2020, page 12, available at <http://www.who.int/nmh/publications/ncd-action-plan/en/>.

## Engagement with non-State actors

92. 74% of non-State actor respondents were satisfied or very satisfied with the work of the mechanism (Figure 23B).

**Figure 23B: Satisfaction with the work of the GCM/NCD (non-State actor responses)**

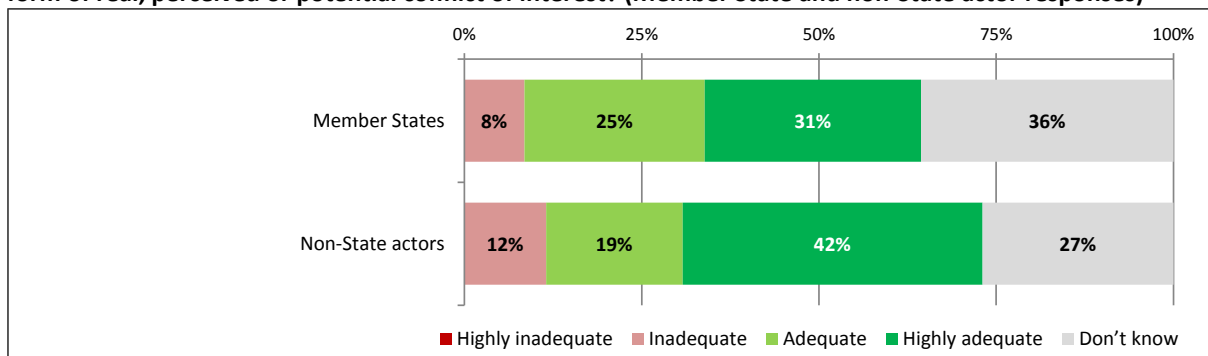


Source: WHO non-State actor survey results

93. In response to open-ended questions inviting further elaboration on their level of satisfaction, non-State actor respondents acknowledged the value of the GCM/NCD as an innovative platform to facilitate and enhance engagement in an unprecedented manner in WHO. Several of them welcomed the opportunity offered by the mechanism for non-State actors to liaise with other bodies, and particularly with Member States.

94. 56% of Member State respondents and 61% of non-State actor respondents considered that the GCM/NCD secretariat had adequately or highly adequately safeguarded WHO and public health from any undue influence by any form of real, perceived or potential conflict of interest (Figure 24).

**Figure 24: Did the GCM/NCD secretariat safeguard WHO and public health from any undue influence by any form of real, perceived or potential conflict of interest? (Member State and non-State actor responses)**



Source: WHO Member State and non-State actor survey results

95. The GCM/NCD follows a necessary, though at times challenging, formal registration process for the acceptance of non-State actors as participants in the mechanism, in order to safeguard WHO from any undue influence by any form of real, perceived or potential conflict of interest. When the GCM/NCD was first established, the Secretariat produced an Information Note<sup>26</sup> setting out the procedures for the selection of non-State actors as participants. Since the adoption of the FENSA by the World Health Assembly in May 2016, the participation of non-State actors is guided by the rules of engagement defined in the FENSA. This has been particularly challenging for the GCM/NCD given that the FENSA has only recently been adopted and certain parts of the Framework are open to interpretation. The mechanism needs to continue to develop expertise and implementation criteria in order to function under the new Framework.

96. According to the GCM/NCD progress report 2014-2016, the majority of non-State actors participating in the mechanism are health-related NGOs working on the four types of noncommunicable disease<sup>27</sup> and/or the four behavioural risk factors.<sup>28</sup> In response to an open-ended

<sup>26</sup> See: <http://www.who.int/entity/nmh/events/info-note1-who-gcmncd.pdf?ua=1>

<sup>27</sup> Cardiovascular diseases, cancer, chronic respiratory diseases and diabetes.

<sup>28</sup> Tobacco use, unhealthy diet, physical inactivity and harmful use of alcohol.

question inviting elaboration on the GCM/NCD collaboration with other actors, non-State actor respondents considered that the capacity of the GCM/NCD to mobilize actors beyond the health sector has been limited. Future engagement should consider sectors such as urban planning, environment, education, the media and entertainment industry (important for communicating and disseminating messages to a wider audience) and the private sector, including those at national level.

97. Non-State actor respondents also considered that the mechanism needs to articulate a clear engagement strategy with well-defined areas of added value for non-State actors, including philanthropic foundations and academic institutions, so that their engagement can be maintained and enhanced.

98. Many non-State actors requested greater opportunities to participate in the discussions about the strategic direction of the mechanism, given that one of the underlying principles of the mechanism is that it should facilitate the engagement of Member States with non-State actors on the NCD response.

99. Furthermore, feedback from interviewees highlighted the importance for the GCM/NCD to coordinate its engagement with non-State actors with that of other WHO NCD programmes to avoid duplications.

### Engagement with UN Agencies

100. The UNIATF coordinates the activities of relevant UN funds, programmes and specialized agencies and other inter-governmental organizations to support governments to meet high-level commitments made by Heads of State and Government in the Political Declaration of the High level Meeting of the General Assembly on the Prevention and Control of Non-communicable Diseases, in particular through the implementation of the WHO NCD Global Action Plan 2013-2020.<sup>29</sup>

101. The mandate of the Task Force was recognized in resolution WHA66.10, which urged Member States *“to recommend that the United Nations Economic and Social Council, before the end of 2013, considers the proposal for a United Nations Task Force on Noncommunicable Diseases, which would coordinate the activities of the United Nations organizations in the implementation of the WHO global noncommunicable disease action plan, and which would be convened and led by WHO and report to the Economic and Social Council”*. The resolution also requested the Director-General *“to work together with other United Nations funds, programmes and agencies to conclude the work, before the end of October 2013, on a division of tasks and responsibilities for United Nations funds, programmes and agencies and other international organizations”*.

102. The objectives of the Task Force include *“To enhance and coordinate systematic support to Member States, upon request, at the national level, in efforts to support responses to prevent and control non-communicable diseases and mitigate their impacts; to facilitate systematic and timely information exchange among entities of the United Nations system and intergovernmental organizations”*.<sup>30</sup> Other objectives also include the sharing of information on available resources and resource mobilization for the implementation of agreed activities; strengthening advocacy to raise the priority accorded to the prevention and control of noncommunicable diseases; and strengthening international cooperation in support of national, regional and global plans for the prevention and control of noncommunicable diseases, inter alia through the exchange of best practices.

103. Membership of the Task Force is open to United Nations system agencies, funds and programmes, international financial institutions, development banks and other key intergovernmental organizations and treaty secretariats. The Task Force is hosted by WHO but reports to the Economic and Social Council through the United Nations Secretary-General.

<sup>29</sup> See: Terms of reference of the UNIATF, available at [http://www.who.int/ncds/un-task-force/ToR\\_UNIATF.pdf?ua=1](http://www.who.int/ncds/un-task-force/ToR_UNIATF.pdf?ua=1)

<sup>30</sup> See: [http://www.who.int/ncds/un-task-force/ToR\\_UNIATF.pdf?ua=1](http://www.who.int/ncds/un-task-force/ToR_UNIATF.pdf?ua=1).

104. The Task Force was envisioned to be complementary to the GCM/NCD. This is reflected in its TOR, which specify that, in accordance with its mandate provided by the Economic and Social Council, the Task Force *“will contribute, as appropriate, to the work of a global coordination mechanism and participate accordingly.”*<sup>31</sup>

105. The TOR of the GCM/NCD include as its participants the *“United Nations funds, programmes and organizations and other relevant intergovernmental organizations”* but at the same time identify as one of its components *“the United Nations Inter-Agency Task Force on NCDs and individual UN agencies, funds and programmes, as well as other relevant intergovernmental organizations”*.<sup>32</sup> However, this has created confusion with regard to the relationship between the GCM/NCD and the UNIATF, both internally and externally.

106. The evaluation has identified a series of activities that the GCM/NCD carried out jointly with the UNIATF or with some of its members, such as:

- joint activities with the UNIATF, such as a Seminar on *“NCDs and Human Rights”*, a lunchtime seminar on *“working in partnership to prevent and control NCDs”*, and the conduct of 8 of the 12 planned investment case studies in countries;
- joint country missions;
- participation of the GCM/NCD in conferences sponsored by other United Nations agencies such as: the Commission on the Status of Women (side event) and the 71<sup>st</sup> United Nations General Assembly side event on partnerships for Humanitarian Needs in Fragile Environments;
- participation of UNIATF members in GCM/NCD dialogues (3 to 15 UN agencies represented at any given dialogue).

107. However, the level of engagement needs to be improved and be more systematic. Most UNIATF respondents would welcome greater engagement of the GCM/NCD with the UNIATF through active interaction and communication. There is a clear need to operationalise this collaboration in order to avoid overlaps in their work and establish clear mechanisms for coordination and collaboration between the two entities.

<sup>31</sup> See: [http://www.who.int/ncds/un-task-force/ToR\\_UNIATF.pdf?ua=1](http://www.who.int/ncds/un-task-force/ToR_UNIATF.pdf?ua=1)

<sup>32</sup> See document A67/14 Add.1, Appendix 1, paras 5 and 8, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf)



### 3. Conclusions

#### Relevance

108. The GCM/NCD is, to date, the first and only WHO instrument aimed at facilitating multistakeholder engagement and cross-sectoral collaboration in the area of noncommunicable diseases. This unique mandate, as expressed by the mechanism's goal and objectives, is recognized by Member States to be of the utmost relevance.

109. Member States and, to a lesser extent, non-State actors considered that the GCM/NCD is an adequate platform for coordination of activities, multistakeholder engagement and cross-sectoral action in order to contribute to the implementation of the WHO Global NCD Action Plan 2013–2020.

110. The majority of Member States and non-State actors considered the mechanism's five functions/objectives very useful to achieve the general purpose of the mechanism, in particular as a platform to share evidence-based information and best practices as well as a forum to share solutions and actions for implementation.

111. A certain number of areas for improvement were identified: in particular, the need to avoid duplication of efforts with other actors and the capacity of the GCM/NCD to identify and promote sustained cross-sectoral action and advocate for resource mobilization.

#### Achievement of functions/objectives

112. The mechanism has carried out a significant number of activities in line with its five objectives. Objectives 1 (advocacy and awareness-raising), 2 (disseminating knowledge and sharing information) and 3 (encouraging innovation and identifying barriers) were the objectives showing the largest number of completed activities and outputs. Objectives 4 (advancing multisectoral action) and 5 (advocating for the mobilization of resources) were considered to be lagging behind and therefore require specific attention.

113. Despite the overall level of activity, the effectiveness of the activities and outputs in support of countries' efforts to accelerate the implementation of the WHO Global NCD Action Plan 2013–2020 was considered to be modest. Areas for improvement included: (a) the need for tools and materials of a practical nature applicable to country contexts; (b) the limited reach of the outputs due to the lack of active dissemination strategies and follow-up; and (c) the need to enhance the functioning and outcomes of the working groups through more systematic support than is currently available.

114. It is also worth noting that, after having assessed the usefulness and effectiveness of activities across the five objectives, there is consistently a difference between the two, i.e. activities are consistently rated more useful than effective, which might be partially due to the timing of this preliminary evaluation. However, it might also be that these activities alone are not sufficient to achieve the objectives as formulated.

115. The workplans' focus on activities, combined with the absence of a results framework with targets expressed in terms of objectives and achievements, are sources of concern about the potential for the GCM/NCD to achieve all its objectives by 2020. Furthermore, the evaluation also showed that the workplans have not been fully implemented. In particular, many of the activities under objective 2 related to knowledge dissemination and exchange of information and best practices, such as the development of web-based platforms, have been delayed. This gap, together with the lack of active dissemination strategies for the outputs produced, led many Member States and non-State actors to consider that the knowledge dissemination and information-sharing function needs further work. Likewise, activities under objective 4, such as the communities of practice, have also been delayed.

116. In addition to the activities described in the workplans, the mechanism also deployed “*integrated support to countries*”, aimed at coordinating activities and actors at country level. This programme was coordinated to some extent with the UNIATF. However, its role and relationship with other WHO and United Nations country-level actors was not well understood beyond the GCM/NCD secretariat, and there was a risk of duplication with the work of the other actors. For this activity to be continued within the remit of the mechanism, it would need to be formally included in the workplans presented to the World Health Assembly, demonstrating how it contributes to achieving the objectives.

117. The mechanism could benefit from a robust theory of change and a results framework, as a significant number of non-State actors and interviewees considered that the GCM/NCD needs a stronger strategic focus.

### Added value

118. Member States and non-State actors recognized the added value of the mechanism for the implementation of the WHO Global NCD Action Plan 2013-2020, which rests primarily in its engagement capacity and its potential to create links between multisectoral actors, including Member States, non-State actors, United Nations actors and other WHO technical programmes, at global, regional, national and local levels. However, Member States considered that the GCM/NCD’s added value at country level is still limited in terms of reach, country context of outputs and opportunities for continued engagement.

119. The GCM/NCD secretariat, as the first body to implement the WHO FENSA, provided added value as it contributed to the operationalization of the Framework criteria and modes of implementation. However, the GCM/NCD needs to clarify its own criteria for engagement with non-State actors, based on the FENSA, and continue to develop expertise to ensure the necessary quality control for the application of the Framework.

120. The added value of the mechanism is dependent on the fulfilment of its scope and purpose and five functions/objectives. Concerns have been raised regarding: (a) the lack of strategic clarity of the mechanism; (b) the challenges of articulating tangible outputs from the dialogues and from the global communication campaign; (c) overlapping messages; and (d) lack of clarity of roles and responsibilities of the country level activities. In this regard, the mechanism needs to work synergistically with relevant technical programmes within WHO at the three levels of the Organization to maximize its effectiveness.

### Main factors influencing the achievement of objectives

121. The main success factors of the mechanism are the strength of its mandate, purpose and objectives and the ability of the GCM/NCD to convene and engage Member States and non-State actors to work collaboratively in support of the implementation of the WHO Global NCD Action Plan 2013-2020.

122. The commitment of the GCM/NCD secretariat to the mandate of the mechanism is also widely recognized. The budget of the GCM/NCD secretariat, essentially funded from flexible sources, has grown substantially since its establishment.

123. There is a need for a better definition of roles and responsibilities of the GCM/NCD and the WHO technical programmes working on noncommunicable diseases, especially in relation to country-level work. Additionally, there is a need for more systematic coordination and communication of work on noncommunicable diseases within WHO, including taking advantage of the GCM/NCD multistakeholder engagement platform.

124. Member States highlighted the need to improve: communication provided by the mechanism to national focal points; the visibility of its activities and of its website communication channels; and the dissemination of the products of the mechanism.

### GCM/NCD engagement with other stakeholders

125. Member States expressed overall satisfaction with the work of the mechanism in supporting implementation of the WHO Global NCD Action Plan 2013-2020. However, there needs to be a broader engagement of Member States and other participants in order to cover all country income groups. The uneven country reach, the need for greater country contextualization of the GCM/NCD products and the limited opportunities for ongoing engagement of Member State representatives and national focal points through electronic platforms has also restricted their engagement and participation in the activities of the mechanism.

126. Furthermore, engagement with Member States is essentially with Ministries of Health or diplomatic missions based in Geneva. The achievement of multisectoral action could be enhanced by engagement with other non-health government officials, covering the cross-sectoral areas mandated to the mechanism, and by more internal dialogue and cross-fertilization within WHO.

127. The GCM/NCD follows a necessary, though at times challenging, formal registration process for the acceptance of non-State actors as participants in the mechanism, in order to safeguard WHO from any undue influence by any form of real, perceived or potential conflict of interest. However, considering the low level of representation of non-State actors, in particular from non-health sectors, the mechanism needs a clear strategy to identify, engage and expand participation among non-State actors, from the health and non-health sectors and the private sector, including those at national level.

128. The evaluation noted the intended collaboration stated in the respective TORs of the GCM/NCD and the UNIATF. There is a clear need to operationalize this collaboration in order to avoid overlaps in the work of the two entities and establish clear mechanisms for coordination and collaboration between them.

129. The GCM/NCD is fulfilling its role as the platform for engagement of multisectoral stakeholders, and it needs to continue to diligently safeguard WHO and public health from any undue influence by any form of real or perceived conflict of interest.

## 4. Recommendations and key actions

1. Taking into account the United Nations 2030 Agenda for Sustainable Development, the GCM/NCD should develop a medium-term strategic plan with a clear vision and a robust results framework which will:

- (a) guide the development of workplans, define priority activities and allocate budgets and resources in support of each of the five objectives, with special attention to objectives 4 and 5;
- (b) outline the contribution of each of the relevant GCM/NCD stakeholders towards this strategic plan; and
- (c) include a monitoring framework to enable regular tracking and reporting of progress towards the objectives.

2. Formulate a clear engagement strategy for Member States, United Nations funds, programmes and organizations and other relevant intergovernmental organizations, and non-State actors, aiming to:

- (a) enhance opportunities and processes to facilitate the engagement of all Member States by accessible and user-friendly means;
- (b) articulate opportunities and strategies to expand the engagement of Member State representatives from non-health sectors, making full use of experience gained by WHO and other agencies in other processes;
- (c) promote the engagement of United Nations funds, programmes and organizations and other relevant intergovernmental organizations in the global activities of the GCM/NCD, and identify collaborative arrangements and synergies at regional and national level; and
- (d) improve mechanisms to identify and engage non-State actors, from the health and non-health sectors and the private sector, including those at national level.

3. Develop appropriate processes for effective coordination, communication and dissemination of information on main activities and outputs by:

- (a) establishing better systems for communication and dissemination of information between the mechanism and Member States, including strengthening the use of electronic tools, web portals, exchange platforms and knowledge hubs;
- (b) strengthening coordination and harmonizing procedures between the mechanism and the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases, in order to avoid overlaps;
- (c) strengthening coordination and harmonizing procedures between the GCM/NCD secretariat and relevant technical programmes in the WHO Secretariat; and
- (d) clarifying the roles and responsibilities of the GCM/NCD secretariat and the WHO technical programmes working on noncommunicable diseases, especially in relation to country-level work.

4. Enhance the country reach of the work of the GCM/NCD to ensure an active and broad dissemination of its outputs, with a particular focus on reaching national NCD focal points and country stakeholders through:

- (a) the development of tools and materials of a practical nature applicable to the country contexts;

- (b) greater use of electronic platforms and other electronic means to enhance dissemination of information and exchange of best practices; and
- (c) support for the strengthening of coordination with WHO and United Nations actors at regional and country levels so they can contribute to the adaptation of the GCM/NCD's global work to the regional and national settings.

5. Improve the effectiveness of GCM/NCD working groups through enhanced technical support by all relevant WHO programmes and quality control to ensure that the working groups systematically receive the necessary technical inputs and that the content and outputs are innovative, appropriate and suited to the needs of their audience.

6. Enhance efforts to identify and share information on existing and potential sources of finance and cooperation mechanisms at local, national, regional and global levels (i.e. advocate for the mobilization of resources).

## Annex 1: Terms of reference

### BACKGROUND

#### Establishment of the WHO GCM/NCD

1. The mandate to establish the WHO Global Coordination Mechanism on noncommunicable diseases (GCM/NCD) derives from paragraph 64 of the 2011 UN Political Declaration on Non-communicable Diseases<sup>1</sup> which requested the United Nations Secretary-General, in close collaboration with the WHO Director-General, to identify options for strengthening and facilitating multisectoral action for the prevention and control of noncommunicable diseases through effective partnership.
2. In response to this request, the WHO Director-General submitted reports in 2012 to the World Health Assembly<sup>2</sup> and the UN General Assembly,<sup>3</sup> which identified such options for consideration by Member States.
3. Following discussions at the UN General Assembly in November 2012,<sup>4</sup> WHO established two (parallel) intergovernmental processes:<sup>5 6</sup>
  - The first process led to the (i) establishment by the UN Secretary-General of the UN Inter-Agency Task Force on NCDs in July 2013,<sup>7</sup> reporting to ECOSOC; and (ii) the adoption by ESOCOC of the corresponding terms of reference for the Task Force in June 2014,<sup>8</sup> following endorsement of the (same) terms of reference at the World Health Assembly in May 2014.<sup>9</sup>
  - The second process led to the (i) endorsement of the terms of reference of the WHO GCM/NCD in May 2014,<sup>10</sup> reporting to the World Health Assembly (as part of established reporting sequences related to the progress of the implementation of the WHO Global NCD Action Plan 2013-2020); and (ii) the establishment by the WHO Director-General of the GCM/NCD in September 2014.

The two parallel intergovernmental consultations were synchronized in such a manner that the Sixty-seventh World Health Assembly in May 2014 was able to consider the terms of references of the Task Force and the WHO GCM/NCD at the same time and under **one** agenda item 13.1.<sup>11</sup> This provided Member States with an opportunity to ensure synergies. The terms of reference of the Task Force sets out the links with the WHO GCM/NCD in paragraphs 25 and 26.<sup>12</sup> The terms of reference of the WHO GCM/NCD sets out the link with the Task Force in paragraph 8.<sup>13</sup>

<sup>1</sup> Resolution A/RES/66/2, available at

[http://www.who.int/nmh/events/un\\_ncd\\_summit2011/political\\_declaration\\_en.pdf?ua=1](http://www.who.int/nmh/events/un_ncd_summit2011/political_declaration_en.pdf?ua=1)

<sup>2</sup> Document A65/7, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA65/A65\\_7-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA65/A65_7-en.pdf)

<sup>3</sup> Report A/67/373, available at <http://www.who.int/nmh/events/2012/20121128/en/>

<sup>4</sup> See <http://www.who.int/nmh/events/2012/20121128/en/>

<sup>5</sup> See [http://www.who.int/nmh/events/ncd\\_task\\_force/en/](http://www.who.int/nmh/events/ncd_task_force/en/)

<sup>6</sup> See <http://www.who.int/nmh/events/preparatory-process/en/>

<sup>7</sup> See <http://www.who.int/nmh/ncd-task-force/tf-2013.pdf?ua=1>

<sup>8</sup> See <http://www.who.int/nmh/ncd-task-force/tf-2014.pdf?ua=1>

<sup>9</sup> Document A67/14, Annex 2, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14-en.pdf)

<sup>10</sup> Document A67/14 Add.1, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf)

<sup>11</sup> See Agenda item 13.1 and documents A67/14, available at [http://apps.who.int/gb/e/e\\_wha67.html](http://apps.who.int/gb/e/e_wha67.html)

<sup>12</sup> Document A67/14, Annex 2, page 17, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14-en.pdf)

<sup>13</sup> Document A67/14 Add.1, page 4, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf)

4. The Sixty-seventh World Health Assembly in May 2014 also noted the first work plan of the WHO GCM/NCD covering the period 2014-2015.<sup>14</sup> The Sixty-eighth World Health Assembly noted the second GCM work plan 2016-2017.<sup>15</sup>

5. The Sixty-ninth World Health Assembly in May 2016 considered a Report on progress made in carrying out actions included in the 2014-2015 work plan of the WHO GCM/NCD<sup>16</sup> and the Seventieth World Health Assembly considered the work plan of the WHO GCM/NCD covering the period 2018-2019.<sup>17</sup>

## Scope and purpose of the WHO GCM/NCD

6. The scope and purpose of the WHO GCM/NCD<sup>18</sup> are to facilitate and enhance coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels in order to contribute to the implementation of the WHO Global NCD Action Plan 2013–2020,<sup>19</sup> while avoiding duplication of efforts, using resources in an efficient and results-oriented way, and safeguarding WHO and public health from any undue influence by any form of real, perceived or potential conflicts of interest.

## Overarching principles, approaches and parameters of the WHO GCM/NCD

7. The WHO GCM/NCD is guided by the overarching principles and approaches as identified, respectively, in paragraph 18, and parameters in paragraph 15, of the annex to resolution WHA66.10.

8. The WHO GCM/NCD will build on country needs and will ultimately aim at supporting country efforts across sectors to implement the WHO Global NCD Action Plan 2013–2020.

## Functions of the WHO GCM/NCD

9. Guided by, and in line with, the six objectives of the WHO Global NCD Action Plan 2013–2020, the functions of the WHO GCM/NCD are as follows:

- **Advocating and raising awareness:** Advocating for and raising awareness of the urgency of implementing the WHO Global NCD Action Plan 2013–2020; mainstreaming the prevention and control of noncommunicable diseases in the international development agenda; and giving due consideration to the prevention and control of noncommunicable diseases in discussions on the post-2015 development agenda;
- **Disseminating knowledge and information:** Disseminating knowledge and sharing information based on scientific evidence and/or best practices regarding the implementation of the WHO Global NCD Action Plan 2013–2020, including health promotion, prevention, control, monitoring and surveillance of noncommunicable diseases;
- **Encouraging innovation and identifying barriers:** Provide a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013–2020;

<sup>14</sup> Document A67/14 Add3 Rev.1, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add3Rev1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add3Rev1-en.pdf)

<sup>15</sup> Document A68/11, Annex 3, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA68/A68\\_11-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA68/A68_11-en.pdf)

<sup>16</sup> Document A69/10, Annex 5, starting page 31 of [http://apps.who.int/gb/ebwha/pdf\\_files/WHA69/A69\\_10-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA69/A69_10-en.pdf)

<sup>17</sup> Document A70/27, Annex 3, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA70/A70\\_27-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA70/A70_27-en.pdf)

<sup>18</sup> Document A67/14 Add.1, Appendix 1, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf)

<sup>19</sup> See Annex 4 in [http://apps.who.int/gb/ebwha/pdf\\_files/WHA66-REC1/A66\\_REC1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA66-REC1/A66_REC1-en.pdf)



- **Advancing multisectoral action:** Advance multisectoral action by identifying and promoting sustained actions across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020;
- **Advocating for the mobilization of resources:** Identifying and sharing information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for the implementation of the WHO Global NCD Action Plan 2013–2020.

## Participants in the WHO GCM/NCD

10. The WHO GCM/NCD is led by Member States.<sup>20</sup> The eligibility criteria for other participants are in accordance with WHO's Framework of engagement with non-State actors.<sup>21</sup>

11. At this juncture other participants include, according to the terms of reference<sup>22</sup>:

- United Nations funds, programmes and organizations and other relevant intergovernmental organizations which (1) have requested to participate in the WHO GCM/NCD; and (2) are a member of the UN Inter-Agency Task Force on NCDs
- non-State actors (NGOs, academic institutions, philanthropic foundations, and private sector entities) which (1) have requested to participate in the WHO GCM/NCD; and (2) meet the criteria set out in WHO's Framework of engagement with non-State actors.

## CONTEXT OF THE EVALUATION

12. In accordance with the modalities of the preliminary evaluation of the WHO GCM/NCD,<sup>23</sup> paragraph 19 of the terms of reference for the WHO GCM/NCD,<sup>24</sup> and the biennial workplan of the WHO Evaluation Office for 2016–2017,<sup>25</sup> the Health Assembly will conduct a preliminary evaluation of the WHO GCM/NCD during the period between May 2017 and January 2018, in order to assess its results and its added value based on its terms of reference and work plans. The results will be reported to the Seventy-first Health Assembly, through the Executive Board. The evaluation management group will consist of Officers of the Seventieth World Health Assembly, to reflect equitable regional representation in the evaluation management group, and will be supported by the WHO Evaluation Office in the conduct of its work.

13. The discussions at the Seventy-first Health Assembly on the report containing the outcomes of the evaluation may also serve as an input into the preparatory process leading to the third High-level Meeting of the UN General Assembly on Non-communicable diseases, taking into account that the mandate provided by the World Health Assembly to establish the WHO GCM/NCD derives from paragraph 64 of the 2011 Political Declaration of the UN General Assembly on Non-communicable Diseases.

<sup>20</sup> And, where applicable, regional economic integration organizations.

<sup>21</sup> Document A69/6, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA69/A69\\_6-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA69/A69_6-en.pdf)

<sup>22</sup> Document A67/14 Add.1, Appendix 1, paragraph 5, available at

[http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf?ua=1&ua=1](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf?ua=1&ua=1)

<sup>23</sup> Document A68/11, Annex 3, Appendix 2 available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA68/A68\\_11-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA68/A68_11-en.pdf)

<sup>24</sup> Document A67/14 Add.1, page 6, available at [http://apps.who.int/gb/ebwha/pdf\\_files/WHA67/A67\\_14Add1-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_14Add1-en.pdf)

<sup>25</sup> Document EB138/44, page 5, available at [http://apps.who.int/gb/ebwha/pdf\\_files/EB138/EB138\\_44-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/EB138/EB138_44-en.pdf)



## ORGANIZATION OF THE EVALUATION

### Objective

14. The objective of the preliminary evaluation is to assess whether the WHO GCM/NCD has produced results and provided added value. The preliminary evaluation will provide an understanding of how results and outcomes have been achieved between 2014 and 2017 and examine their relevance, effectiveness, sustainability and efficiency, taking into account the terms of reference and the work plans covering the periods 2014–2015 and 2016–2017. It will also examine achievements in relation to WHO's results chain, including the work of the WHO Secretariat of the GCM/NCD conducted in accordance with its work plans.

