CCM Albania Communication Strategy

May 2015

Background

Country Coordinating Mechanism of Albania (CCMA) is a central mechanism for implementing Global Fund supported HIV and TB programs in Albania. CCMA creates a multi-stakeholder platform for country ownership and participatory decision making on HIV and TB related policy and programmatic issues. As of May 2015, CCMA includes representatives from the three sectors: governmental, civil society and development partners (multilateral or bilateral agencies). Representatives of key affected populations and people living with the disease are part of the CCMA.

CCMA's operations are regulated according to the CCMA governance Manual. The core functions of the CCMA include the following (CCMA Governance Manual February 2015, Article 2):

- **To coordinate the development and submission of national proposals** to the Global Fund.
- **To develop and implement criteria** for the nomination of Principle Recipients (PR) and Sub- Recipients (SR) for each proposal, which will be involved in the implementation of the project, should the proposal be approved.
- **To oversee Global Fund grants in Albania**. Oversee implementation of activities financed by Global Fund grants, ensuring that the performance of PRs and SRs is monitored and evaluated. Review progress reports that have been prepared and submitted to the Global Fund by PRs.
- **To facilitate PRs in reprogramming of grants.** Consider and, where appropriate, approve major changes in grant implementation plans that have been proposed by the PR. When necessary, submit requests to the Global Fund for reprogramming of approved grants.
- **To request Global Fund for continued funding**. Submit to the Global Fund request for continued funding for each approved grant as required.

The core functions outlined above should be accomplished through open, transparent and

participatory processes. In order to achieve adequate cooperation between all constituencies, with internal and external partners and the general public CCMA needs to be equipped with effective communication mechanisms. Good communication is a critical precondition for effective functioning of the CCMA. Moreover, the way of information flow to and from CCMA 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

The CCMAA communication strategy is developed to improve planning, coordination, implementation and monitoring on all CCMA's activities. The plan defined priority objectives and activities to address CCMA's communication needs. The communication plan intends to contribute to the effective and transparent functioning of the CCMA.

This Communication strategy will improve information flow internally among the CCMA (the Secretariat, CCMA oversight committee, CCMA Executive Committee and CCMA ad hoc working groups), and externally between the CCMA and CCMA members' constituencies, the Global Fund, the Local Fund Agent, stakeholders and the wider public. The strategy serves as a guide to enable the CCMA and its Secretariat to communicate more effectively as it develops and submits grant proposals to the Global Fund, oversees progress of grant implementation and reports to all grant stakeholders and the wider community of Albania on results achieved through Global Fund grants.

This strategy is developed and refers to other important governance and operational documents approved by CCMA, being the CCMA Secretariat, Governance and Oversight Manuals. As communication is a cross cutting dimension, it constitutes a key element to all the Manuals. This strategy does not intend to substitute any provision set by the manuals, but to ensure inter linkages among them and other activities of CCMA.

Goal and Objectives

The goal of this strategy is to strengthen CCMA's governance by effective information exchange within its constituencies, external partners and the wider public. This strategy calls CCMA to establish an effective two-way communication for transferring CCMA's decisions and recommendations to the public in a simple and timely manner and ensure that all stakeholders' views are heard. Non-CCMA members' viewpoints need to be solicited and considered in providing grant oversight.

This goal will be achieved through a number of objectives focused on (1) CCMA's external communications and (2) CCMA's internal communications

(1) Objective 1: To ensure effective communication with and between CCMA's external partners

1.1. 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 Albania

1.2. Facilitate communication with CCMA constituencies.

1.3. Ensure communication between the Global Fund, the GF Portfolio Manager and the CCMA in line with the grant agreement and other relevant regulations.

1.4. Provide information on the roles and relationships between the CCMA, the PRs and the LFA to interested parties so as to enhance understanding of these interrelated roles and relationships and make them more effective.

(2) Objective 2: To ensure effective internal communication within the CCMA members and subcommittees.

2.1. Facilitate communication and understanding among members on the core functions of the CCMA, including oversight.

2.2. Introduce induction module for new CCMA members on their roles and responsibilities, expectations of member participation, and CCMA policies (e.g. conflict-of-interest policy), procedures, and tools (e.g. grant oversight dashboard).

