Swaziland Global Fund Country Coordinating Mechanism (SWAZILAND CCM)

Communication Strategy

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Abbreviations and Acronyms

CBO	Community Based Organisations
CCM	Country Coordinating Mechanism Swaziland
CSO	Civil Society Organisations
KAPs	Key Affected Populations
LFA	Local Fund Agent
M&E	Monitoring and Evaluation
MOH	Ministry of Health
MHUD	Ministry of Urban Development and Housing
MOF	Ministry of Finance
NERCHA	National Emergency Response Council on HIV and AIDS
NGO	Non-Governmental Organizations
OIG	Office of the Inspector General (GF)
OC	Oversight Committee
PR	Principal Recipient
PUDR	Progress Update Disbursement Request
RM	Resource Mobilization
SR	Sub Recipient
The Global Fund	
TWG	Technical Working Group

1.0 Introduction

The communication strategy is intended to improve communication between the Country Coordinating Mechanism (CCM) for the Global Fund to Fight AIDS, Tuberculosis, and Malaria (Global Fund) in Swaziland and the stakeholders, particularly the Global Fund, CCM members, CCM constituencies, principal recipients and implementers. It defines the communication objectives, the key stakeholders, information needs, the communication channels, the communication strategies and key activities as well as the communication implementation matrix and the budget.

2.0 Background Information and Current Situation

The Global Fund to Fight AIDS, Tuberculosis and Malaria was created through a United Nations General Assembly Special Session on AIDS in June 2001. The purpose of the Global Fund is to attract, manage and disburse additional resources through a public-private partnership that will make a sustainable and significant contribution to the reduction of infections, illness and death, thereby mitigating the impact caused by HIV and AIDS, tuberculosis and malaria in countries in need, and contributing to poverty reduction as part of the Millennium Development Goals (MDGs).

The Global Fund recognizes that only through a country-driven, coordinated and multi-sector approach involving all relevant partners will additional resources have a significant impact on the reduction of infections, illness and death from the three diseases. Thus, a variety of actors, each with unique skills, background and experience, must be involved in the development of proposals and decisions on the allocation and utilization of Global Fund financial resources. To achieve this, the Global Fund directed concept note to be coordinated among a broad range of stakeholders through a Country Coordinating Mechanism (CCM). The Swaziland CCM was established in 2001 as per the requirements of the Global Fund as a multisectoral body whose functions are to oversee Concept Note development, implementation and resource utilization of the Global Fund support in the fight against HIV and AIDS, Tuberculosis (TB) and Malaria and harmonize with other efforts to improve health and reduce poverty.

The CCM comprises of members selected from constituencies being Government, development partners and Civil Society Organizations; People living with HIV and affected by, Tuberculosis and Malaria and key affected populations (KAP's). The primary functions of the CCM include organization of CCM management and support structures; coordination of the concept note development process; harmonization with other support efforts; oversight of Principal Recipient performance of grant implementation; and communication of Global Fund activities.

One of the key principles of the Global Fund is transparency and accountability. In keeping with this principle the CCM constitution requires the CCM to maintain open communication channels to facilitate free information flow with stakeholders, including the general public. This might include establishing a facility such as CCM website where key information pertaining to Global Fund grant

activities in Swaziland is made available. The CCM is expected to prepare ad-hoc reports / briefs or press statements informing stakeholders of developments related to the Global Fund grants in the country. The respective Annual Reports demonstrating grant performance should be made available to the stakeholders in the same spirit. The CCM bylaws, governance manual, conflict of interest policy, and other framework documents, as well as a full list of CCM members with their contact information and their constituencies should be made available. The minutes of CCM meetings should be held in public record.

3.0 Situational Analysis

With establishment of the CCM Secretariat, the CCM has made significant gains in enhancing information flow to CCM members. Most CCM members confirmed that they now receive notices and agendas for CCM meetings regularly and in good time. In most instances, CCM members receive progress update reports to be discussed in quarterly meetings in time to review and prepare for meetings. The CCM Secretariat uses a mix of communication channels including telephone, email, sms and physical delivery to communicate information to the CCM members.