### Evaluation management

15. As described in the proposed modalities of this evaluation contained in document A68/11 and reiterated in the evaluation annual report (document EB141/7<sup>26</sup>), an evaluation management group will be convened. The evaluation management group will consist of the Officers of the Seventieth World Health Assembly (chairs and vice-chairs of Committees A and B) to reflect equitable regional representation in the evaluation management group, and will be supported by the WHO Evaluation Office in the conduct of its work. The evaluation management group will be consulted on the terms of reference of the evaluation and will be kept abreast of developments and consulted throughout the evaluation. It will also review and comment on the draft evaluation report.

### Approach

16. The evaluation team will include two senior external consultants working with senior members of the Evaluation Office. Together they should bring the relevant expertise in terms of evaluation, health and governance mechanisms. It is proposed that the consultants be selected through a request for proposals, which will invite leading consultants to submit proposals on the conduct of the evaluation in accordance with the approved terms of reference. The proposals will be examined against criteria that are based on a combination of technical competence and cost, and which have been approved by the evaluation management group. The evaluation team will be supported by the WHO Evaluation Office in the conduct of its work.<sup>27</sup> The footnote below clarifies the approach finally taken.

17. The evaluation team at the inception stage will develop a rigorous and transparent methodology to address the evaluation in a way that serves the dual objectives of accountability and learning. It will follow the principles set forth in the WHO Evaluation Practice Handbook and the United Nations Evaluation Group (UNEG) norms and standards for evaluations as well as ethical guidelines.

18. The evaluation will be conducted using a mixed-method approach to ensure triangulation of information through a variety of means, with a combination of online survey, key informant interviews and a document review.

<sup>26</sup> Document EB141/7, paragraph 20, available at [http://apps.who.int/gb/ebwha/pdf\\_files/EB141/B141\\_7-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/EB141/B141_7-en.pdf)

<sup>27</sup> Due to budgetary constraints, the WHO Evaluation Office changed its approach to the evaluation and benefited from the availability of its chief evaluation officer and senior evaluation officer, supported by another evaluation officer and a mid-level consultant identified from the Evaluation Office roster of consultants, to carry out this evaluation.

## Timeline

19. The timeline, covering the period end-May 2017 to January 2018, is as follows:

- establishment of the evaluation management group by the Seventieth World Health Assembly: May 2017<sup>28</sup>
- finalization of the terms of reference for the evaluation: July 2017
- issuance of the request of proposals for consultants: July 2017
- selection of the consultants: August 2017
- review and finalization of evaluation tools (e.g. online survey, interview guides) and conduct of evaluation: September-October 2017
- preparation of draft report by evaluation team and review by evaluation management group: November 2017
- delivery of final report : early December 2017
- submission of the final report for consideration by the Seventy-first World Health Assembly through the Executive Board: January 2018.

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<sup>28</sup> See document A70/27, paragraph 21, noted by the Health Assembly and document EB141/7, paragraph 20, noted by the Executive Board.

## Annex 2: Methodology

Oversight of the evaluation was performed by an evaluation management group, composed of the Chairmen and Vice-Chairmen of Committees A and B of the Seventieth World Health Assembly. The Evaluation Office supported the Health Assembly in conducting the evaluation, with the assistance of an external consultant. The Evaluation Management Group was consulted on the terms of reference of the evaluation and was kept abreast of developments and consulted throughout the evaluation, including the review of the draft evaluation report. The evaluation was conducted within a timeframe of 7 months, commencing May 2017.

As agreed during the inception phase, the evaluation adopted a mixed-method approach, which included the following data collection methods:

### Document review

The evaluation reviewed a range of internal documents including:

- WHO governing body documents relating to the activities and achievements of the GCM/NCD, including workplans and progress reports;
- Documents and reports from the mechanism's working groups, dialogues and communities of practice;
- Relevant WHO documentation on noncommunicable diseases;
- Budget, expenditure and performance data of the GCM/NCD secretariat for 2014-2015 and 2016-2017.

### Online surveys

The evaluation conducted two online surveys covering all aspects of the work of the mechanism. Both surveys were launched on a secure WHO electronic platform on 9 October 2017 and closed on 20 November 2017:

- An online survey for Member States, as primary stakeholders of this mechanism, in the six official languages of the Organization. The survey was addressed to national noncommunicable diseases focal points in Member States. One reminder was sent. Member States' focal points were also informed of the survey through a message from the Evaluation Office to the health attachés at the missions based in Geneva. Directors of noncommunicable diseases in the regional offices were also encouraged to alert their national counterparts to this survey. A total of 61 respondents from 50 Member States completed the survey.
- An online survey addressing non-State actors that collaborate with the GCM/NCD, in English, French and Spanish. One reminder was sent. In total, 21 nongovernmental organizations, two philanthropic foundations, six academic institutions and two other entities responded to this survey.

### Key informant interviews

The perspectives of the co-chairs of the working groups of the mechanism (four co-chairs representing three of the working groups) and of the members of the United Nations inter-Agency Task Force on Noncommunicable Diseases (six members) were gathered in the course of this evaluation.

In order to complement the survey data and provide insights into the activities of the mechanism, the evaluation team conducted 24 semi-structured key informant interviews with members of the GCM/NCD secretariat; senior staff from the WHO Noncommunicable Diseases and Mental Health cluster, and regional noncommunicable disease programmes; and relevant senior staff in the Director-General's Office.

### **Data analysis and preparation of report**

Qualitative data collected through the survey and interviews were analysed by identifying emerging themes and subthemes. Quantitative survey data was analysed through calculation of frequencies and trends in the survey questions. Finally, the data were triangulated to identify common response patterns and draw conclusions. The draft review report was shared with the Evaluation Management Group for review and comments. Based on input received from the Evaluation Management Group, the report was finalized for submission to the Seventieth World Health Assembly through the Executive Board.

## Annex 3: Online survey questionnaires and results

### Annex 3.1 Survey questionnaire for Member States

#### PART A: Profile of the respondent

1) In which Member State do you work?

*Drop-Down menu with list of countries*

2) What type of institution do you work for?

- ☐ Ministry of Health
- ☐ Government public health agency
- ☐ Academia/research institution/other public health-related agency
- ☐ Other (please specify): \_\_\_\_\_

3) How would you describe your knowledge of the GCM/NCD?

- ☐ I am in general very familiar with it.
- ☐ I have moderate knowledge of it.
- ☐ I don't know much about it, but I am aware of some of its activities.
- ☐ I hardly know anything about it.
- ☐ I have never heard of it before receiving this questionnaire.

4) How do you assess your level of engagement with the GCM/NCD? Please, click on only one option.

- ☐ I am a very active participant in the GCM/NCD, having contributed either as co-chair or expert or provided technical inputs to its activities
- ☐ I follow many of the GCM/NCD activities and/or outputs
- ☐ I do not follow actively the GCM/NCD activities but I know of some of its outputs
- ☐ I do not follow the GCM/NCD activities, nor I am aware of its outputs
- ☐ Other (please specify): \_\_\_\_\_

#### PART B. Relevance, effectiveness and added value

5) The World Health Assembly (WHA) established the global coordination mechanism to facilitate and enhance coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels, in order to contribute to the implementation of the WHO Global NCD Action Plan 2013–2020. Please indicate your level of agreement with the following statements.

	(1) Strongly disagree	(2) Disagree	(3) Agree	(4) Strongly agree	(-) Don't know
The GCM/NCD is an adequate platform to facilitate and enhance <b>the coordination of activities</b> in order to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The GCM/NCD is an adequate platform to facilitate and enhance <b>multistakeholder engagement</b> in order to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The GCM/NCD is an adequate platform to facilitate and enhance <b>action across sectors</b> in order to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6) If you would like to further elaborate on your opinion regarding the above statements, please use the text field below:

- 7) To what extent do you consider that the following functions/objectives of the GCM/NCD are useful to facilitate and enhance the coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels?

	(1) Not useful	(2) Hardly useful	(3) Moder- ately useful	(4) Highly useful	(5) Extrem- ely useful	(-) Don't know
<b>Advocating for and raising awareness</b> of the urgency of implementing the WHO Global NCD Action Plan 2013–2020; mainstreaming the prevention and control of NCDs in the international development agenda; and giving due consideration to the prevention and control of NCDs in discussions on the post-2015 development agenda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Disseminating knowledge and sharing information</b> based on scientific evidence and/or best practices regarding the implementation of the WHO Global NCD Action Plan 2013–2020, including health promotion, prevention, control, monitoring and surveillance of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Providing a forum to identify barriers and share innovative solutions and actions</b> for the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Advancing multisectoral action</b> by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Advocating for the mobilization of resources:</b> identifying and sharing information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 8) Are there any additional functions that you consider the GCM/NCD should also have developed? Please specify:

- 9) To what extent do you consider that the GCM/NCD objectives as described in the table below have been achieved?

	(1) Not at all	(2) Poorly	(3) Some- what	(4) Well	(5) Very well	(-) Don't know
<b>Advocating for and raising awareness</b> of the urgency of implementing the WHO Global NCD Action Plan 2013–2020; mainstreaming the prevention and control of NCDs in the international development agenda; and giving due consideration to the prevention and control of NCDs in discussions on the post-2015 development agenda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Disseminating knowledge and sharing information</b> based on scientific evidence and/or best practices regarding the implementation of the WHO Global NCD Action Plan 2013–2020, including health promotion, prevention, control, monitoring and surveillance of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Providing a forum to identify barriers and share innovative solutions and actions</b> for the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Advancing multisectoral action:</b> identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Advocating for the mobilization of resources:</b> identifying and sharing information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10) In your opinion, what have been the main results obtained through the activities of the GCM/NCD for each of its objectives?

	Please, specify what has been in your opinion the main results obtained through the activities of the GCM/NCD
<b>Advocating for and raising awareness</b> of the urgency of implementing the WHO Global NCD Action Plan 2013–2020; mainstreaming the prevention and control of NCDs in the international development agenda; and giving due consideration to the prevention and control of NCDs in discussions on the post-2015 development agenda	<input type="text"/>
<b>Disseminating knowledge and sharing information</b> based on scientific evidence and/or best practices regarding the implementation of the WHO Global NCD Action Plan 2013–2020, including health promotion, prevention, control, monitoring and surveillance of NCDs	<input type="text"/>
<b>Providing a forum to identify barriers and share innovative solutions and actions</b> for the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="text"/>
<b>Advancing multisectoral action</b> by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="text"/>
<b>Advocating for the mobilization of resources:</b> identifying and sharing information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="text"/>

11) To what degree do you consider that the GCM/NCD has provided added value to implementing the WHO Global NCD Action Plan 2013–2020?

(1) Not at all	(2) To a minor extent	(3) To a moderate extent	(4) To a large extent	(5) To a very large extent	(-) Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please elaborate:

12) To what degree do you consider that the work of the GCM/NCD produced added value to NCD-related work in your country?

(1) Not at all	(2) To a minor extent	(3) To a moderate extent	(4) To a large extent	(5) To a very large extent	(-) Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please elaborate:

13) Since 2014, the GCM/NCD has been engaged in a series of activities based on its 2014-2015 and 2016-2017 workplans. How would you rate the usefulness of the following GCM/NCD workplan activities in order to advocate for and raise awareness of the urgency of implementing the WHO Global NCD Action Plan 2013-2020?

	(1) Not useful	(2) Hardly useful	(3) Moder- ately useful	(4) Highly useful	(5) Extrem- ely useful	(-) Don't know
Conduct a dialogue and produce a report with recommendations on how to encourage the continued inclusion of NCDs in development cooperation agendas and initiatives, internationally-agreed development goals, economic development policies, sustainable development frameworks and poverty reduction strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conduct a dialogue and produce a report with recommendations on how to strengthen international cooperation on the prevention and control of NCDs within the framework of North-South, South-South and triangular cooperation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conduct a dialogue and produce a report with recommendations on the role of non-State actors in supporting Member States in their national efforts to tackle NCDs in the post-2015 era	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conduct a dialogue and produce a report with recommendations on how governments can promote policy coherence between different spheres of policy-making that have a bearing on NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop and implement a global communications campaign advocating the feasibility of achieving the nine global targets for a world free of the avoidable burden of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14) How would you rate the usefulness of the following GCM/NCD workplan activities in order to disseminate knowledge and share information based on scientific evidence and/or best practices regarding implementation of the WHO Global NCD Action Plan 2013-2020?

	(1) Not useful	(2) Hardly useful	(3) Moder- ately useful	(4) Highly useful	(5) Extrem- ely useful	(-) Don't know
Establish a web-based platform that builds and disseminates information about the necessary evidence base to inform policy-makers about the relationship between NCDs, poverty and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a web-based platform that promotes and facilitates international and intercountry collaboration for exchange of best practices in the areas of health-in-all-policies, whole-of-government and whole-of-society approaches, legislation, regulation, health system strengthening and training of health personnel, so as to disseminate learning from the experiences of Member States in meeting the challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a series of webinars to support the coordinating role of WHO in areas where stakeholders can contribute and take concerted action against NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand the broad engagement of participants through the web-based platforms established, and use the web-based platforms to disseminate information on country plans and the implementation of country commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explore other potential low-cost approaches for knowledge dissemination and interaction between participants and use these as appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitate the exchange of information on NCD-related research and its translation, identify barriers to research generation and translation, and facilitate innovation in order	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



to enhance the knowledge base for ongoing national, regional and global action						
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**15) How would you rate the usefulness of the following GCM/NCD workplan activities in order to provide a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013-2020?**

	(1) Not useful	(2) Hardly useful	(3) Moder- ately useful	(4) Highly useful	(5) Extrem- ely useful	(-) Don't know
Establish a Working Group to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 44 of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of NCDs*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a Working Group and produce a report with recommendations on ways and means of encouraging Member States and non-State actors to promote the inclusion of the prevention and control of NCDs within responses to HIV/AIDS and programmes for sexual and reproductive health and maternal and child health, as well as other communicable disease programmes, such as those on tuberculosis, including as part of wider efforts to strengthen and orient health systems to address the prevention and control of NCDs through people-centred primary health care and universal health coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a Working Group and produce a report with recommendations on ways and means of encouraging Member States and non-State actors to align international cooperation on NCDs with national plans concerning NCDs in order to strengthen aid effectiveness and the development impact of external resources in support of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a Working Group and produce a report with recommendations on ways and means of encouraging Member States and non-State actors to promote health education and health literacy for NCDs, with a particular focus on populations with low health awareness and/or literacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\*Paragraph 44 of A/RES/66/2, available at <http://www.un.org/Docs/asp/ws.asp?m=A/RES/66/2>

**16) How would you rate the usefulness of the following GCM/NCD workplan activities in order to advance multisectoral action by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013-2020?**

	(1) Not useful	(2) Hardly useful	(3) Moder- ately useful	(4) Highly useful	(5) Extrem- ely useful	(-) Don't know
Establish a community of practice where participants can contribute and take concerted action against NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish new communities of practice*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Register and publish contributions from the private sector, philanthropic entities and civil society to the achievement of the nine voluntary targets for NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* <http://who.int/global-coordination-mechanism/news/communities-of-practice/en/>

**17) How would you rate the usefulness of the following GCM/NCD workplan activities in order to identify and share information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for implementation of the WHO Global NCD Action Plan 2013-2020?**

	(1) Not useful	(2) Hardly useful	(3) Moder- ately useful	(4) Highly useful	(5) Extrem- ely useful	(-) Don't know
Establish a Working Group to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 45(d)* of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobilize relevant and selected participants to conduct 12 studies (two per WHO region) on the national public health burden caused by NCDs in developing countries, the relationship between NCDs, poverty and social and economic development, the cost of inaction, and the cost of action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a web-based platform to map existing and potential sources and mechanisms of assistance provided by the participants to developing countries in meeting their commitments to tackling NCDs in the post-2015 era	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* Political Declaration of the High-level Meeting of the General Assembly on the Prevention and Control of Non-communicable Diseases (2011). <http://www.un.org/Docs/asp/ws.asp?m=A/RES/66/2>

**18) Is there any specific comment that you would like to add in terms of the usefulness of the activities performed by the GCM/NCD? Please specify:**

**19) Have the following GCM/NCD workplan activities been effective to advocate for and raise awareness of the urgency of implementing the WHO Global NCD Action Plan 2013-2020?**

	(1) Not at all	(2) Hardly effective	(3) Some- what effective	(4) Very effective	(-) Don't know
A global dialogue and a report with recommendations on how to encourage the continued inclusion of NCDs in development cooperation agendas and initiatives, internationally-agreed development goals, economic development policies, sustainable development frameworks and poverty reduction strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A global dialogue and a report with recommendations on how to strengthen international cooperation on the prevention and control of NCDs within the framework of North–South, South–South and triangular cooperation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A global dialogue and a report with recommendations on the role of non-State actors in supporting Member States in their national efforts to tackle NCDs in the post-2015 era	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A global dialogue and a report with recommendations on how governments can promote policy coherence between different spheres of policy-making that have a bearing on NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The development and implementation of a global communications campaign advocating the feasibility of achieving the nine global targets for a world free of the avoidable burden of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20)

**21) Have the following GCM/NCD workplan activities been effective to disseminate knowledge and share information based on scientific evidence and/or best practices regarding implementation of the WHO Global NCD Action Plan 2013–2020?**

	(1) Not at all	(2) Hardly effective	(3) Some- what effective	(4) Very effective	(-) Don't know
The establishment of a web-based platform that builds and disseminates information about the necessary evidence base to inform policy-makers about the relationship between NCDs, poverty and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a web-based platform that promotes and facilitates international and intercountry collaboration for exchange of best practices in the areas of health-in-all-policies, whole-of-government and whole-of-society approaches, legislation, regulation, health system strengthening and training of health personnel, so as to disseminate learning from the experiences of Member States in meeting the challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a series of webinars to support the coordinating role of WHO in areas where stakeholders can contribute and take concerted action against NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expansion of the broad engagement of participants through the web-based platforms established, and dissemination of information on country plans and the implementation of country commitments through the web-based platform.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The exploration of other potential low-cost approaches for knowledge dissemination and interaction between participants and their use as appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The facilitation of the exchange of information on NCD-related research and its translation and of innovation in order to enhance the knowledge base for ongoing national, regional and global action, and identification of barriers to research generation and translation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**22) Have the following GCM/NCD workplan activities been effective to provide a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013–2020?**

	(1) Not at all	(2) Hardly effective	(3) Some- what effective	(4) Very effective	(-) Don't know
The establishment of a Working Group to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 44 of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a Working Group and production of a report with recommendations on ways and means of encouraging Member States and non-State actors to promote the inclusion of the prevention and control of NCDs within responses to HIV/AIDS and programmes for sexual and reproductive health and maternal and child health, as well as other communicable disease programmes, such as those on tuberculosis, including as part of wider efforts to strengthen and orient health systems to address the prevention and control of NCDs through people-centred primary health care and universal health coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a Working Group and production of a report with recommendations on ways and means of encouraging Member States and non-State actors to align international cooperation on NCDs with national plans concerning NCDs in order to strengthen aid effectiveness and the development impact of external resources in support of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a Working Group and production of report with recommendations on ways and means of encouraging Member States and non-State actors to promote health education and health literacy for NCDs, with a particular focus on populations with low health awareness and/or literacy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**23) Have the following GCM/NCD workplan activities been effective to advance multisectoral action by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020?**

	(1) Not at all	(2) Hardly effective	(3) Some- what effective	(4) Very effective	(-) Don't know
The establishment of a community of practice where participants can contribute and take concerted action against NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of new communities of practice*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* <http://who.int/global-coordination-mechanism/news/communities-of-practice/en/>

**24) Have the following GCM/NCD workplan activities been effective to identify and share information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for implementation of the WHO Global NCD Action Plan 2013–2020?**

	(1) Not at all	(2) Hardly effective	(3) Some- what effective	(4) Very effective	(-) Don't know
The establishment of a Working Group to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 45(d) of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of NCDs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The mobilization of relevant and selected participants to conduct 12 studies (two per WHO region) on the national public health burden caused by NCDs in developing countries, the relationship between NCDs, poverty and social and economic development, the cost of inaction, and the cost of action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a web-based platform to map existing and potential sources and mechanisms of assistance provided by the participants to developing countries in meeting their commitments to tackling NCDs in the post-2015 era.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**25) Would you like to expand on your responses in terms of the effectiveness of the activities performed by the GCM/NCD? Please specify:**

**PART C. Main factors affecting achievement of results**

**26) How would you rate the adequacy of the following factors in supporting the achievement of the GCM/NCD objectives?**

	(1) Highly inade- quate	(2) Inade- quate	(3) Ade- quate	(4) Highly ade- quate	(-) Don't know
The clarity of the goal, functions and objectives of the GCM/NCD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The strategic fit of the work-plans to meet the GCM/NCD objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The composition and duration of the Working Groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The expertise and commitment of the Working Group members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The expertise of external advisers or consultants to the GCM/NCD secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staffing structure and expertise of the GCM/NCD secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The working/convening modalities of the GCM/NCD secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The communication and dissemination of GCM/NCD activities by the GCM/NCD secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The financial resources available to the GCM/NCD secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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27) Which would you consider are the main success factors behind the achievements of the GCM/NCD? Please specify:

28) Which would you consider are the main barriers, if any, that hindered the progress of the GCM/NCD? Please specify:

29) In your opinion:

	(1) Highly inade- quate	(2) Inade- quate	(3) Ade- quate	(4) Highly ade- quate	(-) Don't know
Did the GCM/NCD secretariat use the resources at its disposal in an efficient and results-oriented way?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did the GCM/NCD secretariat avoid duplication of efforts?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did the GCM/NCD secretariat safeguard WHO and public health from any undue influence by any form of real, perceived or potential conflict of interest?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### PART D. Secretariat collaboration

30) How effective was the GCM/NCD secretariat's collaboration with the following actors in support of the GCM/NCD objectives?

	(1) Very ineffective	(2) Ineffective	(3) Effective	(4) Very effective	(-) Don't know
With Member States	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With UN funds, programmes and organizations and other relevant intergovernmental organizations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With Non-State actors?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With other NCD programmes in WHO?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please elaborate:

31) How effective was the collaboration between the various actors, other than the secretariat, in support of the GCM/NCD objectives?

(1) Very ineffective      (2) Ineffective      (3) Effective      (4) Very effective      (-) Don't know  
☐                      ☐                      ☐                      ☐                      ☐

Please elaborate:

**PART E. Final Appraisal**

32) What is your level of satisfaction with the work GCM/NCD since its establishment in 2014?

(1)	(2)	(3)	(4)	(-)
Very dissatisfied	Dissatisfied	Satisfied	Very satisfied	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please elaborate:

33) Would you suggest any adjustment to the GCM/NCD in order to more effectively facilitate and enhance the coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels in order to contribute to the implementation of the WHO Global NCD Action Plan 2013–2020? Please elaborate:

34) In your opinion, what should be the priorities of the GCM/NCD to more effectively facilitate and enhance the coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels in order to contribute to the implementation of the WHO Global NCD Action Plan 2013–2020? Please elaborate:

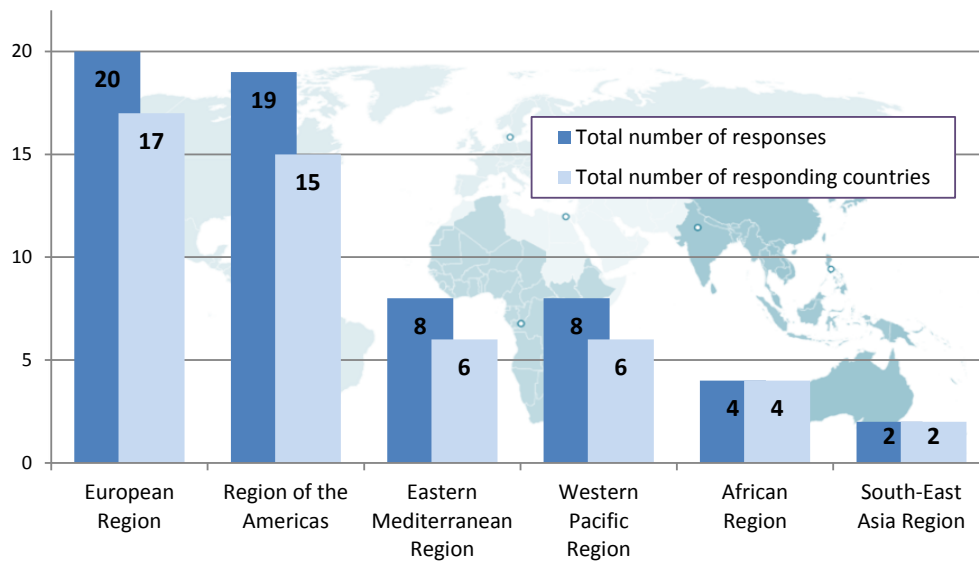
35) Is there anything else that you would like to add? Please use the text field below

Thank you for responding to this survey.

## Annex 3.2 WHO Member States – results

### Profile of the respondent

In which Member State do you work?



