

Management Response

Evaluation Title	Mid-term Evaluation of the WHO Global Coordination Mechanism on the Prevention and Control of Noncommunicable Diseases (GCM/NCD)
Commissioning Unit	WHO Evaluation Office
Link to the evaluation	Report ; Executive Summary ; Evaluation Brief
Evaluation Plan	WHO Executive Board-approved Organization-wide Evaluation Workplan for 2024-2025
Unit Responsible for providing the management response	HQ/UCN/NCD
<p>Overall Management Response: Accepted. WHO welcomes and accepts the report of the mid-term evaluation and its recommendations for the mid-term evaluation of the GCM/NCD, covering the period from 2022 to 2024. The evaluation, requested by WHA decision WHA74(11)) assessed the GCM/NCD's new operating model launched in 2022 under the 2022–2025 workplan. It further builds upon the 2020 final evaluation of the GCM, covering the period 2014–2020, and the earlier 2018 preliminary evaluation of the GCM/NCD. The evaluation focused on progress, achievements, challenges and recommendations for enhancing GCM/NCD's role in advancing multisectoral and multistakeholder engagement for the prevention and control of NCDs. The findings and recommendations of the evaluation will increase its coherence, efficiency, and long-term impact on NCD prevention and control.</p> <p>The GCM/NCD operates at the global level to support regional and national stakeholders to address the complex environment of multistakeholder and multisectoral action on NCDs and serves a critical role in the global NCD agenda. Its 2022–2025 workplan focuses on five key areas: fostering evidence-based collaboration, scaling innovative solutions, engaging non-State actors, strengthening national responses, and mobilizing civil society participation.</p> <p>WHO appreciates the key conclusions of the evaluation, noting that the GCM/NCD: (a) operating model and its adaptability to shifting public health priorities, focusing on multisectoral collaboration, is well suited to addressing emerging NCD challenges, such as climate change and comorbidities with communicable diseases, and the need to expand broader engagement with non-health sectors and better regional representation; (b) has made notable strides in knowledge dissemination and stakeholder engagement but requires more investment to ensure its tools and resources are translated, adapted and effectively utilized at national and subnational levels, and address gaps through capacity-building, targeted outreach and consistent follow-up to enhance its impact; (c) can benefit from optimizing its resource allocation and operational workflows for improved performance; and to develop a revised Theory of Change (ToC), stronger monitoring and evaluation frameworks, and enhanced financial management and reporting mechanisms to bolster accountability and transparency; and, (d) aligns well with WHO priorities and technical programmes, and to an extent with the UNIATF, benefiting from its position within the WHO Secretariat, and to strengthen unified country-level action, inter-departmental collaboration, deepening partnerships with external stakeholders and aligning activities with regional and national needs,</p> <p>The evaluation's findings support Member States appeals at EB156 for further action on health promotion and noncommunicable diseases prevention, including in the context of climate change, and for additional support to sustain multisectoral action to accelerate progress on NCDs and mental health. In light of the ongoing prioritization exercise, implementation of the recommendations will depend on available resources, restructuring, as well as require Organization-wide planning to ensure cross-departmental and cross-Organizational collaboration, coherence and alignment. Enhanced collaboration with the UNIATF will strengthen strategic alignment and sustained support for UN country level planning and capacity strengthening (inclusive of UN country teams) to enable joint planning, implementation and monitoring of NCD prevention and control.</p>	
Management Response Status	<i>In Progress</i>
Date	<i>April 2025</i>

