



COMMUNICATION PLAN

COUNTRY COORDINATING MECHANISM NEPAL

June 2019



CCM Nepal @2019

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Country Coordinating Mechanism (CCM) is the national committee which includes representatives from different stakeholders who are engaged in the response to the three diseases – TB, HIV & AIDS and Malaria. CCM Nepal plan to publish every materials through its website. So, to see its publication live go through www.ccmnepal.org.

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ACRONYMS

AIDS	Acquired Immuno Deficiency Syndrome
CCMN	Country Coordinating Mechanism Nepal
COI	Conflict of Interest
EDPs	External Development Partners
EPA	Eligibility Performance Assessment
HIV	Human Immune Deficiency Virus
LFA	Local Fund Agent
MoHP	Ministry of Health and Population
NGO	Non-Government Organization
PRs	Principal Recipients
SRs	Sub Recipients
TGF	The Global Fund
TOR	Terms of References

OVERVIEW

Country Coordinating Mechanism (CCM) is the national committee which includes representatives from different stakeholders who are engaged in the response to the three diseases – AIDS, TB and Malaria. Country Coordinating Mechanism is seen as an innovative approach to engage all relevant partners in country to ensure country-driven, coordinated, and multi-sectoral processes for leveraging and implementing additional resources to fight against HIV/AIDS, TB and malaria in the country through Global Fund.

CCM is a multi-stakeholder partnership, responsible for developing and submitting concept notes, based on needs identified in national strategic plans and an inclusive country dialogue process. These days CCMs are supposed to play an even stronger leadership role and meaningfully participate in the National Strategic Plan discussions. It also helps to convene stakeholder's engagement for inclusive country dialogue and agreement on funding split between HIV/AIDS, TB, Malaria. Hence, CCM is an integral part of the GF architecture as it represents the country ownership and partnership through multi-stakeholder collaboration.

Since 2002, Country Coordinating Mechanism of Nepal (CCMN) has been established as a central pillar of The Global Fund to Fight AIDS, Tuberculosis and Malaria (TGFATM) architecture to ensure country-driven, coordinated and multi-sector processes for leveraging and effecting additional resources to reduce morbidity and mortality from AIDS, TB and Malaria. As envisioned, CCMN is an independent entity that is closely guided by the Global Fund policy on structure and functions. CCMN brings together multiple stakeholders to collectively identify Nepal's needs, be responsible for developing and submitting grant proposals, nominate the grantee (s) or Principal Recipients (PR) and also oversee implementation of Global Fund-supported projects. CCM Nepal includes representatives from both the public and private sectors, including government organizations, multilateral or bilateral agencies, non-governmental organizations, academic/research institutions, private sector, Key Population and people living with the diseases.

As regulated within its Rule of Business (RoB) as of January, 2019, CCMN has following core functions:

- Direct, facilitate and support the operations of the Global Fund to fight HIV/AIDS, Tuberculosis and Malaria in Nepal.
- Mobilize multi-sectoral stakeholders, through a transparent and documented country dialogue process for funding application by overseeing and supporting the required harmonization of funding, national strategic plans, gap analysis and preparation of funding application.
- Respond to inquiries from the Global Fund concerning any Global Fund grant and funding application.
- For each funding application, nominate and select one or more PRs who will be responsible for implementing the grant, should the funding application be approved with an exception of CCM and /or countries under Global Fund safe guard policy.
- Oversee implementation of the approved grants to ensure that the resources— financial and human are being used efficiently and effectively for the benefit of the country.
- Approve major changes in grant implementation that have been proposed by one or more PRs;
- Submit request to the Global Fund for reprogramming of approved plans.
- Review regular progress report of grant implementation that have been submitted by PRs to the CCMN or Oversight Committee and other reports submitted to the Global Fund.

