



## **Afghanistan Country Coordinating Mechanism Communications Strategy and Action Plan**

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## Abbreviations and Acronyms

CBO	Community Based Organizations
ACCM	Country Coordinating Mechanism
AACCM	Afghanistan Country Coordinating Mechanism
CSO	Civil Society Organizations
KAPs	Key Affected Populations
LFA	Local Fund Agent
M&E	Monitoring and Evaluation
MOPH	Ministry of Public Health
MOWA	Ministry of Women Affairs
MOF	Ministry of Finance
NGO	Non-Governmental Organizations
OC	Oversight Committee
PR	Principal Recipient
PUDR	Progress Update Disbursement Request
RM	Resource Mobilization
SR	Sub Recipient
GFTAM	The Global Fund for HIV, TB, & malaria
TWG	Technical Working Group

## 1. Introduction and Situational Analysis

One of the key principles of the Global Fund is transparency and accountability. In keeping with this principle the ACCM constitution requires the ACCM to maintain open communication channels to facilitate free information flow with stakeholders, including the general public. This might include establishing a facility such as an ACCM website where key information pertaining to Global Fund grant activities in Afghanistan is made available. The ACCM is also expected to prepare ad-hoc reports / briefs or press statements informing stakeholders of developments related to the Global Fund grants in-country. The Annual Reports demonstrating grant performance, the ACCM by-laws, governance manual, conflict of interest policy, oversight plan, and other framework documents, a full list of ACCM members with their contact information and their constituencies, concept notes, and the minutes of ACCM meetings should be made available to the stakeholders and held in the public record.

The ACCM Communications Strategy and Action Plan is a companion document to the Constitution / Governance Manual. Its purpose is to support the effective and efficient implementation of all Global Fund Grants awarded to Afghanistan. It outlines the communication approaches, channels and technologies used by the ACCM to provide information to all stakeholders consistent with approved provisions and standards.

With establishment of the ACCM Secretariat, the ACCM has made significant gains in enhancing information flow to ACCM members. They now receive notices and agendas for ACCM meetings and progress update reports to be discussed in quarterly meetings to review and prepare for meetings. The ACCM Secretariat uses a mix of communication channels including telephone, email, SMS and hand delivery to communicate information to the ACCM members.

Despite the progress made, there are still gaps in effective communication. The concept note development process could be enhanced through more meaningful participation of KAP constituencies; and some members feel that the ACCM Secretariat overloads them with communication that is not well packaged. Last, the documentation is not always available in a language understood by all stakeholders. The communication strategy aims to address these gaps.

## 2. Communication Principles

The Communication Strategy establishes the core principles, which the ACCM will apply to its policies, decisions and communication efforts, and expresses the ACCM's commitment to support programs that:

- Have full & meaningful engagement of all target audiences/stakeholders
- Ensure a transparent, accountable and documented process in communication efforts
- Emphasize a Human Rights-Based approach to communication efforts
- Ensure integration of communication efforts across all audiences, partner/stakeholder communication effects
- Address sustainability and local ownership of all interventions

### **3. Objectives**

The objectives of the ACCM Communications Strategy and Action Plan by the ACCM are to:

#### **External Communications**

- 1) Promote public awareness of Global Fund financing and key results achieved through the implementation of GFATM grants in Afghanistan through timely dissemination of information.
- 2) Institute measures that will foster and maintain effective communication with the PR, Global Fund Secretariat and Local Fund Agent on all aspects of grant performance.

#### **Internal Communications**

- 3) Facilitate widespread understanding of all aspects of the functioning of the ACCM and its standing committees, including the Oversight and Executive Committees, among the general membership, their constituencies and the general public.
- 4) Ensure widespread understanding of the on-going performance of Global Fund grants through timely dissemination of technical and financial reports, committee reports, feedback from the PR, correspondence to and from the Global Fund Secretariat and Local Fund Agent and other relevant information.
- 5) Provide regular updates to ACCM members and their constituencies on key policies and new information emanating from the Global Fund.

### **4. Target Audiences**

The Communication Strategy is intended to improve communication between the Country Coordinating Mechanism (ACCM) for the GFATM in Afghanistan and:

- ACCM Committees
- Members' constituencies
- The Global Fund Secretariat
- Principal Recipient
- Sub-recipients
- Local Fund Agent
- Grant stakeholders
- