



**GHANA COUNTRY COORDINATING MECHANISM
OF THE GLOBAL FUND TO FIGHT AIDS, TUBERCULOSIS AND MALARIA**



COMMUNICATION PLAN

September 2015

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Abbreviations and acronyms

CCM	Country Coordination Mechanism of the Global Fund to Fight AIDS, Tuberculosis and Malaria
CSO	Civil Society Organization
FBO	Faith Based Organization
GF	Global Fund to Fight AIDS, Tuberculosis and Malaria
KAP	Key Affected Population
LFA	Local Fund Agent
MoH	Ministry of Health
PLWD	People Living With Disease
PR	Principle Recipient
SR	Sub Recipient



1. Introduction

The communication plan is intended to improve and guide communications between the Country Coordinating Mechanism (CCM) in Ghana and stakeholders in and out of country (including the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund), CCM members and constituencies, legislative bodies, donors, and other stakeholders).

This document serves as a guide to enable the CCM, supported by its secretariat, to communicate more effectively as it develops and submits grant proposals to the Global Fund, oversees the progress of grant implementation and reports to all grant stakeholders and the wider community on results achieved through Global Fund grants, among other CCM functions. It defines the communications principles, objectives, audiences and channels.

2. Rationale

Communication is a critical function of the CCM. The CCM of Ghana recognizes that, as per Article 66 of the *Global Fund's Guidelines and Requirements for Country Coordinating Mechanisms (CCM Guidelines)*, it should publish and follow a communications strategy for sharing information with stakeholder constituencies and with the general public.

As per Articles 47 and 48 of the CCM Guidelines, CCM members are called to share information with and report back to their constituents in an open and timely manner, and should respond to requests for additional information.

Regular communications among CCM members and between the principal recipients (PRs), sub recipients (SRs) and all grant stakeholders has been identified by the Global Fund as instrumental to grant oversight and performance. As stated in the CCM guidelines, "Every CCM should have a communications strategy agreed with its PRs, detailing communications activities throughout the grant lifecycle, and including scheduled financial and programmatic updates to the CCM on PR and SR performance." There are a number of articles in the standard Global Fund grant agreement which mandate PRs to communicate with the CCM:

- Article 7: PRs are legally obligated to cooperate with CCMs and to be available to meet with them regularly to discuss plans, share information and communicate on program-related matters. PRs are also legally obligated to provide program-related reports and information to the CCM upon request.
- Article 15: PRs are legally obligated to provide CCMs with a copy of periodic reports submitted to the Global Fund.
- Article 25: PRs are legally obligated to copy CCMs on all notices, requests, documents, reports or other communications exchanges with the Global Fund secretariat.

Similarly, strong communications between the CCM, the portfolio manager/country team, and the local fund agent (LFA) ensure that the CCM has access to validated, evidence-based information on PR and SR, performance enabling the CCM to provide better oversight.



Development and implementation of a well-defined, realistic communications policy and activity plan will contribute actively to the effective and transparent functioning of the CCM.

3. Situation Analysis

3.1 Results from the communication survey

In May and June 2015, the CCM secretariat conducted a survey on communication interviewing 27 respondents belonging to all three sectors of the CCM, constituency members as well as principle and sub recipients to obtain evidence on strengths and weaknesses of current communication processes. The major outcomes are as follows:

Communication between the CCM secretariat and CCM members

Except for those who had very limited experience with the CCM secretariat, all respondents were very satisfied about the communication efforts of the CCM secretariat. Several mentioned that the quality of communication has increased significantly over the last years. Respondents were pleased with the number and content, the timeliness and the degree of detail and comprehensiveness of the various types of the communication. One member also commended on the good communication between the secretariat and the various CCM committees. Most respondents who participated in the introductory workshops feel sufficiently well informed in order to fulfill their role as CCM members.

Suggestions for improvement included the

- Increased use of text messages and WhatsApp, especially in relation to last minute changes
- Simplification of technical information for a better understanding
- Additional training workshops in order to understand CCM and/or GF processes better
- Summaries of long emails or of those with several attachments

Communication between the substantive and alternate member

The level of communication between the substantive and the alternate member of the same constitution varies significantly. While several substantive and alternate members are in regular contact to ensure a coordinated approach to constituency communication and engagement, others rely solely on the CCM secretariat to keep all members at the same level of information. A few members stated they are not informed about their counterpart.