In order to fulfil these functions CCMN needs to achieve adequate cooperation between all constituencies, with internal and external partners and the general public for which it needs to be equipped with effective communication mechanisms. Good communication is a critical precondition for effective functioning of the CCM. Moreover, the way of information flow to and from CCM can greatly influence the country dialogue aimed at strategic planning and important investment decisions. Therefore, all communication processes should be well planned, coordinated, adequately supported and monitored for maximum potential benefits for all stakeholders and most importantly populations affected with the diseases.

RATIONALE

As a governance body overseeing the GF grants implementation, communication is a critical function of the CCM Nepal. It adheres to the Global Fund's Guidelines and Requirements for CCMs, which notes that "CCMs are expected to publish and follow a Communications Plan for sharing information with stakeholder constituencies and the general public". Guidelines from the Global Fund recommends that CCM members share information with and report back to their constituencies in an open and timely manner and respond to requests for additional information contributing to the effective and transparent functioning of CCM. So this encourage CCMs to hold regular and special meetings and engage all relevant stakeholders, including representatives of civil society, in substantive discussions, ensure that information is disseminated to all interested parties and facilitate in the implementation of projects after concept notes are developed and submitted to the Global Fund.

Regular communication among CCMN members and between the Principal Recipient(s) (PRs), sub-recipients (SRs) and all grant stakeholders has been identified by the Global Fund as instrumental to proper grant oversight and performance. Strong communication channels between the CCMN and LFA ensure that the CCMN has access to validated, evidence-based information on PR and SR performance enabling the CCMN to provide better oversight.

CCM's communication Plan has been developed to improve planning, coordination, implementation and monitoring on all its activities. This plan calls for CCM to establish an effective two-way communication for transferring CCM's decisions and recommendations to the public in a simple and timely manner and ensure that all stakeholders' views are heard.

OBJECTIVES

The main objective of this communication plan is to strengthen CCM's governance by effective information exchange within its constituencies, as well as with external partners and the wider public. The objectives can be achieved through the following specific objectives, focused on CCM's external and internal communications:

1. Ensure effective communication between CCM and external partners.

- Ensure regular transfer of clear and accurate information to stakeholders and the wider public on Global Fund funding opportunities and key results achieved through the implementation of Global Fund grants in Nepal.
- Facilitate communication with CCM constituencies.
- Ensure communication between the Global Fund and the CCM in line with the grant agreement and other relevant regulations.
- Provide information on the roles and relationships between the CCM, the PRs and the LFA to interested parties so as to enhance understanding of these interrelated roles and relationships and make them more effective.
- Establish and improve linkages among CCM members and with CCMs from the region and globally to share experience and promote best practices.

2. Ensure effective internal communication within the CCM members and subcommittee.

- Facilitate communication and understanding among members on the core functions of the CCM, including oversight.
- Introduce induction module for new CCM members on their roles and responsibilities, expectations of member participation, and CCM policies (e.g. conflict-of-interest policy), procedures, and tools (e.g. grant oversight dashboard).
- Increase and maintain knowledge among CCM members of key policies and neinformation from the Global Fund.

