

**ETHIOPIA COUNTRY COORDINATING MECHANISM
(CCM/E)**

**CIVIL SOCIETY CONSTITUENCIES
COMMUNICATION PLAN**

**February 2017
Addis Ababa, Ethiopia**

Contents

- I. Introduction.....1
- II. Rationale..... 2
- III. Objective..... 2
- IV. Situational analysis..... 2
- V. Communication strategies..... 5
- VI. CCM/E Communication Plan..... 7

ETHIOPIA COUNTRY COORDINATING MECHANISM (CCM/E) CIVIL SOCIETY CONSTITUENCIES COMMUNICATION PLAN

I. Introduction

The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), often called the Global Fund (GF), was created in 2002 as an innovative financing mechanism that seeks to rapidly raise and disburse funding for programs that reduce the impact of HIV/AIDS, tuberculosis and malaria and health systems strengthening (HSS) in low- and middle-income countries. The GF is structured as a partnership between developed countries, developing countries, the private sector, civil society and affected communities.

Unlike many other donors, the GF does not have offices in the countries. Rather, it has Country Coordinating Mechanism (CCM) to ensure that resources are used efficiently, and that programs funded by the GF reach the people most in need. CCM is a country level partnership of stakeholders, responsible for developing and submitting grant proposals/funding requests, nominating PRs, and providing oversight to grant implementation. Ethiopia Country Coordinating Mechanism (CCM/E) was established in February 2002. Each country decides who is represented in the CCM. In CCM-Ethiopia, government, bilateral and multilateral organizations and Civil Society Organizations (CSOs) are represented. CCM/E has 21 members; 5 from government, 5 from bilateral and multilateral and 11 from civil societies. Civil society constituencies constitute more than 50% (11 of the 21) of the seats in CCM/E.

The term “Civil society” is used to designate all those stakeholders who are neither government bodies, nor private sector enterprises: groups such as non-governmental organizations (international or local), advocacy groups, faith-based organizations, networks of people living with the diseases, and so on. Civil societies have been integral part of the GF work at international, country and community *levels*. Due to their significant contribution, the GF requires CCMs to include civil society representatives and actively participate in the decision making process of CCM/E in funding request development and overseeing grant implementation.

The GF requirement #5 for CCM/E to comply states that civil society representatives should be elected by their constituencies and should solicit input from and provide feedback to their constituencies so that they effectively present the interest of all constituencies that selected them.

Soliciting input and providing feedback is important;

- To have a wider variety of CSOs voices heard at national level
- To ensure civil society members influence the provision of health services provided with GF support, address challenges experienced and improve the quality of health services
- To effectively engage constituencies to support resource mobilization, grant making, effective implementation, improve grant performance and thereby get more resources for future programs and fight the three diseases.
- To efficiently communicate within and outside the GF structures (CCM/E, PRs, GF Secretariat, LFA and other stakeholders.
- To document fulfillment of CCM/E CSOs requirements of the Global Fund.

II. Rationale

Strengthening engagement of civil society constituencies through developing and standardizing effective communication will reinforce the CCM/E ability to identify and resolve problems early. CCM/E CSO constituencies' communication plan is important:

- To inform constituencies correctly and in a timely manner of all important issues concerning GF grants.
- To have a structured communication between CCM/E CSOs representatives and their constituencies so that there is transparency on the work of the CCM/E
- To enable organized inputs from constituencies are heard at CCM/E meetings and feedbacks from CCM/E meeting are provided to constituencies on a regular basis.
- To enable CCM/E to perform its functions effectively
- To effectively demonstrate the contribution of CCM/E and the GF in the fight against HIV/AIDS, Tuberculosis and Malaria and Strengthening Health System in Ethiopia.

III. Objective

The main objective of this communication plan is to effectively engage CSO constituencies in GF process by promptly sharing information and feedback that supports and improves grant performance and CCM/E operations.

IV. Situational analysis

For the development of appropriate communication plan and strategy, the situational/gap analysis was approached in two ways;

- Assessing the practice of communication strategy and approach CCM/E is following to reach members, including CSOs constituencies (desk review)
- Using the information collected from group discussion of the CCM CSOs workshop for soliciting input and feedback from the CSOs constituency

1. Assessing the practice of communication strategy and approach CCM/E is following to reach members including CSOs constituencies

CCM/E as part of its internal communication reaches members through sharing regular updates and meeting minutes and agendas. Meeting are conducted every two months to discuss on issues related to the GF grants. In addition, quarterly reports and oversight activity reports are prepared and shared with CCM/E members. Though, it is not done regularly PR biannual reports (progress updates and disbursement requests (PUDRs)) are shared with CCM/E members ahead of CCM/E regular meetings. Information sharing between CCM/E members and their constituencies had been very limited. There are good practices that CCM/E members present GF updates in their meeting with their constituencies such as CCRDA, NEP+ and National Network of Positive Women Ethiopian. Other CCM/E CSO representative did not share the information they got from CCM/E with their constituencies. Some of CSO constituencies are not aware of the GF processes and do not contribute to the implementation of GF grants. The practice of CSO representatives at CCM/E providing regular feedback and soliciting inputs from their constituencies is limited.