Communication between CCM members and their constituencies

Most respondents have a clear idea about their constituency and have partly even done a mapping. However, many answered questions on communication and constituency engagement relating to their own organization/network only, leading to the impression that they have not yet internalized the idea of constituency thinking. A large proportion of the constitution thus risks to be left out regarding the CCM member's communication efforts.

Most respondents stated that they share GF/CCM related information with their constituency. Some tailor the information towards the needs and interests of their constituency. A few CCM members,



notably from government, noted that while they regularly update their superior on the information received from the CCM, some of these superiors do not see the importance of further sharing the information with others. Especially CCM members who represent constituencies organized in national, regional and district levels, experienced that some coordinators at the various levels would not forward any GF/CCM related information to others. This is confirmed by the statement of some of the constituency members that they have never heard about the CCM. Other constituency members even blamed (primarily previous) CCM members to consciously withhold information.

Communication between the CCM member and their constituency seems to be easiest in the case of small constituencies. Small constituencies are better able to organize regular meetings. It was pointed out by several respondents that personal contact via meetings or telephone conversations has the highest likelihood of getting a feedback. Most CCM members communicate with their constituencies using personal meetings and emails. However, some constituency do not have the funds to organize meetings with their constituency members or not a satisfactory number of meetings.

Some respondents recommend that the CCM:

- Participates in a number of constituency meetings
- Funds certain constituency meetings to ensure that GF/CCM related information is passed on
- Monitors the CCM members' efforts to communicate with their constituency and to obtain their feedback

Communication between the CCM and principle recipients

The principle recipients interviewed were all very satisfied with the CCM's communication efforts.

Communication between the CCM and wider public

Suggestions in order to improve the communication of the CCM with the wider public include

- Annual stakeholder workshops that is covered by mass media
- Increased use of mass media, such as radio and TV
- Creation of a newsletter (quarterly)
- Regular update of CCM website
- Creation of a feedback portal
- Advocacy with parliament members

3.2 Additional observations

The feedback from the constituencies often does not reach the CCM. Challenges, related to implementation of Global Fund grants, are experienced by beneficiaries and known by the NGOs and associations on the ground but are hardly fed back to the CCM. CCM members must develop a better understanding of their role and improve their feedback channels.



Communication with the general public is currently very limited. A CCM website www.ccmghana.net was developed with the support of GIZ, however, it is currently populated with little information only. In previous years, a printed newsletter was created and distributed, however, due to time limitations of the CCM secretariat staff, this newsletter was discontinued.

Considering that the feedback channels from the constituencies to the CCM and the CCM website are functional only to a limited extent, stakeholders of the general public hardly have an opportunity to provide feedback to the CCM. Furthermore, constituency members do not have an overview on the geographical areas in which Global Fund funded projects are implemented and have thus only a limited opportunity to give feedback on grant implementation.

3.3 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good communication efforts of the CCM secretariat towards CCM members and PRs • Most CCM members have a clear idea about their constituency and have partly done a mapping • Salary of the Programme Officer Communication is secured until Dec 2016 • CCM members are generally experienced in the use of the internet and other electronic media and have respective access • CCM members generally share CCM/GF related information with their constituencies • Most CCM member have received introductory training on the Global Fund and the CCM and are aware of their role. A training for all remaining CCM members is planned. 	<ul style="list-style-type: none"> • Not every constituency member knows the Global Fund and even less know the CCM • Ineffective feedback mechanisms among the constituencies • Constituency members are often not aware which GF financed projects are carried out in which locations • Communication partly perceived as too technical • Not every CCM member has a clear idea about his/her constituency or knows how to reach it • Idea of constituency thinking not always internalized yet • Information partly remains at central / Accra level of an organization and is not carried on to regions and districts • Lack of literacy in some constituencies: people may not be able to read or follow discussions in English • Many people do not like to read and thus miss lots of the written communication • Meetings that have the highest likelihood of generating feedback are often not possible due to lack of funds • Lack of trust of some constituencies in their CCM members • No constant access to internet especially in smaller organizations and at district level • No feedback portal for general public