PRINCIPLE OF COMMUNICATION

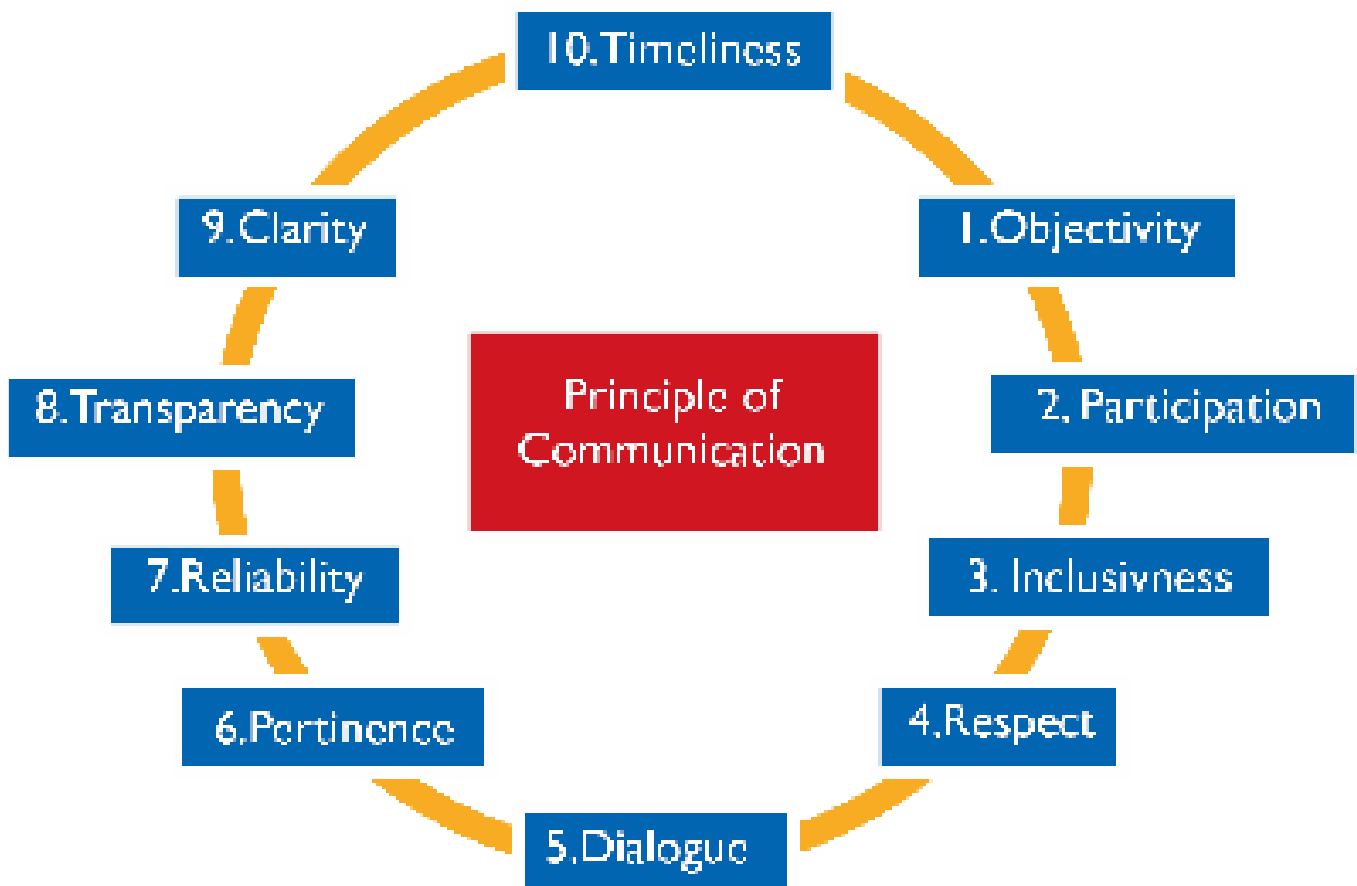


Figure 1: Principles of Communication

TARGET AUDIENCES

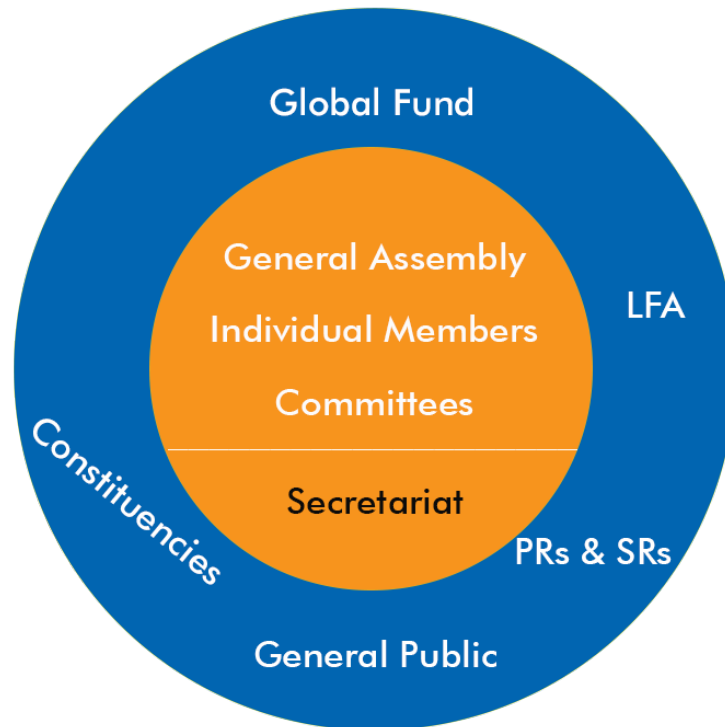


Figure 2: Target Audiences

Communication functions of CCM Nepal have two target domains as follows:

A. Internal target audiences

CCMN members and alternates: Representatives of government, multilateral and bilateral development partners, non-governmental organizations, key affected populations and networks, people living with HIV, people affected by/living with TB, people affected by/living with malaria, academic institutions and the private sector, all of whom are officially elected or selected to serve as regular members or alternates on the CCMN.

CCMN Secretariat: Staff of the Secretariat set up to service and facilitate the work and areas of responsibility of the CCMN.

CCMN Committees: Established by the CCMN for specific tasks (e.g. Executive Committee and Oversight Committee).

B. External target audiences

Global Fund Secretariat: A public-private partnership and international financing institution dedicated to attracting and disbursing resources to prevent and treat HIV/AIDS, TB and malaria.

Local Fund Agent: An independent agency contracted by the Global Fund to verify and report on grant performance on behalf of the Global Fund. It verifies the PR's periodic progress updates and disbursement requests, and undertakes other monitoring activities.

Principal Recipients (PRs): Entities legally responsible for implementation and management of awarded grants, as set out in a grant agreement between the entities and the Global Fund. PRs are required to ensure regular communication with the CCMN as per the Articles of the Grant Agreement described above under 'Purpose'.

Sub-recipients (SRs): Organizations that receive Global Fund financing through the PRs in order to carry out activities that are part of the grant agreements.

Government Ministries and Departments: Specifically, for HIV/AIDS, TB & malaria but also including other key ministries that will have an interest in Global Fund activities.

