

Management Response

Evaluation Title	Final evaluation of the WHO global coordination mechanism on the prevention and control of noncommunicable diseases (GCM/NCD) (November 2020)
Commissioning Unit	DGO/EVL
Link to the evaluation	Evaluation Report ; Annexes ; Evaluation Brief
Evaluation Plan	Organization-wide Evaluation Workplan for 2020-2021
Unit Responsible for providing the management response	HQ/DDG/GNP
<p>Overall Management Response: Accepted</p> <p>WHO welcomes and accepts the recommendations of the report of the final evaluation of the WHO global coordination mechanism on the prevention and control of noncommunicable diseases (GCM/NCD).</p> <p>In 2013, the 66th World Health Assembly (WHA) requested the Director-General, through resolution WHA66.10, to develop a draft terms of reference (ToR) for a global coordination mechanism on the prevention and control of noncommunicable diseases aimed at facilitating engagement among Member States, United Nations funds, programmes and agencies, and other international partners and non-State actors. The draft ToR were endorsed by the 67th WHA in May 2014.</p> <p>A preliminary evaluation of the GCM/NCD was conducted in 2017 and reported to the 71st WHA in A71/14 Add. 1. The preliminary evaluation assessed the extent to which the GCM/NCD produced results and provided added value, presented an understanding of the results achieved between 2014 and 2017, and examined their relevance, effectiveness and efficiency, considering the ToRs and workplans so far. Building on the preliminary evaluation, the objective of this final evaluation was 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. The final evaluation assessed the results derived from implementing its additional workplans. It also considered the lessons learned and the uptake of the recommendations of the preliminary evaluation of the GCM/NCD.</p> <p>The overall findings of the final evaluation recognized the strength of the GCM/NCD's mandate, purpose and objectives, concluding that the mechanism's five functions, and hence the mandate, continue to be relevant and a useful to achieve its general purpose as an adequate platform to contribute to the implementation of the WHO global action plan for the prevention and control of noncommunicable diseases 2013-2030 (NCD-GAP) and are well aligned with the Thirteenth General Programme of Work 2019–2023 and target 3.4 of Sustainable Development Goal 3. As such, they can be considered to be “core business” for WHO as a whole – a fact which is made clear in the wording of the NCD-GAP itself and in the key findings and recommendations of the mid-point evaluation of NCD-GAP 2013-2020 (EB148/7 Add.2 and A74/10 Add.2). The evaluation findings also confirmed the GCM/NCD as “the first and currently the only formal Member State-led mechanism within the WHO Secretariat aimed at facilitating multistakeholder engagement and cross-sectoral collaboration in the area of NCDs. Its unique mandate 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 technical programmes, at the global, regional and national levels”.</p> <p>The final evaluation presented a ‘principal recommendation’ that addressed the conclusion that the status quo is not an option for the GCM/NCD, and that the GCM/NCD needs to evolve towards, or possibly be replaced by, a more targeted and action-oriented model, or alternative approach, in closer collaboration with relevant internal and external actors, and proposed possible options in this regard.</p> <p>Contingent upon the outcome of the principal recommendation, the report added 4 ‘additional recommendations’ that are aligned with recommendations from the preliminary evaluation of the GCM/NCD, that had generally not been implemented but which aimed to strengthen the performance of the GCM/NCD, to better deliver on its mandate, as well as</p>	

to enhance its enabling role in supporting the implementation of the NCD-GAP, the Political Declarations of the high-level meetings of the General Assembly on the prevention and control of NCDs, and the achievement of the NCD (SDG 3.4) and NCD-related targets of the 2030 Agenda for Sustainable Development.

The Executive Board decided ([EB 148\(7\)](#)) and requested WHO to undertake a consultative process with Member States and relevant stakeholders and to develop an options paper for the GCM for consideration at the 74th World Health Assembly (WHA). WHA74 considered the final evaluation ([A74/10 Add. 2](#)) and the options paper ([A74/10 Add.3](#)) for the GCM/NCD, and adopted Decision WHA74(11) on “the role of the global coordination mechanism on the prevention and control of noncommunicable diseases in WHO’s work on multistakeholder engagement for the prevention and control of noncommunicable diseases,” extending the GCM until 2030 with a mid-term evaluation in 2025.