Recommendations and Action Plan

Recommendations related to the alignment and coherence of GCM/NCD

Recommendation 1: Expand engagement with non-health sectors and the private sector: To address the broader determinants of health, the GCM/NCD should: <ul style="list-style-type: none"> i) actively engage with a diverse range of participants (non-State actors), including representatives from non-health sectors (e.g. transport, environment, education) and private sector actors, as part of its Participant Engagement Strategy and in line with FENSA, to provide support and guidance to health authorities in engaging with government sectors beyond health to promote policy coherence to advance NCD responses; and ii) continue proactive promotion of the PS Tool through workshops and regional events, development of country examples and fostering knowledge collaboration to enhance multisectoral and multistakeholder collaboration at national and regional levels. 				
Management response	<i>Accepted</i>			
Status	<i>In Progress</i>			
Key actions	<i>Responsible Entity(ies)</i>	<i>Timeline</i>	<i>Status</i>	<i>Comments</i>
Finalize the formal renewal process of the GCM Participants (non-State actors) according to the new GCM Engagement Strategy	NCD/GCM, CRE/DAN	Q1 2026	In progress	This activity is ongoing as it requires formal revision of documents and due diligence of NSAs to comply with FENSA
Conduct an assessment of the thematic areas covered by GCM participants and identify gaps in relation to NCD risk factors and management	NCD/GCM	Q2 2026	In progress	Once renewals of previous GCM participants have been completed and advanced, an assessment will be conducted to identify areas, scope, geographic locations of organizations, and gaps for further outreach.
Develop a stakeholder mapping and outreach plan to proactively identify key civil society organizations that are currently underrepresented in the GCM Participants group, and invite them to join the mechanism	NCD/GCM, CRE/DAN	Q1 2026	Not initiated	Although not formally initiated, some ad hoc attempts have been made to invite civil society organizations already engaged with WHO to be part of the mechanism. This has proven successful so far, as the organizations invited have accepted and are currently collaborating with the GCM. An outreach plan will be developed and implemented, depending on available resources.
Based on the stakeholder mapping and the upcoming High-level Political Declaration on NCDs, identify and engage non-State actors from sectors beyond health in initiatives that add value to the dialogue/multisectoral action on NCD prevention and management	NCD/GCM, HPR, and SDH	Q2 2026	In progress	The GCM has begun engaging non-traditional stakeholders to amplify impact and break down silos in both dialogue and action on NCDs. One example is the 'Business for Health Dialogue'—a two-day webinar that brought together deans and directors of public health and business schools to explore areas of convergence in education, resource mobilization, and actions aligned with public health goals

Document and share country experiences in implementing the decision-making tool, using platforms such as the Knowledge Action Portal and other relevant channels, including webinars.	NCD/GCM	Q4 2025	In progress	This is part of ongoing the GCM's knowledge collaboration workstream. The <u>Knowledge Action Portal</u> disseminates country experiences, stories and curate news, experiences from GCM Participants across different workstreams including on the private sector engagement This is an ongoing action.
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Recommendation 2: Strengthen internal WHO collaboration and clarify roles within the Global NCD Platform (GNP): Senior WHO leadership (Assistant Director-General, Universal Health Coverage, Communicable and Noncommunicable Diseases) and the UNIATF Steering Group should initiate a process to review and clarify the respective roles of the GCM/NCD, UNIATF and WHO technical departments to ensure alignment and synergy in achieving their mandates, as well as to consider any future adjustments regarding structure/organizational placement within WHO. For the GCM/NCD, this process could include planning country missions that leverage the comparative advantages of each department/unit, including any joint missions with UNIATF. These missions should be collaboratively designed across the three levels of the Organization and piloted to support multisectoral and multistakeholder engagement, enhance coordination and advance NCD priorities through aligned efforts and shared resources.				
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With the recent WHO restructuring and departmental mergers, clarifying roles, strengthening alignment and prioritization of NCD/GCM, UNIATF, WHO technical departments and across WHO levels in relation to multisectoral and multistakeholder activities	ADG/UCN, UCN/NCD, UNIATF Secretariat	Q4 2025	In progress	As part of the ongoing WHO-wide prioritization exercise, the GNP Platform department was merged into the NCD Department. Discussions around alignment, prioritization, and reducing fragmentation are underway, and new structures and ways of working are currently being shaped.
Develop and implement a plan for efficient, coordinated and aligned activities related to multisectoral action and multistakeholder engagement for NCDs across the three levels of the Organization	NCD/GCM and related units, UNIATF Secretariat, Regional and Country Offices	Q1 2026	In progress	Enhance implementation and sustainability of multisectoral actions in countries to advance NCD priorities through aligned efforts and shared resources.