Strengths	Weaknesses
	<ul style="list-style-type: none"> • Beneficiaries are often not aware that the health products and services that they receive are funded by the Global Fund
Opportunities	Threats
<ul style="list-style-type: none"> • CCM Ghana webpage exists • Increasing smartphone coverage among target groups so that internet access increases as well as possibility to communicate effectively via What'sUp or other media • Budget available for constituency engagement • Budget available to cover transport cost of certain CCM members to meetings • GIZ Backup Initiative can be approached to get funding for strengthening of CCM communication and constituency engagement 	<ul style="list-style-type: none"> • Power cuts may affect timely communication at all levels • Salary of the Programme Officer Communication for 2017 and beyond is not yet secured • Turnover among CCM members

4. Communication Objectives

- a) Create awareness and understanding of Global Fund-related issues among CCM members and constituencies, implementing partners, development partners, other stakeholders and the general public
- b) Ensure CCM members understand their roles and responsibilities
- c) Advocate for support to Global-Fund programs from government, development partners and private sector
- d) Strengthen information and feedback between CCM members and their constituencies
- e) Create an awareness among beneficiaries, service providers and the general public about the source of resources for medications, health products and services delivered
- f) Enhance the visibility of the Global Fund and the CCM in Ghana.

5. General Principles

The CCM should publish and follow a communications strategy for maintaining communications with the different Global Fund actors reflecting the following general principles:

- **Veracity** – communicated information should be truthful and correct and contain references where possible; facts should be accurate and verified prior to communications
- **Transparency** – communications should ensure openness and accountability; communications messages should be conveyed in such ways that it is easy for others to see what actions are/have been performed



- **Clarity** – communicated thoughts, opinions, ideas and relevant messages must be precise and understandable to audiences they are intended for, and be non-ambiguous to avoid misunderstanding or misinterpretation
- **Timeliness** – communications must be provided on time so that information (e.g., for decision making) is available when it is needed, meaning relatively quickly
- **Pertinence** – communications should contain important information and data and avoid unnecessary details so that the audience understands importance and relevance of a topic(s) and the need to take appropriate actions if needed.
- **Participation** – participatory approach is crucial to communications since it leads to collective responsibility for decision making and raises awareness, engagement and commitment of actors
- **Inclusiveness** – inclusive communications takes into consideration contributions from actors and audiences; it also recognizes and respects their diversity.
- **Respect** – communications should always respect people in target and focus on problems/issues rather than people.
- **Dialogue** – two-way communications ensures productive exchange and sets a tradition of shared governance and consultation.
- **Objectivity** – objective communications implies non-biased presentation of information/data that does not cause potential negative influences/consequences.

6. Target Audiences

Communications have two target domains as shown in Figure 1:

