



CCM Georgia Communication Plan

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1 Background

Country Coordinating Mechanism (CCM) of Georgia is a central mechanism for implementing Global Fund supported TB and HIV programs in Georgia. CCM creates a multi-stakeholder platform for country ownership and participatory decision making on HIV and TB related policy and programmatic issues. Georgia Country Coordinating Mechanism includes representatives from both the public and private sectors, including government organizations, multilateral or bilateral agencies, non-governmental organizations, academic institutions, private businesses and people living with the diseases.

CCM's operations are regulated within the Government resolution #220 as of June 18, 2012 and the CCM Governance Manual affective from June 1st, 2015.

The core functions of the CCM include the following:

- Coordinate the development and submission of national proposals.
- Support elaboration of TB and HIV related legislation
- Nominate the Principal Recipient.
- Oversee implementation of the approved grant and submit requests for continued funding.
- Approve any reprogramming and submit requests for continued funding.
- Ensure linkages and consistency between Global Fund grants and other national health and development programs.

The core functions outlined above should be accomplished through transparent and participatory processes. In order to achieve adequate cooperation between all constituencies, with internal and external partners and the general public CCM 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.

2 Rationale

The CCM Georgia communication plan is developed to improve planning, coordination, implementation and monitoring on all CCM's activities. The plan defined priority objectives and activities to address CCM's communication needs at the national and community levels. The communication plan intends to contribute to the effective and transparent functioning of the CCM.

In order to fulfil its major role that is the Global Fund grants oversight CCM should establish regular communication among CCM members and between the principal recipients (PRs),

sub-recipients, sub-sub recipients and all grant stakeholders. Strong communication channels between the CCMs and the Local Fund Agent (LFA) ensure that the CCM has access to validated, evidence-based information on PR, sub-recipients and sub-sub-recipients performance enabling the CCM to provide better oversight.

This Communication Plan will improve information flow internally among the CCM (the Secretariat, CCM oversight committee, and CCM working groups), and externally between the CCM and CCM members' constituencies, the Global Fund, the Local Fund Agent, stakeholders and the wider public. The plan serves as a guide to enable the CCM 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 Georgia on results achieved through Global Fund grants.

3 Goal and Objectives

The goal of this plan is to strengthen CCM's governance by effective information exchange within its constituencies, external partners and the wider public. This plan calls 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. Non-CCM 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) CCM's external communications and (2) CCM's internal communications

(1) Objective 1: To ensure effective communication with and between CCM's external partners entails the following:

- 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 Georgia
- 1.2. Facilitate communication with CCM constituencies.
- 1.3. Ensure communication between the Global Fund, the Portfolio Manager and the CCM in line with the grant agreement and other relevant regulations.
- 1.4. 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.
- 1.5. Establish and improve linkages among CCM members and with CCMs from the region and globally to share experience and promote best practices.

(2) *Objective 2: To ensure effective internal communication within the CCM members and subcommittees. This objective will be achieved through the following activities:*

- 2.1. Facilitate communication and understanding among members on the core functions of the CCM, including oversight.
- 2.2. 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).
- 2.3. Increase and maintain knowledge among CCM members of key policies and new information from the Global Fund.

4 Target Audiences and Definitions

The key target audiences for this plan 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. *CCM 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, an Georgia 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 CCM (e.g HIV Prevention Task Force (PTF)). Constituencies can be based on geographic regions, sectors or on a like-minded approach to issues.
- D. *CCM 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 CCM 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 CCM. (1) As per Article 7 of the Grant Agreement, PRs are legally obligated to cooperate with CCMs and to be available to meet with them regularly to discuss plans, share information and communicate on program-related matters. PR is also legally obligated to provide program-related reports and information to the CCM upon request. (2) As per Article 15, PR is legally obligated to provide CCMs 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 CCMs 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, CCM members are called to share information with and report back to their constituents in an open and timely manner, and should respond to requests for additional information.

- 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. *Sub-sub-recipients (SSRs)*:** organizations that receive Global Fund financing through the *SRs* in order to carry out activities that are part of the grant agreements.
- H. *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.
- I. *Grant stakeholders*:** those affected by the grant who can influence it but who are not directly involved with implementing the work.
- J. *Wider public*:** The broader population and communities of Georgia.

5 Application of Communications Plan

The CCM secretariat in close consultations with the CCM members will facilitate the on-going refinement of the communication Plan and implementation strategies. The G-CCM may set up ad-hoc a communications committee as need arise.

CCM secretariat will facilitate decision making on the content of the information to be communicated to external audiences as well as selects communication means that are most effective and feasible technically and financially.

CCM secretariat may seek for technical advice from local or international experts to ensure quality of communication materials and processes.