Work is already in progress to address all of the recommendations of the final evaluation. These and the additional elements that will further implement the recommendations are provided in the managerial response. These will also reflect the strategic directions provided by WHO NCD-related focal points across the 3-levels, and inputs from GCM/NCD Participants. As an integral part of the WHO NCD programme, the GCM/NCD will continuously engage across WHO, including regional and country offices, and with relevant stakeholders to foster meaningful engagement between WHO, Member States, and non-State actors, with representation across WHO regions and income settings.

Management Response Status	<i>In Progress</i>
Date	October 2021

Recommendations and Action Plan

Recommendation 1. The GCM/NCD is, to date, the first and currently the only formal Member State-led mechanism within the WHO Secretariat aimed at facilitating multistakeholder engagement and cross-sectoral collaboration in the area of NCDs. Its unique mandate 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 technical programmes, at the global, regional and national levels.

As the functions originally envisaged for the GCM/NCD remain valid and relevant contributions to the NCD-GAP, the Thirteenth General Programme of Work, 2019–2023 and the Sustainable Development Goal targets to 2030, these functions should be continued. However, **the mechanism needs to evolve towards, or possibly be replaced by, a more targeted and action-oriented model, or alternative approach, in closer collaboration with relevant internal and external actors.**

Options in this regard include:

- (a) a strengthened, more focused approach to delivery of the vital functions through the GCM/NCD, with a clear role and responsibility within WHO's internal NCD organizational architecture to avoid duplication of efforts. In this scenario, Member States also need to play a stronger role in the mechanism;
- (b) discontinuation of the mechanism and establishment of a new operating model within WHO to ensure the functions are effectively carried forward. This could involve the functions of the GCM/NCD and its external engagement/linkage dimensions being undertaken either by the Global NCD Platform, one of the NCD technical departments or the Health and Multilateral Partnerships Department. In this scenario, there also needs to be a clear role and responsibility within WHO's internal NCD organizational architecture and, possibly, an avenue for Member States'/non-State actors' leadership/contribution on specific issues (e.g. through working groups as per current practice).

The WHO Secretariat should undertake a further consultative process ⁽¹⁾ with Member States ahead of a decision at the Seventy-fourth World Health Assembly in May 2021. This consultation could be supported by a Secretariat options paper on the future of the mechanism.

(1) To allow for a more substantive consultation/participation on the merits and challenges of the options proposed

Management response	Accepted In response to EB148(7), the WHO Secretariat prepared a draft options paper for the GCM/NCD and launched a consultative process to enable WHO 3-levels, Member States, UN organizations and non-State actors to provide their views on the draft options paper in March-April 2021 before a final options paper was submitted for consideration by Member States at the WHA74. The option set out in the document were directly aligned with the recommendations ('principal' and 'additional') contained in the final evaluation report.			
Status	Implemented			
Key actions	Responsible	Due Date	Status	Comments
Develop an Options Paper for the GCM/NCD through a consultative process with WHO 3-levels, Member States, UN organizations and non-State actors for Member State consideration at WHA74.	DDG, DDG/GNP, DDG/GNP/GCM with GBS, WIN-NCD, TEN/NCD and GCM Participants	March-April 2021	<i>Implemented</i>	1. The consultation process on a draft options paper included: <ul style="list-style-type: none"> • Presentations and discussions at the Steering Group of the WHO Internal Network on NCDs and at the WHO 3-level Technical Experts Network on NCDs; • Web-based consultation of the draft document, open to Member States, UN agencies and non-State actors, from 15-26 March 2021; • Informal virtual consultation (Zoom) with GCM/NCD non-State actor participants, 26 March 2021;

				<ul style="list-style-type: none"> • Informal virtual consultation (Zoom) with WHO Member States and UN agencies, 01 April 2021. • All inputs received are publicly available at https://www.who.int/news-room/articles-detail/final-evaluation-whogcmncd <p>2. A final Options paper directly aligned with the recommendations ('principal' and 'additional') contained in the final evaluation report and reflecting the outcomes of the consultation process was presented for consideration at WHA74 as A74/10 Add.3.</p> <p>3. WHA74 adopted Decision WHA74(11) on the role of the GCM/NCD in WHO's work on multistakeholder engagement for the prevention and control of NCDs.</p>
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Additional recommendations