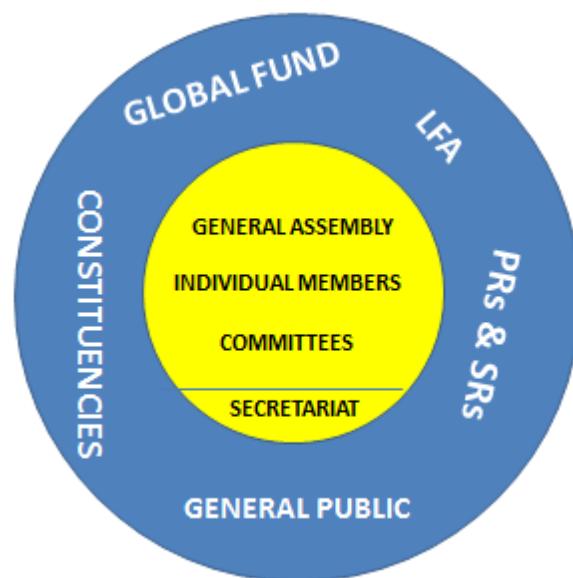
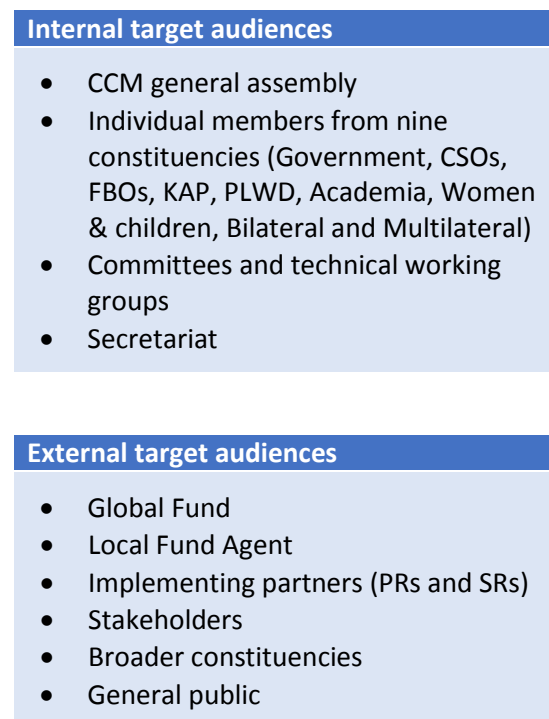
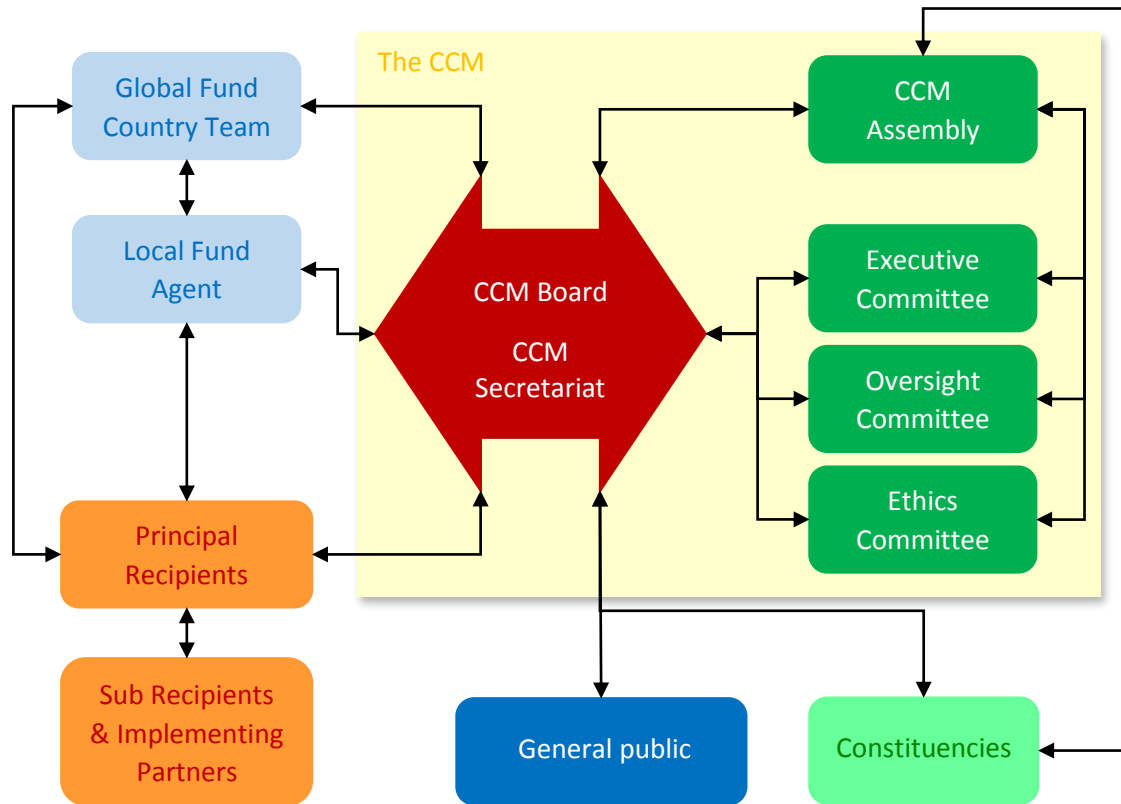


Figure 1: Target Audiences Diagram



Members of all domains will likely be communications **actors** as well as **recipients** according to nature and type of communications (see Figure 2. *Communications Flow Diagram*).



7. Roles of CCM members in communication

For successful communication, it is crucial that the right message is sent out the right way to the right people at the right time. The work plan in chapter 10 defines the various communication activities. The following paragraphs describe responsibilities of individuals in relation to communication.

CCM secretariat

The CCM secretariat holds a weekly meeting to inform each team member other about the individual current and upcoming activities.