#### Total number of responses

European Region	20
Region of the Americas	19
Eastern Mediterranean Region	8
Western Pacific Region	8
African Region	4
South-East Asia Region	2
<b>Total</b>	<b>61</b>

#### Total number of responding countries

European Region	17
Region of the Americas	15
Eastern Mediterranean Region	6
Western Pacific Region	6
African Region	4
South-East Asia Region	2
<b>Total</b>	<b>50</b>

European Region
Austria
Belgium
Bosnia and Herzegovina
Czechia
Finland
France
Hungary
Israel
Italy
Kazakhstan
Malta
Norway
Portugal
Slovakia
Switzerland
Turkey
United Kingdom

Region of the Americas
Brazil
Canada
Costa Rica
Cuba
Dominican Republic
Guatemala
Honduras
Jamaica
Mexico
Panama
Paraguay
Peru
Suriname
Trinidad and Tobago
United States of America

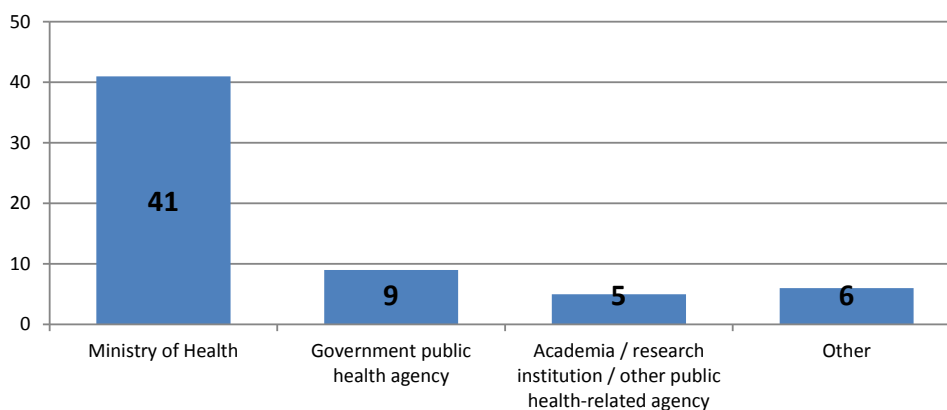
Eastern Mediterranean Region
Bahrain
Jordan
Lebanon
Qatar
Saudi Arabia
United Arab Emirates

Western Pacific Region
Cambodia
Cook Islands
Japan
Lao People's Democratic Republic
Nauru
New Zealand

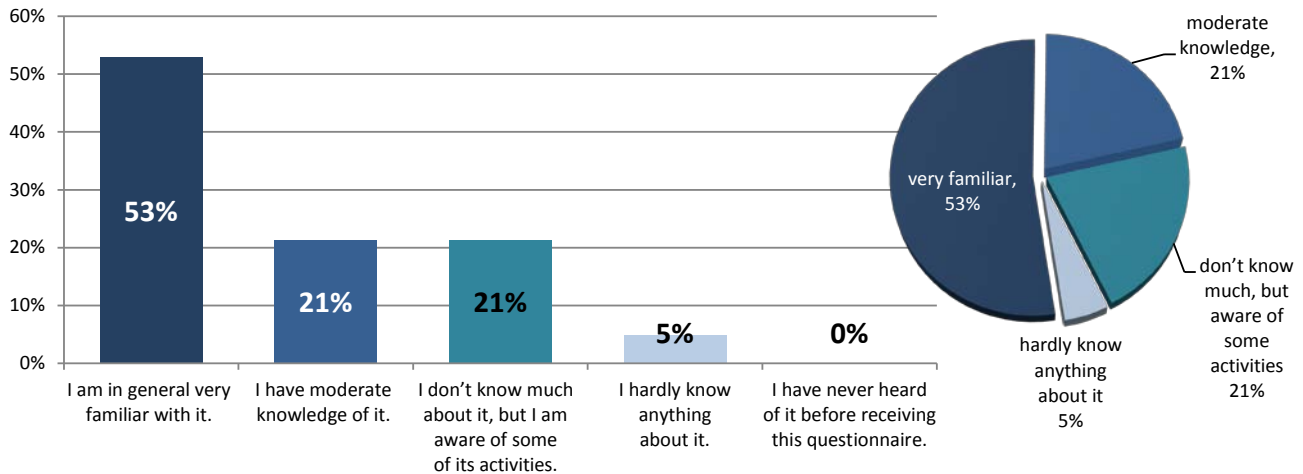
African Region
Benin
Burkina Faso
Congo
Madagascar

South-East Asia Region
Indonesia
Myanmar

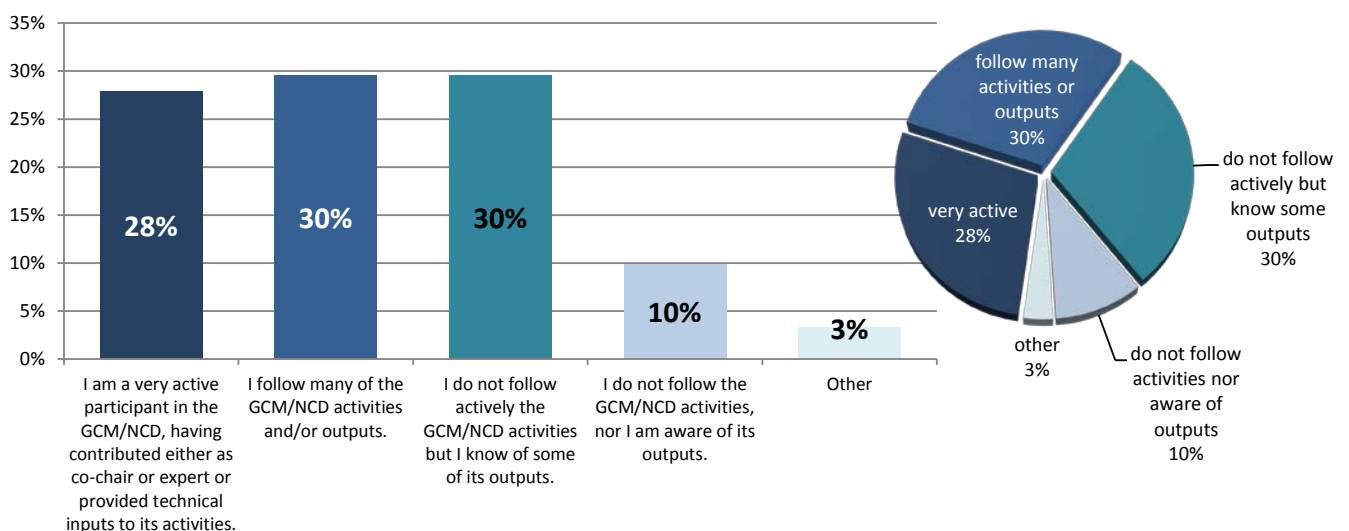
What type of institution do you work for?



## How would you describe your knowledge of the GCM/NCD?

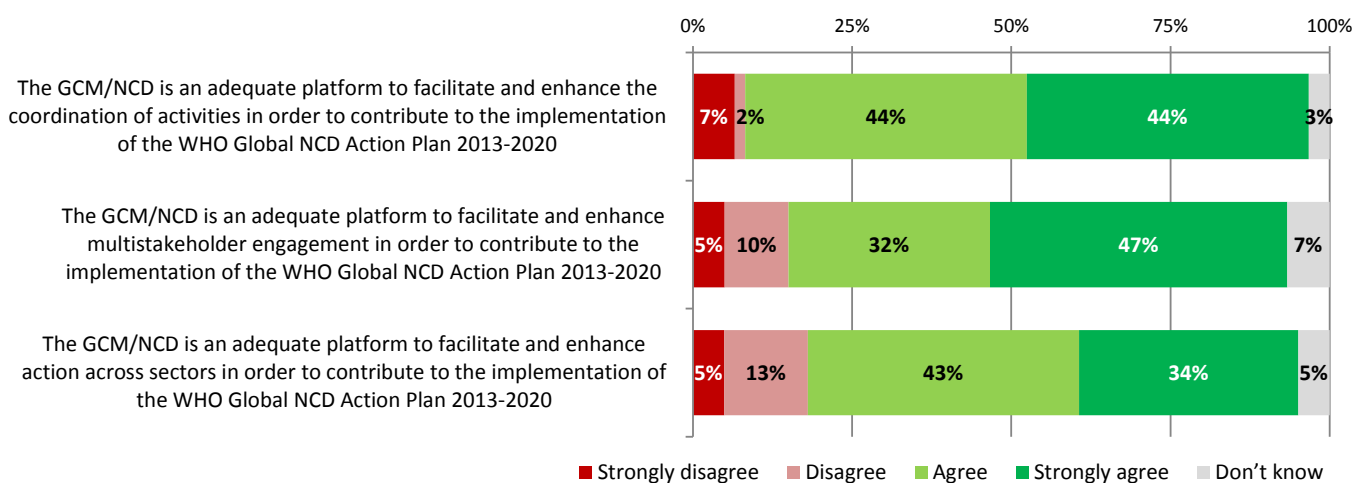


## How do you assess your level of engagement with the GCM/NCD? Please, click on only one option.



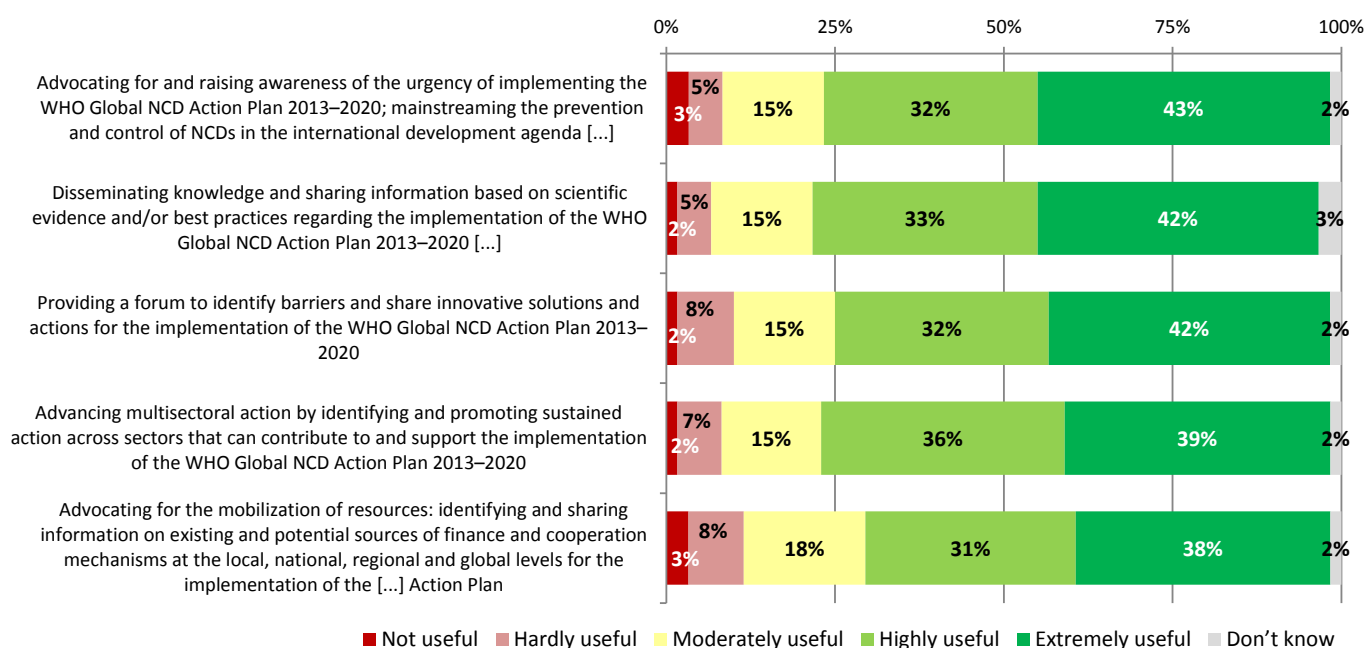
## Relevance, effectiveness and added value

Please indicate your level of agreement with the following statements.

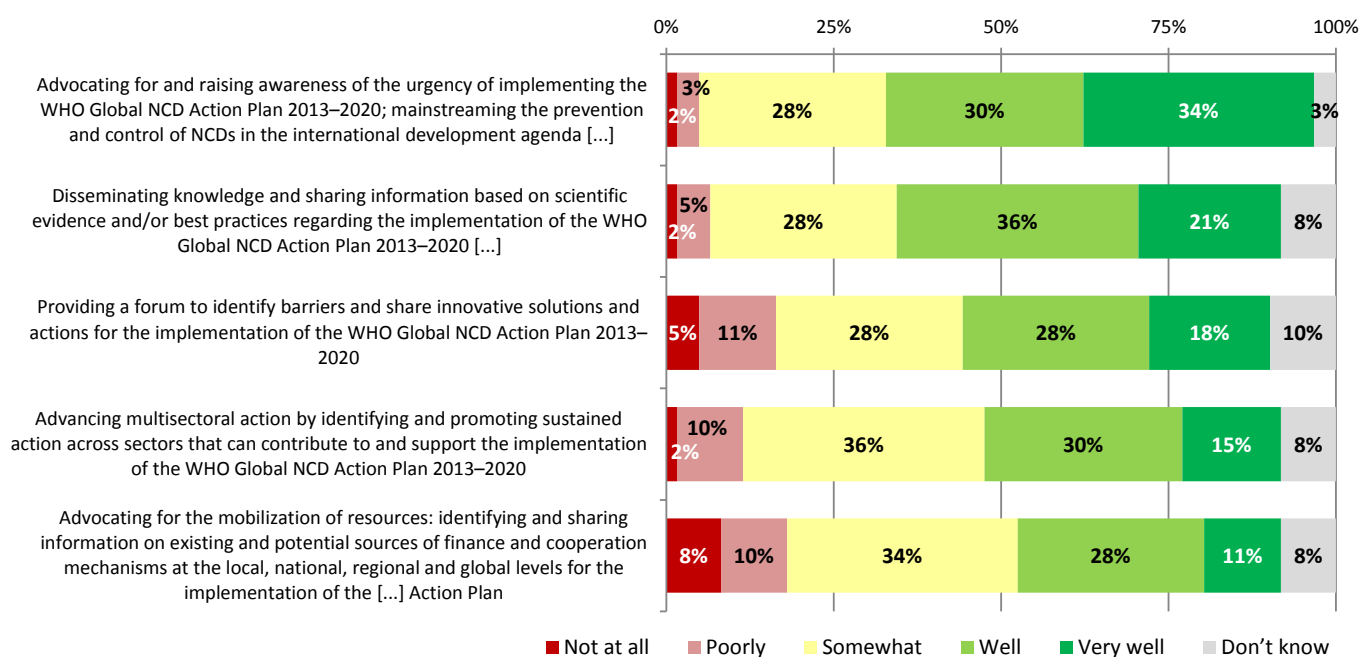




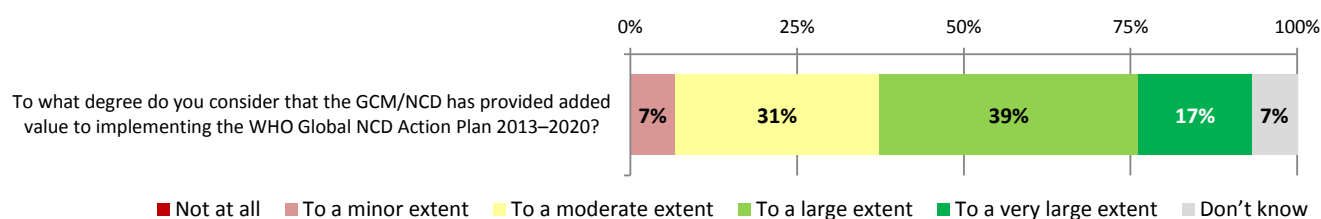
To what extent do you consider that the following functions/objectives of the GCM/NCD are useful to facilitate and enhance the coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels?



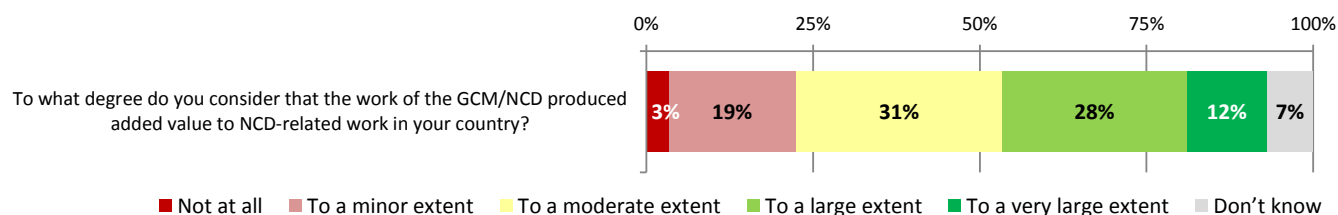
To what extent do you consider that the GCM/NCD objectives as described in the table below have been achieved?



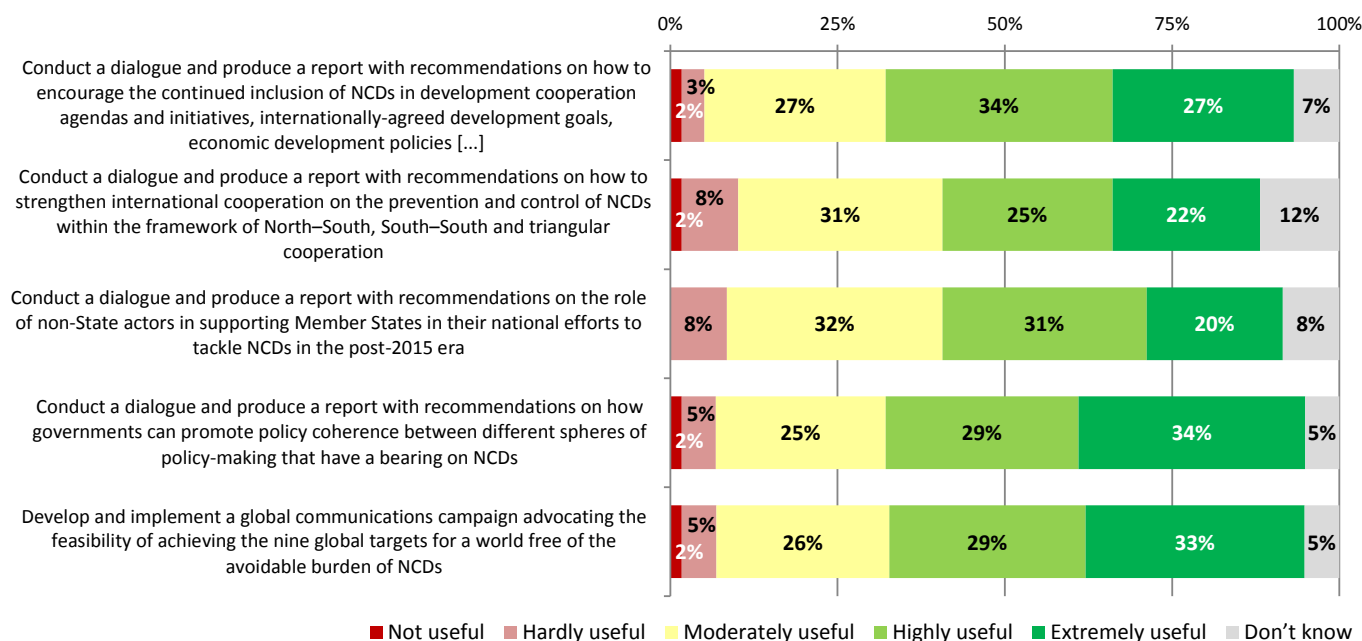
To what degree do you consider that the GCM/NCD has provided added value to implementing the WHO Global NCD Action Plan 2013–2020?



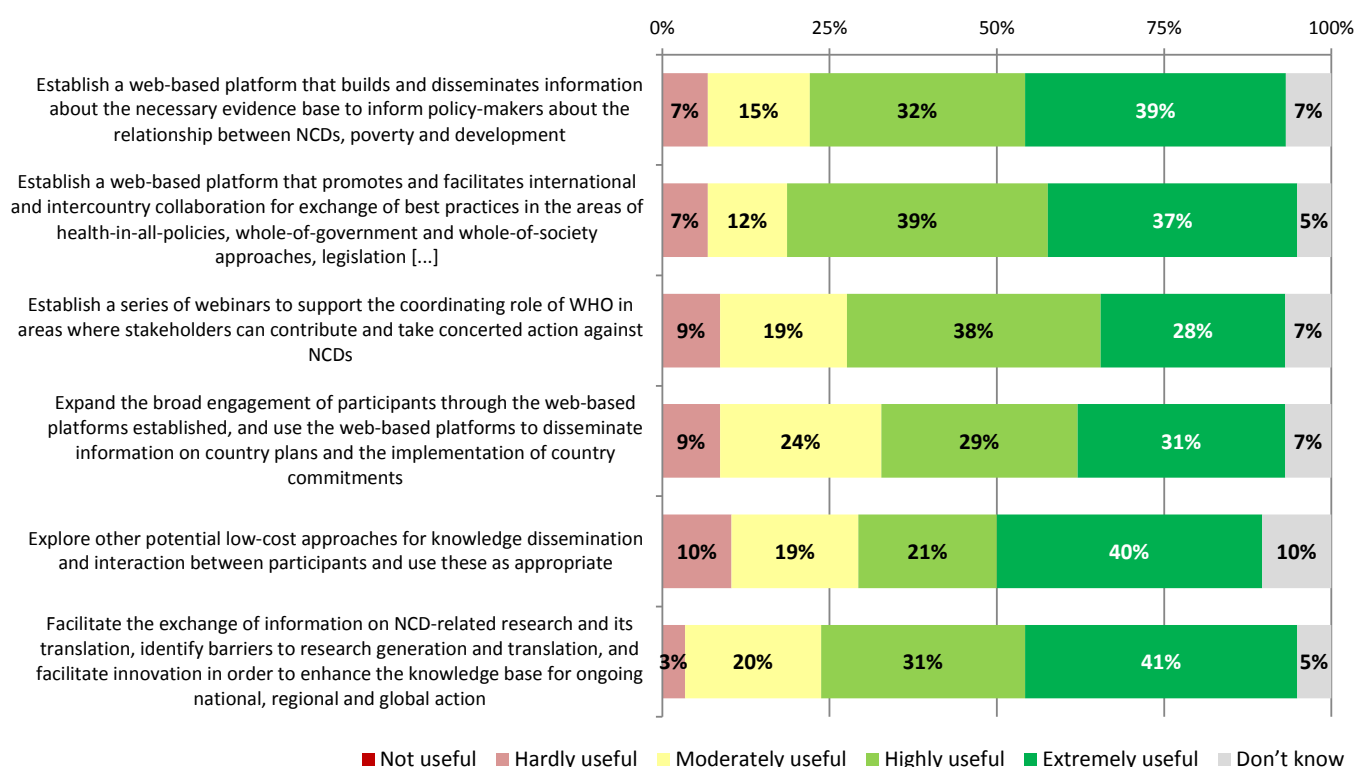
To what degree do you consider that the work of the GCM/NCD produced added value to NCD-related work in your country?



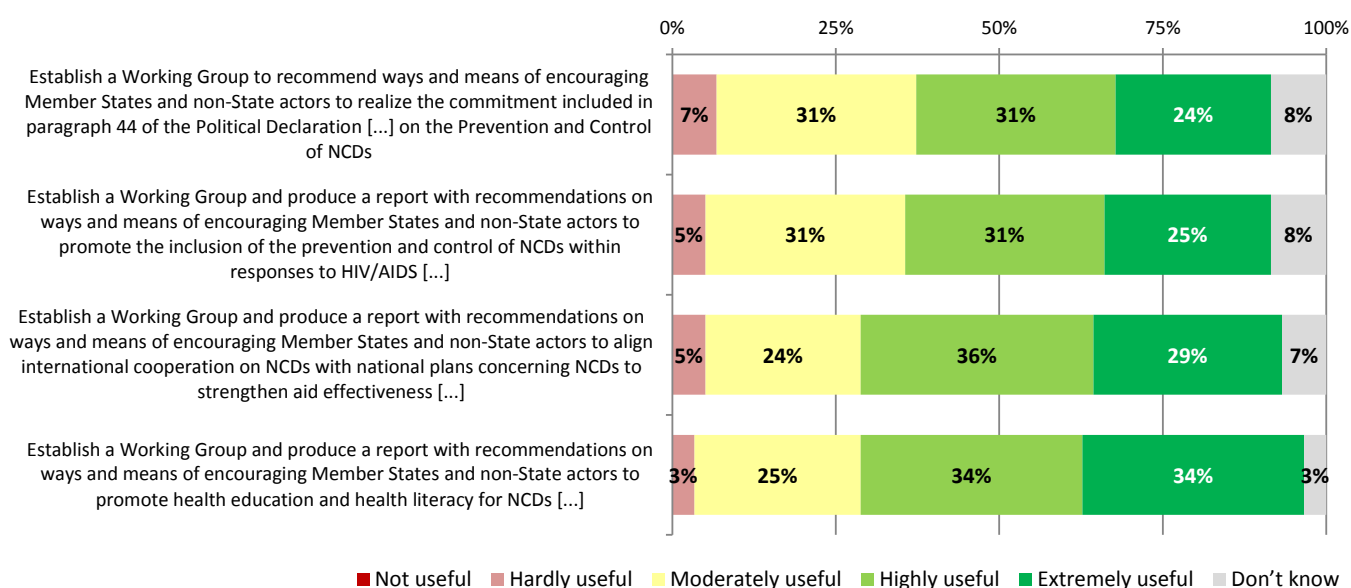
How would you rate the usefulness of the following GCM/NCD workplan activities in order to advocate for and raise awareness of the urgency of implementing the WHO Global NCD Action Plan 2013-2020?



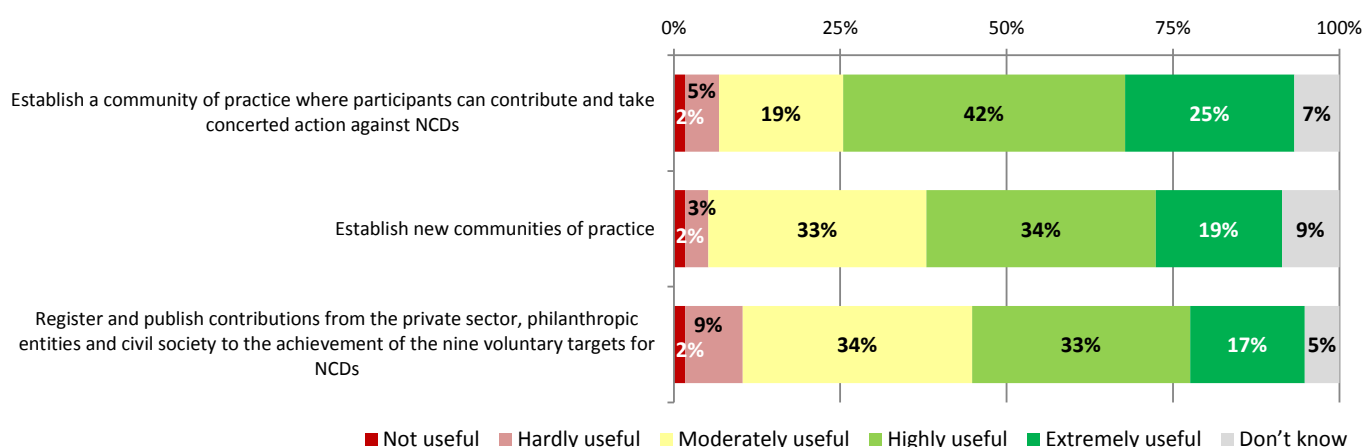
How would you rate the usefulness of the following GCM/NCD workplan activities in order to disseminate knowledge and share information based on scientific evidence and/or best practices regarding implementation of the WHO Global NCD Action Plan 2013-2020?



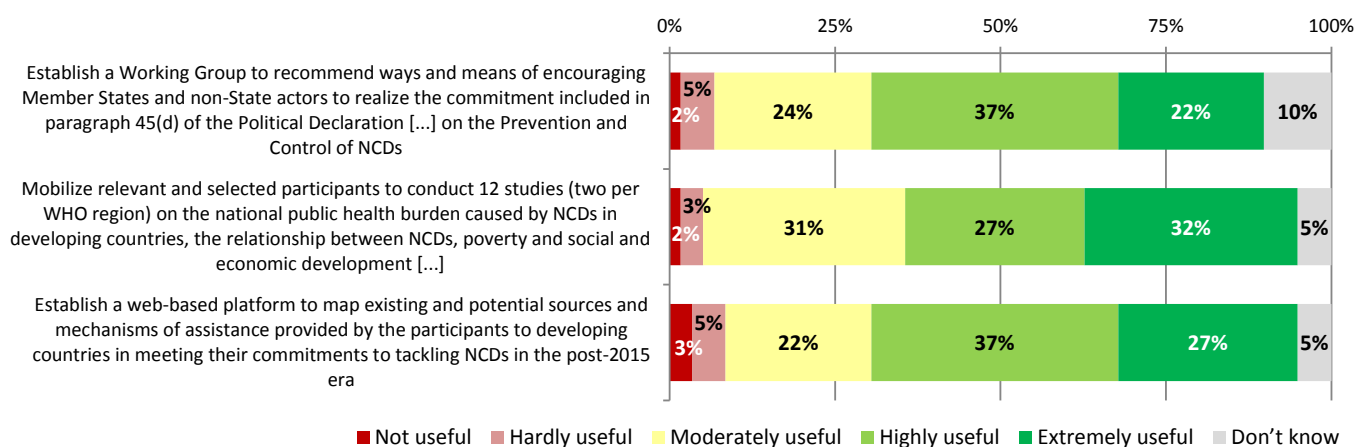
How would you rate the usefulness of the following GCM/NCD workplan activities in order to provide a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013-2020?