Despite the progress made, however, there are still gaps in effective communication. Some CCM members are not familiar with the governance documents; it is not clear how CCM members are selected at constituency level; members are not clear about the CCM committees, their terms of reference and how they are constituted as there are no terms of reference (TOR's) in place for the committees; New members do receive an orientation from the CCM Secretariat but it could be made more comprehensive; participation by some new members in CCM meetings has been limited due to lack of information or understanding of CCM functions; the concept note development process could be enhanced through more meaningful participation of the constituencies; and some members feel that the CCM Secretariat overloads them with communication that is not packaged to be easily understood. The communication strategy aims to address these gaps.

4.0 Communication Principles

The Communication Strategy establishes a number of core principles which the CCM will apply in all of its policies, decisions and communication efforts, and it expresses the CCM's commitment to support programs that:
- Have full & meaningful engagement of all target audiences/stakeholders
- Ensure a transparent, accountable and documented process in communication efforts
- Emphasize a uman Rights-Based approach to communication efforts
- Ensure integration of communication efforts across all audiences, partner/stakeholder communication effects
- Address sustainability and local ownership of all interventions

5.0 Objectives of the Communication Strategy seek to address the following:

5.1 Community: To provide a platform to inform and disseminate accurate information to the public on progress of addressing the three diseases & national GF grant performance;

5.2 Constituencies: To ensure dissemination of relevant, timely information about GF funding opportunities, role of constituencies, and key progress for meaningful engagement of constituencies;

5.3 CCM Members, Committees, Secretariat & Development Partners: To provide accurate, timely and relevant information to manage CCM functions and to support effective, efficient integrated implementation of GF programmes;

5.4 GF and the LFA: To support a harmonized and integrated strategy implementation that achieves country priorities

6.0 Communication Outcomes

The outcome of the communication strategy will be improved and effective communication among all CCM stakeholders that enhances performance of Global Fund grants in Swaziland.

7.0 Key stakeholders and Information Needs

The CCM manages multiple stakeholders, a role that demands effective communication. These stakeholders have varied information needs that the CCM is expected to meet. Table 1 identifies the key stakeholders and their information needs. Annex 1 provides a communication matrix showing how the CCM will ensure that this information is made available to the stakeholders.

Table 1: Key stakeholders' information needs

Internal/ External Communications	Key Stakeholders / Audiences	Assumption	Information Needs
External	Community of 3 diseases	Pre-Concept Note Submission	• Awareness creation on 3 diseases • Strategies planned to address 3 diseases – outline role and benefit for engagement • Progress updates on implementation of strategies • Funding of response overviews • Engagement Plan -Discuss bottom-up approach to concept development – clear understanding of engagement of lower levels in GF proposals • Engaging on sustainability and community ownership for long term sustainability
External	Community of 3	Post-Concept	• Clear understanding of 3 disease strategies to align

	diseases	Note Submission	• implementation • Progress update on implementation of grants • Community Engagement Plan -Discuss bottom-up approach to concept development – clear understanding of engagement of lower levels in GF proposals
External	CCM Constituencies	Pre-Concept Note Submission	• Performance Eligibility Assessment • Improvement Plan • Constituency Engagement Plan • Constituency membership election and guidelines • Consultative meetings to create awareness of funding opportunity • Concept note development information • PR selection guidelines • SR Selection guidelines • Constituency Engagement Plan • Alignment to 3 diseases • GF grant performance reports
External	CCM Constituencies	Post Concept Note Submission	• Information on outcome of application • Engaging details of approved plan • Implementation modalities
External	Development Partners	Pre-Concept Note Submission	• Funding gap analysis (Gov, Dev partners, private sector, INGO's)Concept note development information outlining roles of development partners • Strategic plans • Possible funding gaps • Partner funding support plans • Constituency Engagement Plans
External	Development Partners	Post Concept Note Submission	• Concept note development information • Implementation plan modalities • GF grant performance reports • Sharing information on partner grants with GF grants and aligning with disease strategies
External	Media		• Grant achievement information • Global Fund project and events briefs
Internal	CCM Members		• By Laws defining procedures of CCM and other SOPs