Programme officers are requested to copy the Executive Secretary and possibly other team members on their email communication to ensure maximum transparency. Depending on the issue, staff of the secretariat shall additionally copy the country team of the Global Fund, the LFA or the CCM leadership.

All high level, advocacy or policy level communication needs to be prepared in collaboration with or by the Executive Secretary.



Communication that targets the general public, e.g. via CCM newsletters, CCM website or press releases, needs to be approved by the Executive Secretary. Press releases must be additionally authorized by the CCM Chairman or CCM Vice Chair; the same applies for any comments on or rectification of media releases placed by third parties.

The CCM secretariat commits to provide desired feedback promptly with a maximum delay of the five working days. If the latter is not possible, the sender can expect an interim information.

CCM members and constituencies

CCM substantive and alternate members are expected to inform all of their constituency members on the Global Fund and the CCM and their respective roles. Constituency members shall be educated about the implementation of the various Global Fund grants (which activities are implemented where and when and targeted at which audience). CCM members shall further share the information received at the CCM among themselves as well as with their constituencies. Information may be shared selectively to ensure that constituency members find the information relevant. It is the CCM members' responsibility to ensure that this information reaches all members of their constituencies. Constituents shall also be informed about their possibilities to provide feedback on the information received as well as on their experiences with grant implementation. CCM members should thus encourage their constituents on regular intervals to provide their feedback and forward it to the CCM's attention.

Whenever CCM members engage with the media on the account of their organizations and include statements on the CCM and/ or the Global Fund, they are encouraged to seek further information or clarifications from the CCM secretariat to ensure that the respective information is accurate and in line with the CCM communication strategy. All constituency members are encouraged to contribute articles, success stories and other news including photographs that the CCM can publish in its newsletter or on its website.

When feedback is desired from the CCM secretariat, CCM members do their best to respond promptly with a maximum delay of five working days or to provide at least an interim information.

8. Communications Strategy and Key Activities

A. Maintain, distribute and disseminate updated copies of ratified framework documents (CCM Constitution, Governance Manual, Oversight Plan, Standard Operating Procedures, Work Plan and Budget, Conflict of Interest Policy as well as Membership List) to CCM members.

The strategy aims to ensure that CCM members and their alternates are familiar with the CCM's functions, structures and operations so that they can contribute effectively in ensuring Global Fund grants and programs succeed. The CCM secretariat will ensure that the governance documents are updated regularly and distributed to all CCM members and alternates.



B. Develop information kit for distribution to constituencies, development partners, leaders, other stakeholders

This strategy aims to promote support and goodwill to the CCM by sharing information with key stakeholders regularly. The information also targets development partners as well as the private sector to support CCM programs. Using the information needs of the stakeholders as identified and the implementation matrix, the CCM will develop an information kit that provides these information needs. After its approval by the CCM, the information will also be posted on the CCM website. The CCM secretariat will be responsible for updating the CCM website.

C. Promote full participation of CCM members in meetings.

Poor attendance by CCM members at meetings detracts from the effectiveness of CCM functioning. The strategy aims to promote effective proceedings through several activities. The CCM secretariat will ensure that the notice and agenda for meetings is sent in time. The CCM will keep a register of attendance. A list of members who miss two meetings without apology will be submitted to the chair to follow up with the members. A member who misses three meetings consecutively without apologies will be required to relinquish membership.

D. CCM website and newsletter

The CCM will populate the website www.ccmghana.net to improve information of and communications with stakeholders. The governance documents, grant performance reports and other information relating to the CCM functioning and operations will be posted on the website that is going to be updated continuously. Additionally, the CCM secretariat will develop an electronic CCM Newsletter and publish it quarterly.

E. Develop press releases specific to Global Fund events

The CCM will communicate Global Fund events through press releases. It is planned that the CCM will issue press statements.

9. Communications Channels

Effective and fluid communications implies diverse communications channels that include exchanges via e-mail, cellular phones, file sharing, feedback meetings, and others. Communications channels are intended to mutually reinforce one another for early recognition and resolution of problems. Under ideal circumstances, outstanding concerns would be known to all parties and would be taken up by the Global Fund's secretariat with the CCM to address them appropriately.