Contingent upon the outcome of the preceding recommendation, the recommendations of the preliminary evaluation which aimed to strengthen the performance of the GCM/NCD, and which were generally not implemented, are for the most part still valid to ensure the effective coordination and implementation of the functions. As such, WHO should:

<p>Recommendation 2. Develop a medium-term strategic plan with clear allocation of responsibility for the delivery of the five functions in synergy with the broader WHO strategy for implementing the NCD-GAP:</p> <ul style="list-style-type: none"> • The WHO strategy for delivering the five functions should have a clear vision and a robust results framework based on a theory of change linking the functions with implementation of the NCD-GAP, complemented by an accountability framework (with well-defined reporting lines and modalities, together with outcome and performance indicators). • Planning in support of those functions should be undertaken in full synergy with planning of the WHO departments and functional units that are responsible for progressing the NCD-GAP and driving achievement of its objectives by 2030 (including WHO units beyond the traditional NCD space, such as health systems, pharmaceuticals, environment and climate change, and social determinants). 	
Management response	<p>Accepted</p> <p>Decision WHA74(11) requested the WHO Director General to develop, in consultation with Member States and non-State actors, a workplan for the GCM/NCD, to be submitted to the 75th WHA, through the Executive Board at its 150th session. The WHA also noted that the workplan be aligned with FENSA, ensure a more focused approach to the delivery of the GCM/NCD's functions (with clearly defined objectives and measurable and practical milestones) that ensure that the work of the GCM/NCD contributes to the achievement of the objectives set in the NCD/GA, identifying 5 priority areas of work for the GCM/NCD. In response, between July-September 2021, the WHO Secretariat prepared a draft workplan for the GCM/NCD; launched and implemented a consultative process to enable WHO 3-levels, Member States, UN organizations and non-State actors to provide their views on the draft workplan, including a clear allocation of responsibilities and synergy with WHO's NCD programme.</p> <p>The final GCM/NCD workplan, 2022-2025 includes a Vision, Theory of Change, Logic Model, activities, expected outcomes and performance indicators and will be presented to EB 150 (agenda item 7) as Annex 10 of Director-General's "Report on the Political declaration of the third high-level meeting of the General Assembly on the prevention and control of non-communicable diseases (EB150/XXXX)." It aligns with and responds to the extended terms of reference of the GCM/NCD, the recommendations of the preliminary and final evaluations of the GCM/NCD, key conclusions and recommendations from the mid-point evaluation of the NCD-GAP 2013-2020, the new NCD-related architecture and the updated roles and responsibilities of the NCD-</p>

	related departments at WHO 3-levels resulting from WHO transformation, and the WHO NCD Implementation Roadmap 2023-2030 (currently in draft). All activities support one or more of the three strategic priorities that underpin WHO's 13 th General Programme of Work. WHA74(11) also requested WHO to submit an independent mid-point evaluation of the extended mandate of the GCM/NCD (2030) to the 78 th WHA in 2025.			
Status	<i>In progress</i>			
Key actions	Responsible	Due Date	Status	Comments
Develop draft workplan 2022-2025 for the GCM/NCD, including a Vision, Theory of Change, Logic Model, activities for 2022-2025, and performance indicators through a consultative process with WHO 3-levels, Member States, UN organizations and non-State actors. .	DDG/GNP/GCM, GBS, WIN-NCD, TEN/NCD and GCM Participants	September 2021	<i>Implemented</i>	<p>The consultation process included:</p> <ul style="list-style-type: none"> • Presentations and discussions at the Steering Group of the WHO Internal Network on NCDs and at the WHO 3-level Technical Experts Network on NCDs; • A comprehensive desk review of core documents and frameworks including WHO institutional, NCD and related areas, and GCM/NCD-specific, August and September 2021; • In-depth interviews with key informants at NCD-related departments at WHO Headquarters and Regional Offices, August and September 2021 • Web-based consultation of the draft document, open to Member States, UN agencies and non-State actors, from 06-22 September 2021; • Informal virtual consultation (Zoom) with GCM/NCD non-State actor participants, 22 September 2021; • Informal virtual consultation (Zoom) with WHO Member States and UN agencies, 24 September 2021. • All inputs received are publicly available at https://www.who.int/news-room/articles-detail/who-gcm-ncd-workplan-2022-2025-consultation
Develop a vision, a results framework based on a theory of change, logic model, and performance measures for each workplan activity that prioritizes impact at country level	DDG/GNP/GCM, GBS, WIN-NCD, TEN/NCD and GCM Participants	September 2021	<i>Implemented</i>	Details are further elaborated in Annex 10 of EB150/XX and reflected in this Management Response. Expected outcomes and performance measures for workplan activities prioritize impact in LMICs across WHO regions, and track progress toward objectives over time and will inform timely adaptation.
Refine accountability framework with well-defined reporting lines and modalities, together with outcome and performance indicators based on EB150 and WHA75 input.	DDG/GNP, DDG/GNP/GCM, GBS, WIN-NCD, TEN/NCD and GCM Participants	Q3 2022	<i>In progress</i>	The accountability framework, inclusive of the workplan, related theory of change and logic model, will be refined based on continuing input from Members States, WHO's PB2022-2023 strategic planning and will be enhanced by qualitative and quantitative data, case studies and other performance measures.
Initiate and implement an independent mid-point evaluation of the extended mandate of the GCM/NCD (to 2030) and to submit to the 78 th WHA in 2025	DGO/EVL	2024	<i>Not initiated</i>	The mid-term evaluation was requested by Member States in WHA74(11).