2.3. Increase and maintain knowledge among CCMA members of key policies and new information from the Global Fund.

Target Audiences and Definitions

The key target audiences for this strategy are listed and defined below:

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

B. *CCMA members:* representatives of government, multilateral and bilateral development partners, nongovernmental and faith-based organizations, affected communities, academic institutions and the private sector officially elected or selected to serve as regular members, part of an Albania governance body overseeing grants from the Global Fund.

C. *Members' constituencies:* organizations, and in some cases groups of individuals, which are represented by one or more members of the CCMA. Constituencies can be based on geographic regions, sectors or on a like-minded approach to issues.

D. *CCMA Secretariat:* the staff of the Secretariat.

E. *Principle recipient (PR):* entity legally responsible for implementation and management of awarded grants, as set out in a grant agreement between the entity and the Global Fund. PR is required to ensure regular communication with the CCMA as per the Articles of the Grant Agreement. There are number of articles in the Global Fund Grant Agreement, which mandates PR to communicate with the CCMA. (1) As per Article 7 of the Grant Agreement, PRs are legally obligated to cooperate with CCMAs and to be available to meet with them regularly to discuss plans, share information and communicate on program- related matters. PR is also legally obligated to provide program-related reports and information to the CCMA upon request. (2) As per Article 15, PR is legally obligated to provide CCMAs with a copy of all reports submitted to the Global Fund. (3) As per

Article 25 of the Grant Agreement, PR is legally obligated to copy CCMAs on all notices, requests, documents, reports or other communication exchanges with the Global Fund Secretariat. Similarly, as per Articles 47 and 48 of the Global Fund's Guidelines and Requirements for Country Coordinating Mechanisms, CCMA 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.

F. *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.

G. *Local Fund Agent:* local, independent agency contracted by the Global Fund to provide oversight of the PR on behalf of the Global Fund. Before the Global Fund signs a grant agreement, the LFA assesses the capacity of the nominated PR in the areas of financial management, programmatic management, monitoring and evaluation, and procurement and supply management. On an ongoing basis, it verifies the PR's periodic progress updates and disbursement requests, and undertakes other ad hoc monitoring activities.

H. *Grant stakeholders:* those affected by the grant who can influence it but who are not directly involved with implementing the work.

I. *Wider public:* The broader population and communities of Albania.

General Principles to Guide CCMA Communications

CCMAA 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:

- CCMA 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 CCMA.

- CCMA should communicate in a frank, open, respectful and diplomatic manner.
- CCMA should demonstrate a clear and realistic understanding of public health, management and financing.
- CCMA should clearly document and keep records of communications.

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

As per CCMA Secretariat Manual below are enlisted the core roles of the secretariat for documentation and communication:
- Maintaining and archiving all records of the CCM, its committees and working parties, including minutes and correspondence arising from decisions and deliberations of the CCM and its committees;

- Maintaining and archiving all documentation regarding selection / election and appointment of CCM members from constituency groups;
- Maintaining and archiving all communication by the CCM regarding development of proposals including details of consultants used in proposal development;
- Maintaining and archiving all documentation regarding calls for expressions of interest in Principal Recipient roles and other implementation partners and selection thereof;
- Maintaining and archiving all financial records of the CCM and its activities;
- Providing advice on availability of, and, where appropriate, repackaging information on Global Fund rules, regulations and guidelines and in-country program activities and performance for CCM members and development partners both in Albanian and English.
- Maintaining an updated website including minutes of all meetings, CCM membership information, announcements and contact details of CCM members.

Executive Committee Communications
- The Executive Committee should clarify its role and functions, as and when appropriate.
- The Executive Committee should report back to CCMA on Executive Meeting recommendations/decisions
- The Executive Committee, with support of the Secretariat, should provide executive meeting minutes to CCMA members. The Executive Committee should ensure timely submission of documents for comprehensive review & sharing around Executive Committee decisions

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

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 site visit reports, etc. for comprehensive review to the CCMA through the Executive Committee/Secretariat.

- The Oversight Committee should share oversight summary with CCMA for comprehensive review before CCMA meetings through the Executive Committee
- The Oversight Committee should communicate regarding formal site visits with SRs through the PR (and the CCMA Chairperson)
- The Oversight Committee should communicate with CCMA through Secretariat for sharing of reports and decisions

CCMA Members

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

PR

- The PR should communicate to GF and FPM should copy CCMA Chair , Vice Chairperson and Secretariat.
- The PR should communicate with SRs and conduct debrief/ update meetings with the Oversight Committee (OC) and provide the OC (through the Secretariat) with all documents required (management letters, 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 CCMA

Government

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

LFA

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

Communication key strategies of CCMAA

In response to the above information and communication needs, the following broad strategies will be used to contribute to the strengthening of CCMA's internal and external communication:

Build CCMAA and constituency capacity to communicate and continuously share information

The CCMA Secretariat will exploit long-term tools/approaches (e.g. website) of communication. The secretariat will also get the necessary resources to communicate, as necessary, with its relevant stakeholders through newspaper advertisements; mobile, fixed telephony and courier.