Grant Stakeholders: Those affected by the grant who can influence it but who are not directly involved with implementing the work.

Members' constituencies: Networks, organizations, and, in some cases, groups of individuals, represented by one or more members of the CCMN.

The general public: The broader population and communities within Nepal.

The media: An important communication channel for the dissemination of information and opportunities concerning active grants, decisions of the CCMN etc.

COMMUNICATION CHANNEL

Effective communication implies diverse communication channels that include exchanges via e-mail, cellular phones, file sharing, feedback meetings, etc. which is intended to mutually reinforce one another toward 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 Secretariat with the CCMN to address them appropriately.



Figure 3: Communication Channels

COMMUNICATION STRATEGY AND KEY ACTIVITIES

The strategies for the effective communication are outlined as below and detailed activity plan based on these strategies are presented in the annex.

- Improve & sustain knowledge among CCM members and alternates on the core functions of the CCM, CCM eligibility requirements including oversight responsibility and COI.
- Increase and maintain knowledge among CCM members of key policies and new information from the Global Fund.
- Update on Oversight Function
- Strengthen information and feedback between CCM members and their constituencies
- Create awareness and understanding of Global Fund-related issues, Increase visibility of Global Fund and CCM in Nepal
- Advocate for support to Global-fund funded programs
- Communicate during Concept Note Development process
- Communicate on grant implementation progress

Event and Meeting Guideline

Event Completion Reports

Event completion reports must be submitted to concerned authority in the standard template, within two weeks of completion of the event. Events include workshops, orientations, meetings, consultation and dialogue and events. The event report must be followed up with a descriptive, narrative report. CCM Secretariat should forward the soft copies of event report to the CCM members and concerned stakeholders as required.