Recommendation 3: Enhance the country reach of WHO’s work in delivering the five functions, with a particular focus on reaching national NCD focal points and country stakeholders, in synergy with the “triple billion” goals of the Thirteenth General Programme of Work, 2019–2023.

- Influence at, and support to, the country level should set the directions of WHO at the three levels of the Organization in delivering those functions. WHO country offices continue to be the principal focal point for supporting national approaches to prevention and control of NCDs but this must be underpinned by a clearer strategy for inputs from the global and regional levels.
- Future workplans, activities and associated results should be linked to a strategic plan encompassing the three levels of the Organization.
- The delayed “how to” tools and practical materials planned in 2018–2019 should be developed to support countries to establish multisectoral, multi-stakeholder coordination platforms to help to address prevention and control of NCDs.
- Engagement from country representatives should extend beyond the ministry of health to other interested sectors.
- Collaboration and coordination with the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases should be strengthened to support country-level activities.
- A rapid review of partnerships and participants should be conducted, in collaboration with WHO NCD technical departments, to ensure that those engaging with the functional unit are central to achieving intended results per region or country.
- Specific outputs, such as policy dialogues and the Knowledge Action Portal, should seek to focus increasingly on providing practical guidance on how to drive multisectoral action at the country level and to attract participants whose role and status enable them to apply, at the country level, the knowledge they gain from such events.

Management response	<p>Accepted</p> <p>WHA74(11) identified five priority areas for GCM/NCD for supporting a more focused implementation approach at country level in line with the GCM/NCD terms of references and aligning across the WHO NCD-related programmes:</p> <ol style="list-style-type: none"> 1. an operational backbone for knowledge collaboration and dissemination of innovative multistakeholder responses at country level, raising awareness and promoting knowledge collaboration among Member States and non-State actors, co-creating, enhancing and disseminating evidence-based information to support governments on effective multisectoral and multistakeholder approaches; 2. an enabler for the global stocktaking of multistakeholder action at country level and for co-designing and scaling up innovative approaches, solutions or initiatives to strengthen effective multisectoral and multistakeholder action; 3. providing and updating guidance to Member States on engagement with non-State actors, including on the prevention and management of potential risks; 4. a global facilitator for the strengthened capacity of Member States and civil society to develop national multistakeholder responses for the prevention and control of NCDs; and 5. a convener of civil society, including people living with noncommunicable diseases, to raise awareness and build capacity for their meaningful participation in national noncommunicable diseases responses <p>GCM/NCD implementation of its workplan will continuously engage all relevant stakeholders across WHO (including FCTC and UNIATF), Member States, non-State actors. Performance measures will track progress toward objectives over time and will inform timely adaptation.</p>			
Status	<i>In progress</i>			
Key actions	Responsible	Due Date	Status	Comments