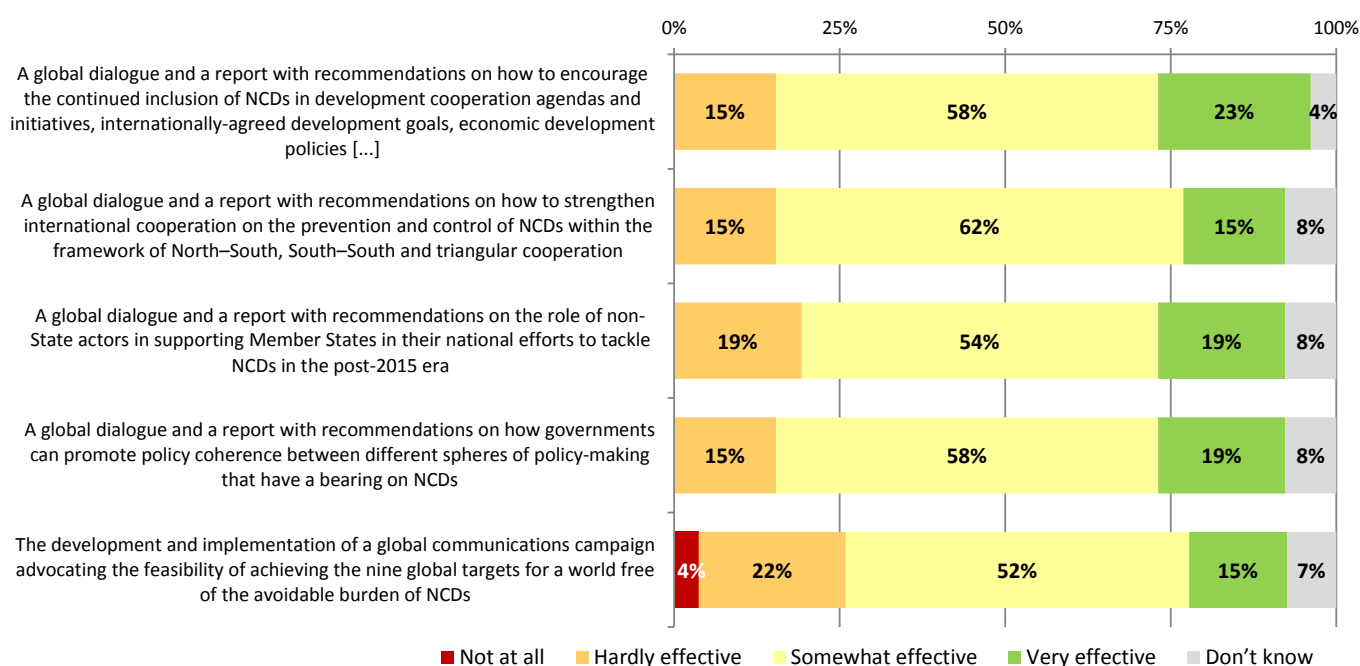
How would you rate the usefulness of the following GCM/NCD workplan activities in order to advance multisectoral action by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013-2020?



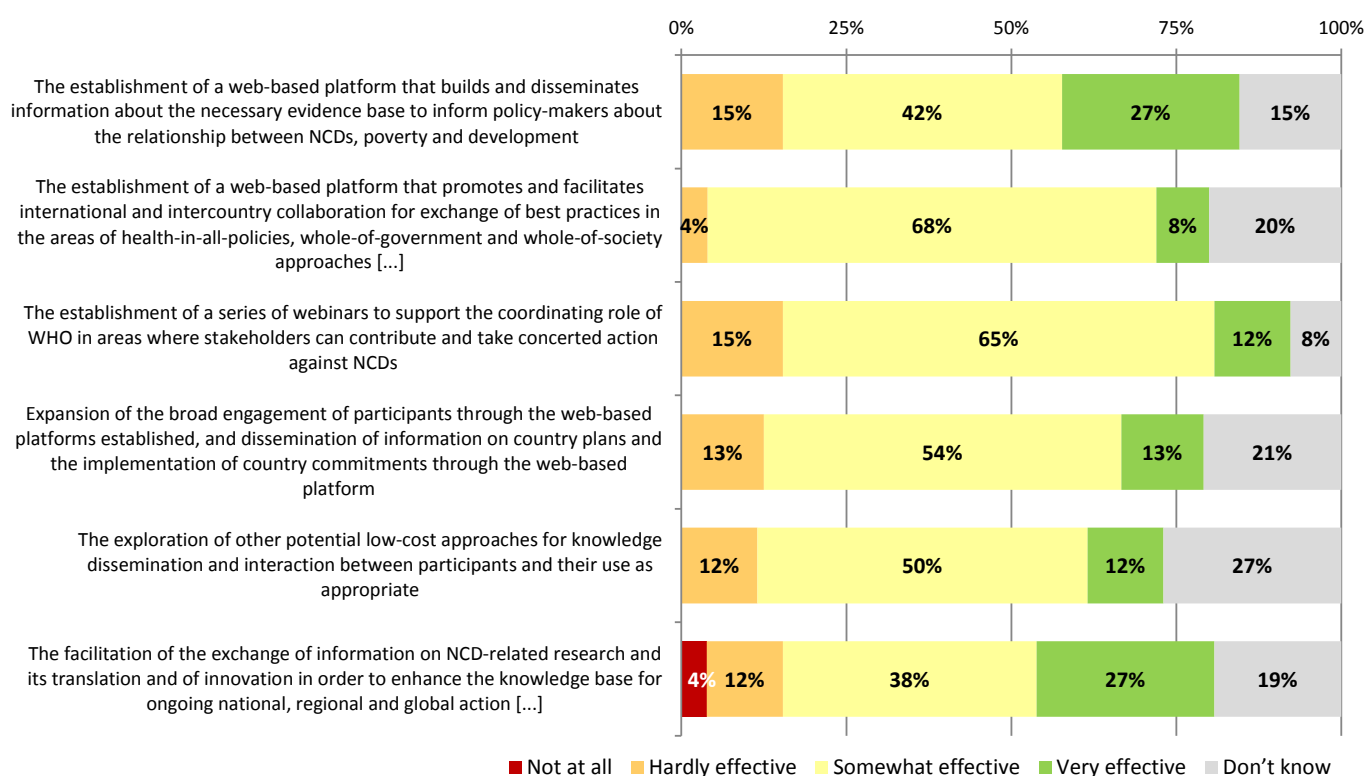
How would you rate the usefulness of the following GCM/NCD workplan activities in order to identify and share information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for implementation of the WHO Global NCD Action Plan 2013-2020?



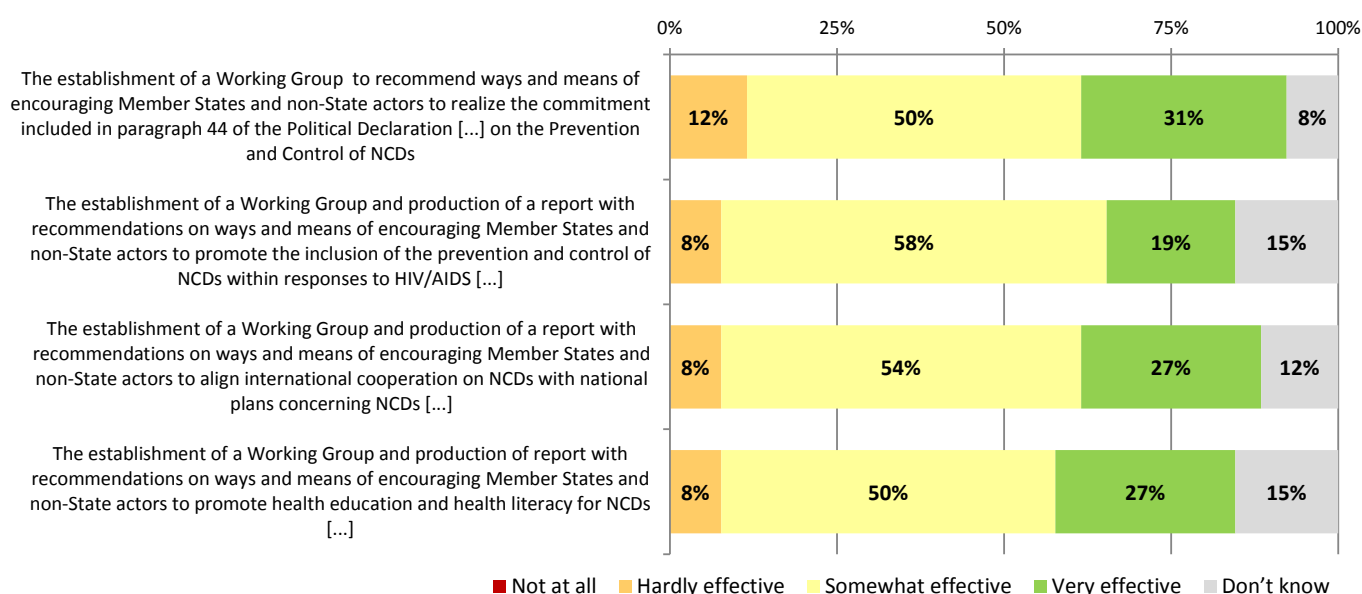
Have the following GCM/NCD workplan activities been effective to advocate for and raise awareness of the urgency of implementing the WHO Global NCD Action Plan 2013-2020?



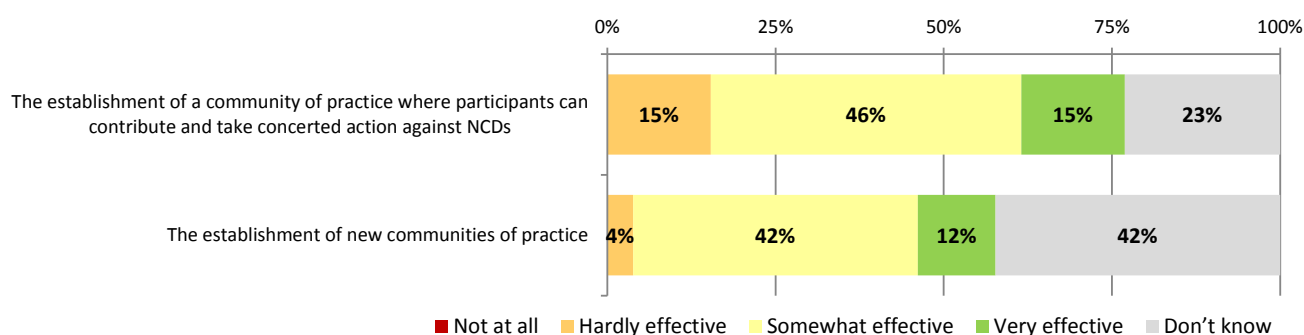
Have the following GCM/NCD workplan activities been effective to disseminate knowledge and share information based on scientific evidence and/or best practices regarding implementation of the WHO Global NCD Action Plan 2013-2020?



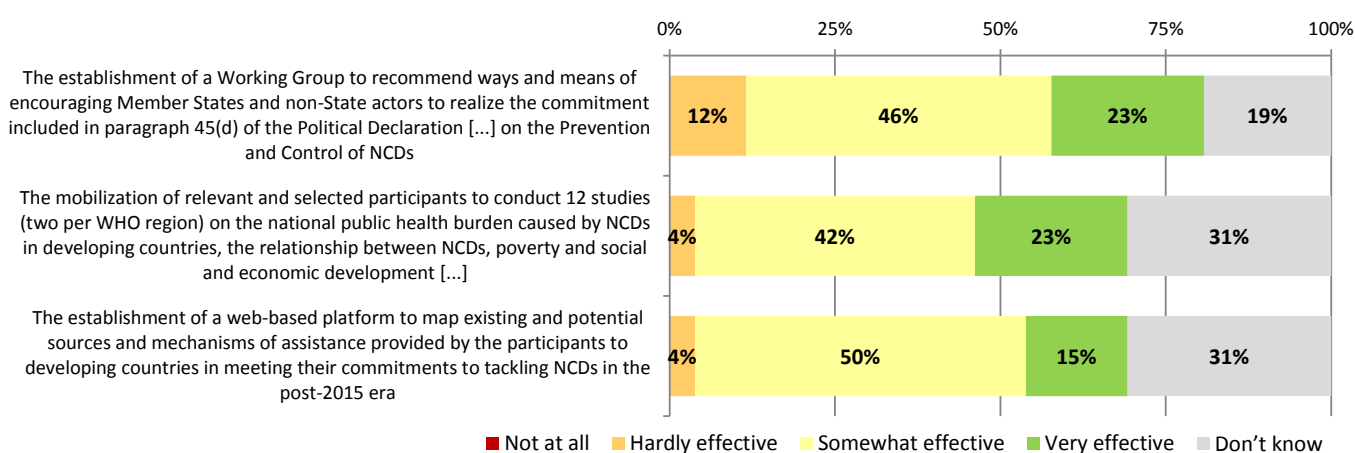
Have the following GCM/NCD workplan activities been effective to provide a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013–2020?



Have the following GCM/NCD workplan activities been effective to advance multisectoral action by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020?

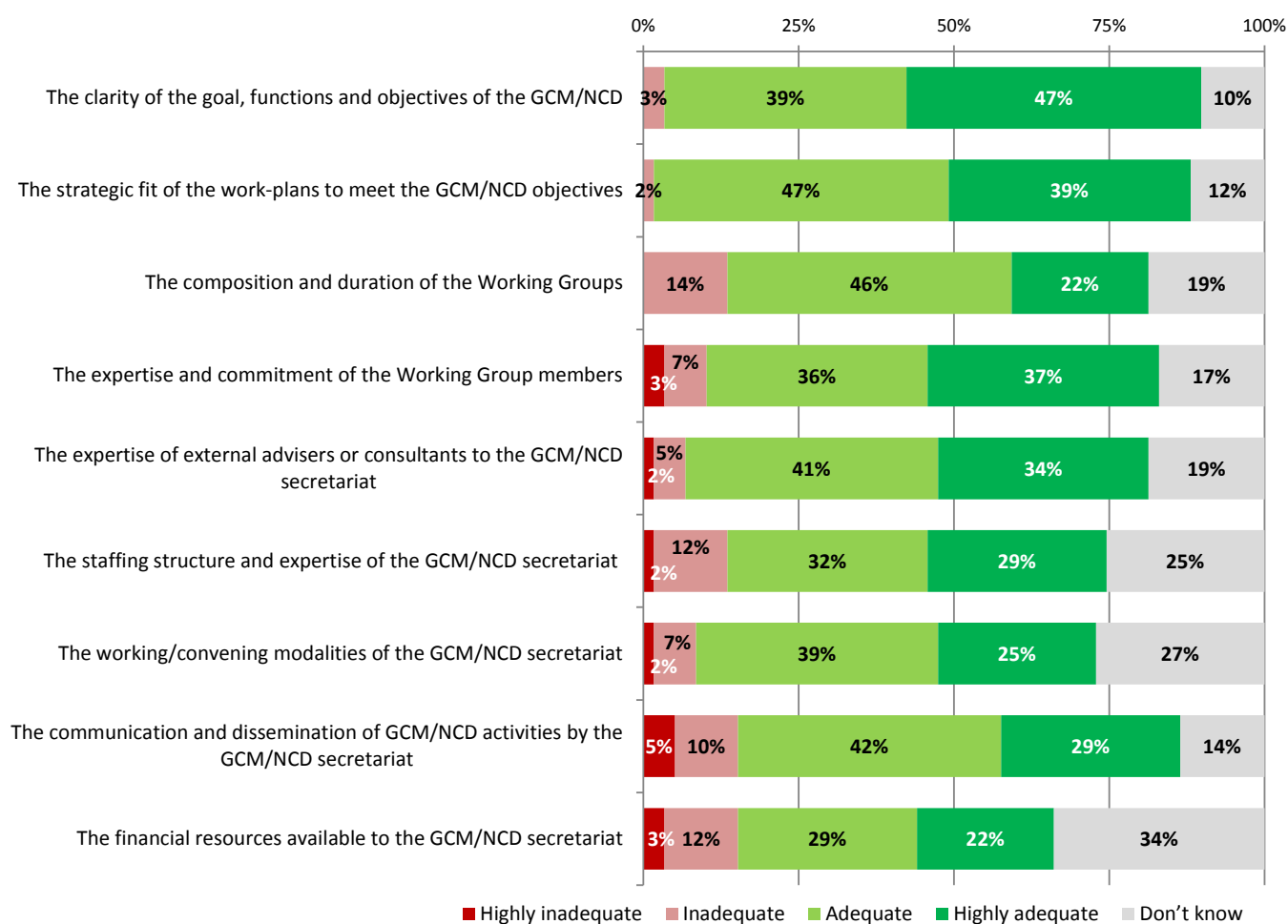


Have the following GCM/NCD workplan activities been effective to identify and share information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for implementation of the WHO Global NCD Action Plan 2013–2020?

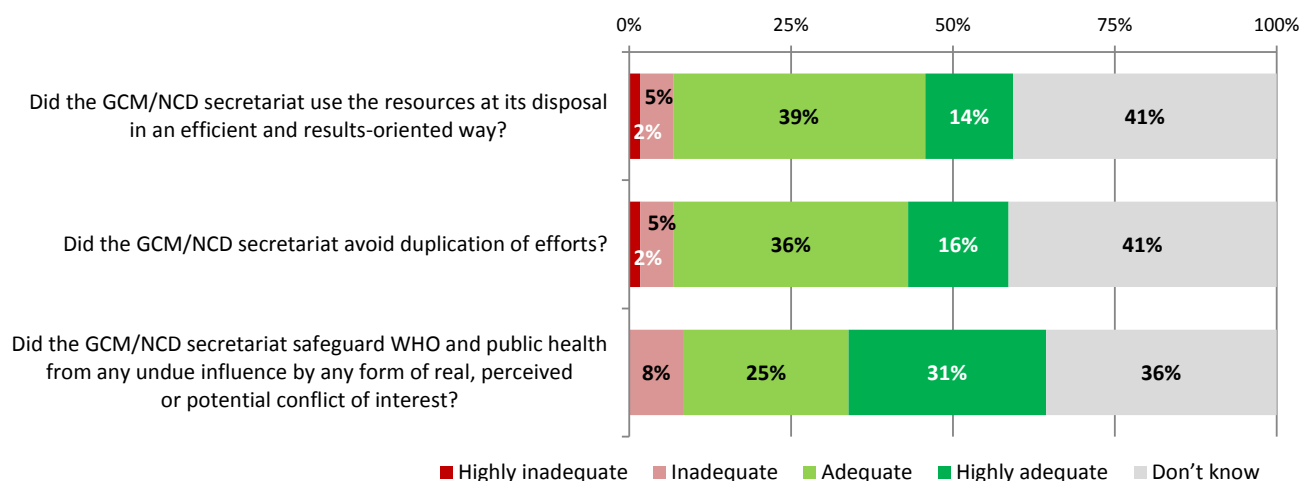


## Main factors affecting achievement of results

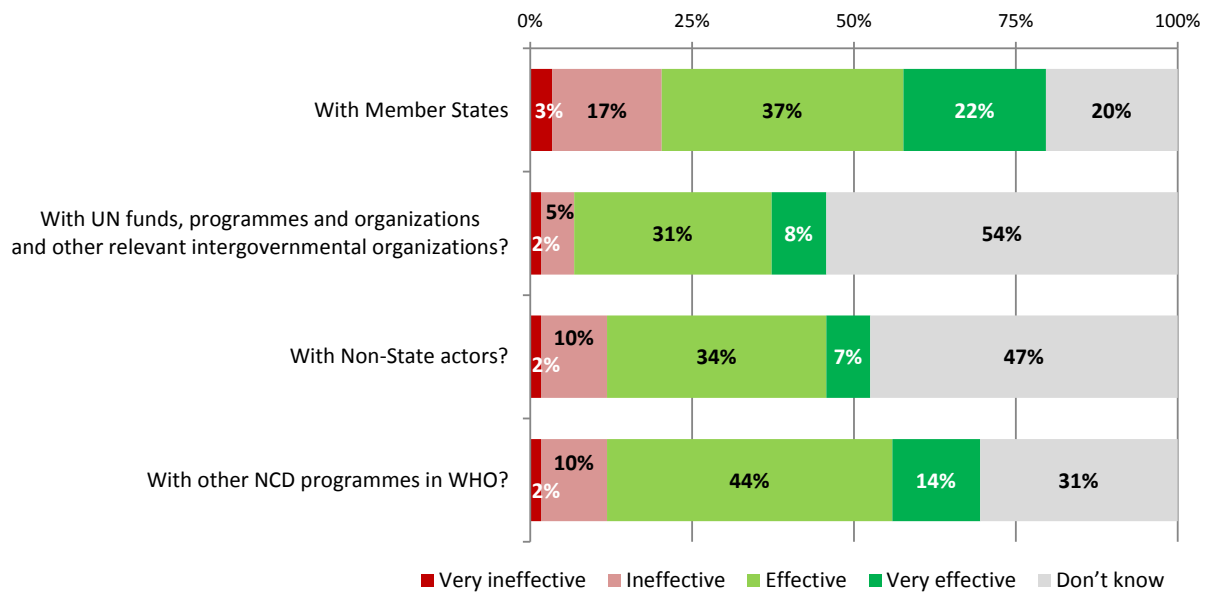
How would you rate the adequacy of the following factors in supporting the achievement of the GCM/NCD objectives?



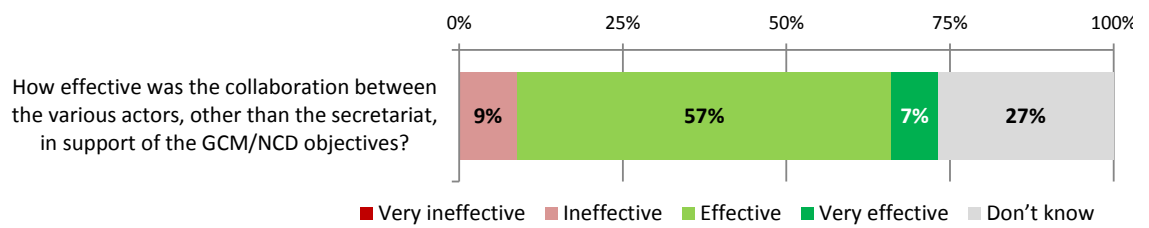
In your opinion:



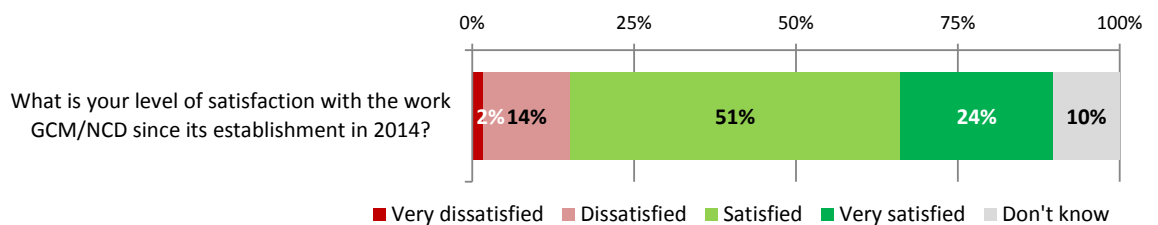
How effective was the GCM/NCD secretariat's collaboration with the following actors in support of the GCM/NCD objectives?



How effective was the collaboration between the various actors, other than the secretariat, in support of the GCM/NCD objectives?



What is your level of satisfaction with the work GCM/NCD since its establishment in 2014?



## Annex 3.3 Survey questionnaire for non-State actors

### PART A: Profile of the respondent

1) Which type of organization do you represent?

- ☐ United Nations fund, programme or organization
- ☐ Other intergovernmental organization
- ☐ Nongovernmental organization
- ☐ Private sector
- ☐ Philanthropic foundation
- ☐ Academic institution
- ☐ Other (please specify): \_\_\_\_\_

2) How would you describe your knowledge of the GCM/NCD?

- ☐ I am in general very familiar with it.
- ☐ I have moderate knowledge of it.
- ☐ I don't know much about it, but I am aware of some of its activities.
- ☐ I hardly know anything about it.
- ☐ I have never heard of it before receiving this questionnaire.

3) How do you assess your level of engagement with the GCM/NCD? Please, click on only one option.

- ☐ I am a very active participant in the GCM/NCD, having contributed either as co-chair or expert or provided technical inputs to its activities
- ☐ I follow many of the GCM/NCD activities and/or outputs
- ☐ I do not follow actively the GCM/NCD activities but I know of some of its outputs
- ☐ I do not follow the GCM/NCD activities, nor I am aware of its outputs
- ☐ Other (please specify): \_\_\_\_\_

### PART B. Relevance, effectiveness and added value

4) The World Health Assembly (WHA) established the global coordination mechanism to facilitate and enhance coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels, in order to contribute to the implementation of the WHO Global NCD Action Plan 2013–2020. Please indicate your level of agreement with the following statements.

	(1) Strongly disagree	(2) Disagree	(3) Agree	(4) Strongly agree	(-) Don't know
The GCM/NCD is an adequate platform to facilitate and enhance <b>the coordination of activities</b> in order to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The GCM/NCD is an adequate platform to facilitate and enhance <b>multistakeholder engagement</b> in order to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The GCM/NCD is an adequate platform to facilitate and enhance <b>action across sectors</b> in order to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5) If you would like to further elaborate on your opinion regarding the above statements, please use the text field below:



- 6) To what extent do you consider that the following functions/objectives of the GCM/NCD are useful to facilitate and enhance the coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels?

	(1) Not useful	(2) Hardly useful	(3) Moder- ately useful	(4) Highly useful	(5) Extrem- ely useful	(-) Don't know
<b>Advocating for and raising awareness</b> of the urgency of implementing the WHO Global NCD Action Plan 2013–2020; mainstreaming the prevention and control of NCDs in the international development agenda; and giving due consideration to the prevention and control of NCDs in discussions on the post-2015 development agenda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Disseminating knowledge and sharing information</b> based on scientific evidence and/or best practices regarding the implementation of the WHO Global NCD Action Plan 2013–2020, including health promotion, prevention, control, monitoring and surveillance of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Providing a forum to identify barriers and share innovative solutions and actions</b> for the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Advancing multisectoral action</b> by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Advocating for the mobilization of resources:</b> identifying and sharing information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 7) Are there any additional functions that you consider the GCM/NCD should also have developed? Please specify:

- 8) To what extent do you consider that the GCM/NCD objectives as described in the table below have been achieved?

	(1) Not at all	(2) Poorly	(3) Some- what	(4) Well	(5) Very well	(-) Don't know
<b>Advocating for and raising awareness</b> of the urgency of implementing the WHO Global NCD Action Plan 2013–2020; mainstreaming the prevention and control of NCDs in the international development agenda; and giving due consideration to the prevention and control of NCDs in discussions on the post-2015 development agenda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Disseminating knowledge and sharing information</b> based on scientific evidence and/or best practices regarding the implementation of the WHO Global NCD Action Plan 2013–2020, including health promotion, prevention, control, monitoring and surveillance of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Providing a forum to identify barriers and share innovative solutions and actions</b> for the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Advancing multisectoral action:</b> identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Advocating for the mobilization of resources:</b> identifying and sharing information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for the implementation of the WHO Global NCD Action Plan 2013–2020	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 9) In your opinion, what have been the main results obtained through the activities of the GCM/NCD for each of its objectives?

	Please, specify what has been in your opinion the main results obtained through the activities of the GCM/NCD
<b>Advocating for and raising awareness</b> of the urgency of implementing the WHO Global NCD Action Plan 2013–2020; mainstreaming the prevention and control of NCDs in the international development agenda; and giving due consideration to the prevention and control of NCDs in discussions on the post-2015 development agenda	
<b>Disseminating knowledge and sharing information</b> based on scientific evidence and/or best practices regarding the implementation of the WHO Global NCD Action Plan 2013–2020, including health promotion, prevention, control, monitoring and surveillance of NCDs	
<b>Providing a forum to identify barriers and share innovative solutions and actions</b> for the implementation of the WHO Global NCD Action Plan 2013–2020	
<b>Advancing multisectoral action</b> by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020	
<b>Advocating for the mobilization of resources:</b> identifying and sharing information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for the implementation of the WHO Global NCD Action Plan 2013–2020	

- 10) To what degree do you consider that the GCM/NCD has provided added value to implementing the WHO Global NCD Action Plan 2013–2020?

(1) Not at all      (2) To a minor extent      (3) To a moderate extent      (4) To a large extent      (5) To a very large extent      (-) Don't know

☐      ☐      ☐      ☐      ☐      ☐

Please elaborate:

- 11) To what degree do you consider that the work of the GCM/NCD produced added value to NCD-related work in your country?

(1) Not at all      (2) To a minor extent      (3) To a moderate extent      (4) To a large extent      (5) To a very large extent      (-) Don't know

☐      ☐      ☐      ☐      ☐      ☐

Please elaborate:

- 12) Since 2014, the GCM/NCD has been engaged in a series of activities based on its 2014–2015 and 2016–2017 workplans. How would you rate the usefulness of the following GCM/NCD workplan activities in order to advocate for and raise awareness of the urgency of implementing the WHO Global NCD Action Plan 2013–2020?