			(Governance manual , COI, oversight plan, workplan and budget) • Performance Eligibility Assessment • Improvement Plan • Constituency Engagement Plan • Constituency membership election and guidelines • Update on existing grants • Best practice sharing : CCM , PR • Update on changes in GF policies and other returned matters such as • Defined Communication Plan • Constituency updates • Updates on national programmes including PUDR and strategies of 3 diseases • Information on issues that could impede grant implementation • Role of the CCM in resolving grant implementation challenges
Internal	Global Fund		• Eligibility Assessment • Improvement Plan • Oversight Plan • Membership List • PUDR • Oversight Reports • Processes of electing CCM members • Minutes of CCM business • Additional information to improve grant implementation • Financial data • Epidemiological and financial data • Concept Notes • 3 disease strategies updates
Internal	PR		• CCM Decisions • Oversight Recommendations
Internal	CCM Secretariat		• Confirmation of CCM Meetings • Copies of PR Communication to Global Fund and LFA • GF grant performance reports

	Oversight		• PUDR
			• Conditions precedent (CPs)
			• OIG reports
			• Management letters (GF to PR/s)
			• Audit reports; PR financial reports
			• Quarterly grant performance reports and other GF reports
			• Programme work plans and budgets
			• M&E plans
			• PSM plans
			• Special reports commissioned by CCM (e.g. surveys of beneficiaries)
			• Beneficiary engagement and feedback plan/ mechanisms to reach key affected communities/ populations including non- CCM members & NGOs

8.0 Communication Channels

The CCM will seek to use the most efficient and cost effective channels to communicate to the stakeholders and integrate activities with other partners to reduce costs of communication activities and to minimize duplication of efforts. It is recognized that CCM resources are limited and therefore there will be need to be cost conscious when deciding on the media to be used for communication.

To a large extent CCM has relied on telephones, sms, emails and personal delivery channels to communicate to the stakeholders. These means of communication are largely effective in communicating to CCM members. However, communication to constituencies, development partners and other stakeholders might require other channels of communication to be used such as website, brochures, print media, electronic media and conferences. CCM will expand its channels of communication to reach all stakeholders.

8.0 Communications Protocols

The Communication Strategy seeks to establish communication protocols that promote meaningful exchange of information and building of relationships with partners and key stakeholders. All CCM

communication protocols are a set of professional rules that also act as a code of conduct used to guide CCM governance, appropriate behaviors and etiquette. The protocols are as follows:

8.1   Swaziland CCM Communications Protocol

Effective communication between Country Coordinating Mechanisms (CCM) and its committees, Global Fund, Principal Recipients (PRs), LFAs, Development Partners and other in-country stakeholders, in particular the development community, is crucial to ensuring the accountability and effectiveness of Global Fund grants.

8.2   Aim

The aim of this protocol is to clarify how and when CCM should interact, communicate and share information with:
- PRs & SRs – particularly with regard to the management of the grant
- CCM Committees – to ensure role clarity and effective communication for good governance, leadership and oversight
- LFA - particularly with regard to sharing findings of assessments and reviews with CCM
- Other country stakeholders (particularly the development community).

8.3   Application of the Protocol:

The Swaziland CCM is required to comply with this protocol, as amended from time to time and to ensure that their respective members and internal/external stakeholders, also comply with it when performing services for or on behalf of CCM.

8.4   General Principles to Guide CCM Communications:

The Swaziland CCM needs to communicate on a regular basis with PRs, SRs and other in-country stakeholders to access information relating to the grant, grant recipients, the health sector and other country-specific issues that may affect the grant/s. All such communications should be governed by the following general principles:

- Swaziland CCM should explain their roles and responsibilities to PRs & SRs, LFAs and other in-country stakeholders, as it is important for such parties to have a clear understanding of the scope and functions of the CCM.
- Swaziland CCM should communicate in a frank, open, respectful and diplomatic manner.
- Swaziland CCM should demonstrate a clear and realistic understanding of public health,
- management and financing.

- Swaziland CCM should clearly document and keep records of communications.