Create WHO Global NCD Platform Department (GNP), in the Office of the Deputy Director-General, comprising two units -- GCM/NCD Secretariat and UN Interagency Taskforce on NCDs (UNIATF)	DG, DDG	September 2019	<i>Implemented</i>	GNP was established as a result of the new NCD-related architecture and the updated roles and responsibilities of the NCD-related departments at WHO headquarters which resulted from WHO transformation. The GNP maximizes the mandates and synergies of the GCM/NCD and the UN Interagency Taskforce on NCDs (UNIATF), including by identifying cross-cutting strategic initiatives that leverage both mandates supporting governments develop whole-of-government and whole-of-society responses to address SDG 3.4 and other NCD-related SDGs.
Convene WHO informal working groups, with representation from its 3 levels, to support implementation of GCM/NCD workplan	DDG/GNP/GCM, WIN-NCD	Ongoing	<i>In progress</i>	Specific WHO informal working groups, with representation from HQ and Regional and Country office, has been already launched for an activity in the workplan for the GCM/NCD for the period 2022-2025 - <i>Activity 3.1.1</i> : Conduct a comprehensive consultative process across WHO, Member States, and relevant NSAs to develop a tool to guide decision-making by Member States on private sector engagement for prevention and control of NCDs.
Adapt and improve the WHO Knowledge Action Portal (KAP) to enhance its functionalities for improved engagement and knowledge collaboration with GCM/NCD Participants across the workplan activities.	DDG/GNP/GCM, CRE/DAN, and GCM Participants	Q3 2022	<i>In progress</i>	Activity 1.1.2 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: Refined KAP utilized by countries and other WHO stakeholders to enhance engagement and collaboration and align GCM/NCD outputs with country needs.
Conduct stock take of global, regional and country level multisectoral, multi-stakeholder, and community engagement experiences and best practices	DDG/GNP/GCM, WIN-NCD, TEN/NCD, and GCM Participants	2022	<i>In progress</i>	Activity 1.1.1 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: The WHO Knowledge Action Portal updated to include up-to-date and relevant information on multisectoral and multistakeholder experiences, community engagement and action that is utilized by countries and GCM participants to inform national and subnational plans and strengthen country level responses.
Implement “NCD Voices in the Decade of Action” webinars to identify and showcase health needs of marginalized and vulnerable groups and populations to advance equity in the prevention and control of NCDs	DDG/GNP/GCM, WIN-NCD, and GCM Participants	2022-2025	<i>In progress</i>	Action 1.2 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: National NCD responses informed by the perspective and the health needs of marginalized groups and vulnerable populations to ensure that the most at risk are not left behind.
Develop/implement online registry of examples of national or subnational multisectoral approaches and experiences on the prevention and control of NCDs and mental health conditions.	DDG/GNP/GCM, WIN-NCD, TEN/NCD and GCM Participants	Q1 2022	<i>In progress</i>	Activity 2.1.1 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: Registry utilized by countries to build on lessons learned for effective multisectoral actions on NCDs and mental health conditions at the national and subnational levels. Activity will also include information on evidence underlying or evaluating the approaches.

Develop global “Special Report on multisectoral approaches and experiences at national or sub-national levels” for the prevention and control of NCDs and mental health conditions	DDG/GNP/GCM, WIN-NCD, TEN/NCD and GCM Participants	2023	<i>Not initiated</i>	Activity 2.1.2 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: Special report with analysis of best practices, experiences and approaches utilized by Member States and other stakeholders to develop national and subnational multisectoral responses for the prevention and control of NCDs and mental health conditions.
Develop and disseminate guidance, tools and capacity development approaches for Member States on risk management and informed decision-making for engaging non-State actors in the prevention/control of NCDs, and their contextualization.	DDG/GNP/GCM, WIN-NCD, TEN/NCD, EXT, CRE/DAN, LEG and GCM Participants	2022	<i>In progress</i>	Action 3.1 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: Support Member States on using risk management approaches in considering engagement with NSAs, including the private sector, taking into account national NCD priorities to achieve SDG 3.4, while assessing benefits against risks, including mitigation strategies.
Develop, disseminate “Guidance Framework for national multisectoral and multistakeholder coordination mechanisms for the prevention and control of NCDs and mental health condition” and support its contextualization.	DDG/GNP/GCM, WIN-NCD, TEN/NCD, CRE/DAN and GCM Participants	Q2 2022	<i>In progress</i>	Action 4.1 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: WHO supporting Heads of State and Government to fulfil their commitment to provide strategic leadership for NCD responses by promoting policy coherence and coordination for the development of whole-of-government, health-in-all-policies approaches and for the engagement of stakeholders in whole-of-society action in line with national NCD and SDG action plans and targets, through the establishment or strengthening of national multi-sectoral and multi-stakeholder mechanisms.
Conduct cycle 2, 3 and 4 of the NCD Lab to identify innovations that inform NCD- and NCD-related global health agendas	DDG/GNP/GCM, WIN-NCD, TEN/NCD, SCI/DHI and GCM Participants	2023	<i>In progress</i>	Activity 5.1.2 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: Innovative solutions, contextualized to country context and available online, that target policy-level change, systems change, or individual level change, identified and disseminated through WHO platforms.