Recommendations related to the operations of the GCM/NCD

Recommendation 3: Enhance regional and national engagement through targeted capacity-building initiatives: The GCM/NCD should focus on implementing its existing workplan while supporting capacity-building and technical assistance for the use of the Private Sector Tool and the WHO framework for meaningful engagement, with an emphasis on collaboration with WHO regional offices. Support should include: <ul style="list-style-type: none"> (i) translating materials into WHO's official languages; (ii) enabling regional offices to create region-specific adaptations; and (iii) securing funding for regionally tailored initiatives to facilitate effective implementation at the national level. 				
Management response	<i>Accepted</i>			
Status	<i>In Progress</i>			
Key actions	<i>Responsible Entity(ies)</i>	<i>Timeline</i>	<i>Status</i>	<i>Comments</i>
Translate GCM materials into WHO's official and other relevant languages to facilitate uptake by countries	NCD/GCM	Q4 2025	In progress	<p>The GCM mobilized external funding to translate the Decision-Making Tool into three languages: French, Spanish, and Portuguese.</p> <p>The Knowledge Action Portal provides the functionality to translate web content into all six official WHO languages.</p>
Develop and implement plan to provide technical support to WHO Regional and Country offices in adapting and implementing/using the Decision-making tool on PSE through workshops or other capacity building activities	NCD/GCM, Regional Offices	Q2 2026	In progress	<p>The GCM has initiated discussions on capacity development efforts with SEARO and EMRO. Due to financial constraints, the initial proposal to organize a regional workshop on multisectoral action and multistakeholder collaboration in EMRO was postponed. In SEARO, however, the GCM, in close collaboration with the Regional Office and the India Country Office, successfully hosted a hybrid workshop on the Decision-Making Tool. This took place during the India Public Health Conference. Future capacity development activities will be conducted in a fully virtual or hybrid format. These efforts provided insights to further co-development with regional offices and roll-out, which will in part depend on available resources.</p>
Develop resource mobilization strategy for core GCM functions and projects, including key workstreams such as multisectoral government action, engagement of people with lived experience, collaboration with community and grassroots organizations, and knowledge dissemination.	NCD/GCM, with CRM, WHO Foundation	Q3 2025-ongoing	In progress	<p>GCM has been successful in mobilizing project-specific support in past biennials and has already engaged with those donors to continue supporting activities, including now contributing to the share of staff. Further work will be done to develop targeted resource mobilization strategy for multisectoral NCD action, fundraising proposals to support—or continue supporting—core GCM functions and projects, including key workstreams such as multisectoral government action, engagement of people with lived experience, collaboration with community and grassroots organizations, and knowledge dissemination.</p>

Recommendation 4: Refine monitoring and evaluation (M&E) metrics and reporting mechanisms: The GCM/NCD should enhance its M&E systems by revising its Logic Model with a refined Theory of Change and developing a comprehensive performance measurement framework that includes knowledge transfer metrics (i.e. reach, usefulness and use). This will support data driven decision-making and better reporting on the impact of the GCM/NCD's products and initiatives at all levels.				
Management response	<i>Accepted</i>			
Status	<i>Not Initiated</i>			
Key actions	<i>Responsible Entity(ies)</i>	<i>Timeline</i>	<i>Status</i>	<i>Comments</i>
Using participatory methods, revise theory of change and performance indicators based on the new work plan (2026-2030), realignment with the NCD department, and the outcomes of the prioritization exercise at WHO, and the UN Political Declaration on NCDs	NCD/GCM, ADGO	Q1 2026	Not initiated	As a result of resource shortages and funding restriction, this action is currently postponed until further notice and realignment of decisions with WHO.

Recommendation 5: Improve accessibility and tailoring of GCM/NCD resources for local contexts: The GCM/NCD should work with WHO regional offices to improve dissemination of and accessibility to its resources through expanded translation (and simplification of language) efforts and support at the regional/country level to reflect local contexts. This includes enhancing the Knowledge Action Portal (KAP) to support regional customization of resources and deploying more targeted thematic campaigns. A refreshed engagement strategy on the KAP could involve actively engaging participants to both share content and leverage additional WHO department resources to enrich the KAP's offerings.				
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Engage WHO NCD, focal points from Regional and country Offices and GCM Participants (e.g. CSO) to contribute to and help curate the latest thematic resources, country implementation stories, and advocacy initiatives for the Knowledge Action Portal	NCD/GCM, Regional and country offices	Q4 2025, ongoing	In progress	The Knowledge Action Portal provides the functionality to translate web content into all six official WHO languages. The tailored and engagement approach with the regions is underway with EMRO as a champion regional office, highlighting key regional activities related to Lived Experiences - https://www.knowledge-action-portal.com/en/gcm-search?combine=EMRO

Develop new platform display, promotion and collaboration features to support country- or regional-level content curation, i.e. through localization of GCM Participant organizations, extended, geo-tagged collection and community features, integration with WHO regional office websites	NCD/GCM	2025-2026	In Progress	<ul style="list-style-type: none"> - The Knowledge Action Portal provides the functionality to translate web content into all six official WHO languages. - KAP's knowledge collaboration features (for publications, country stories, collections) already include regional and country filters. - Collaboration features can be extended to extend regional collaboration options – this is however dependant on additional funding. - Action links to extending GCM Participant base towards a more country-/regional-level membership
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For further information about the evaluation, please contact the WHO Evaluation Office evaluation@who.int

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