8.5   Development Partners

- Development partners should not purport to represent the views of the CCM.
- Development partners should communicate to the CCM, Secretariat through the Chairperson
- Development partners in their relevant communications to the GF, FPM on the CCM and notify to the Chairperson
- Development partners should communicate to the PR and notify to the Chairperson

- Development partners should submit and declare their contributions/ support to the CCM with specific budget amount as part of workplan and budget development

8.6   CCM Secretariat Communications

- The CCM Secretariat should only communicate decisions made by the CCM.
- The CCM Secretariat should clarify its role and functions, as and when appropriate.
- The CCM Secretariat should provide administrative and secretarial support to CCM on all communications
- The CCM Secretariat should prioritize , summarize and share information that will facilitate adequate information sharing and decision making
- The CCM Secretariat should prioritize funding needs, develop expanded budget and share with the Executive Committee and CCM
- The CCM Secretariat should communicate to the CCM with the Global Fund and the FPM through the Chairperson
- The CCM Secretariat should communicate to(administrative and secretarial) the CCM with the PR through the CCM Chairperson
- The CCM Secretariat should communicate to (administrative and secretarial) with Constituents through the CCM Chairperson
- The CCM Secretariat should communicate administrative and secretarial functions to the CCM with the knowledge of the CCM Chairperson
- The CCM Secretariat should ensure timely submission of documents for comprehensive review to the CCM before decision making
- The CCM Secretariat should provide orientation about CCM to all new CCM members within the first quarter of their tenure

8.7   Executive Committee Communications

- The Executive Committee should clarify its role and functions, as and when appropriate.
- The Executive Committee should approve expanded budget for CCM
- The Executive Committee should report back to CCM on Executive Meeting recommendations
- The Executive Committee, with support of the Secretariat, should provide executive meeting minutes to CCM members
- The Executive Committee should ensure timely submission of documents for comprehensive review & sharing around Executive Committee decisions
- The Executive Committee should distribute oversight committee findings and related documents or reports from Oversight Committee with CCM for comprehensive review before CCM meetings

8.8   Global Fund

- Ensure that GF acts on formal communication that includes all relevant parties.
- Global fund to copy all communication to PR to the CCM

8.9   Oversight Committee Communications

- The Oversight Committee should clarify its role and functions, as and when appropriate.
- The Oversight Committee should provide timely submission of documents, progress reports (PUDRs), site visit reports, etc. for comprehensive review to the CCM through the Executive Committee.
- The Oversight Committee should share oversight summary with CCM for comprehensive review before CCM meetings through the Executive Committee
The Oversight Committee should communicate regarding formal site visits with SRs through the PR (and the CCM Chairperson)
- The Oversight Committee should communicate with CCM through Secretariat for sharing of PUDR's and OC decisions

8.10   CCM Members

- The CCM members should clarify their role and functions, as and when appropriate.
- Standard Practice & Principles :
- The CCM members should provide feedback information to sub –constituencies on all CCM meetings submit provide minutes to be filed at Secretariat
- The CCM members should provide relevant and regular feedback to their constituencies.

8.11   PR

- The PR should ommunicate to GF and FPM should copy CCM Chairperson , Vice Chairperson and Secretariat.
- The PR should communicate with SRs and conduct debrief/ update meetings with the OC and provide the OC (through the Secretariat) with all documents required (PUDRs, management letters, OIG reports, audit reports, progress reports, financial reports, dashboard etc) at least 10 days before an OC meeting
- The PR should   communicate with the LFA and provide updates to the CCM

8.12   Government

- The Government should ensure for timely submission of information to CCM for decision making

8.13   LFA Local Fund Agent (LFA)

- The LFA should abide by LFA in-country communications protocols
- The LFA should conduct regular debrief meetings with the CCM

8.14   Monitoring and Evaluation

- All formal meetings should have meeting minutes submitted and filed at Secretariat

9.0 Communication Strategies and Key activities

CCM will require strengthening its communication capacity to meet the needs of stakeholders. The strategies, activities, timeframe and costs to achieve the necessary interventions are outlined in this section.