Internal Communications for Social Media Update

Social Media Update is an important part of how we communicate with the outside world. Hence, it is important to focus on delivering quality content about the works through social media. Photos will be updated in social media and a brief description of the event held in a week. Informed consent will be taken from the participants during the event/meeting for clicking and sharing their photographs in social media.

CCMN Meetings

The CCMN shall hold at least four regular meetings per calendar year at approximately quarterly intervals. A calendar of regular meetings shall be prepared by the Executive Committee and circulated to all the members. In urgent situations, and with approval of the CCMN Chair, special meetings may be called. Notice call for special meetings may be called by the CCMN Chair and Vice chair at shorter intervals and labelled accordingly.

When CCMN member is unable to attend a meeting, designated alternate member from the same constituency represents in CCMN meeting. The meetings will be held simultaneously in Nepali and English language.

Meeting minutes

Meeting minutes have to be provided for each meeting in an appropriate template which contains the following information

- Date of the meeting
- Venue of the meeting
- Participants
- Agendas of the meetings
- Conclusions/decisions of the meetings
- Action points of the meetings (including deadlines and responsible persons)

The CCMN Secretariat shall write the meeting minutes and distribute to CCMN members within 15 working days after the meeting. All CCMN members and alternates will be given one week after the minutes are circulated to express any objection to the draft minutes. If no response is given by the member, that shall be considered as endorsement of the minutes. The final version of the minutes has to be forwarded to relevant persons and documented in soft copy.

Files of meeting minutes should have the following format (YYYY.MM.DD) and include document type (agenda, minutes).

Eg. 20191220_Minutes_CCM Meeting

Language of meetings and Minutes

Meetings shall be conducted in English or Nepali given that the participants understand the language. However, meeting minutes should always be provided in English or Nepali language (based on nature of audience) independent of the language used during meetings.

General Rules for Communication

Emailing

An enormous number of emails will be sent for work; thus, some basic rules must be followed when sending electronic mails to each other.

- Reply all – Limit replies to only those who need to know the information being conveyed to respect others' time and inbox capacity.
- Forwarding – In general, emails should not be forwarded to others without permission from the sender. The content that will be forwarded should be carefully reviewed to avoid sending sensitive information.
- Responding – Employees should respond to emails, both internally and externally, within a reasonable timeframe.
- If the email asks for feedback or input, replies must be sent within seven working days or the deadline set, whichever is sooner.

Language and fonts

The official language for communication will be Nepali and/or English. All documents and deliverables are expected to be in English language and it can be translated in Nepali as required.

For documents, the standard fonts shall be as follows:

English: “Gill Sans MT” Font size: 14 (Bold) for major heading, 13 (Bold) for sub heading and 12 for Body text. Line spacing 1.15.

Nepali: Text in “Preeti” font

These standard fonts shall be applicable to all documents such as reports, proposals, budgets and plans.

Internal Communication Work Plan

Objective	Activity	Responsible	Audience	Frequency	Remarks
Create awareness and understanding of Global Fund-related issues, Increase visibility of Global Fund and CCM in Nepal	Maintain CCMN website	CCM Secretariat	Constituencies, PRs, SRs, EDPs, other stakeholders and the general public	Continuous	The CCMN already has a dynamic website, where the information relating to the CCMN functioning and operations will be posted. A feedback section in the CCM web will be created to obtain regular feedback on CCM functions and grant related information
	Develop short video on Global Fund, its Grants in Nepal and CCM Nepal	CCM Secretariat	Wider public	Once	3-4 minute video animated with audio and subtitle in Nepali language
	Publish newsletter/ bulletins, disseminating information on Global Fund program and activities	CCM Secretariat	Stakeholders, wider public	Bi-annually	Global and National information to be included; information on the activities of constituencies and CCM Nepal
	Develop branding policy	CCM Secretariat	CCM members, stakeholders and constituencies	Once	Develop and endorse CCM standard logo and slide and documents templates.
	Update and print the flyer on CCM/Global Fund	CCM Secretariat	Stakeholders, wider public	Continuous	
	Creating and circulation of minutes & information on Global Fund activities.	CCM Secretariat	Stakeholders, wider public	Continuous	Also update in official website.
	Brief any new Ministers of Health on CCM functions and keep him/her updated	CCM Chair/Executive Committee	Minister of Health and Population	Once	
	Review media reports on the GF/CCM and follow up if necessary	Executive Committee	Mass Media	Continuous	
	Annual stakeholder workshop	CCM Secretariat	Stakeholders	Continuous	
	Encourage joint CCM-PR-LFA participation in Fund Portfolio Manager country missions, and opportunity for meetings between the PR and the LFA	CCM Secretariat	CCM members, PR, LFA, Fund Portfolio Manager	Continuous	
	To publish in CCM web the EPA related document, Audit report, CCM Meeting minutes, grant briefs and other relevant documents.	CCM Secretariat	Stakeholders	Continuous	