Ensure wide access to CCMA governance and operational information to promote sectoral/ constituency representativeness

The CCMA secretariat will archive all governance and operational documents in its website for wide access by constituencies represented. These will include the CCMA governance manual, Oversight Plan, Secretariat Operational Manual, Terms of References/job descriptions, membership registers; Standard Operating Procedures, and the Communication strategy/plan, constituencies work plans. The minutes of CCMA meetings will be accessible on line.

Strengthen communication support for Global Fund grant alignment and harmonization

This will involve capacity strengthening in the documentation, dissemination of the gap analysis report, and the process of harmonization and grant consolidation. It will also involve documenting and archiving of minutes of meetings and other communication on efforts aimed at better coordination of the Global Fund and other resources.

Strengthen documentation, archiving and information processes related to proposal development and phased funding requests

This will involve strengthening the documentation of the entire proposal development process by secretariat, and archiving the results as appropriate. The process elements to be documented include the Call for Proposals, Expression of Interest, PR and SR roles and

selection criteria, and Global Fund responses to country proposals, among others. The archived documents will also cover grant signing, consolidation and disbursement processes.

Strengthen the documentation, archiving and dissemination of grant oversight information

This will include archiving and disseminating the Global Fund guidelines for oversight; CCMAA oversight plan; Grant performance report and disbursement requests; Grant dashboards, oversight visit calendar and reports, and minutes of the oversight meetings; as well as regularly sharing the latest dashboard entries.

Strengthen the capacity of CCMA focal persons and mass media to report accurately on Global Fund issues in Albania

This will involve training media professionals and key CCMA resource persons on the Global Fund, its processes, and on accurate reporting and developing effective press releases.

Communication Plan of CCMA (annual)

Activities	Specific activities	Responsible for Implementation	Target Audience	Tools and Notes	Periodicity	Budget requirements
1.1 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 Albania	Maintenance of a CCMA website	CCMA Secretariat Website master (subcontract)	All target audiences	www.ccma-albania.al Information to be updated in the website: CCM and committees meeting agenda, minutes, manuals, grant management performance documentation, list and contacts of members, composition of committees, workshop/training reports, expression of interests)	Monthly	Yes; Already budgeted
	Publish annual reports for stakeholders on news related to HIV and TB, and Global Fund grants (including information for grant performance, retrieved for grant performance documentation).	Information coming from PR, National TB and HIV program Secretariat, validated by executive committee	Stakeholders, wider public	Created as pdf. Distributed electronically by e-mail and placed on website www.ccma-albania.al	Annually	Only Secretariat staff budgeted

	Publish call for expression of interests (e.g. membership application, TA, secretariat, PR application)	CCMA Secretariat	Stakeholders, wider public	Distributed electronically by e-mail and placed on website.	As need arises	Secretariat staff budgeted
	Distribute press releases as needed	CCMA Secretariat	Wider public	May take form as press release, news release, media release, press statement, video release. Remarkable events include grant signings; visits of GF officials, new GF funded activities, arrival of supplies, etc. Distributed electronically by e-mail and/or placed on website.		Only Secretariat staff budgeted
1.2 Facilitate communication with CCMA constituencies (civil society).	Collection, archive and review of communications received from constituents	CCMA Secretariat	Members and members' constituencies	This should be a responsibility of the constituency's representatives. However, the Secretariat will facilitate this process through e-mails/website and annual meetings and collates information for the whole CCMA.		