2. Using the information collected from group discussion of the CCM CSO workshop for soliciting input and feedback from the CSO constituency

To discuss and prepare CCM/E communication plan and engage CSO constituencies, CCM/E conducted one-day workshop on November 17, 2016 for soliciting input and feedback from the CSO constituency and identified the following challenges for internal (within CCM/E members) and external communication (CCM/E members and their constituencies):

1. Internal communication

- **Communication with CCM/E members:** information sharing with PRs and CCM/E Secretariat is delayed in some instances leading to delays in the circulation of information to CCM/E members. In some cases, PRs also do not share information with the CCM/E Secretariat. PUDRs/CCM/E dashboards and other documents which require time for review by CCM/E members may not be shared well ahead of the CCM/E meeting.

- **Lack of the induction package for new CCM/E members:** there is no brief orientation package prepared for new CCM/E members. Though the members are shared with CCM/E governance framework documents (governance manual, conflict of interest policy, oversight plan and others), it is not pleasant to review and understand the current status of CCM/E activities.
- **Capacity building for CCM/E CSO representatives:** it was identified during the workshop CSO representatives do not have adequate information on CCM/E activities. This could be attributed to inadequate capacity building activities conducted by CCM/E CSO representatives and variation in level of knowledge among CCM/E members.
- **Information sent to the CCM/E members from GF:** The GF sends information to the CCM/E members. There is a lack of clarity on how members should respond to this information. Members, in most cases, do not respond to the information as they see this as the role of the Chairperson and/or CCM/E Secretariat. However, members should provide their feedback of input into CCM/E response to the GF to the Secretariat

II. External Communication

- **Inadequate practice of soliciting input and providing feedback from CSO representatives:** few CCM/E CSO representatives provide feedback and solicit inputs from their constituencies during their general assembly and/or board meeting. However, others do not regularly share information with their constituencies. This could be due to different reasons; 1) CSO representatives are not aware that this is their responsibility, 2) CSO representative do not have lists of their constituencies (lack of constituency database), 3) lack of guidelines for constituency engagement, and 4) lack of resources to conduct consultative meetings with their constituencies.
- **Communication tools:** The CCM/E relies on the traditional communication tools e-mails, hard copy documents and meetings. There is a need to establish communication tools that would enhance constituency participation in CCM/E matters.
- **Grant alignment and harmonization:** though most of CCM/E members are members of other health forums such as Health, Population and Nutrition (HPN) donor groups and program technical working groups. There is no regular and formal channel to share information regarding GF grants and other program implementation.
- **External stakeholder and media relations:** CCM/E has been making media announcement for call for expression of interest to participate in country dialogues and access GF grants. However, little

effort has been made to sensitize and involve the media in the dissemination of information about the GF grants in Ethiopia.

V. Communication strategies

Based on the above situation (gap) analysis, the following communication strategy is proposed to address the communication gap and information sharing process.

1. **Build CCM and constituency capacity to communicate and continuously share information**

- Prepare CCM/E CSO constituencies database
- Workshops on CSO Constituency communication skills building e.g. practical training in formulating and presenting the concerns of the constituencies at CCM meetings
- Set aside resources to implement CSO engagement, communication plans.
- Develop communication plan to share information from CCM/E to CSO constituencies through the CSOs representative and vice-versa signed off by CSO Representatives and constituencies
- Follow up with CSO Rep/constituencies on a regular basis to check on information flow
- Prepare induction kits/tools for incoming members of the CCM/E
- Provide regular capacity building trainings for all members of the CCM/E

2. **Ensure wide access to CCM governance and operational information**

- Establish CCM/E website
- Identify and archive all documents that should be available on CCM website: (Strategy and Action Plan, Oversight Plan, Terms of Reference, Job descriptions, and membership registers for CCM/E and other related units, Standard Operating Procedures. This will also involve archiving all CCM/E minutes on-line).
- Regularly upload updates/briefing notes on the website
- CCM Secretariat to ensure up to date documentation is available on a website or other

3. **Strengthen documentation and information sharing related to the GF NFM:**

This will include strengthening the documentation and archiving of the entire Funding Request development process like a call for Expression of Interest, PR and SR roles and selection criteria, GF responses among others. The archives will also cover grant signing, consolidation and disbursement processes.

The following issues need to be addressed in relation to grant alignment, harmonization and proposal development

- a. Strengthen communication support for GF grant alignment and harmonization: request technical assistance for communication activities to support alignment and harmonization GF grant with other programs.
- b. Strengthen documentation, & information processes related to proposal development
 - Decide in advance of Country Dialogue plan for documenting Proposal development and appoint focal point(s) for CCM and PRs
 - Consider the use of social media, e.g. Facebook account to facilitate Public participation
 - Translation of written materials into local languages
 - Translation of Global Fund-related information into community-friendly documents using local languages
4. **Strengthen the documentation, archiving and dissemination of grant oversight information:** This will include archiving and disseminating the GF guidelines for oversight; CCM/E Oversight Plan and annexes; Grant Performance Report and Disbursement Requests; Grant Dashboards, oversight visit calendar and reports, and oversight meeting minutes; as well as regularly sharing the latest Dashboards. The CCM/E secretariat is expected to:
 - Make presentations at each CCM meeting using CCM Dashboard
 - Regularly reviews use of CCM Dashboard and relevant upgrades/technical support
5. Strengthen the capacity of CCM focal persons and mass media to report accurately on GF issues in the Country: This will involve training media professionals and key CCM/E resource persons to the GF, processes and accurate reporting, developing effective press releases and the use of the communication plan. This also includes:
 - Discussion at CCM meeting potential benefits and activities related to presenting CCM work/GF support in Ethiopian media
 - Appoint mass media focal point in CCM/E for following up on agreed activities

VI. CCM/E Communication Plan
Implementation Metrix

S.No.	Communication strategy	Activity	Implementing bodies	Timeframe	Outcome/measurement
1	Build CCM/E and Constituencies capacity to communicate and continuously share information	Prepare and update CCM/E CSO Constituencies database	CCM/E CSO representatives, CCM/E Secretariat	First quarter of 2017 and update annually	Updated CCM/E CSO constituencies database is available
		Conduct CCM/E CSOs representatives communication skills building training	GF Country Team/LFA, CCM/E Secretariat	Annually	Training conducted
		Prepare induction kit/tool for incoming CCM/E members	CCM/E Secretariat	Periodically	Induction kit/tool prepared
		Provide regular capacity building trainings for all CCM/E members	GF Country Team/LFA, CCM/E Secretariat	Annually	Training conducted
		Follow up with CCM/E CSO representatives to check on information flow on a regular basis	CCM/E Secretariat	Quarterly	Information is shared with CCM/E CSO representatives and their constituencies
2	Ensure wide access to CCM/E governance and operational documents	Establish CCM/E website	CCM/E Secretariat	1 st quarter of 2017	Website established
		Identify and archive all documents that should be available on CCM/E website	CCM/E Secretariat	Periodically	All documents are uploaded on CCM/E website
		Regularly upload updates/briefing notes on CCM/E website	CCM/E Secretariat	Periodically	Updates/briefing notes are uploaded
		Ensure up to date information is available on CCM/E website or other	CCM/E Secretariat	Quarterly	

S.No.	Communication strategy	Activity	Implementing bodies	Timeframe	Outcome/measurement
3	Strengthen documentation and information sharing related to GF New Funding Model (NFM)	Documentation and archiving of the entire funding request development processes like call for express of interest, PR and SR selection criteria, GF responses, grant signing and disbursement processes.	CCM/E Secretariat, GF Country Team	Biannually	
		Prepare country dialogue plan for proposal development and appoint focal points for CCM/E and PRs	CCM/E members and Secretariat		
		Establish mechanisms for seeking feedback from non-CCM/E members and people infected/affected by the diseases during funding request development	CCM/E Secretariat	Periodically	
		Use social media to facilitate public participation	CCM/E members and Secretariat	Periodically	
		Translate GF related documents into community friendly documents using local languages			
		Disseminate CCM/E oversight plan and calendar of oversight activities to CCM/E members and oversight committee members	CCM/E Secretariat	Annually	Oversight activities plan and calendar are shared

4	Strengthen documentation, archiving and dissemination of grant oversight information	Disseminate and archive grant progress updates and Dashboards	CCM/E Secretariat	Biannually	
		Submit oversight reports to the GF Secretariat at least twice a year	CCM/E Secretariat	Biannually	Oversight reports are shared with GF Secretariat
		Conduct consultative meeting to critically review the CCM/E oversight field visit outcomes	Oversight Executive Committee, CCM/E Secretariat	Biannually	Reviewed oversight results
		Use CCM Dashboards to present grant updates at the CCM/E meetings	PRs, CCM/E Secretariat	Biannually	
		Regularly review use of CCM Dashboards and conduct relevant upgrades	CCM/E Secretariat	Periodically	
5	Strengthen the capacity of CCM/E focal persons and mass media	Training CCM/E focal persons and media professionals on GF processes, accurate reporting, and developing effective press releases	GF Secretariat, CCM/E Secretariat	Periodically	Trained CCM/E focal persons and media professionals
		Discuss potential benefits and activities related to presenting CCM/E/GF working in Ethiopia Media	CCM/E members	1 st quarter of 2017	
		Appoint mass media focal point in CCM/E for following up on activities	CCM/E members		
6	Facilitate implementation of communication plan	Seek approval of the communication plan by CCM/E	CCM/E	1 st quarter	Approved communication plan
		Set aside resources to implement the communication plan	CCM/E, GF, USAID, UNAIDS	Annually	Allocated resource for implementing communication plan