Recommendation 4. Formulate a clear engagement strategy for Member States, United Nations funds, programmes and organizations and other relevant intergovernmental organizations, and non-State actors, including the private sector, with a view to facilitating implementation of the NCD-GAP. <ul style="list-style-type: none"> • The engagement strategy should explicitly clarify the purpose and expected outputs of engagement and collaboration with partners, as well as a results framework, based on the broader strategy for delivery of the functions. • The engagement strategy should be aligned with a broader WHO engagement strategy for partnerships to avoid duplication of efforts. 				
Management response	Accepted			
Status	In Progress			
Key actions	Responsible	Due Date	Status	Comments
Develop and implement a GCM/NCD Participants Engagement Strategy with WHO Secretariat, GCM/NCD Participants, Member States, UN agencies, and non-State actors	DDG/GNP, DDG/GNP/GCM, WIN-NCD, EXT/HMP, CRE/DAN and GCM Participants	Q2 2022	<i>In progress</i>	Activity 4.2.1 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: Engagement Strategy disseminated and utilized by GCM/NCD to improve coordination and collaboration with and among GCM/NCD Participants to support WHO and Member States enhance multistakeholder action at the local, national, regional and global levels in order to contribute to the implementation of the NCD-GAP 2013–2030, while safeguarding WHO and public health from any undue influence by any form of real, perceived or potential conflicts of interest.
Produce case studies documenting innovative partner and national/subnational multi-stakeholder engagement strategies to advance implementation of the NCD-GAP 2013–2030 and accelerate progress on SDG 3.4	DDG/GNP/GCM, WIN-NCD, with CRE/DAN and GCM Participants	2023	<i>Not initiated</i>	Activity 4.2.2 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: Case studies utilized by Member States and NSAs to inform more effective national and subnational multistakeholder responses. This will include examples of commitments and contributions by partners in support of national/subnational efforts, including those of GCM/NCD Participants. Case studies will be expanded and enhanced across lifespan of the GCM/NCD
Develop/disseminate “WHO Framework for Meaningful Engagement of PLWNCDs and Mental Health Conditions and a guidance on implementation of the Framework”, and related policy briefs	DDG/GNP/GCM, WIN-NCD, TEN/NCD, and GCM Participants	2023	<i>In progress</i>	Action 5.1 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: Global Framework utilized by WHO HQ, Regional and Country Offices and Member States to meaningfully engage PLWNCDs and mental health conditions in the co-development and co-design of NCD principles, policies, programmes and services and implementation guidance, including adaptation process, conceptualization of the framework, adaptation monitoring and evaluation, utilized by country offices to support meaningful engagement with PLWNCDs to develop country-tailored national and subnational policies and programmes.
Convene General Meeting of GCM/NCD Participants including the participation of PLWNCDs	DDG/GNP/GCM, WIN-NCD, with CRE/DAN, LEG and GCM Participants	2023	<i>Not initiated</i>	Activity 2.2.1 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: Meeting of GCM/NCD participants to share lessons learned, assess uptake and effectiveness of GCM/NCD resources, and galvanize commitments and accelerate multi-sectoral and multi-stakeholder action at the local, national, regional and global levels to support implementation of the NCD-GAP and achieve SDG 3.4. Outcomes will inform adaptation required by the GCM/NCD for next implementation phase.