1.3 Ensure communication between the Global Fund, the Portfolio Manager and the CCMA in line with the grant agreement and other relevant regulations.	Maintain communications with Portfolio Manager & Members Constituents	CCMA Executive Committee and Secretariat	Global Fund, CCMA members	Official communication with the Global Fund shall be performed directly by the CCMA Executive Committee or via the CCMA Secretariat.	Throughout the year	Secretariat staff budgeted
	Annually disseminate Guidelines and Requirements for CCMAs to all members and PRs.	CCMA executive committee CCMA secretariat	Global Fund, CCMA members	CCMA members, PRs, LFA	Annually	Secretariat staff budgeted
	Encourage joint CCMA-PR-LFA participation in Fund Portfolio Manager country missions, and opportunity for meetings between the PR and the LFA	CCMA Executive Committee & CCMA Secretariat				Secretariat staff budgeted

1.4 Provide information on the roles and relationships between the CCMA, the PRs and the LFA to interested parties so as to enhance understanding of these interrelated roles and relationships and make them more effective.	Develop and update communication strategy which is agreed with PR (as per the Global Fund's Guidelines and Requirements for CCMA)	External TA& CCMA Secretary	PRs, CCMA members	This strategy must detail communication activities throughout the grant lifecycle, and including scheduled financial and programmatic updates to the CCMA on PR and SR performance.		Additional financial resources is required for external TA
	Facilitate process for CCMA and PR to familiarize themselves with Communications Protocol for LFAs	CCMA Secretariat	CCMA members, PR		Ongoing	Secretariat staff budgeted
	Keep CCMA members informed of global CCMA best practice by summarizing case studies, etc.	CCMA Secretariat	CCMA members	This website will provide best practice on CCMAs globally and a forum for discussion: CCMA Forum: http://myglobalfund.org	Ongoing	Secretariat staff budgeted
2.1. Facilitate communication and understanding among members on the core functions of the CCMA, including oversight.	Ensure communication and transparent reporting of Global Fund financing in national budget documentation and/or with national	CCMA Executive Committee & CCMA Secretariat	Stakeholders		Ongoing	Secretariat staff budgeted

	planning authorities					
	Prepare dashboards for CCMA reviews, provide feedback to PR based on CCMA reviews, and archive and share dashboards (with feedback of CCMA to PR)	Oversight Committee CCMA secretariat	CCMA members	Including data collection, dashboards prepared and circulated and prepare printed hand-outs for the meetings. All dashboards will need to be archived at the secretariat level. Email communication.	Quarterly	No budget
2.2. Introduce induction module for new CCMA members on their roles and responsibilities, expectations of member participation, and CCMA policies (e.g. conflict-of-interest policy), procedures, and tools (e.g. grant oversight dashboard).	Create information pack and conduct orientation for each new member on CCMA functions, policies and tools	Executive committee, Oversight Committee, and CCMA Secretariat	CCMA members	CCMA Governance Manual, Oversight Manual, overview of grants should be included in information pack. This pack could be places on the CCMA website.	Ongoing (first quarter of members' tenure)	Secretariat staff budgeted
	Conduct annual workshop or "retreat" to discuss outstanding issues and find ways to improve CCMA	Executive committee, and CCMA Secretariat	CCMA members		Annually	Not budgeted

	performance					
2.3. Increase and maintain knowledge among CCMA members of key policies and new information from the Global Fund.	Regularly disseminate policies and key information from the Global Fund to CCMA members.	CCMA Secretariat	CCMA members	CCMA website and email communication among stakeholders	Ongoing	Secretariat staff budgeted
Miscellaneous	Creating and circulation of meeting documents (meeting agenda, notification of meetings, minutes) & information on GF activities.	CCMA Secretariat	CCMA members	Post to website. Archive appropriately.	Ongoing	Secretariat staff budgeted
	Translation services	CCMA Secretariat	All target audiences		Ongoing	Budgeted
	Dissemination of the oversight related activities among in country stakeholders and GF Secretariat	CCMA Secretariat	All stakeholders	Post to website. Email communication. Collate and archive appropriately.	Ongoing	Secretariat staff budgeted

	Preparation of the content for communication materials	External TA, Secretariat	All stakeholders	As per content: Post to website. Email communication. Archive appropriately.	Ongoing	Secretariat staff budgeted only