	(1) Not useful	(2) Hardly useful	(3) Moderately useful	(4) Highly useful	(5) Extremely useful	(-) Don't know
Conduct a dialogue and produce a report with recommendations on how to encourage the continued inclusion of NCDs in development cooperation agendas and initiatives, internationally-agreed development goals, economic development policies, sustainable development frameworks and poverty reduction strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Conduct a dialogue and produce a report with recommendations on how to strengthen international cooperation on the prevention and control of NCDs within the framework of North–South, South–South and triangular cooperation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conduct a dialogue and produce a report with recommendations on the role of non-State actors in supporting Member States in their national efforts to tackle NCDs in the post-2015 era	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conduct a dialogue and produce a report with recommendations on how governments can promote policy coherence between different spheres of policy-making that have a bearing on NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop and implement a global communications campaign advocating the feasibility of achieving the nine global targets for a world free of the avoidable burden of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**13) How would you rate the usefulness of the following GCM/NCD workplan activities in order to disseminate knowledge and share information based on scientific evidence and/or best practices regarding implementation of the WHO Global NCD Action Plan 2013-2020?**

	(1) Not useful	(2) Hardly useful	(3) Moder- ately useful	(4) Highly useful	(5) Extrem- ely useful	(-) Don't know
Establish a web-based platform that builds and disseminates information about the necessary evidence base to inform policy-makers about the relationship between NCDs, poverty and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a web-based platform that promotes and facilitates international and intercountry collaboration for exchange of best practices in the areas of health-in-all-policies, whole-of-government and whole-of-society approaches, legislation, regulation, health system strengthening and training of health personnel, so as to disseminate learning from the experiences of Member States in meeting the challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a series of webinars to support the coordinating role of WHO in areas where stakeholders can contribute and take concerted action against NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand the broad engagement of participants through the web-based platforms established, and use the web-based platforms to disseminate information on country plans and the implementation of country commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explore other potential low-cost approaches for knowledge dissemination and interaction between participants and use these as appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitate the exchange of information on NCD-related research and its translation, identify barriers to research generation and translation, and facilitate innovation in order to enhance the knowledge base for ongoing national, regional and global action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**14) How would you rate the usefulness of the following GCM/NCD workplan activities in order to provide a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013-2020?**

	(1) Not useful	(2) Hardly useful	(3) Moder- ately useful	(4) Highly useful	(5) Extrem- ely useful	(-) Don't know
Establish a Working Group to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 44 of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of NCDs*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a Working Group and produce a report with recommendations on ways and means of encouraging Member States and non-State actors to promote the inclusion of the prevention and control of NCDs within responses to HIV/AIDS and programmes for sexual and reproductive health and maternal and child health, as well as other communicable disease programmes, such as those on tuberculosis, including as part of wider efforts to strengthen and orient health systems to address the prevention and control of NCDs through people-centred primary health care and universal health coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a Working Group and produce a report with recommendations on ways and means of encouraging Member States and non-State actors to align international cooperation on NCDs with national plans concerning NCDs in order to strengthen aid effectiveness and the development impact of external resources in support of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a Working Group and produce a report with recommendations on ways and means of encouraging Member States and non-State actors to promote health education and health literacy for NCDs, with a particular focus on populations with low health awareness and/or literacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\*Paragraph 44 of A/RES/66/2, available at <http://www.un.org/Docs/asp/ws.asp?m=A/RES/66/2>

**15) How would you rate the usefulness of the following GCM/NCD workplan activities in order to advance multisectoral action by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013-2020?**

	(1) Not useful	(2) Hardly useful	(3) Moder- ately useful	(4) Highly useful	(5) Extrem- ely useful	(-) Don't know
Establish a community of practice where participants can contribute and take concerted action against NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish new communities of practice*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Register and publish contributions from the private sector, philanthropic entities and civil society to the achievement of the nine voluntary targets for NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* <http://who.int/global-coordination-mechanism/news/communities-of-practice/en/>

**16) How would you rate the usefulness of the following GCM/NCD workplan activities in order to identify and share information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for implementation of the WHO Global NCD Action Plan 2013-2020?**

	(1) Not useful	(2) Hardly useful	(3) Moder- ately useful	(4) Highly useful	(5) Extrem- ely useful	(-) Don't know
Establish a Working Group to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 45(d)* of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Mobilize relevant and selected participants to conduct 12 studies (two per WHO region) on the national public health burden caused by NCDs in developing countries, the relationship between NCDs, poverty and social and economic development, the cost of inaction, and the cost of action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a web-based platform to map existing and potential sources and mechanisms of assistance provided by the participants to developing countries in meeting their commitments to tackling NCDs in the post-2015 era	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* Political Declaration of the High-level Meeting of the General Assembly on the Prevention and Control of Non-communicable Diseases (2011). <http://www.un.org/Docs/asp/ws.asp?m=A/RES/66/2>

**17) Is there any specific comment that you would like to add in terms of the usefulness of the activities performed by the GCM/NCD? Please specify:**

**18) Have the following GCM/NCD workplan activities been effective to advocate for and raise awareness of the urgency of implementing the WHO Global NCD Action Plan 2013-2020?**

	(1) Not at all	(2) Hardly effective	(3) Some-what effective	(4) Very effective	(-) Don't know
A global dialogue and a report with recommendations on how to encourage the continued inclusion of NCDs in development cooperation agendas and initiatives, internationally-agreed development goals, economic development policies, sustainable development frameworks and poverty reduction strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A global dialogue and a report with recommendations on how to strengthen international cooperation on the prevention and control of NCDs within the framework of North-South, South-South and triangular cooperation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A global dialogue and a report with recommendations on the role of non-State actors in supporting Member States in their national efforts to tackle NCDs in the post-2015 era	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A global dialogue and a report with recommendations on how governments can promote policy coherence between different spheres of policy-making that have a bearing on NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The development and implementation of a global communications campaign advocating the feasibility of achieving the nine global targets for a world free of the avoidable burden of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**19) Have the following GCM/NCD workplan activities been effective to disseminate knowledge and share information based on scientific evidence and/or best practices regarding implementation of the WHO Global NCD Action Plan 2013-2020?**

	(1) Not at all	(2) Hardly effective	(3) Some-what effective	(4) Very effective	(-) Don't know
The establishment of a web-based platform that builds and disseminates information about the necessary evidence base to inform policy-makers about the relationship between NCDs, poverty and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a web-based platform that promotes and facilitates international and intercountry collaboration for exchange of best practices in the areas of health-in-all-policies, whole-of-government and whole-of-society approaches, legislation, regulation, health system strengthening and training of health personnel, so as to disseminate learning from the experiences of Member States in meeting the challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a series of webinars to support the coordinating role of WHO in areas where stakeholders can contribute and take concerted action against NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Expansion of the broad engagement of participants through the web-based platforms established, and dissemination of information on country plans and the implementation of country commitments through the web-based platform.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The exploration of other potential low-cost approaches for knowledge dissemination and interaction between participants and their use as appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The facilitation of the exchange of information on NCD-related research and its translation and of innovation in order to enhance the knowledge base for ongoing national, regional and global action, and identification of barriers to research generation and translation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**20) Have the following GCM/NCD workplan activities been effective to provide a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013–2020?**

	(1) Not at all	(2) Hardly effective	(3) Some- what effective	(4) Very effective	(-) Don't know
The establishment of a Working Group to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 44 of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a Working Group and production of a report with recommendations on ways and means of encouraging Member States and non-State actors to promote the inclusion of the prevention and control of NCDs within responses to HIV/AIDS and programmes for sexual and reproductive health and maternal and child health, as well as other communicable disease programmes, such as those on tuberculosis, including as part of wider efforts to strengthen and orient health systems to address the prevention and control of NCDs through people-centred primary health care and universal health coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a Working Group and production of a report with recommendations on ways and means of encouraging Member States and non-State actors to align international cooperation on NCDs with national plans concerning NCDs in order to strengthen aid effectiveness and the development impact of external resources in support of NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a Working Group and production of report with recommendations on ways and means of encouraging Member States and non-State actors to promote health education and health literacy for NCDs, with a particular focus on populations with low health awareness and/or literacy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**21) Have the following GCM/NCD workplan activities been effective to advance multisectoral action by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020?**

	(1) Not at all	(2) Hardly effective	(3) Some- what effective	(4) Very effective	(-) Don't know
The establishment of a community of practice where participants can contribute and take concerted action against NCDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of new communities of practice*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* <http://who.int/global-coordination-mechanism/news/communities-of-practice/en/>

- 22) Have the following GCM/NCD workplan activities been effective to identify and share information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for implementation of the WHO Global NCD Action Plan 2013–2020?

	(1) Not at all	(2) Hardly effective	(3) Some- what effective	(4) Very effective	(-) Don't know
The establishment of a Working Group to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 45(d) of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of NCDs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The mobilization of relevant and selected participants to conduct 12 studies (two per WHO region) on the national public health burden caused by NCDs in developing countries, the relationship between NCDs, poverty and social and economic development, the cost of inaction, and the cost of action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of a web-based platform to map existing and potential sources and mechanisms of assistance provided by the participants to developing countries in meeting their commitments to tackling NCDs in the post-2015 era.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 23) Would you like to expand on your responses in terms of the effectiveness of the activities performed by the GCM/NCD? Please specify:

### **PART C. Main factors affecting achievement of results**

- 24) How would you rate the adequacy of the following factors in supporting the achievement of the GCM/NCD objectives?

	(1) Highly inade- quate	(2) Inade- quate	(3) Ade- quate	(4) Highly ade- quate	(-) Don't know
The clarity of the goal, functions and objectives of the GCM/NCD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The strategic fit of the work-plans to meet the GCM/NCD objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The composition and duration of the Working Groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The expertise and commitment of the Working Group members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The expertise of external advisers or consultants to the GCM/NCD secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staffing structure and expertise of the GCM/NCD secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The working/convening modalities of the GCM/NCD secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The communication and dissemination of GCM/NCD activities by the GCM/NCD secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The financial resources available to the GCM/NCD secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 25) Which would you consider are the main success factors behind the achievements of the GCM/NCD? Please specify:

- 26) Which would you consider are the main barriers, if any, that hindered the progress of the GCM/NCD? Please specify:

## 27) In your opinion:

	(1) Highly inade- quate	(2) Inade- quate	(3) Ade- quate	(4) Highly ade- quate	(-) Don't know
Did the GCM/NCD secretariat use the resources at its disposal in an efficient and results-oriented way?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did the GCM/NCD secretariat avoid duplication of efforts?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did the GCM/NCD secretariat safeguard WHO and public health from any undue influence by any form of real, perceived or potential conflict of interest?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**PART D. Secretariat collaboration**

## 28) How effective was the GCM/NCD secretariat's collaboration with the following actors in support of the GCM/NCD objectives?

	(1) Very ineffective	(2) Ineffective	(3) Effective	(4) Very effective	(-) Don't know
With Member States	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With UN funds, programmes and organizations and other relevant intergovernmental organizations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With Non-State actors?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With other NCD programmes in WHO?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please elaborate:

## 29) How effective was the collaboration between the various actors, other than the secretariat, in support of the GCM/NCD objectives?

(1) Very ineffective      (2) Ineffective      (3) Effective      (4) Very effective      (-) Don't know  
☐      ☐      ☐      ☐      ☐

Please elaborate:

**PART E. Final Appraisal**

## 30) What is your level of satisfaction with the work GCM/NCD since its establishment in 2014?

(1) Very dissatisfied      (2) Dissatisfied      (3) Satisfied      (4) Very satisfied      (-) Don't know  
☐      ☐      ☐      ☐      ☐

Please elaborate:



- 31) Would you suggest any adjustment to the GCM/NCD in order to more effectively facilitate and enhance the coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels in order to contribute to the implementation of the WHO Global NCD Action Plan 2013–2020? Please elaborate:

- 32) In your opinion, what should be the priorities of the GCM/NCD to more effectively facilitate and enhance the coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels in order to contribute to the implementation of the WHO Global NCD Action Plan 2013–2020? Please elaborate:

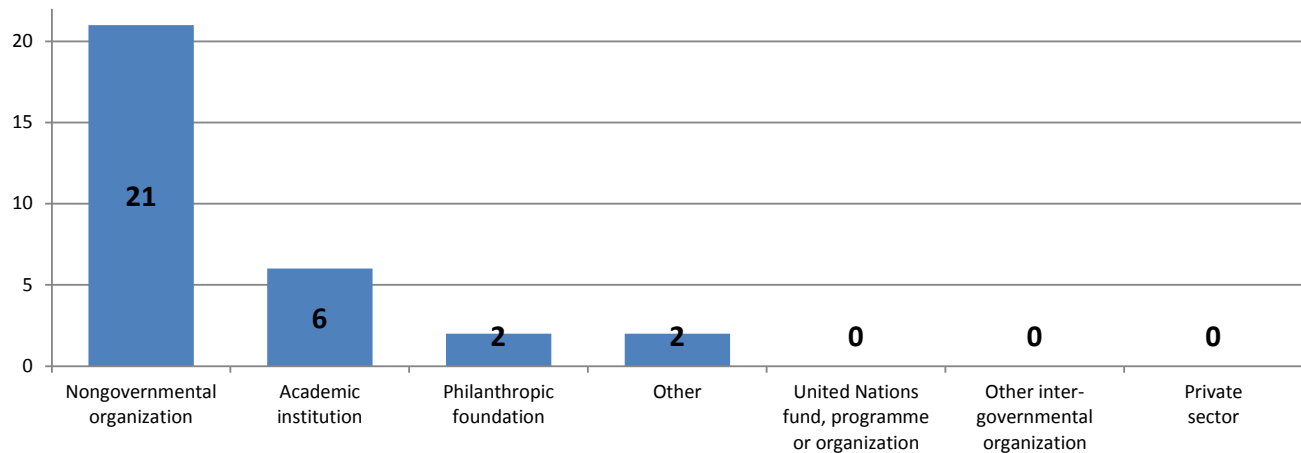
- 33) Is there anything else that you would like to add? Please use the text field below

Thank you for responding to this survey.

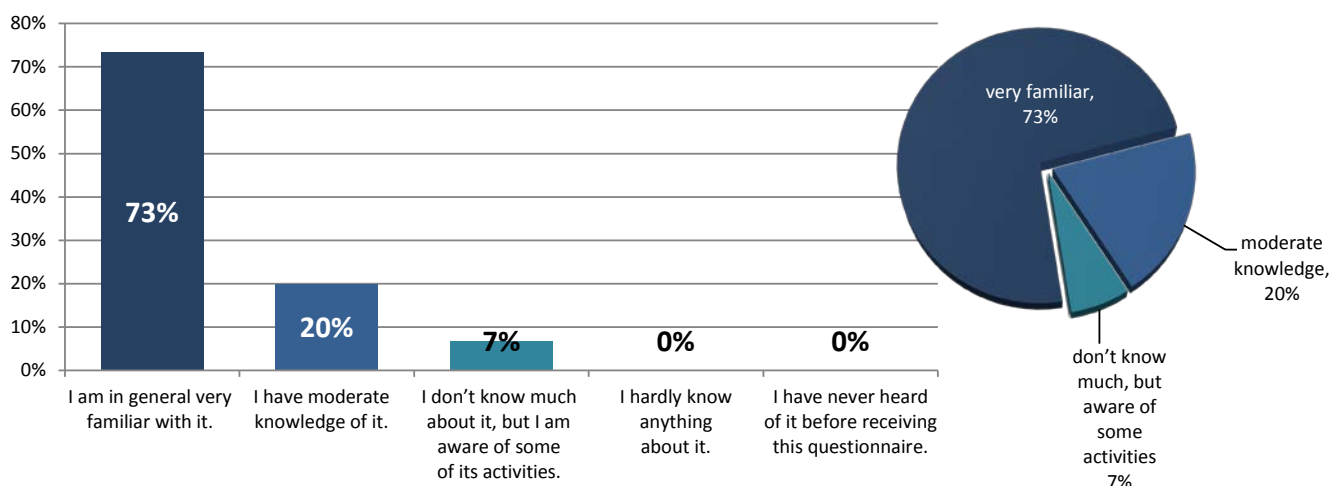
## Annex 3.4 Non-State actors – results

### Profile of the respondent

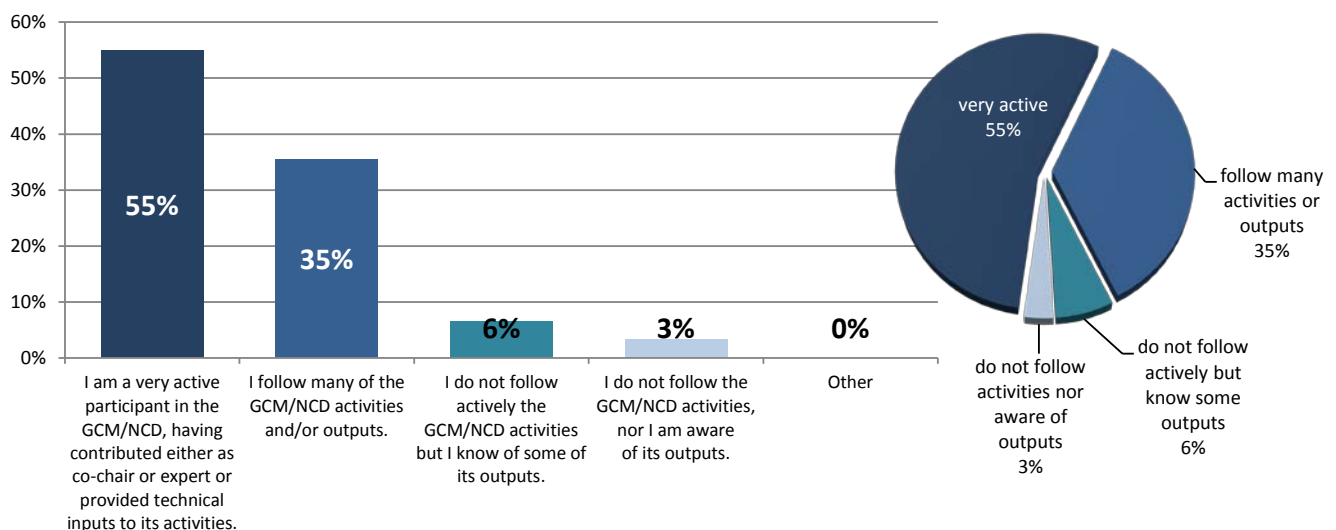
Which type of organization do you represent?



How would you describe your knowledge of the GCM/NCD?

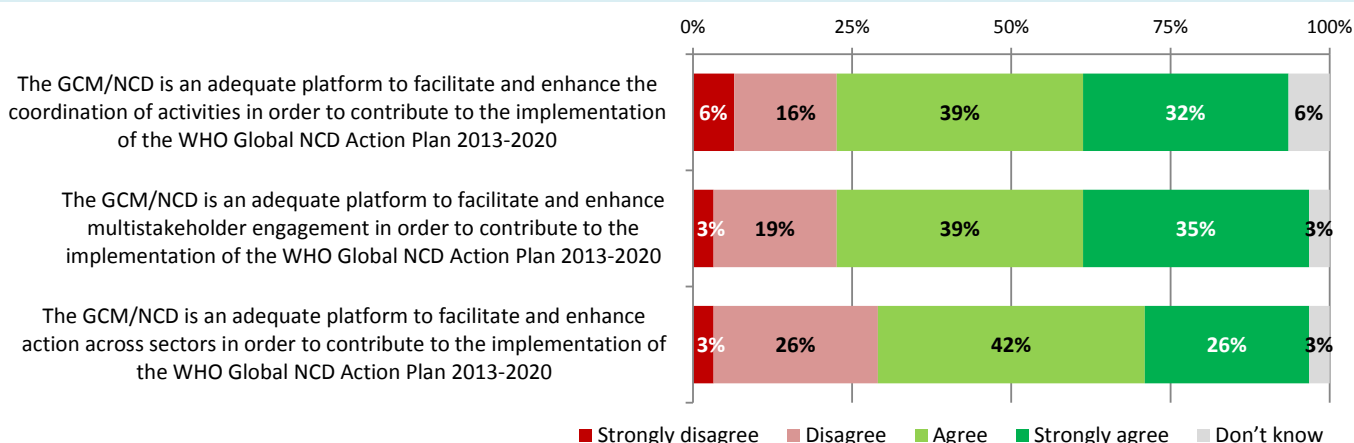


How do you assess your level of engagement with the GCM/NCD? Please, click on only one option.

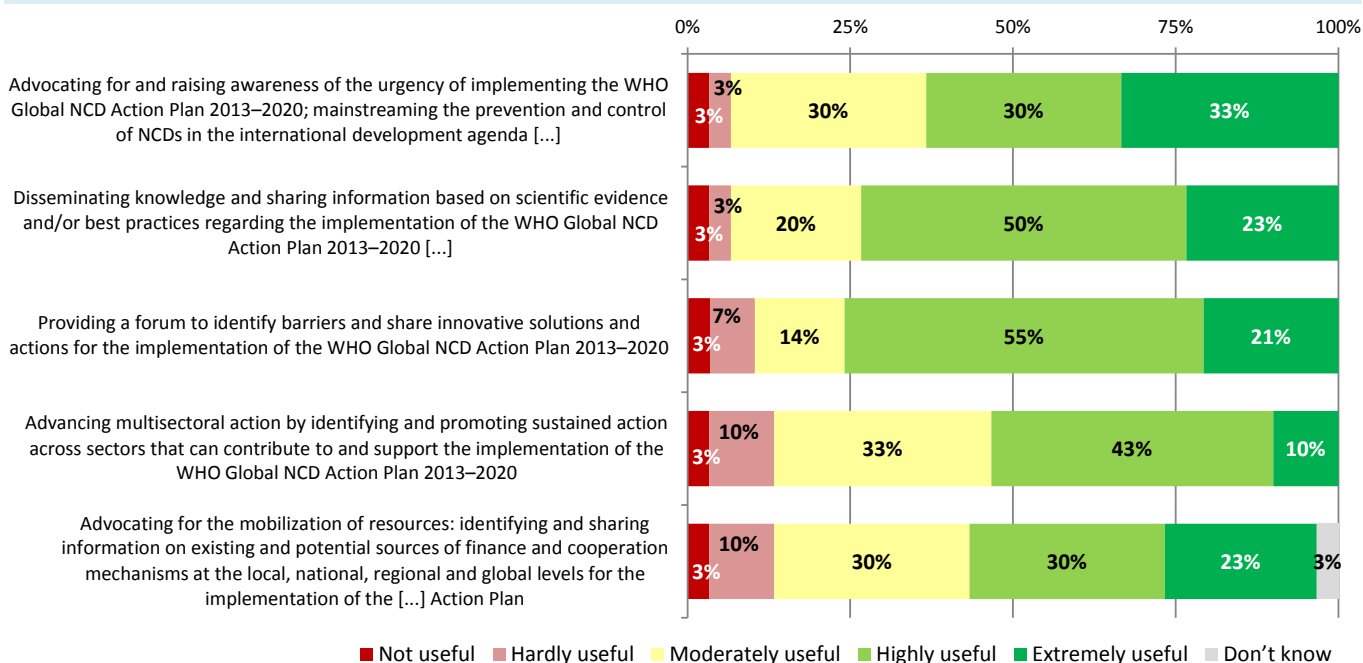


## Relevance, effectiveness and added value

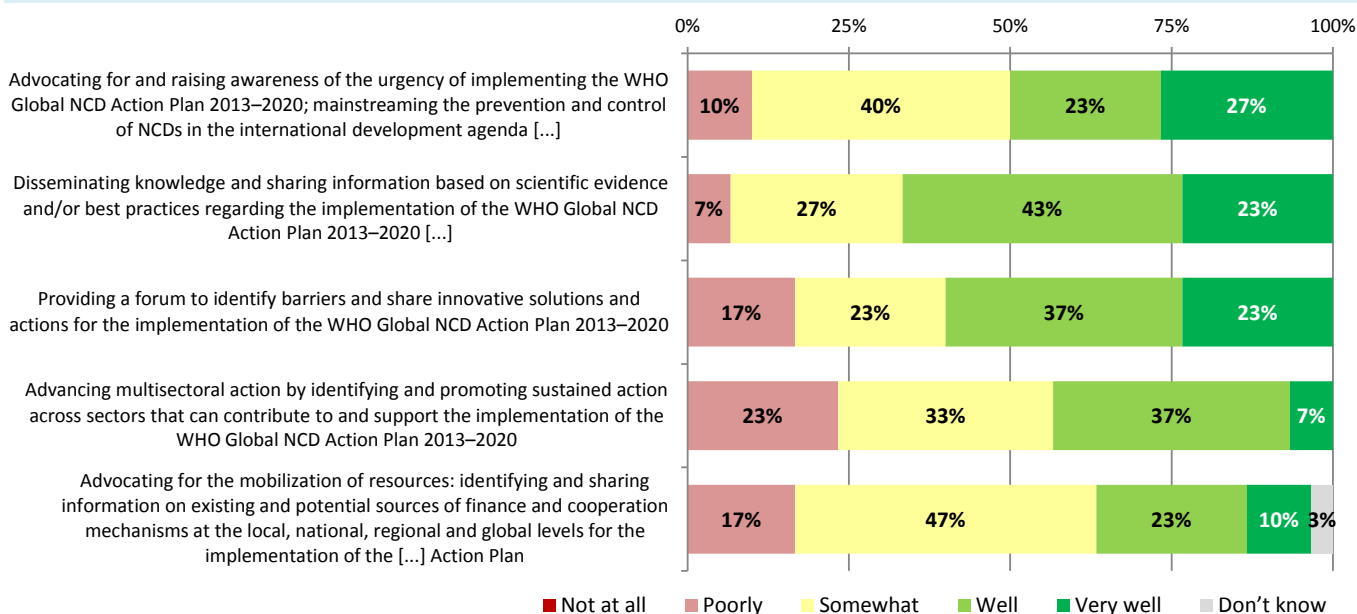
Please indicate your level of agreement with the following statements.



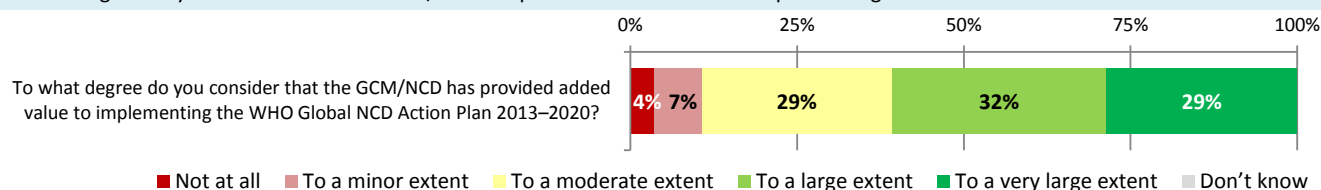
To what extent do you consider that the following functions/objectives of the GCM/NCD are useful to facilitate and enhance the coordination of activities, multistakeholder engagement and action across sectors at the local, national, regional and global levels?



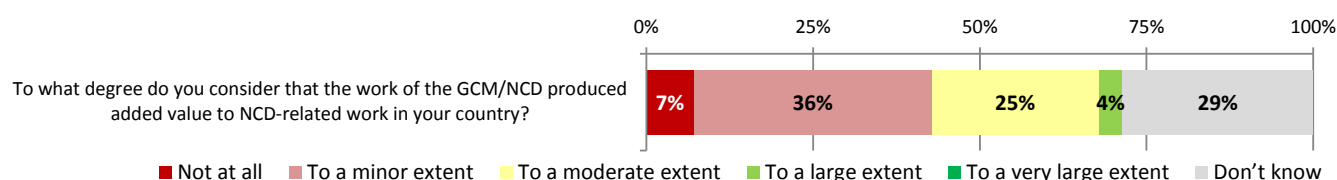
To what extent do you consider that the GCM/NCD objectives as described in the table below have been achieved?