6 Alignment to the CCM Governance Manual

This communication plan will be implemented in line with the CCM governance manual and pursue the following principles for communication and information sharing.

6.1. CCM Communications and information sharing

The CCM secretariat will ensure that G-CCM members are provided with:

- All important documents from the Global Fund, including guidelines and deadlines for Concept Notes and the final version of the Concept Note for submission to the Global Fund.
- All formal correspondence from the Global Fund to the G-CCM, and vice versa, including comments of the Technical Review Panel on Concept Notes submitted by the G-CCM.
- All current information regarding Global Fund guidelines and requirements for CCMs.
- All important documents relating to the implementation of programs funded through Global Fund grants, including periodic reports prepared by the PR and sent to the Global Fund.
- Copies of any information materials about the G-CCM prepared by the G-CCM Secretariat for external distribution (e.g., media releases, newsletters).
- Up-to-date G-CCM membership lists complete with contact information.
- Financial and operational Dashboards which should include all important strategic information on PR finances, management, programmatic outcomes, and pending actions.

The CCM secretariat will ensure that the following documents are submitted to the Global Fund:

- reports on oversight activities;
- updates on membership;
- notice and minutes of the G-CCM meetings; and,
- any other requested documents.

CCM Secretariat will ensure that all information produced by the G-CCM is available on the G-CCM web site (<http://www.georgia-ccm.ge/>) and in particular:

- the identities of G-CCM members and their contact information;
- the G-CCM Governance Manual;
- the oversight plan;
- the conflict of interest policy;
- the minutes of G-CCM meetings;
- information regarding calls for and development of Concept Notes for the Global Fund;
- the full text of all Concept Notes that have been approved by the Global Fund;
- the full text of all grant agreements signed between the PR(s) and the Global Fund; and,
- the full text of all "Disbursement Request and Progress Updates" submitted by the PR(s) to the Global Fund.

6.2. External communications

All external communications (e.g. media, Global Fund Secretariat, Government of Georgia) are the responsibility of the Chair and Vice-Chair. Any other G-CCM member must first seek written approval from either the Chair or Vice-Chair to communicate on behalf of the G-CCM. This does not imply that a G-CCM member cannot speak as an individual or a representative of his/her organization or constituency; but, rather, must clearly define in his/her external communications that s/he is not speaking on behalf of the G-CCM.

7 Communications Activity Plan

Activities	Specific activities	Responsible for implementation	Target Audience	Tools and Notes	Periodicity	Budget requirement
Objective 1: CCM External Communications						
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 Georgia	Maintenance of a CCM website	CCM Secretariat	All target audiences	http://www.georgia-ccm.ge/?page_id=15	Monthly	Yes; Already budgeted
	Publish quarterly reports for stakeholders on news related to the three diseases and Global Fund grants.	Secretariat for coordination	Stakeholders, wider public	Created as pdf. Distributed electronically by e-mail and placed on website at http://www.georgia-ccm.ge	Quarterly	Yes/ already budgeted (web master/time/labor costs of Secretariat staff)
	Public announcements call for GF proposals	CCM Secretariat	Stakeholders, wider public	Distributed electronically by e-mail and placed on website and www.moh.gov.ge	-	No (time/labor costs of CCM Secretariat)

	Distribute press releases as needed	CCM Secretariat	Wider public	May take form as press release, news release, media release, press statement, video release. Remarkable events include grant signings, opening of health facilities, visits of GF officials, new GF funded activities, arrival of supplies, etc. Distributed electronically by e-mail and/or placed on CCM website.	-	No (time/labor costs of CCM Secretariat)
1.2. Facilitate communication with CCM constituencies.	Collection and review of communications received from constituents	CCM Secretariat	Members and members' constituencies	This 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	Ongoing	No (time/labor costs of CCM Secretariat)

				for the whole CCM.		
1.3. Ensure communication between the Global Fund, the Portfolio Manager and the CCM in line with the grant agreement and other relevant regulations.	Maintain communications with Portfolio Manager & Members Constituents	CCM Chair, Vice Chair and Secretariat	Global Fund, CCM members	Official communication with the Global Fund shall be performed directly by the CCM Chair or via the CCM Secretariat.	Ongoing	No (time/labor costs of CCM Secretariat)
	Annually disseminate Articles 95-98 (Communications with the Global Fund Secretariat) of the GF's Guidelines and Requirements for CCMs to all members and PRs.	CCM Chair, Vice Chair and Secretariat for coordination and technical support	Global Fund, CCM members	These articles detail when it may be necessary for members to communicate directly to the Secretariat (e.g. issues of non-compliance)	Annually	No (time/labor costs of Secretariat)
	Encourage joint CCM-PR-LFA participation in Fund Portfolio Manager country missions, and opportunity for meetings between the PR and the LFA	CCM Chair, Vice Chair & CCM Secretariat	CCM members, PRs, LFA		Ongoing	No (time/labor costs of CCM Secretariat)