INDICATIVE LIST OF COMMUNICATIONS AND ITS DISTRIBUTION

DOCUMENT	TIME OF FINALIZATION	RESPONSIBILITY	DISTRIBUTION
Notice for a meeting & Agenda	2 weeks before meeting unless meeting convened for urgent business	CCM secretariat with concurrence of Chair/Vice Chair or nominated member	All members and invitees. Copy to GF FPM and country team.
CCM Minutes	Within 2 weeks of the CCM meeting	CCM secretariat with approval of Executive committee or its nominated member	All CCM members, All invitees to CCM meeting, PR, Global Fund FPM and country team. Members of committees who are not CCM members, Technical working group members. Upload to website.
Over Sight Committee minutes	Within 2 weeks of the OC meeting	CCM secretariat with approval of Chair/Vice Chair of OC or its nominated member	All OC members & invitees. All CCM members and permanent invitees. GFATM FPM and Country Team. PR (SR's where the issues pertain to them). Upload to website
Other meetings/committee minutes	Within 2 weeks of the meeting	CCM secretariat & concerned members	All CCM members. If pertaining to grant copy to GF FPM and country team.
Dash Board (when implemented)	One week from presentation and discussion in OC/CCM	Nominated M&E professional – coordinated by CCM secretariat	Upload to website and provide electronic copy to members and endorse copy to GF FPM and country team. Copy to PR
Communications from GF received by CCM.	To be put up immediately to Chair & Vice Chair	CCM secretariat identifies and suggests actions and	To identified persons for preparing response if required or for

	and Executive committee (EC).	all those concerned.	implementation.
PU/DR	To be taken up for discussion in the OC/CCM meeting	To be coordinated by CCM secretariat and obtained from PR	After due discussion endorsed and sent to FPM and LFA. Copies for OC members.
Performance Report on GF program	To be taken up for discussion in the OC/CCM meeting	Circulation and inclusion in agenda by CCM secretariat	Upload to website and provide copies to members. Civil Society members be provided copies for circulation as part of their work plan.
Annual CCM report	To be prepared annually	Circulation and inclusion in agenda by CCM secretariat	To all CCM members, wide publicity to all stakeholders. Upload to website and provide copies to members. Civil Society members be provided copies for circulation as part of their work plan.
Induction Kit for CCM members	Updated set available at the time of nomination/election	CCM secretariat	To new members
Budgets and financial statements and other compliance related documents	As per laid down milestones	Coordinated by CCM secretariat	To all members of CCM and other committees.

Archiving and linked standards operating practices

A.   All Minutes of meetings and other proceedings will be filed and kept in a master file for each – viz. CCM meetings, Oversight Meetings, Executive Committee meetings or any other meetings. These may be kept in hard copies or as Electronic copies or both, but at the end of each year the folder will be closed and kept away for reference with suitable numbering that will include the year it pertains to. In case of Electronic copies a suitable system of back up on a external hard disk to be suitably numbered etc. will be required to be put in place.

B.   Each document – Minutes of CCM meetings, Oversight Committee meetings and Executive Committee meeting will be scanned for decisions taken in the respective meetings. The decisions taken will be compiled as follows:

1.   Decisions arising out of all meetings or once resolution voting by circulation has been completed will be classified in to subjects as follows:
- General,
- Membership (including CCM/Oversight committee/Executive committee)
- Attendance at meetings,
- Elections & Voting
- Program implementation & Reprogramming
- Financial matters
- Data & Targets
- Any other (additional classification may be added from time to time).

2. The decisions will be kept in a compilation as a reference document and against each decision the meeting number and date will be indicated for referring back if required. These can be kept either has hard copies or as Electronic copies or both, but at the end of each year the folder will be closed and kept away for reference with suitable numbering that will include the year it pertains to. In case of Electronic copies a suitable system of back up on a external hard disk to be suitably numbered etc. will be required to be put in place.

3. Each decision should also be reflected in the appropriate Manual or Policy document (Governance, Oversight, Conflict of Interest Policy or CCM secretariat manual) and hence a master copy of the manuals may show additions/deletions with a reference to the meeting such a decision was taken. The updated versions of the documents may be uploaded on the Web site or as a Publication (including electronic versions) and the document should indicate date updated till.,

4. A separate compilation of data – Reports, Budget utilization etc. of the CCM, copies of PU/DR submitted by PR and other analysis and information should be maintained by the CCM secretariat as reference documents. Country data, National Strategic Plan (NSP), Concept Note for grant and M&E data pertaining to the country should also be identified and recorded.

5. A list of events (meetings/discussions) member's appointment dates and nomination dates to committees etc. should also be documented and maintained as a separate list.

6. Communications with the Global Fund, regular reporting of performance, minutes of meetings, responses to Condition precedent (CP), Management Letters and requests for reprogramming etc. should be filed and be available in a separate document and be placed in a date wise sequence.