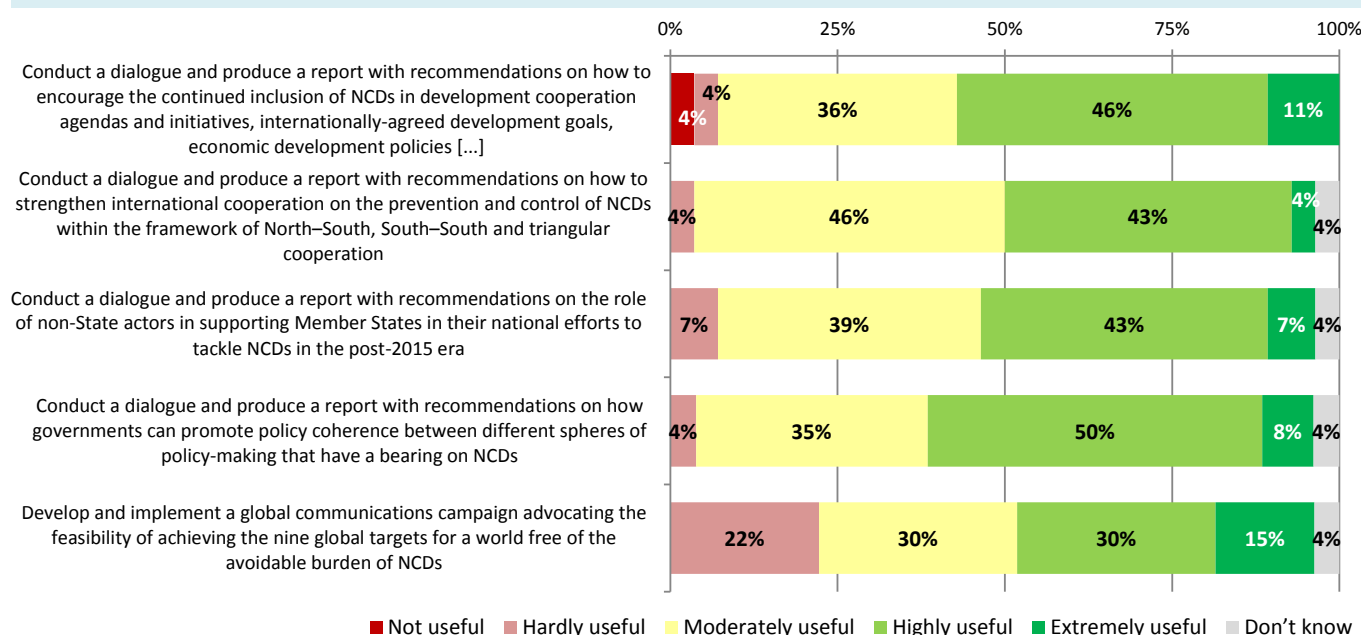
To what degree do you consider that the GCM/NCD has provided added value to implementing the WHO Global NCD Action Plan 2013–2020?



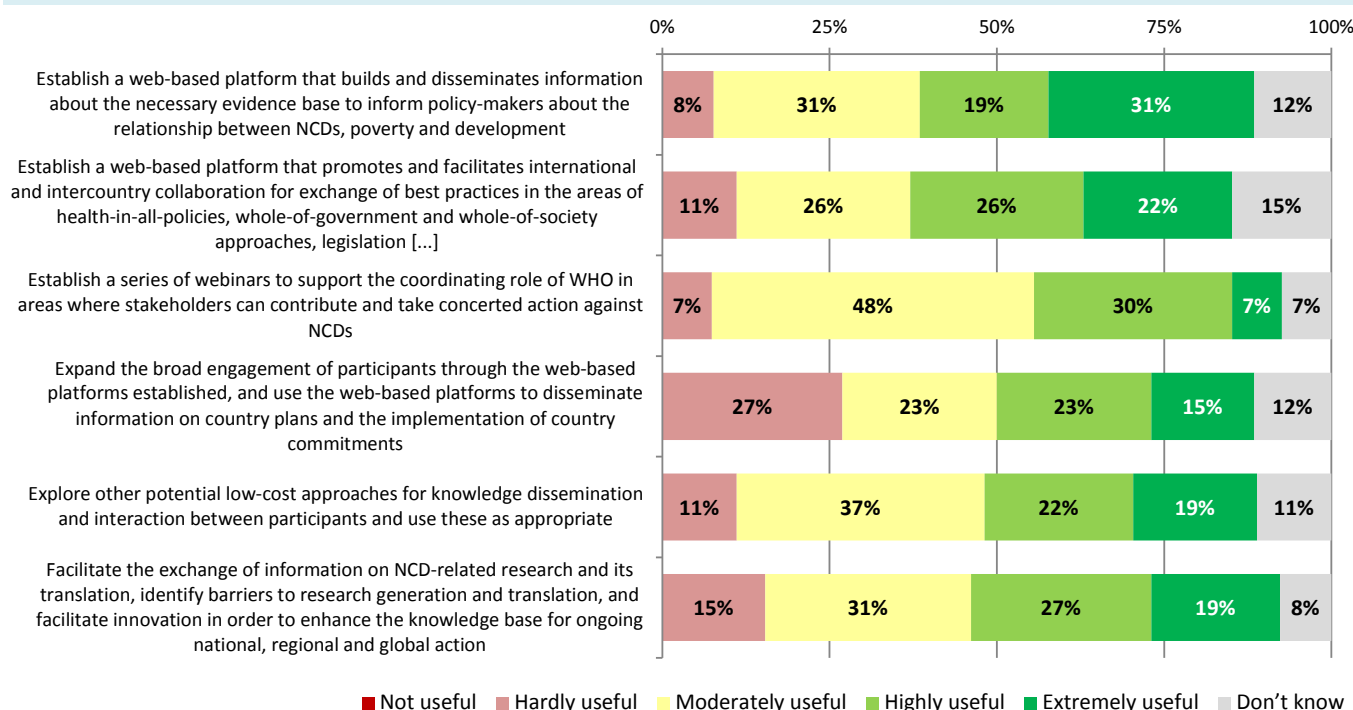
To what degree do you consider that the work of the GCM/NCD produced added value to NCD-related work in your country?



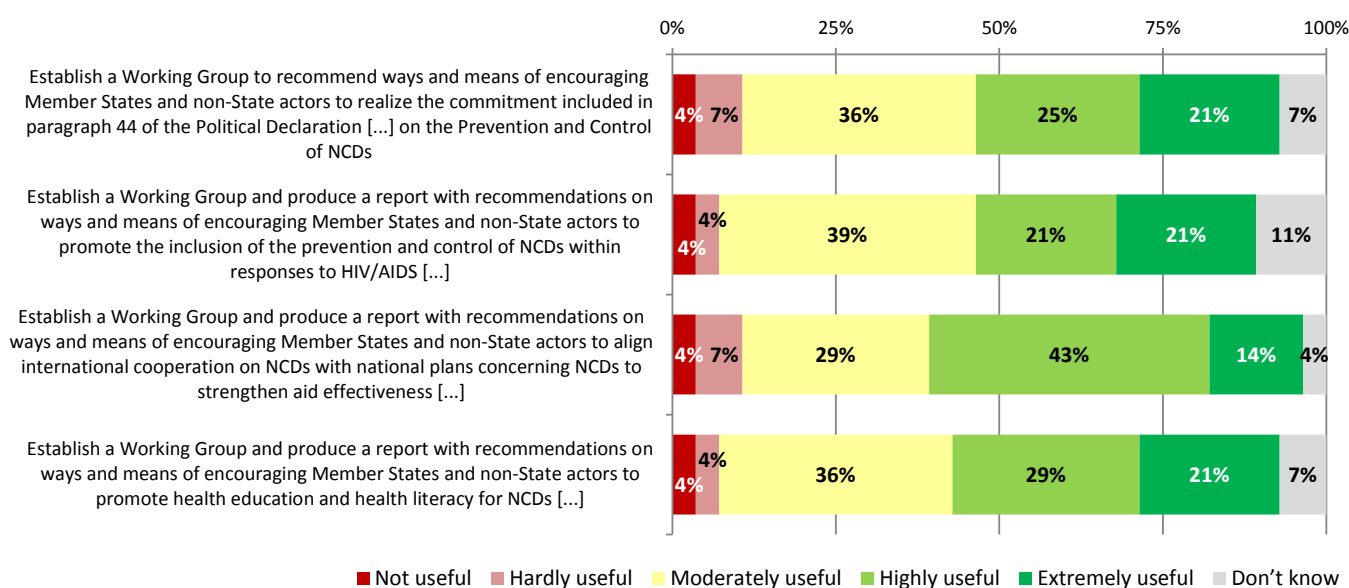
How would you rate the usefulness of the following GCM/NCD workplan activities in order to advocate for and raise awareness of the urgency of implementing the WHO Global NCD Action Plan 2013-2020?



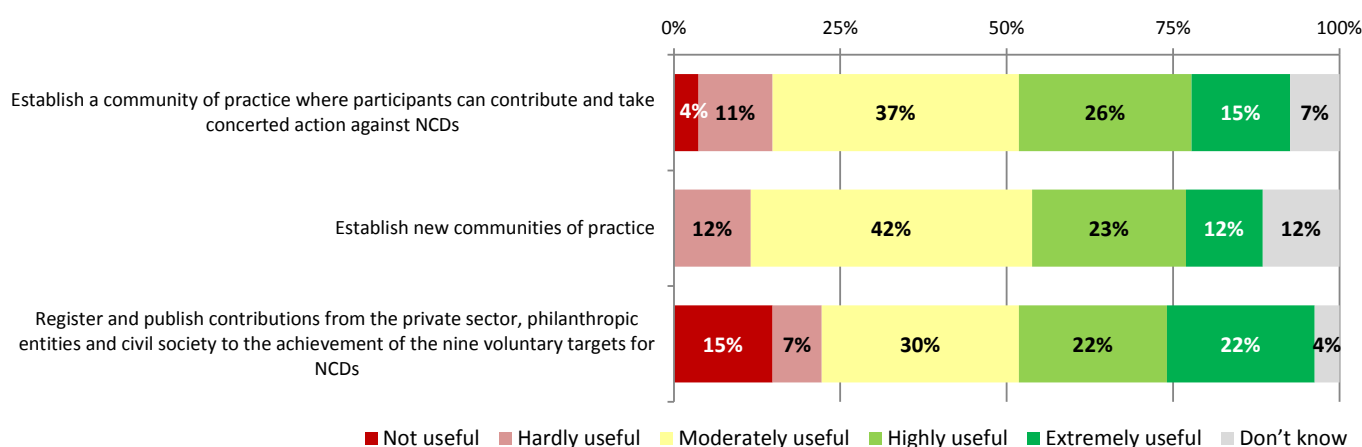
How would you rate the usefulness of the following GCM/NCD workplan activities in order to disseminate knowledge and share information based on scientific evidence and/or best practices regarding implementation of the WHO Global NCD Action Plan 2013-2020?



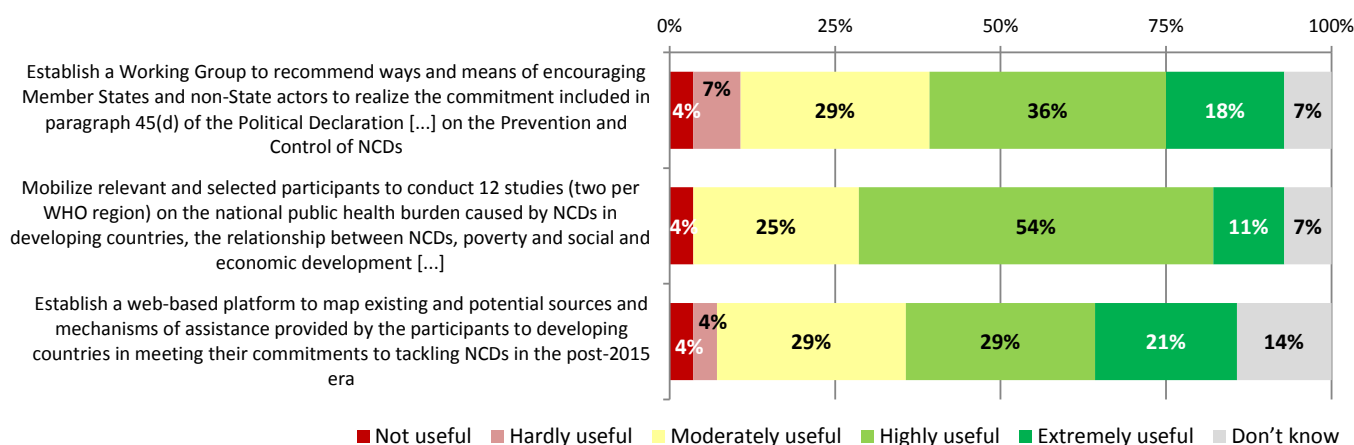
How would you rate the usefulness of the following GCM/NCD workplan activities in order to provide a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013-2020?



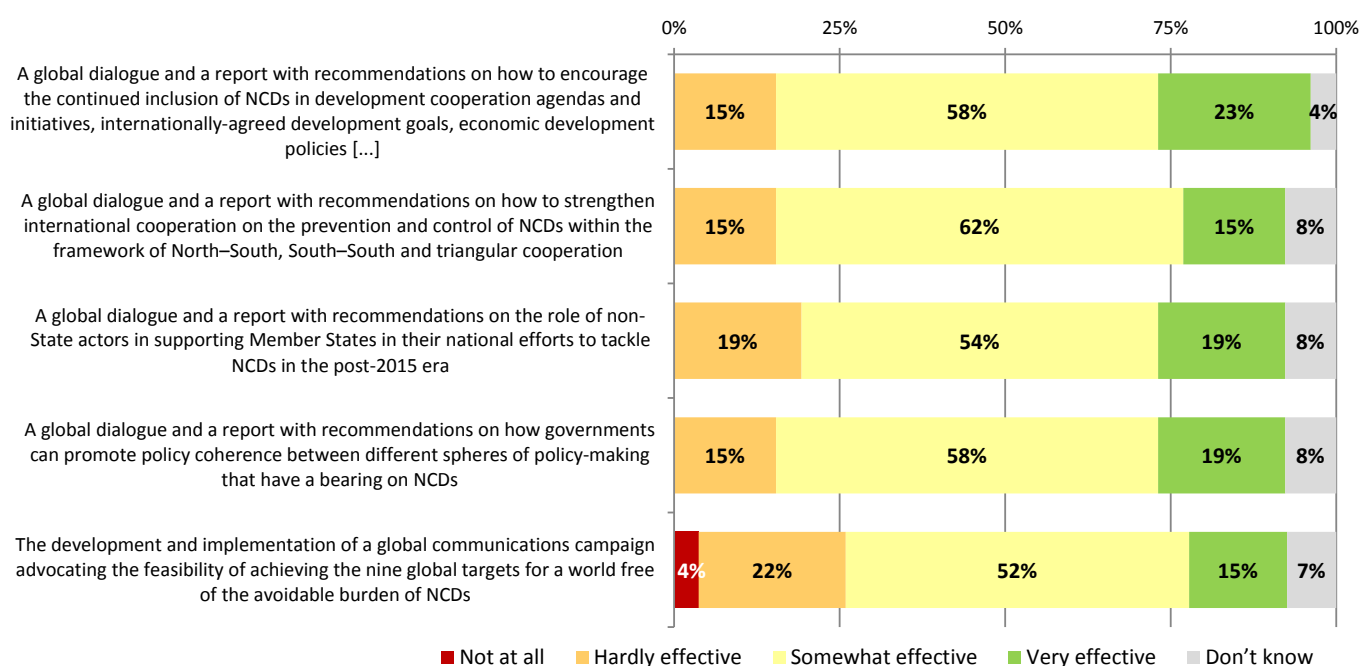
How would you rate the usefulness of the following GCM/NCD workplan activities in order to advance multisectoral action by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013-2020?



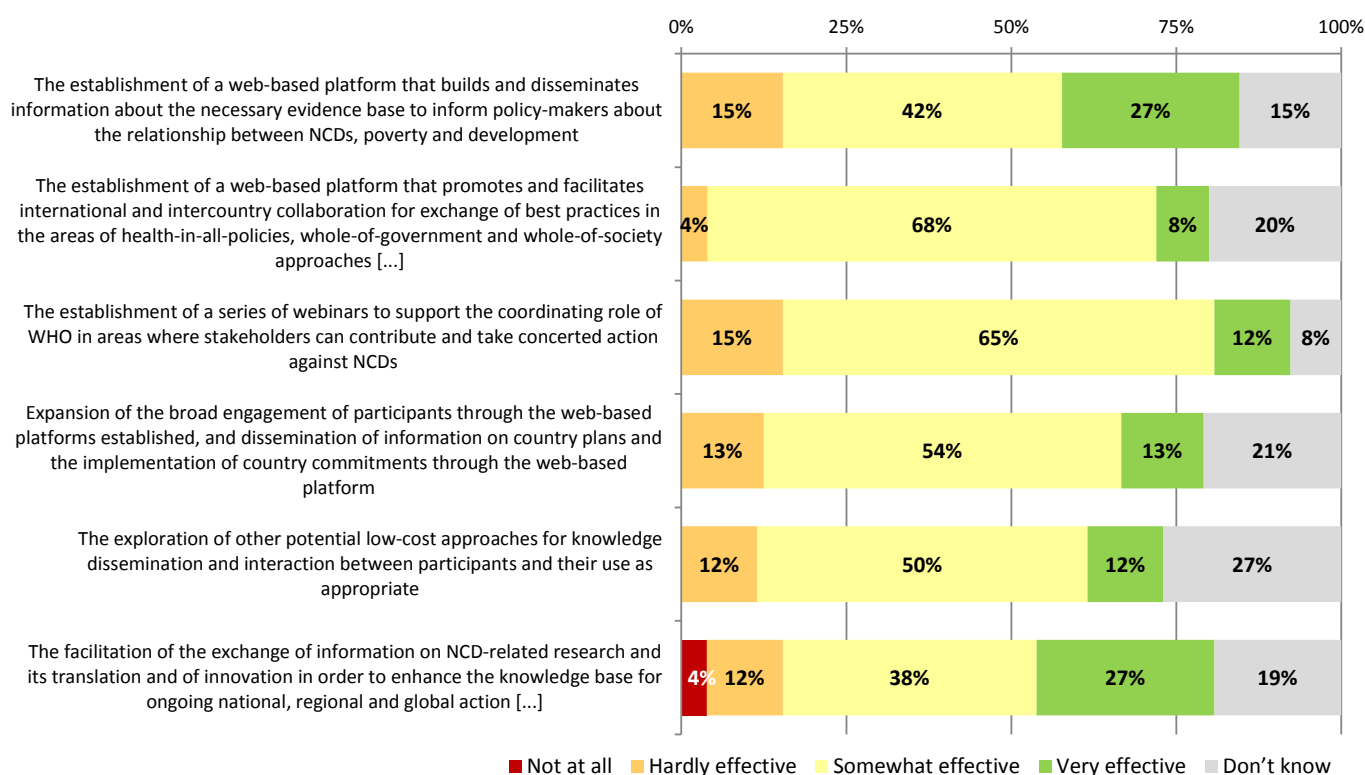
How would you rate the usefulness of the following GCM/NCD workplan activities in order to identify and share information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for implementation of the WHO Global NCD Action Plan 2013-2020?



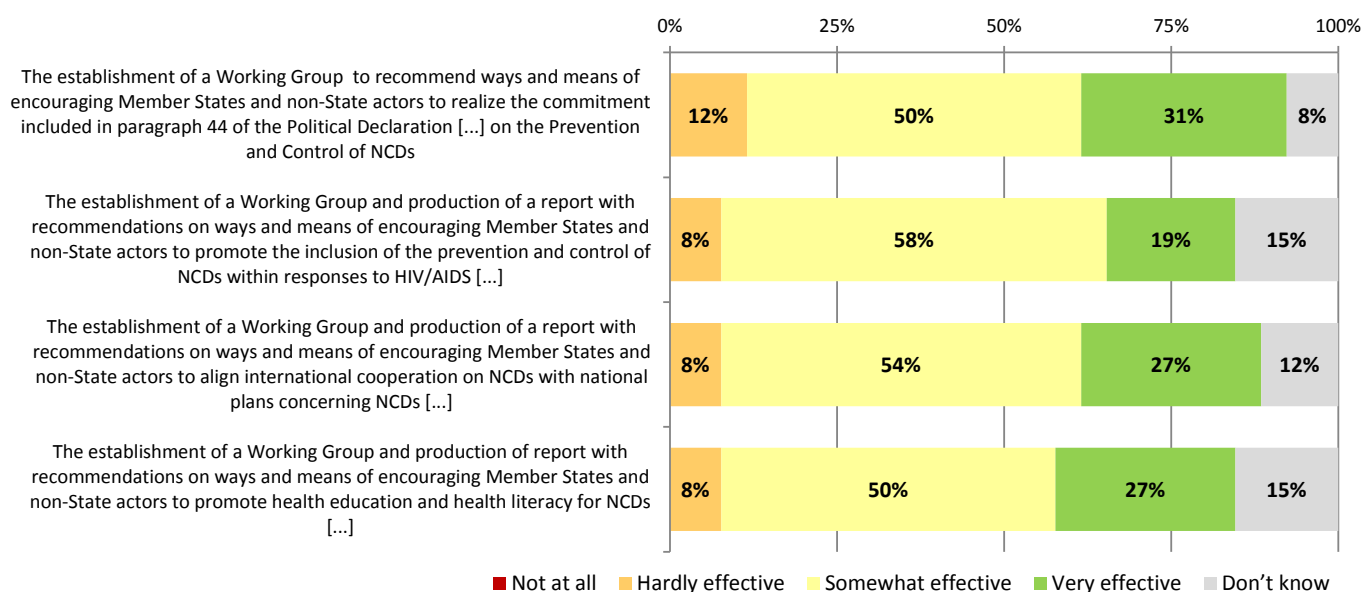
Have the following GCM/NCD workplan activities been effective to advocate for and raise awareness of the urgency of implementing the WHO Global NCD Action Plan 2013-2020?



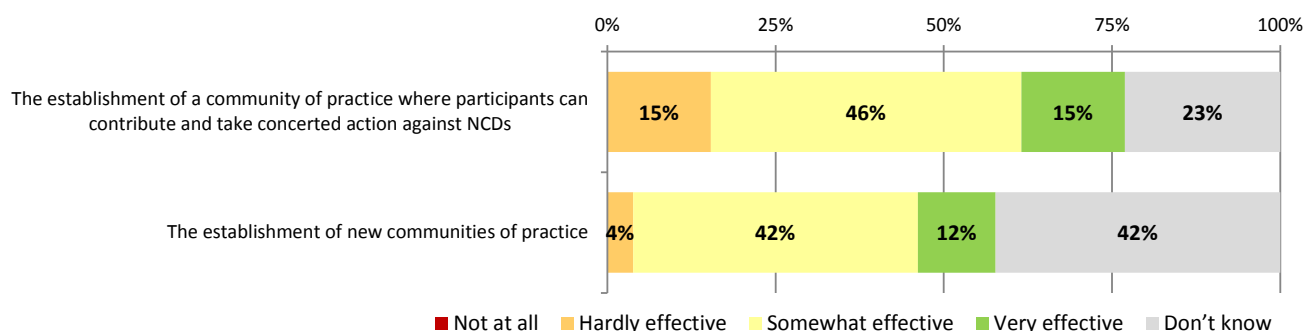
Have the following GCM/NCD workplan activities been effective to disseminate knowledge and share information based on scientific evidence and/or best practices regarding implementation of the WHO Global NCD Action Plan 2013-2020?



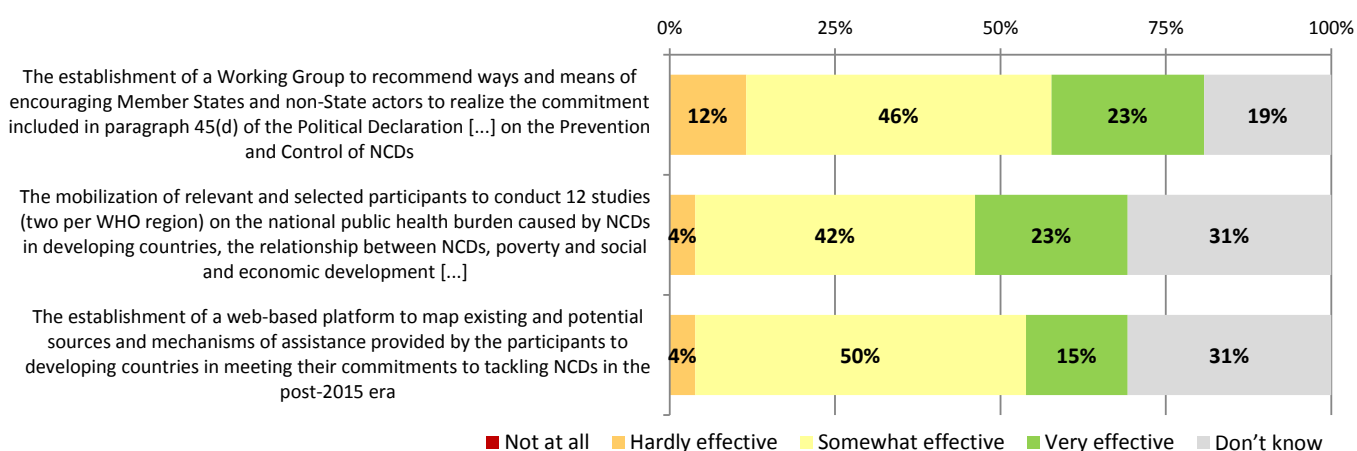
Have the following GCM/NCD workplan activities been effective to provide a forum to identify barriers and share innovative solutions and actions for the implementation of the WHO Global NCD Action Plan 2013–2020?



Have the following GCM/NCD workplan activities been effective to advance multisectoral action by identifying and promoting sustained action across sectors that can contribute to and support the implementation of the WHO Global NCD Action Plan 2013–2020?

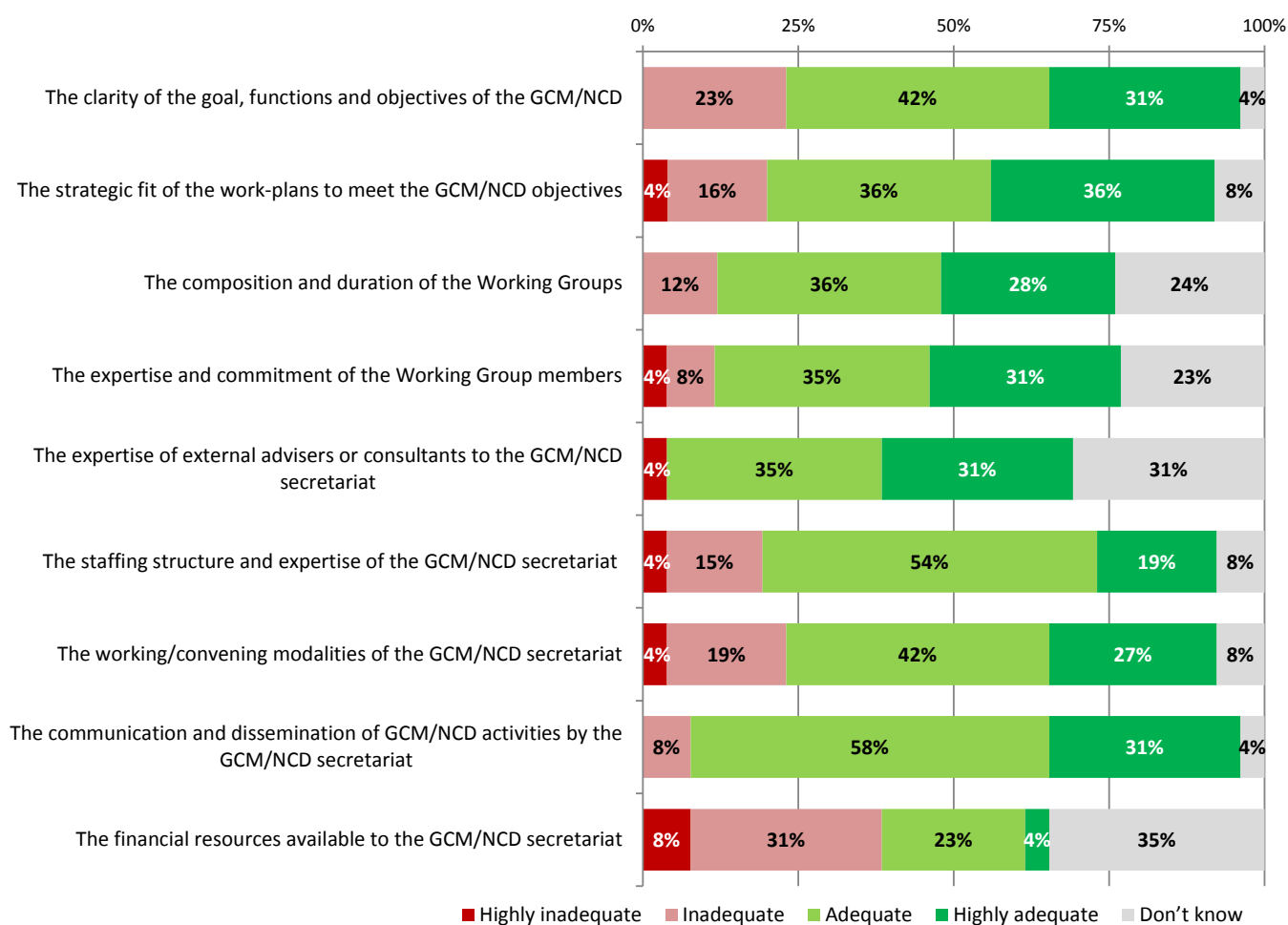


Have the following GCM/NCD workplan activities been effective to identify and share information on existing and potential sources of finance and cooperation mechanisms at the local, national, regional and global levels for implementation of the WHO Global NCD Action Plan 2013–2020?