1.4. 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.	Develop and update communication strategy which is agreed with PR (as per the Global Fund's Guidelines and Requirements for CCM)	CCM Secretary External TA as needed	PRs, CCM members	This strategy must detail communication activities throughout the grant lifecycle, and including scheduled financial and programmatic updates to the CCM on PR and SR performance.		Additional financial resources is required for external TA and time/labor and CCM Secretariat)
	Facilitate process for CCM and PR to familiarize themselves with Communications Protocol for LFAs	CCM Secretariat	CCM members, PR		Ongoing	No (time/labor costs of CCM Secretariat)
	Keep CCM members informed of global CCM best practice by summarizing case studies, etc.	CCM Secretariat	CCM members	This website will provide best practice on CCMs globally and a forum for discussion: CCM Forum: http://myglobalfund.org	Ongoing	No (time/labor costs of CCM Secretariat)
1.5. Establish and improve linkages among CCM members and with CCMs	Facilitate process for dialogue with EECA constituency member	CCM Secretariat	CCM members,	This website provides opportunity for the target audience to get	Ongoing	No (time/labor costs of CCM Secretariat and

from the region and globally to share experience and promote best practices.	counties		others	familiarized with the important processes within EECA constituency. A separate window is created for this purpose. The web-site address of the EECA constituency is indicated in the CCM web-site for more detailed information of the processes ongoing in the EECA constituency for all interested parties ; http://www.georgia-ccm.ge/?page_id=622&lang=en ; http://www.georgia-ccm.ge/?page_id=875&lang=en		web master)
	Posting on website and regular reiteration of CCM regulations and Global Fund	CCM Secretariat	CCM members	Placed on the CCM web-site: http://www.georgia-ccm.ge/?page_id=875&lang=en	Ongoing	No (time/labor of CCM Secretariat)

	Guidelines for CCMs			ccm.ge/?page_id=1845&lang=en		
Objective2: CCM Internal Communications						
2.1. Facilitate communication and understanding among members on the core functions of the CCM, including oversight.	Ensure communication and transparent reporting of Global Fund financing in national budget documentation and/or with national planning authorities GF's Guidelines and Requirements for CCMs	CCM Secretariat in coordination with CCM Chair, Vice Chair and Oversight committee	Stakeholders		Ongoing	No (time/labor of CCM Secretariat,)
	Help prepare dashboards for CCM reviews, provide feedback to PR based on CCM reviews, and archive dashboards	PR-for data entry; Oversight Committee for analyzing and issuing recommendations ; CCM-for making decision; CCM Secretariat – fro	CCM members	Including data collection, dashboards prepared and circulated. All dashboards will need to be archived at the secretariat level along with PU/DRs using clear file names and version numbers	Quarterly	No (time/labor CCM Secretariat)

		archiving				
2.2. 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).	Create information pack and conduct orientation for each new member on CCM functions, policies and tools	Oversight Committee, Vice Chair and CCM Secretariat	CCM members	List of current CCM members; list of current grants; summary overview of each grant; the CCM Governance Manual; GF guidelines on CCMs, Briefer (Georgia Country Coordinating Mechanism: Operations and Principle) with links should be included in information pack. This pack could be placed on the CCM website.	Ongoing	No (time/labor of CCM Secretariat)

	Conduct annual workshop or “retreat” to discuss outstanding issues and find ways to improve CCM performance	CCM Vice-Chair, Oversight Committee Chair and CCM secretariat for coordination	CCM members		Annually	Yes; already budgeted
2.3. 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	CCM website and email communication among stakeholders	Ongoing	No (time/labor costs of CCM Secretariat)
Miscellaneous	Creating and circulation of minutes & information on GF activities.	CCM Secretariat	CCM members	Post to website. Archive appropriately.	Ongoing	Yes; already budgeted
	Translation services	CCM Secretariat for coordination	All target audiences	Post to the web-site, disseminate as appropriate, archived	Ongoing	Yes; already budgeted
	Dissemination of the information on the activities of the oversight committee among in country stakeholders and GF	CCM Secretariat	All stakeholders	Post to website. Email communication. Archive appropriately.	Ongoing	No (time/labor costs of CCM Secretariat)

	Secretariat					
	Preparation of the content for communication materials.	CCM Secretariat for Coordination	All stakeholders	As per content: Post to website. Email communication. Archive appropriately.	Ongoing	Yes, already budgeted