Most of the communication will be accomplished using the traditional channels like email, meetings or phone conversations. A lot of information will be also available on the CCM website. All individuals are encouraged to use additional channels, such as skype, text messages or WhatsApp whenever appropriate.



10. Communication Work Plan

A. External and internal communication

Objective	Activity	Responsible person	Target audience	Timing	Medium	Budget in USD	M&E and others
Knowledge management	Create a knowledge management system including archive for all communication activities and its regular update	Programme Officer	Anyone interested	Continuous	Online	No	Back up and knowledge management system exists and is routinely updated
	Develop guideline on use of knowledge management platform and share it with target persons	Programme Officer	CCM Secretariat, Stakeholders	Jan 2015	Soft and hard copy, shared via email	No	Guideline on the use of knowledge management platform exists
Create awareness and understanding of Global Fund-related issues, Increase visibility of Global Fund and CCM in Ghana	Establishment and maintenance of a CCM website	Programme Officer	CCM members and constituencies, implementing partners, development partners, other stakeholders and the general public	Continuous	Website	Annual webhosting fees and training fee, not budgeted – GIZ?	The CCM website is routinely updated The number of site visits (399 in July 2015) and of visitors (197 in July 2015) increases



Objective	Activity	Responsible person	Target audience	Timing	Medium	Budget in USD	M&E and others
	Publish quarterly newsletter for stakeholders	Programme Officer	Stakeholders , wider public	February, May, August November	Email Website	No (time/labor costs of secretariat)	Quarterly newsletter exists and is disseminated
	Update and print the flyer on CCM/Global Fund	Programme Officer	Stakeholders , wider public	February 2016	Flyer	3600 + 3600	Flyer on CCM/Global Fund exists
	Publishing and dissemination of information on Global Fund program activities	Programme Officer	Stakeholders , wider public	Continuous	Newsletter Email Website Newspapers	No	
	Creating and circulation of minutes & information on Global Fund activities.	Programme Officer	Wider public	Continuous	Website Email	No	
	Brief any new Ministers of Health on CCM functions and keep him/her updated	Chair / Executive Secretary	Minister of Health	Ad hoc		No	
	Review Ghanaian media reports on the GF/CCM and follow up if necessary	Programme Officer/Executive Secretary/Chair	Mass media	Continuous		No	
	Annual stakeholder workshop	CCM Secretariat	Stakeholders	December	Meeting	3550 + 3550	
Advocate for support to Global-funded programs	Maintain communications with governmental agencies key to fight against three diseases	CCM board, Secretariat Programme Officer	Governmental officials, development partners and private sector	Continuous		No (time/labor costs of program manager)	Official communications with the governmental agencies shall be performed by the CCM board via the CCM secretariat.



Objective	Activity	Responsible person	Target audience	Timing	Medium	Budget in USD	M&E and others
	Maintain communications with multilateral and bilateral development partners key to fight against three diseases	CCM Board, Secretariat Programme Officer	Multilateral and bilateral development agencies officials	Continuous	Meetings Emails	No (time/labor costs of program manager)	Official communications with the multilateral and bilateral development agencies shall be performed by the CCM board via the CCM secretariat.
Concept Note Development	Discussion of allocation or invitation letters from the Global Fund with key actors	CCM Board		2017	Meeting	Not in 2015/16	
	Public announcements call for Global Fund concept notes	Programme officer	Stakeholders , wider public	2017	Email Website Newspapers	Not in 2015/16	
	Conduct workshop for country dialog over the three diseases	Secretariat	Stakeholders , wider public	2017		Not in 2015/16	
	Response to queries and clarifications on the concept note raised by the Global Fund	Secretariat	MoH / GF	As needed	Email, Meetings	Not in 2015/16	
	Response to inquiries from public, civil society and private sector	Secretariat	Stakeholders	As needed	Email, meetings, letters, website	Not in 2015/16	
	Publish criteria and regulations for PR/SR selection	Secretariat	Interested parties, wider public	As needed	Email, website, newspaper	Not in 2015/16	
	Circulation of final draft and of the Global Fund's responses/approval	Secretariat	Stakeholders	As needed	Email		