Objective	Activity	Responsible	Audience	Frequency	Remarks
Advocate for support to Global-fund funded programs	Maintain communications with governmental agencies and the private sectors	CCM Secretariat and Executive Committee	Governmental officials and private sector	Continuous	
	Maintain communications with relevant multilateral and bilateral development partners	CCM Secretariat and Executive Committee	Multilateral and bilateral development agencies officials	Continuous	
Improve & sustain knowledge among CCM members and alternates on the core functions of the CCM, CCM eligibility requirements including oversight responsibility and COI.	Create information pack and conduct orientation for CCM members and alternates.	CCM Secretariat	CCM Members	Continuous	Information pack includes: CCM functions, requirements and tools
	Conduct annual workshop or “retreat” to discuss outstanding issues and find ways to improve CCM performance	CCM Secretariat	CCM Members	Annually	CCM retreat is an opportunity to provide strategic information and direction to the CCM Members
	Develop CCM grievances and feedback handle mechanism	CCM Secretariat	CCM Members	As per need	Form and endorse grievance handle committee
	Translate the key related documents in Nepali language as required	CCM Secretariat	CCM Members	As per need	RoB and other key documents to be translate din Nepali language;Arrangement of simultaneous translation while in workshops where international facilitators are present
	Update and disseminate CCM related ToRs	CCM Secretariat	CCM Members	As per need	
Increase and maintain knowledge among CCM members of key policies and new information from the Global Fund.	Regularly disseminate policies and key information from the Global Fund to CCM members.	CCM Secretariat	CCM Members	Continuous	
Update on oversight Function	Brief CCM members on latest developments regarding the situation of the three diseases, update on grant implementation including key issues and challenges/risks&provide feedback to PR based on CCM reviews	Oversight committee	CCM Members	Quarterly	The source of information could be PR report (dash board), oversight committee reports, feedback from KP and constituencies
	Organize site visits, develop and disseminate report	Oversight Committee CCM Coordinator Oversight Officer Oversight Consultant	CCM Members	Quarterly	
	CCM Coordinator	CCM Secretariat/ Oversight Officer	CCM Members	As needed	The external sources could be other departments, Ministries and provincial & local authorities.

Objective	Activity	Responsible	Audience	Frequency	Remarks
Strengthen information and feedback between CCM members and their constituencies	Collect, review, and follow up of communications received from constituencies	CCM members and CCM Secretariat	CCM Members and members' constituencies	Continuous	Should be a responsibility of the constituency's representatives. However, the CCM Secretariat will facilitate this process through e-mails/ website and annual meetings and collates information for the whole CCM.
	Survey to analyze strengths and weaknesses of current/past communication processes and to identify areas of improvement	CCM members and CCM Secretariat	CCM Members and members' constituencies	Quarterly	All members and alternate members should have an updated contact list of their constituents. KP representatives in CCM are encouraged to conduct such survey regularly and share the finding to the CCM
	Organize constituency engagement workshops	CCM Secretariat	CCM Members and members' constituencies	Annually	To be conducted in center as well as in provinces