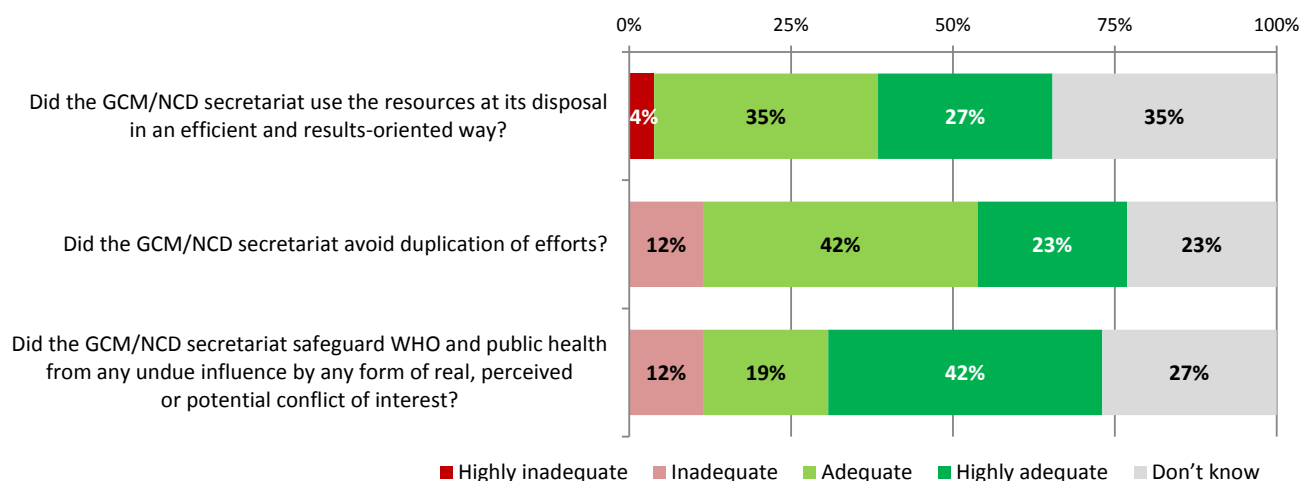


## Main factors affecting achievement of results

How would you rate the adequacy of the following factors in supporting the achievement of the GCM/NCD objectives?

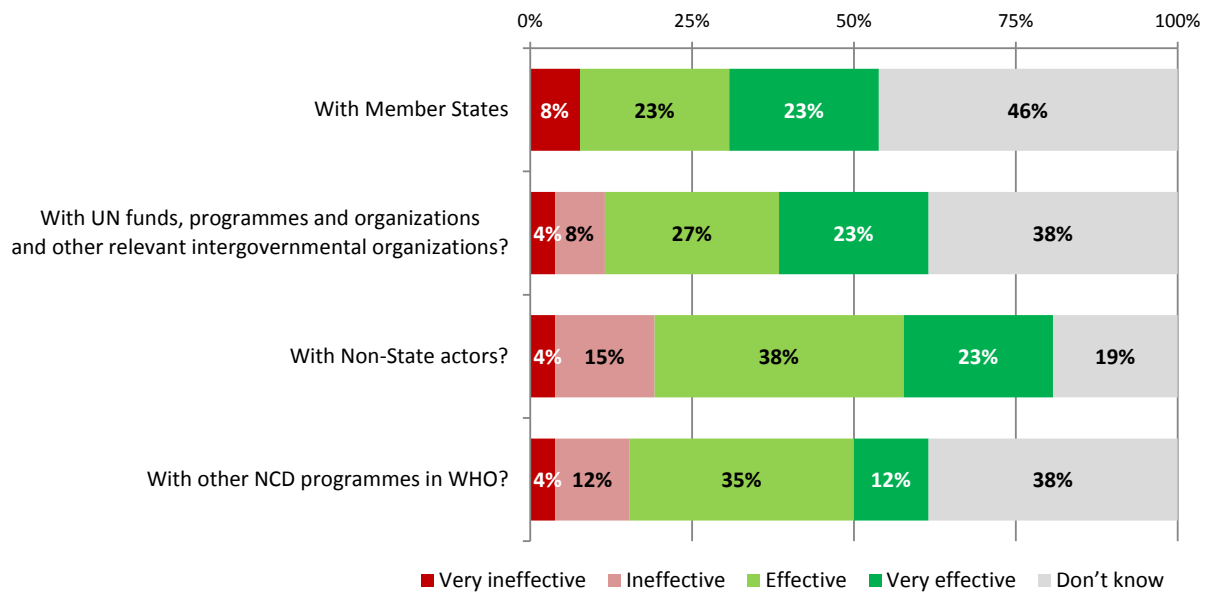


In your opinion:

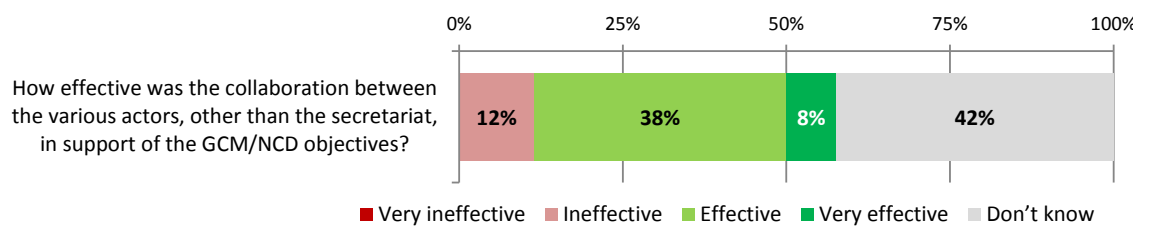




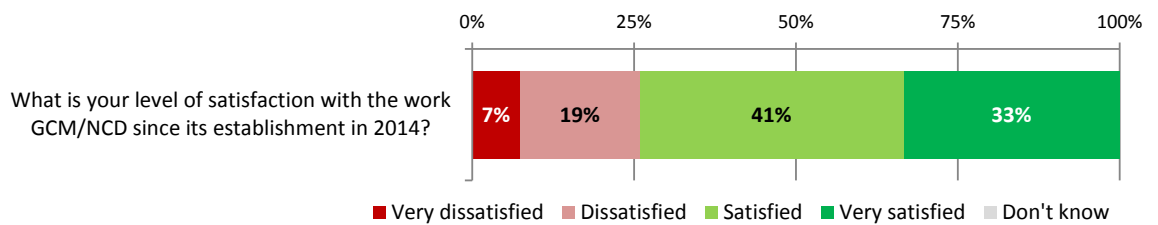
How effective was the GCM/NCD secretariat's collaboration with the following actors in support of the GCM/NCD objectives?



How effective was the collaboration between the various actors, other than the secretariat, in support of the GCM/NCD objectives?



What is your level of satisfaction with the work GCM/NCD since its establishment in 2014?



## Annex 4: Interview guides

### Annex 4.1 Interview guide

1. First of all, in order to set the scene, can you please describe your position and your relationship with the WHO GCM/NCD? What is your level of interaction with the mechanism? How do you know about it? Since when?
2. What have been the main achievements or results of the WHO GCM/NCD over these past four years? Where has the mechanism made a difference? What would you consider are the gaps: where has the mechanism fallen short?
3. To what extent do you consider that the work of the mechanism has managed:
  - To facilitate and enhance coordination of activities, multistakeholder engagement and cross-sectoral action at local, national, regional and global levels in order to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020?
  - To avoid duplication of efforts?
  - To use resources efficiently and in a result-oriented way?
  - to safeguard WHO and public health from any undue influence by any form of real, perceived or potential conflict of interest?
4. What were the internal and external factors that have contributed favourably to the achievements of the mechanism? What worked well in your view?
5. What do you consider have been the major challenges for the work of the mechanism so far? What might be areas for improvement?
6. How has the WHO GCM/NCD secretariat performed in terms of delivering its role? What have been its key strengths? Are there any areas for improvement?
7. What is your understanding of the effectiveness of the mechanism in bringing together the main relevant actors to enhance the coordination of activities and cross-sectoral action at various levels? How effective was the mechanism in engaging with Member States; with non-State actors; with UN agencies?
8. What were the main challenges in this regard?
9. Was the mechanism effective in terms of internal collaboration/coordination, building synergies and avoiding overlaps with other NCD programmes in WHO?
10. Was the mechanism effective in terms of building synergies and avoiding overlaps with the UN Inter-Agency Task Force on NCDs?
11. What is your understanding of the main advantages and the main challenges facing the work of the mechanism and the work of the NCD secretariat in general?
12. What would be your recommendations to address the challenges identified, and improve the effectiveness of the WHO GCM/NCD in enhancing coordination of activities, multistakeholder engagement and cross sectoral action going forward?
13. Have we covered all relevant issues? Is there anything else that you would like to add?

## **Annex 4.2 Questionnaire for focal points of the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases**

1. Can you please describe your level of interaction with the GCM/NCD? Since when?
2. How would you define the main role of the GCM/NCD?
3. What have been the main achievements or results of the GCM/NCD over the past four years?
4. In particular, to what extent do you consider that the GCM/NCD has managed:
  - To facilitate and enhance coordination of activities, multistakeholder engagement and cross-sectoral action at local, national, regional and global levels in order to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020?
  - To avoid duplication of efforts?
  - To use resources efficiently and in a result-oriented way?
  - to safeguard WHO and public health from any undue influence by any form of real, perceived or potential conflict of interest?
5. How would you describe the main added value of the GCM/NCD?
6. What have been the main gaps/challenges of the GCM/NCD: where has the mechanism fallen short over the past four years?
7. What are the internal and external factors that have contributed favourably to the GCM/NCD achievements? What worked well in your view?
8. How effective has the GCM/NCD been in engaging with the main relevant actors to enhance the coordination of activities and cross-sectoral action at various levels (Member States, non-State actors, UN agencies)?
9. What are main challenges of the GCM/NCD in engaging with UN agencies, building synergies with them and avoiding duplication?
10. Finally, what are your recommendations to overcome the challenges identified in the previous question, and improve the effectiveness of the GCM/NCD in enhancing coordination of activities, multistakeholder engagement and cross-sectoral action?
11. Is there anything else that you would like to add?

## **Annex 4.3 Interview guide for co-chairs of working groups**

1. Can you please describe your level of interaction with the GCM/NCD? Since when?
2. How would you define the main role of the GCM/NCD?
3. What have been the main achievements or results of the GCM/NCD over the past four years?
4. In particular, to what extent do you consider that the GCM/NCD has managed:
  - To facilitate and enhance coordination of activities, multistakeholder engagement and cross-sectoral action at local, national, regional and global levels in order to contribute to the implementation of the WHO Global NCD Action Plan 2013-2020?
  - To avoid duplication of efforts?
  - To use resources efficiently and in a result-oriented way?
  - to safeguard WHO and public health from any undue influence by any form of real, perceived or potential conflict of interest?
5. What is your assessment of the effectiveness of the working-groups:
  - In advocating and raising awareness?
  - In disseminating knowledge and information?

- In encouraging innovation and identifying barriers?
  - In advancing multisectoral action?
  - In advocating for the mobilization of resources?
6. How would you describe the main added value of the GCM/NCD?
  7. What have been the main gaps/challenges of the GCM/NCD: where has the mechanism fallen short over the past four years?
  8. What are the internal and external factors that have contributed favourably to the GCM/NCD achievements? What worked well in your view?
  9. How effective has the GCM/NCD been in engaging with the main relevant actors to enhance the coordination of activities and cross-sectoral action at various levels (Member States, non-State actors, UN agencies)?
  10. What are in your opinion the main challenges of the GCM/NCD and/or its areas of improvement?
  11. Finally, what are your recommendations to overcome the challenges identified in the previous question, and improve the effectiveness of the GCM/NCD in enhancing coordination of activities, multistakeholder engagement and cross-sectoral action?
  12. Is there anything else that you would like to add?

## Annex 5: Stakeholders consulted

Table A5: List of stakeholders interviewed

Category of stakeholder	Department/ Organization	Name and position
<b>Member State representatives as working group co-chairs</b>	Permanent Mission of Norway to the United Nations Office at Geneva	Kjetil Aasland, Minister Counsellor for Health
	National Research Centre for Preventive Medicine, Ministry of Healthcare of the Russian Federation	Sergey Boystov, Director
	National Centre for Cardiovascular Diseases, China	Lixin Jiang, Assistant Director
	Permanent Mission of the Principality of Monaco to the United Nations Office at Geneva	H.E. Carole Lanteri, Ambassador and Permanent Representative
<b>WHO headquarters</b>	GCM/NCD Secretariat	Bente Mikkelsen, Head of the Secretariat
		Guy Fones Illanes, Adviser
		Tea Collins, Adviser
		Louise Agersnap, Technical Officer
		Sophie Genay-Diliautas, Technical Officer
	Noncommunicable Diseases and Mental Health cluster	Oleg Chestnov, Assistant Director-General
		Menno van Hilten, Senior External Relations Officer
		Roelof Wuite, Management Officer
		Nicholas Banatvala, Manager, UNIATF
		Alexey Kulikov, External Relations Officer, UNIATF
		Douglas Bettcher, Director, Prevention of NCDs
		Etienne Krug, Director, Management of NCDs, Disability, Violence and Injury Prevention
		Shekhar Saxena, Director, Mental Health and Substance Abuse
		Francesco Branca, Director, Nutrition for Health and Development
	Director-General's Office	Ian Smith, Executive Director, Office of the Director-General
		Timothy Armstrong, Director, Governing Bodies and External Relations
		Gaudenz Silberschmidt, Director, Partnerships and Non-State Actors
		Sarah Russell, Director a.i., Department of Communications
		Egle Granziera, Senior Legal Officer, Office of the Legal Counsel

<b>WHO regional offices</b>	AMRO/PAHO	Anselm Hennis, Director, NCDs and Mental Health
	EURO	Gauden Galea, Director, NCDs and Promoting Health through the Life-Course
	EMRO	Asmus Hammerich, Director, NCDs and Mental Health
	SEARO	Thaksaphon Thamarangsi, Director, NCDs and Environmental Health
	WPRO	Hai-rim Shin, Director a.i., NCDs and Health Promotion

## Annex 6: Progress on activities and outputs of the GCM/NCD workplans

Table A6.1: Progress on activities and outputs of 2014-2015 workplan

Objective	2014-2015 work plan activity	Progress on activity to date	Outputs
<p><b>Objective 1. Advocate for and raise awareness</b> of the urgency of implementing the global action plan for the prevention and control of noncommunicable diseases 2013–2020.</p> <p><i>In 2016-2017 workplan, a second sentence was added: “...and mainstream the prevention and control of noncommunicable diseases in the international development agenda.”</i></p>	<p><b>Action 1.1. Conduct a dialogue</b> in 2014 on how to encourage the continued inclusion of noncommunicable diseases in development cooperation agendas and initiatives, internationally agreed development goals, economic development policies, sustainable development frameworks and poverty reduction strategies. The dialogue will result in a report with recommendations.</p>	<p>A dialogue on NCDs and development cooperation was held in Geneva (20-21 April 2015): <i>“Dialogue on how to encourage the continued inclusion of noncommunicable diseases in development cooperation agendas and initiatives, internationally agreed development goals, economic development policies, sustainable development frameworks and poverty reduction strategies.”</i> This was the first dialogue organized by the GCM/NCD.</p> <p>180 Participants:</p> <ul style="list-style-type: none"> <li>- 60 Member States,</li> <li>- 55 NGO representatives,</li> <li>- 8 UN agencies and</li> <li>- others, including philanthropic foundations, WHO collaborating centres, academic institutions and the private sector.<sup>1</sup></li> </ul>	<ul style="list-style-type: none"> <li>• A report was issued.<sup>2</sup></li> <li>• One brief on the dialogue produced by GCM.</li> </ul>
	<p><b>Action 1.2 Conduct a dialogue</b> in 2015 on how to strengthen international cooperation on the prevention and control of noncommunicable diseases</p>	<p>A dialogue on NCD and international cooperation was held in Geneva 30 November-1 December 2015 on “Dialogue on how to strengthen international cooperation on the prevention and</p>	<ul style="list-style-type: none"> <li>• A dialogue report was issued.<sup>6</sup></li> <li>• Three background papers produced.<sup>7</sup></li> <li>• One brief on the dialogue produced by GCM.</li> </ul>

<sup>1</sup> GCM/NCD Progress Report 2014-2016 p.33

<sup>2</sup> [http://www.who.int/global-coordination-mechanism/final\\_meeting\\_report\\_dialogue\\_ncd\\_development\\_april15\\_en.pdf?ua=1](http://www.who.int/global-coordination-mechanism/final_meeting_report_dialogue_ncd_development_april15_en.pdf?ua=1)

<sup>6</sup> <http://www.who.int/global-coordination-mechanism/publications/dialogue-report-nov-dec-2015.pdf?ua=1>

<sup>7</sup> <http://www.who.int/global-coordination-mechanism/dialogues/dialogue-international-partnership/en/>

	<p>within the framework of North–South, South–South and triangular cooperation. The dialogue will result in a report with recommendations.</p>	<p>control of noncommunicable diseases within the framework of North–South, South–South and triangular cooperation”.</p> <p>Over 200 Participants:</p> <ul style="list-style-type: none"> <li>- 90 Member States,</li> <li>- 18 Ambassadors,</li> <li>- 11 Un organizations,</li> <li>- 90 NGOs,</li> <li>- 10 WHO collaborating centres,</li> <li>- 40 other organizations including, business associations, philanthropic foundations and academic institutions.<sup>3</sup></li> </ul> <p>The dialogue was proceeded by three separate pre-dialogue caucuses<sup>4</sup> - to note these were NOT organized by GCM but still cited in Progress Report:</p> <ol style="list-style-type: none"> <li>1. UN systems - delivering integrative responses for NCDs (organized by UNIATF and UN Office for South-South Cooperation);</li> <li>2. NGOs and the next generation (organized by NCD alliance and Young Professionals Chronic Disease Network);</li> <li>3. The complementary contribution of the private sector and philanthropic foundations (Organized by World Economic Forum and Aga Khan Development Network).</li> </ol>	<ul style="list-style-type: none"> <li>• A report of the virtual dialogue was produced.<sup>8</sup></li> </ul>
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<sup>3</sup> GCM/NCD Progress Report 2014-2016 p. 34

<sup>4</sup> GCM/NCD Progress Report 2014-2016 p. 38

<sup>8</sup> <http://www.who.int/global-coordination-mechanism/dialogues/virtual-forum-report.pdf?ua=1>



		A Virtual Discussion Forum followed the dialogue: a follow-up to the second dialogue on NCDs and international cooperation was held 18-27 January 2016. Around 100 countries were represented by 414 members. A total of 229 actively registered for the discussion or accepted the invitation. <sup>5</sup>	
<b>Objective 2. Disseminate knowledge and share information based on scientific evidence and/or best practices regarding implementation of the global action plan for the prevention and control of noncommunicable diseases 2013–2020.</b>	<b>Action 2.1 Establish a web-based platform</b> in 2014 that builds and disseminates information about the necessary evidence base to inform policy-makers about the relationship between noncommunicable diseases, poverty and development.		<ul style="list-style-type: none"> <li>• Web-portal established, <a href="http://www.gcportal.org/">http://www.gcportal.org/</a></li> <li>• One of the themes is “NCDs, poverty and development” <a href="http://www.who.int/global-coordination-mechanism/ncd-themes/poverty-development/en/">http://www.who.int/global-coordination-mechanism/ncd-themes/poverty-development/en/</a></li> </ul>
	<b>Action 2.2 Establish a web-based platform</b> in 2015 that promotes and facilitates international and intercountry collaboration for exchange of best practices in the areas of health-in-all- policies, whole-of-government and whole-of-society approaches, legislation, regulation, health system strengthening and training of health personnel, so as to disseminate learning from the experiences of Member States in meeting the challenges.		Web-portal established, <a href="http://www.gcportal.org/">http://www.gcportal.org/</a>
	<b>Action 2.3 Establish a series of webinars</b> starting in 2014 to support	There is a short description of webinars objectives and modalities on the GCM website. <sup>9</sup>	Six webinars organized in 2015 <sup>10</sup> (PPT slides also provided):

<sup>5</sup> GCM/ NCD Progress Report 2014-2016 p.35

<sup>9</sup> <http://www.who.int/global-coordination-mechanism/news/Webinars-on-NCDs-under-the-GCM-NCD-feb-16.pdf?ua=1>

<sup>10</sup> <http://www.who.int/global-coordination-mechanism/news/2015-gcm-ncd-webinars/en/>

	the coordinating role of WHO in areas where stakeholders can contribute to and take concerted action against noncommunicable diseases.		<ul style="list-style-type: none"> <li>• Webinar 1: WHO GCM and the UN Interagency Taskforce, March 2015</li> <li>• Webinar 2: The harmful use of alcohol: a global public health perspective, June 2015</li> <li>• Webinar 3: Trade and noncommunicable diseases, July 2015</li> <li>• Webinar 4: Investor – investor state dispute settlement and NCD: contemporary disputes, debates and options for reform, August 2015</li> <li>• Webinar 5: Improving health literacy to tackle NCDs and communicable diseases, November 2015</li> <li>• Webinar 6: Lunchtime seminar: stimulating international cooperation to financing the prevention and control of NCDs, December 2015</li> </ul>
<b>Objective 3. Provide a forum to identify barriers and share innovative solutions</b> and actions for the implementation of the global action plan for the prevention and control of noncommunicable diseases 2013–2020 and to promote sustained actions across sectors.	<b>Action 3.1 Establish a Working Group in 2014</b> to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 44 of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of Non-communicable Diseases.	Working Group 3.1 (2015) on how to realize governments' commitments to engage with the private sector for the prevention and control of NCDs. <ul style="list-style-type: none"> <li>- Established in March 2015;</li> <li>- Met three times before completing work;</li> <li>- 2 co-chairs and 12 Members;</li> <li>- 15 WHO, UN and NSA speakers at hearing;</li> <li>- Summary reports of each WG session.</li> </ul>	Outputs produced by the Working Group: <ol style="list-style-type: none"> <li>1. Interim Report from Working Group 3.1<sup>11</sup> (comments on this reported were provided by 4 Member States and 15 non-State actors).</li> <li>2. Final Report of the Working Group 3.1<sup>12</sup></li> <li>3. Policy Brief of the Working Group 3.1<sup>13</sup></li> </ol>
<b>Objective 4. Advance</b>	<b>Action 4.1 Establish a community of</b>		Not established in 2014-2015.

<sup>11</sup> Source: <http://www.who.int/global-coordination-mechanism/working-groups/comments-interim-report/en/>

<sup>12</sup> Available: [http://www.who.int/global-coordination-mechanism/working-groups/final\\_3\\_1report\\_with\\_annexes\\_6may16.pdf?ua=1](http://www.who.int/global-coordination-mechanism/working-groups/final_3_1report_with_annexes_6may16.pdf?ua=1)

<sup>13</sup> Available <http://www.who.int/global-coordination-mechanism/working-groups/Briefing-WG3.1.pdf?ua=1>

<p><b>multisectoral action</b> by identifying and promoting sustained actions across sectors that can contribute to and support the implementation of the global action plan for the prevention and control of noncommunicable diseases 2013–2020.</p>	<p><b>practice</b> where participants can contribute to and take concerted action against noncommunicable diseases</p>		
<p><b>Objective 5. Identify and share information on existing and potential sources of finance</b> and cooperation mechanisms at local, national, regional and global levels for implementation of the global action plan for the prevention and control of noncommunicable diseases 2013–2020.</p>	<p><b>Action 5.1 Establish a Working Group</b> in 2014 to recommend ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 45(d) of the Political Declaration of the High-level Meeting of the United Nations General Assembly on the Prevention and Control of Non-communicable Diseases.</p>	<p>Working Group 5.1 (2015) on how to realize governments' commitment to provide financing for NCDs.</p> <ul style="list-style-type: none"> <li>- Established in March 2015;</li> <li>- Met three times before completing work;</li> <li>- 2 co-chairs and 12 participants;</li> <li>- 8 WHO, UN and non-State actor speakers at hearing;</li> <li>- Three policy briefs developed by GCM Secretariat consultants as background and made available to GCM participants for consultation and comment on the web: <ul style="list-style-type: none"> <li>o Policy brief on domestic financing</li> <li>o Policy brief on bilateral and multilateral financing</li> <li>o Policy brief on innovative financing</li> </ul> </li> <li>- Summary reports of each WG session.</li> </ul>	<p>Outputs produced by the Working Group:</p> <ol style="list-style-type: none"> <li>1. Interim report of Working Group 5.1<sup>14</sup>: 10 comments on this were received from Member States, UN agencies and non-State actors via the web consultation.<sup>15</sup></li> <li>2. Interim report was presented<sup>16</sup> at the Third UN International Conference on Financing for Development in Addis Ababa on 13 July 2015 in a side event title "<i>Changing the conversation on development finance for health</i>".<sup>17</sup></li> <li>3. Final report with annexes<sup>18</sup></li> <li>4. Policy Brief of Working Group 5.1<sup>19</sup></li> </ol>

<sup>14</sup> Available at: <http://www.who.int/global-coordination-mechanism/FfD3-Interim-report-of-WG-on-Financing-for-NCDs-FINAL-AS-DISPATCHED.pdf?ua=1>

<sup>15</sup> Source: <http://www.who.int/global-coordination-mechanism/working-groups/comments-interim-report-5-1/en/>

<sup>16</sup> Presentation available at: <http://www.who.int/global-coordination-mechanism/FfD3-Presentation-on-Interim-Report-of-WG-Financing-for-NCDs-Version.pdf?ua=1>

<sup>17</sup> Available at: <http://www.who.int/global-coordination-mechanism/NCDs-2015-Flyer-10-July-2015.pdf?ua=1>

<sup>18</sup> Available at: [http://www.who.int/entity/global-coordination-mechanism/working-groups/final\\_5\\_1with\\_annexes6may16.pdf?ua=1](http://www.who.int/entity/global-coordination-mechanism/working-groups/final_5_1with_annexes6may16.pdf?ua=1)

<sup>19</sup> Available at: <http://www.who.int/global-coordination-mechanism/working-groups/Briefing-WG5.1.pdf?ua=1>

Table A6.2: Progress on activities and outputs of 2016-2017 workplan<sup>1</sup>

Objective	2016-2017 activities	Progress on activity to date	Outputs
<b>Objective 1. Advocate for and raise awareness</b> of the urgency of implementing the global action plan for the prevention and control of noncommunicable diseases 2013–2020.  <i>In 2016-2017 workplan, a second sentence was added: “...and mainstream the prevention and control of noncommunicable diseases in the international development agenda.”</i>	<b>Action 1.1: Develop a global communications campaign</b> in the first half of 2016, and start implementing the campaign in the second half of 2016, advocating the feasibility of achieving the nine global targets for a world free of the avoidable burden of noncommunicable diseases by the 2025 deadline provided that countries and partners alike follow through on their shared commitments to put in place the necessary policies and resources.	<p>Launched in September 2016, the GCM/NCD campaign is raising awareness and “<i>advocating the feasibility of achieving the 9 global target for a world free of the avoidable burden of noncommunicable diseases by 2025</i>”.<sup>2</sup></p> <p>The campaign has two websites linked to @beatNCDs<sup>3</sup>:</p> <ol style="list-style-type: none"> <li>1. <b>One site</b> is directed mainly at policy makers, featuring key facts about NCDs and possible responses and illustrating these through country implementation stories;</li> <li>2. <b>The other site</b> engages the general public by inviting narration of “NCD stories” by anyone affected by the disease or their risk factors.</li> </ol>	<ul style="list-style-type: none"> <li>• Campaign currently being implemented; outputs include:               <ul style="list-style-type: none"> <li>○ Materials for policy makers</li> <li>○ 10 Policy Briefs on the 9 global targets</li> <li>○ Country feature stories</li> <li>○ Website for general public “NCD and Me”</li> <li>○ NCD quiz</li> </ul> </li> </ul>
	<b>Action 1.2: Conduct a dialogue</b> in 2016 on the role of non-State actors in supporting Member States in their national efforts to tackle noncommunicable diseases in the post-2015 era. The dialogue will result in a report with recommendations.	<p>A global dialogue was held in Mauritius on 19-21 October 2016 on “the role of non-State actors in supporting Member States in their national efforts to tackle noncommunicable diseases (NCDs) as part of the 2030 Agenda for Sustainable Development”.</p> <p>161 participants were convened and a further 58 people followed the meeting via Webex. Of the 98 audience participants there were:</p> <ul style="list-style-type: none"> <li>- 19 Member States,</li> <li>- 1 UN representative,</li> </ul>	<ul style="list-style-type: none"> <li>• A dialogue report was produced<sup>6</sup>.</li> <li>• Background documents were also produced.<sup>7</sup></li> <li>• At the end of the meeting, the co-chairs issued a statement.<sup>8</sup> “This statement reflects the position of the co-chairs on the roles of non-State actors, such as NGOs, the private sectors, philanthropic organizations, and academic institutions and includes specific recommendations for each group of actors as they support governments in advancing</li> </ul>

<sup>1</sup> Status as at 30 September 2017.