Objective	Activity	Responsible person	Target audience	Timing	Medium	Budget in USD	M&E and others
Communication on grant implementation progress	Get information on grant implementation progress and develop informative articles	Programme Officer	PRs, SRs, KAP stakeholders, constituents, PLWD	Quarterly	Email, Telephone	No	
	Report on grant implementation progress	Secretariat	Grant stakeholders, CCM, wider public	As needed	Email, website, newsletter, press release	Possibly	
	Ensure communications and transparent reporting of Global Fund financing in national budget documentation and/or with national planning authorities	CCM board, programme officer	Stakeholders	Continuous	Email, Meetings	No (time/labor of board and program manager)	as per Article 71 of the GF's Guidelines and Requirements for CCMs
Others	Distribute press releases	Programme Officer, Executive Secretary, Chair	Wider public	As needed	Press, news or media release, press statement, video release.	Yes – not budgeted	Newsworthy events include: grant signings, opening of health facilities, visits of Global Fund officials, new Global Fund funded activities, arrival of supplies..
	Represent the CCM in meetings of development partners and sector networks	CCM Chair	Stakeholders	Continuous	Meetings	No	



B. Internal communication

Objective	Activity	Responsible person	Target audience	Timing	Medium	Budget in USD	Tools and notes
Strengthen information and feedback between CCM members and their constituencies	Collection, review, and follow up of communications received from constituents	Programme Officer	Members and their constituencies	April-June 2015	Phone calls, Emails, Meetings	No	
	Survey to analyze strengths and weaknesses of current / past communication processes and to identify areas of improvement	Programme Officer	Members and their constituencies	April-June 2015	Questionnaire, semi-structured interview	No	Ensure that members and alternate members have an updated contact list of their constituents
	Brief members on latest developments regarding the situation of the three diseases in Ghana	Secretariat	CCM members	Continuous	Presentation during workshops or meetings	No	
	Organize constituency engagement workshops	Secretariat	CCM members and their constituencies	June 2015 + continuous	Workshops	12719 + 12593	
Ensure CCM members understand their roles and responsibilities	Posting on website and regular reiteration of CCM regulations and Global Fund Guidelines for CCMs	CCM Board, Programme Officer	CCM members	Continuous	Website, Email, Meetings	No (time/labor of board and CCM Secretariat)	



Objective	Activity	Responsible person	Target audience	Timing	Medium	Budget in USD	Tools and notes
	Create information pack and conduct orientation for each new member on CCM functions, policies and tools	Programme Officer	CCM members	February 2016	Hard copy, website	No (time/labor of board and program manager)	CCM regulations, conflict-of-interest policy, oversight manual, communications policy, website and overview of grants should be included in information pack.
	Conduct orientation workshop for CCM members	Secretariat	CCM members	May 2015	Workshop	2500	Orientation workshop took place CCM members have the information necessary to fulfill their role
	Conduct annual workshop or “retreat” to discuss outstanding issues and find ways to improve CCM performance	CCM Board, Secretariat Program Officer	CCM members		Meeting	Necessary, not budgeted for	
	Regularly disseminate policies and key information from the Global Fund/CCM to CCM members.	Program Officer	CCM members	As needed	Website Email	No (time/labor costs of program manager)	Policies and work plans were sent out to members Members have returned their Col declarations Consider establishing a Facebook page for the CCM.
Facilitate oversight	Help prepare dashboards for CCM reviews, provide feedback to PRs based on CCM reviews, and archive dashboards	Programme Officer, Executive Secretary	CCM members	Continuous	Dashboard reports, Printed handouts, Minutes of meetings	No (time/labor of board and program manager)	Feedback to PRs Including data collection, dashboards prepared and circulated. Archive all dashboards at the secretariat level along with Progress Updates and Disbursement Requests.



Objective	Activity	Responsible person	Target audience	Timing	Medium	Budget in USD	Tools and notes
	Organize site visits, develop and disseminate report	Programme Officer	Participants and target of site visit	As needed	Email, Phone calls	11388 + 11388	
	Follow up on information from external sources	Programme Officer, Executive Secretary		As needed		Yes	
	Develop an expert data base for technical assistance. Document technical assistance	Programme Officer		Continuous		No	
Communication related to CCM functioning	Prepare, disseminate and maintain minutes of all meetings of the CCM and committee meetings	Secretariat	Stakeholders	Continuous	Email, Website	No	
	Update and disseminate CCM related ToRs	Programme Officer	Stakeholders	As needed	Email	No	ToRs