Implement 3rd phase of the WHO Civil Society Working Group (CSWG) on NCDs.	DDG/GNP/GCM, WIN-NCD, TEN/NCD, with EXT, CRE/DAN, LEG and GCM Participants	2022	<i>Not initiated</i>	Activity 3.2.1 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: Civil Society guidance and recommendations provided to WHO Director General in support of effective policies, programmes, and services for the prevention and control of NCDs. WHO's engagement with civil society for NCDs operationalized.
Establish and sustain a process for dialogue and engagement with PLWNCDs, including a WHO Symposium on PLWNCDs and Mental Health Conditions, leading to the Fourth United Nations High-level meeting on NCDs in 2025.	DDG/GNP/GCM, WIN-NCD, TEN/NCD, with EXT/HMP, CRE/DAN, LEG and GCM Participants	2022-2025	<i>In progress</i>	Activity 5.2.1 of draft GCM/NCD workplan 2022-2025 (EB150/XX) Expected Outcome: Ongoing dialogue and meaningful engagement with PLWNCDs and application of their lived experience and lessons learned that informs WHO's strategy to deliver on its key strategic objectives for the prevention and control of NCDs and mental health conditions. The engagement process and Symposium will regularly inform WHO strategies and facilitate planning, co-creation processes, and community mobilization for PLWNCDs.

Recommendation 5. Take steps to **rationalize approaches to resource mobilization** for NCD-related efforts within WHO and among Member States.

- In particular, the case for WHO establishing a pooled fund alongside the Multi-Partner Trust Fund proposed by the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases will require careful management and regular review.
- Efforts should also be made to ensure that NCD-related initiatives gain due recognition in the grant-making activities of the newly established WHO Foundation.
- A balance should be maintained between the human resources, including leadership and staffing levels, allocated to work on prevention and control of NCDs across WHO, and the scale and scope of the Organization's ambition and purpose.

Management response	Accepted Securing financial resources is essential to supporting WHO, the GCM/NCD, and Member States to expand multi-stakeholder collaboration to overcome the complex challenges of delivering public health in low- and middle-income countries and scaling up action on NCDs to achieve SDG 3.4. Different strategies that can identify flexible funding from multiple stakeholders, including GCM/NCD non-State actors Participants, can support activities of the GCM/NCD, Member States, UN and other partners. Pooled funding leverages the contributions from all relevant stakeholders, safeguarding WHO's integrity and against undue influence (aligned with FENSA) increase efficiency in resource mobilization as well incentivize current and future funders. Two processes have progressed: an internal WHO mechanism to support the GCM/NCD and the Multi-Partner Trust Fund to Catalyze Country Action for NCDs and Mental Health (MPTF), established in May 2021 by UNDP, UNICEF and WHO under the broader UN NCD Task Force (Task Force).			
Status	<i>In Progress</i>			
Key actions	Responsible	Due Date	Status	Comments

Develop and implement a WHO resource mobilization strategy to support GCM/NCD, including possible flexible pooled funding from GCM/NCD NSA Participants	DDG/GNP, DDG/GNP/GCM, WIN-NCD, TEN/NCD, EXT/CRM, CRE/DAN, LEG and GCM Participants	2021	<i>Implemented</i>	In order to support the GCM/NCD workplan and activities, in full accordance with FENSA requirements, a “pooled, non-specified fund” mechanism will be operationalized within WHO for contributions from GCM/NCD non-State actors Participants. WHO will safeguard its mandate and reputation from any undue influence or real or perceived conflict of interest by de-linking contributions from specific earmarked activities. Contributors would have no influence on how their financial contribution is used and the acceptance of the contribution does not offer the donor any possibility for advising, influencing, participating in, or being in command of the management or implementation of operational activities The mechanism will be progressively expanded to include donations from the Member States and intergovernmental organizations, including relevant UN agencies, funds, and programmes.
Develop business case on the prevention and control of NCDs and mental health for use by the WHO Foundation	DDG with DDG/GNP, ADG/UCA, ADG/HEP, EXT/HMP, EXT/CRM	2022	<i>Not initiated</i>	Recognizing the independence of the WHO Foundation, the business case developed across WHO will provide support to the Foundation for their use, as needed.