<sup>2</sup> GCM/NCD Progress Report 2014-2016 p.53

<sup>3</sup> GCM/NCD Progress Report 2014-2016 p.53

<sup>6</sup> <http://www.who.int/global-coordination-mechanism/dialogues/global-dialogue-meeting-report-oct2016.pdf?ua=1>

<sup>7</sup> <http://www.who.int/global-coordination-mechanism/dialogues/global-dialogue-meeting-2030-agenda-for-sustainable-development/en/>

<sup>8</sup> <http://www.who.int/entity/global-coordination-mechanism/dialogues/co-chairs-statement-gcm-ncd-global-dialogue-oct2016-en.pdf?ua=1>

		<ul style="list-style-type: none"> <li>- 61 NGO representatives,</li> <li>- 7 representatives from business associations,</li> <li>- 2 representatives from philanthropic foundations,</li> <li>- 3 from academic institutions and</li> <li>- 5 from WHO collaborating centres.<sup>4</sup></li> </ul> <p>Four separate pre-dialogue caucuses were held prior to the meeting<sup>5</sup>:</p> <ol style="list-style-type: none"> <li>1. Healthy lives and NCD prevention: pathways to strengthen public private cooperation – hosted by the World Economic Forum</li> <li>2. Sustainable urban environments and nurturing a life free from NCDs – organized by WHO and European health council.</li> <li>3. Healthy lives and tackling NCDs in the context of the fourth industrial revolution – hosted by the World Economic Forum.</li> <li>4. Addressing NCDs as part of the 2030 Development Agenda – the contribution to civil society – led by NCD Alliance.</li> </ol>	<p>NCD prevention and control.”<sup>9</sup></p> <ul style="list-style-type: none"> <li>• One page brief produced by GCM on the dialogue.</li> </ul>
	<p><b>Action 1.3: Conduct a dialogue</b> in 2017 on how governments can promote policy coherence between different spheres of policy-making that have a bearing on noncommunicable diseases. The dialogue will result in a report with recommendations.</p>	<ul style="list-style-type: none"> <li>• Dialogue was a segment of the WHO Global Conference on NCDs in October 2017 in Montevideo on enhancing policy coherence to prevent and control noncommunicable diseases.</li> <li>• The dialogue brought together 390 participants including: <ul style="list-style-type: none"> <li>- 158 Member State representatives;</li> <li>- 20 UN agencies;</li> <li>- 50 WHO staff and</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Contribution to WHO ministerial summit output: Montevideo Roadmap 2018-2030 on NCDs as a Sustainable Development Priority.<sup>10</sup></li> <li>• Dialogue report (work in progress).</li> </ul>

<sup>4</sup> GCM/NCD Progress Report 2014-2016 p.36

<sup>5</sup> GCM/NCD Progress Report 2014-2016 p.38

<sup>9</sup> GCM/NCD Progress Report 2014-2016 p. 36

<sup>10</sup> Available at <http://www.who.int/conferences/global-ncd-conference/Roadmap.pdf?ua=1>

		- 154 other actors including 104 non-State actors.	
<b>Objective 2. Disseminate knowledge and share information based</b> on scientific evidence and/or best practices regarding implementation of the global action plan for the prevention and control of noncommunicable diseases 2013–2020.	<b>Action 2.1: Expand the broad engagement of participants through the web-based platforms</b> established in 2014–2015, including developing the requirements and criteria for access by different groups, and <b>use the web-based platform to disseminate information</b> on country plans and the implementation of country commitments.	The Knowledge Network for Action on NCDs is a web-based platform that has been informed by work commenced in 2014/15 and has been pre-launched by the GCM/NCD the in a first phase in October 2017. The platform includes functionalities for stakeholder engagement, interaction and inputs.	Work in progress.
	<b>Action 2.2: Explore other potential low-cost approaches for knowledge dissemination</b> and interaction between participants <b>and use these</b> as appropriate.	The Knowledge Network for Action on NCDs platform includes <i>Repositories</i> aimed at enhancing knowledge dissemination and interaction between participants. These <i>Repositories</i> will be easily updated from an administrator log in and refreshed through contributions provided by its users as well as the GCM.	Work in progress.
	<b>Action 2.3: Facilitate the exchange of information</b> on noncommunicable disease-related research and its translation, identify barriers to research generation and translation, and facilitate innovation in order to enhance the knowledge base for ongoing national, regional and global action	4 communities of practice (CoP) have been launched in 2017 <sup>11</sup> : <ul style="list-style-type: none"> <li>• NCDs and Health Literacy</li> <li>• NCDs, health and law</li> <li>• NCDs and the next generation</li> <li>• Multisectoral action on NCDs</li> </ul> 2 COP are under development: <ul style="list-style-type: none"> <li>• National NCD focal points</li> <li>• NCDs, Poverty and development</li> </ul>	<ul style="list-style-type: none"> <li>• 4 COPs launched</li> <li>• Virtual discussion reports produced by 2 Communities of Practice</li> </ul>
	<b>Action 2.4: Hold a new series of webinars</b> for participants		Webinars conducted in 2016-2017 (slides and background material available online) <sup>12</sup> : <b>2016</b> <ul style="list-style-type: none"> <li>- Webinar 1: Aligning international cooperation with national NCD plans</li> <li>- Webinar 2: Youth engagement in NCDs</li> </ul>

<sup>11</sup> <http://www.who.int/global-coordination-mechanism/news/communities-of-practice/en/>

<sup>12</sup> <http://www.who.int/global-coordination-mechanism/news/2016-gcm-ncd-webinars/en/>

			<ul style="list-style-type: none"> <li>- Webinar 3: Reducing NCD risks in an era of Global Environmental Change</li> <li>- Webinar 4: Reframing NCDs and injuries for the poorest billion</li> <li>- Webinar 5: Innovative financing: public-private cooperation and NCDs</li> </ul> <b>2017</b> <ul style="list-style-type: none"> <li>- Webinar 1: Gender and NCDs, part 1</li> <li>- Webinar 2: Gender and NCDs, part 2</li> <li>- Webinar 3: Gender and NCDs, part 3</li> </ul>
<b>Objective 3. Provide a forum to identify barriers and share innovative solutions</b> and actions for the implementation of the global action plan for the prevention and control of noncommunicable diseases 2013–2020 and to promote sustained actions across sectors.	<b>Action 3.1: Establish a Working Group in 2016</b> to recommend ways and means of encouraging Member States and non-State actors to promote the inclusion of the prevention and control of noncommunicable diseases within responses to HIV/AIDS and programmes for sexual and reproductive health and maternal and child health, as well as other communicable disease programmes, such as those on tuberculosis, including as part of wider efforts to strengthen and orient health systems to address the prevention and control of noncommunicable diseases through people-centred primary health care and universal health coverage. The Working Group will produce a report with recommendations.	Working Group 3.1 (2016) on the inclusion of NCDs in other programmatic areas <ul style="list-style-type: none"> <li>- Established in March 2016</li> <li>- Met three times before completing work;</li> <li>- 2 co-chairs and 12 Members;</li> <li>- 17 WHO, UN and NSA speakers at hearing</li> <li>- Discussion paper on how to promote the inclusion of the prevention and control of NCDs within other programmatic areas prepared by GCM Secretariat consultants.<sup>13</sup></li> <li>- Policy briefs on NCDs and other areas for integration prepared by GCM Secretariat.<sup>14</sup></li> <li>- Summary reports of each WG session.</li> </ul>	Outputs produced by the Working Group <ol style="list-style-type: none"> <li>1. Interim Report produced<sup>15</sup> and comments received by 6 non-State actors<sup>16</sup></li> <li>2. Policy Brief – one shared by GCM</li> <li>3. 5 briefs on integration of NCDs with HIV, TB, MCAH, SRH and PCH</li> <li>4. Draft Final report.</li> <li>5. Annexes of Draft Final report.</li> </ol>
	<b>Action 3.2: Establish a Working Group in 2016</b> to recommend ways and means of encouraging Member States and non-State actors to align international cooperation on	Working Group 3.2 (2016) on the alignment of international cooperation with national plans on NCDs: <ul style="list-style-type: none"> <li>- Established in March 2016</li> </ul>	Outputs produced by the Working Group <ol style="list-style-type: none"> <li>1. Interim Report produced<sup>18</sup> and made available for web-consultation.</li> <li>2. Policy Brief with the recommendations of</li> </ol>

<sup>13</sup> Available at: [http://www.who.int/global-coordination-mechanism/working-groups/WHO\\_Background\\_paper\\_on\\_integration\\_of\\_NCDs\\_Peter\\_Lamptey\\_FOR\\_DISPATCH.pdf?ua=1](http://www.who.int/global-coordination-mechanism/working-groups/WHO_Background_paper_on_integration_of_NCDs_Peter_Lamptey_FOR_DISPATCH.pdf?ua=1)

<sup>14</sup> Available at: <http://www.who.int/global-coordination-mechanism/working-groups/1st-wg-apr-2016-documents/en/>

<sup>15</sup> Available at: <http://www.who.int/global-coordination-mechanism/working-groups/GCM-WG-3.1-2016-draft-interim-report.pdf?ua=1>

<sup>16</sup> Source: <http://www.who.int/global-coordination-mechanism/working-groups/comments-interim-report-3-1-september2016/en/>

<sup>18</sup> Available at: <http://www.who.int/global-coordination-mechanism/working-groups/GCM-WG-3.2-2016-draft-interim-report.pdf?ua=1>

	noncommunicable diseases with national plans concerning noncommunicable diseases in order to strengthen aid effectiveness and the development impact of external resources in support of noncommunicable diseases. The Working Group will produce a report with recommendations.	<ul style="list-style-type: none"> <li>- Met three times before completing work;</li> <li>- 2 co-chairs and 13 Members;</li> <li>- 11 WHO, UN and non-State actor speakers at hearing;</li> <li>- Discussion paper produced by GCM Secretariat consultants as tool to explore views on the subject matter.<sup>17</sup></li> <li>- Background papers produced for second GCM Dialogue on int. cooperation also used.</li> <li>- Summary reports of each WG session.</li> </ul>	<p>the WG.</p> <p>3. Draft Final report.</p>
	<b>Action 3.3: Establish a Working Group</b> in 2017 to recommend ways and means of encouraging Member States and non-State actors to promote health education and health literacy for noncommunicable diseases, with a particular focus on populations with low health awareness and/or literacy, and taking into account the cost-effective and affordable interventions for all Member States contained in Appendix 3 of the WHO global action plan for the prevention and control of noncommunicable diseases 2013–2020. The Working Group will produce a report with recommendations	<p>Working Group 3.3 (2017) on health education and health literacy for NCDs:</p> <ul style="list-style-type: none"> <li>- Met twice to date;</li> <li>- 2 co-chairs and 12 Members;</li> <li>- 19 WHO, UN and non-State actor speakers at hearing;</li> <li>- Discussion paper produced by GCM Secretariat consultants.</li> </ul>	
<b>Objective 4. Advance multisectoral action</b> by identifying and promoting sustained actions across sectors that can contribute to and support the implementation of the global action plan for the prevention and control of	<b>Action 4.1: Continue supporting communities of practice</b> established in 2014 and 2015 and <b>establish new communities of practice</b> in 2016 and 2017.	<p>4 communities of practice (CoP) have been launched<sup>19</sup>:</p> <ul style="list-style-type: none"> <li>• NCDs and Health Literacy</li> <li>• NCDs, health and law</li> <li>• NCDs and the next generation</li> <li>• Multisectoral action on NCDs</li> </ul> <p>2 CoP are in the process of being launched:</p> <ul style="list-style-type: none"> <li>• National NCD focal points</li> <li>• NCDs, Poverty and development</li> </ul>	<ul style="list-style-type: none"> <li>• 4 COPs launched</li> <li>• Virtual discussion reports produced by 2 Communities of Practice</li> </ul>

<sup>17</sup> Available at: [http://www.who.int/global-coordination-mechanism/working-groups/wg3\\_2\\_paper\\_oxford\\_31mar16.pdf?ua=1](http://www.who.int/global-coordination-mechanism/working-groups/wg3_2_paper_oxford_31mar16.pdf?ua=1)

<sup>19</sup> <http://www.who.int/global-coordination-mechanism/news/communities-of-practice/en/>



noncommunicable diseases 2013–2020.			
	<b>Action 4.2: Start implementing in 2016 the approach</b> that WHO will have developed before the end of 2015 to register and publish contributions from the private sectors, philanthropic entities and civil society to the achievement of the nine voluntary targets for noncommunicable diseases.	<ul style="list-style-type: none"> <li>Draft approach is being finalized; once WHA endorses the approach, the GCM/NCD will promote its implementation amongst non-State actors.</li> </ul>	Draft material
<b>Objective 5. Identify and share information on existing and potential sources of finance</b> and cooperation mechanisms at local, national, regional and global levels for implementation of the global action plan for the prevention and control of noncommunicable diseases 2013–2020.	<b>Action 5.1: Mobilize relevant and selected participants</b> to conduct 12 studies (two per WHO region) on the national public health burden caused by noncommunicable diseases in developing countries, the relationship between noncommunicable diseases, poverty and social and economic development, the cost of inaction, and the cost of action. The outcome of the studies will be published in 2016 and 2017.	Eight investment country cases on <i>“the relationship between noncommunicable diseases, poverty and social and economic development, the cost of inaction, and the cost of action”</i> <sup>20</sup> are currently being undertaken by the UNIATF through an agreement with the GCM/NCD.	<ul style="list-style-type: none"> <li>8 investment case studies for countries close to being finalized.</li> </ul>
	<b>Action 5.2: Establish a web-based platform</b> in 2016 to map existing and potential sources and mechanisms of assistance provided by the participants to developing countries in meeting their commitments to tackling noncommunicable diseases in the post-2015 era.	The Knowledge Network for Action on NCDs is the web-based platform, which includes these elements.	Work in progress

<sup>20</sup> In line with 2016-2017 workplan, Action 5.1

## Annex 7: Documents reviewed

### World Health Assembly and Executive Board documents

- WHO (2012) Prevention and control of noncommunicable diseases, Option and a timeline for strengthening and facilitating multisectoral action for the prevention and control of noncommunicable diseases through partnership, Report by the Secretariat, A65/7, 15 May 2012
- WHO (2013) Annex 4, Global action plan for the prevention and control of noncommunicable diseases 2013-2020, WHA66/2013/REC/1, Geneva 20-27 May 2013
- WHO (2013) Follow-up to the Political Declaration of the High-level meeting of the United Nations General Assembly on the Prevention and Control of Noncommunicable Diseases, Annex 2, Report for the Formal Meeting of Member States to conclude the work on the terms of reference for a global coordination mechanism on the prevention and control of noncommunicable diseases, EB134/14, Annex 2, 23 December 2013  
[http://apps.who.int/gb/ebwha/pdf\\_files/EB134/B134\\_14-en.pdf](http://apps.who.int/gb/ebwha/pdf_files/EB134/B134_14-en.pdf)
- WHO (2014) Prevention and control of noncommunicable diseases, Report by the Secretariat, A67/14, 11 April 2014
- WHO (2014) Prevention and control of noncommunicable diseases, terms of reference for the global coordination mechanism on the prevention and control of noncommunicable diseases, Report by the Director-General, A67/14, Add.1, 8 May 2014
- WHO (2014) Prevention and control of noncommunicable diseases, Proposed work plan for the global coordination mechanism on the prevention and control of noncommunicable diseases covering the period 2014-2015, Report by the Director-General, A67/14, Add.3, Rev.1, 23 May 2014
- WHO (2015) Follow-up to the 2014 high-level meeting of the UN General Assembly to undertake a comprehensive review and assessment of the progress achieved in the prevention and control of noncommunicable diseases, Report by the Director-General, A68/11, 24 April, 2015
- WHO (2015) Annex 3, Proposed work plan for the global coordination mechanism on the prevention and control of noncommunicable diseases covering the period 2016-2017, Report by the Director-General, A68/11, 24 April, 2015
- WHO (2016) Prevention and control of noncommunicable diseases: responses to specific assignments in preparation for the third High-level Meeting of the United Nations General Assembly on the prevention and control of NCDs to be held in 2018, Report by the Director-General, A69/10, 20 May 2016
- WHO (2017) Preparation for the third High-level Meeting of the General Assembly on the Prevention and Control of non-communicable diseases, to be held in 2018, Report by the Director-General, A70/27, 18 May 2017

### WHO documents

- WHO (2013) First WHO Discussion Paper, Draft terms of reference for a global coordination mechanisms for the prevention and control of noncommunicable diseases, version dated 23 July 2013, available at [http://www.who.int/cardiovascular\\_diseases/GCM\\_First\\_WHO\\_Discussion\\_Paper\\_FINAL\\_CORR\\_2.pdf?ua=1](http://www.who.int/cardiovascular_diseases/GCM_First_WHO_Discussion_Paper_FINAL_CORR_2.pdf?ua=1)
- WHO (2013) Second WHO Discussion Paper, Draft terms of reference for a global coordination mechanisms for the prevention and control of noncommunicable diseases, version dated 1 November 2013, available at <http://www.who.int/nmh/events/2013/discussion-paper-oct2013.pdf?ua=1>

- WHO (2013) Formal meeting of Member States to conclude the work on the terms of reference for a global coordination mechanism on the prevention and control of noncommunicable diseases, Geneva, 11-12 November 2013, A/NCD/GCM/1/2, 4 November 2013,
- WHO (2013) Formal meeting of Member States to conclude the work on the terms of reference for a global coordination mechanism on the prevention and control of noncommunicable diseases, Geneva, 11-12 November 2013, A/NCD/GCM/1/INF./1, Provisional agenda item 4.2, Report summarizing the results of the discussions in the regional committees and inputs from stakeholders.
- WHO (2013) Presentation made by WHO Secretariat at the Formal meeting of Member States, Geneva 11-12 November 2013, available at [http://www.who.int/nmh/events/WHO\\_Secretariat\\_presentation\\_111113.pdf?ua=1](http://www.who.int/nmh/events/WHO_Secretariat_presentation_111113.pdf?ua=1)
- WHO (2017) WHO global coordination mechanism on the prevention and control of noncommunicable diseases: progress report 2014-2016. Geneva: World Health Organization, (WHO/NMH/NMA/GCM/17.03), available at <http://www.who.int/global-coordination-mechanism/news/gcm-ncdprogress-report14-16.pdf?ua=1>
- WHO (undated) DG Transition Briefing – Phase 1, Secretariat of the GCM for NCDs
- WHO (undated) Briefing note to the Assistant Director General
- WHO (2016) Briefing note to the Director-General, 13 May 2016
- WHO (2017) DG election – NHM transition briefing (version dated 20 January 2017 at 5PM)
- WHO (2017) GCM/NCD a platform for action on NCDs in the SDG era (PPT presentation dated 05/05/2017)
- WHO (undated) WHO Integrated Support Initiative, Fast-tracking the progress countries are making to realize the NCD time-bound commitments: getting to 2018 and beyond
- WHO (2017) Fast track countries for the prevention and control of NCDs: WHO Integrated support to countries

## Working Groups

- WHO (undated) WHO GCM/NCD: The selection of members for the Working Groups, available at <http://www.who.int/global-coordination-mechanism/members-selection/en/>
- WHO (2014) Information Note 2: Working groups in the WHO Global Coordination Mechanism on the prevention and Control of NCDs (WHO GCM/NCD) <http://www.who.int/nmh/events/info-note2-who-gcmncd.pdf?ua=1>
- WHO (2015) Information Note 3: Working groups in the WHO Global Coordination Mechanism on the prevention and Control of NCDs (WHO GCM/NCD) 2016-2017, available at <http://www.who.int/global-coordination-mechanism/working-groups/WHOGCMNCD-InformationNote7Oct15.pdf?ua=1>
- WHO (2016) Final report and recommendations from the Working Group on ways and means of encouraging Member States and non-State actors to realize the commitment included in paragraph 44 of the Political Declaration of the High-level meeting of the United Nations General Assembly on the Prevention and Control of Non-communicable diseases, available at [http://www.who.int/global-coordination-mechanism/working-groups/final\\_3\\_1report\\_with\\_annexes\\_6may16.pdf?ua=1](http://www.who.int/global-coordination-mechanism/working-groups/final_3_1report_with_annexes_6may16.pdf?ua=1)
- WHO (2016) Engage with the private sector for the prevention and control of NCDs: policy brief, available at <http://www.who.int/global-coordination-mechanism/working-groups/Briefing-WG3.1.pdf?ua=1>
- WHO (2016) How to realize governments' commitment to provide financing for NCDs: policy brief, available at <http://www.who.int/global-coordination-mechanism/working-groups/Briefing-WG5.1.pdf?ua=1>

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- WHO (2016) Interim Report with preliminary recommendations from the Working Group on the integration of NCDs in other programmatic areas (WG3.1, 2016-2017), available at <http://www.who.int/global-coordination-mechanism/working-groups/GCM-WG-3.1-2016-draft-interim-report.pdf?ua=1>
- WHO (undated) How to realize governments' commitment to include NCDs in other programmatic areas, Policy Brief 3.1
- WHO (2016) Interim Report with preliminary recommendations from the Working Group on alignment of international cooperation with national NCD plans, available at <http://www.who.int/global-coordination-mechanism/working-groups/GCM-WG-3.2-2016-draft-interim-report.pdf?ua=1>
- WHO (undated) How to realize governments' commitment to align international cooperation with national plans, Policy Brief 3.2

## Dialogues

- WHO (2015) Report of the first dialogue convened by the World Health Organization Global Coordination Mechanism on Noncommunicable Diseases, Geneva 20-21 April 2015, available at [http://www.who.int/global-coordination-mechanism/final\\_meeting\\_report\\_dialogue\\_ncd\\_development\\_april15\\_en.pdf?ua=1](http://www.who.int/global-coordination-mechanism/final_meeting_report_dialogue_ncd_development_april15_en.pdf?ua=1)
- WHO (2016) Final meeting report: Dialogue on how to strengthen international cooperation on noncommunicable diseases within the framework of North-South, South-South and triangular cooperation, Second dialogue convened by the World Health Organization Global Coordination Mechanism on Noncommunicable Diseases, 30 November – 1 December 2015, available at <http://www.who.int/global-coordination-mechanism/publications/dialogue-report-nov-dec-2015.pdf?ua=1>
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- WHO (2016) Note for the Record, Participation in WHO GCM/NCD Global Dialogue on the role of non-State actors in supporting Member States in their national efforts to tackle noncommunicable diseases (NCDs) as part of the 2030 Agenda for Sustainable Development, Balacava, Mauritius, 19-21 October 2016
- WHO (2017) Working together to tackle noncommunicable diseases: GCM/NCD global dialogue meeting on the role of non-State actors in supporting Member States in their national efforts to tackle noncommunicable diseases (NCDs) as part of the 2030 Agenda for Sustainable Development, Balacava, Mauritius, 19-21 October 2016, available at <http://www.who.int/global-coordination-mechanism/dialogues/global-dialogue-meeting-report-oct2016.pdf?ua=1>
- WHO (2017) Montevideo Roadmap 2018-2030 on NCDs as a sustainable development priority: WHO Global Conference on Noncommunicable Diseases: Pursuing policy coherence to achieve SDG target 3.4 on NCDs, Montevideo 18-20 October 2017, available at <http://www.who.int/conferences/global-ncd-conference/Roadmap.pdf?ua=1>
- WHO (undated) Eligibility criteria for non-State actors in the WHO Global Conference on NCDs

- WHO (2017) WHO Global Conference on Noncommunicable Diseases: Pursuing policy coherence to achieve SDG target 3.4 on NCDs, Conference preparation progress report, 7 August 2017

## **Communities of Practice**

- WHO (undated) Frequently Asked Questions on GCM/NCD Communities of Practice (CoPs)
- WHO (undated) Guide for Communities of Practice Facilitators: How to get the most out of your network
- WHO (undated) Tips for Communities of Practice Facilitators: : How to get the most out of your network
- WHO (undated) Community of Practice for National NCD Focal Points, Concept Note
- WHO (undated) WHO GCM/NCD Communities of Practice
- WHO (undated) Scientific Advisory Committee for GCM/NCD Communities of Practice, terms of reference
- WHO (undated) GCM/NCD Community of Practice, NCDs and Multisectoral Action, Concept Note
- WHO (2017) WHO GCM/NCD Communities of Practice 2017: Multisectoral Action on NCDs, Report n.1, Virtual Discussion n.1, 7-9 June 2017
- WHO (2017) WHO GCM/NCD Communities of Practice 2017: Multisectoral Action on NCDs, Report n.2, Virtual Discussion n.2, 17 October 2017
- WHO (2017) WHO GCM/NCD NCDs and Health Literacy Communities of Practice, Draft Concept Note, 3 August 2017
- WHO (2017) WHO GCM/NCD NCDs, Health and Law Community of Practice, Concept Note for Internal Use
- WHO (2017) WHO GCM/NCD Community of Practice “NCDs and the Next Generation”: Report of the 1<sup>st</sup> Virtual Discussion

## **Communications campaign**

- WHO (2017) Beating NCDs: meeting the global targets, Communications to demonstrate feasibility of tackling NCDs, Concept Note
- WHO (undated) Draft briefing note: Global Communications Campaign on NCDs
- WHO (2017) Noncommunicable diseases: campaign for action – meeting the NCD targets, available at <http://www.who.int/beat-ncds/en/>
- WHO (2017) NCDs and Me, available at <http://apps.who.int/ncds-and-me/>
- WHO (2017) Country implementation available at <http://www.who.int/beat-ncds/countries/en/>
- WHO (2017) Campaign essentials, Policy Briefs, available at <http://www.who.int/beat-ncds/take-action/campaign-essentials/en/>
- RTI International (2017) WHO Beat NCDs Campaign: campaign review and recommendations

## **Webinars**

- WHO (undated) GCM/NCD webinars and method of work, available at <http://www.who.int/global-coordination-mechanism/news/Webinars-on-NCDs-under-the-GCM-NCD-feb-16.pdf?ua=1>
- WHO (2017) GCM/NCD webinar series, 2015, 2016, 2017, available at <http://www.who.int/global-coordination-mechanism/news/webinars/en/>

## **Knowledge Hub**

- GCM portal (2017) <http://www.gcmportal.org/>
- WHO (undated) NCD Themes, available at <http://www.who.int/global-coordination-mechanism/ncd-themes/en/>

## **Other GCM/NCD activities**

- WHO (2017) WHO GCM/NCD Conversation with the GCM/NCD Participants: Aligning Expectations, Breakfast event, WHA70, 25 May 2017
- WHO (2017) Side event: NCDs and sustainable development – the way forward, 30 January 2017, Prince Mahidol Award Conference (PMAC), Bangkok, Thailand

## **UN documents**

- United Nations General Assembly (2011) Political Declaration of the High-level Meeting of the General Assembly on the Prevention and Control of NCDs, A/RES/66/2, 3<sup>rd</sup> Plenary meeting, 19 September 2011, [http://www.who.int/nmh/events/un\\_ncd\\_summit2011/political\\_declaration\\_en.pdf](http://www.who.int/nmh/events/un_ncd_summit2011/political_declaration_en.pdf)
- United Nations General Assembly (2014) Outcome Document of the high-level Meeting of the General Assembly on the comprehensive review and assessment of the progress achieved in the prevention and control of NCDs, A/RES/68/300, available at [http://www.un.org/en/ga/search/view\\_doc.asp?symbol=A/RES/68/300](http://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/68/300)