External Communication Work Plan

Objective	Activity	Responsible	Audience	Frequency	Remarks
Create awareness and understanding of Global Fund-related issues, Increase visibility of Global Fund and CCM in Nepal	Maintain CCMN website	CCM Secretariat	Constituencies, PRs, SRs, EDPs, other stakeholders and the general public	Continuous	The CCMN already has a dynamic website, where the information relating to the CCMN functioning and operations will be posted.
	A feedback section in the CCM web will be created to obtain regular feedback on CCM functions and grant related information	CCM Secretariat	CCM Members	Annually	CCM retreat is an opportunity to provide strategic information and direction to the CCM Members
	Develop short video on Global Fund, its Grants in Nepal and CCM Nepal	CCM Secretariat	Wider public	Once	3-4 minute video animated with audio and subtitle in Nepali language
	Publish newsletter/ bulletins, disseminating information on Global Fund program and activities	CCM Secretariat	Stakeholders, wider public	Bi-annually	Global and National information to be included; information on the activities of constituencies and CCM Nepal
	Develop branding policy	CCM Secretariat	CCM members, stakeholders and constituencies	Once	Develop and endorse CCM standard logo and slide and documents templates.
	Update and print the flyer on CCM/Global Fund	CCM Secretariat	Stakeholders, wider public	Continuous	
	Creating and circulation of minutes & information on Global Fund activities.	CCM Secretariat	Stakeholders, wider public	Continuous	Also update in official website.
	Brief any new Ministers of Health on CCM functions and keep him/her updated	CCM Chair/Executive Committee	Minister of Health and Population	Once	
	Review media reports on the GF/CCM and follow up if necessary	Executive Committee	Mass Media	Continuous	
	Annual stakeholder workshop	CCM Secretariat	Stakeholders	Continuous	
	Encourage joint CCM-PR-LFA participation in Fund Portfolio Manager country missions, and opportunity for meetings between the PR and the LFA	CCM Secretariat	CCM members, PR, LFA, Fund Portfolio Manager	Continuous	
	To publish in CCM web the EPA related document, Audit report, CCM Meeting minutes, grant briefs and other relevant documents.	CCM Secretariat	Stakeholders	Continuous	

Objective	Activity	Responsible	Audience	Frequency	Remarks
Advocate for support to Global-fund funded programs	Maintain communications with governmental agencies and the private sectors	CCM Secretariat and Executive Committee	Governmental officials and private sector	Continuous	
	Maintain communications with relevant multilateral and bilateral development partners	CCM Secretariat and Executive Committee	Multilateral and bilateral development agencies officials	Continuous	
Communicate during Concept Note Development process	Discussion of allocation or invitation letters from the Global Fund with key actors	CCM Committee	CCM member, executive committee, EDPs	Once in 3 year	
	Public announcements call for Global Fund concept notes	CCM Secretariat	Stakeholders, wider public	Once in 3 year	
	Conduct workshop for country dialogue over the three diseases	CCM Secretariat	Stakeholders, wider public	Once in 3 year	
	Response to queries and clarifications on the concept note raised by the Global Fund	CCM Secretariat	MoHP/GF	As needed	
	Response to inquiries from public, civil society and private sector	CCM Secretariat	Stakeholders	As needed	
	Publish criteria and regulations for PR/SR selection	CCM Secretariat	Interested parties, wider public	As needed	
	Circulation of final draft and of the Global Fund's responses/approval	CCM Secretariat	Stakeholders	As needed	
Communicate on grant implementation progress	Get information on grant implementation progress and develop informative briefs	CCM Secretariat	PRs, SRs, KP stakeholders, PLWD	Quarterly	Feedback from beneficiaries is encouraged. Feedback can be through CCM web, email, letter, personal communication and so on.
	Report on grant implementation progress	CCM Secretariat	Grant stakeholders, CCM, wider public	As needed	
	Ensure communications and transparent reporting of Global Fund financing in national budget documentation and/or with national planning authorities	CCM Secretariat	Stakeholders	Continuous	
Others	Distribute press releases	CCM Executive Committee	Wider public	As needed	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 and CCM Secretariat	Stakeholders	Continuous	



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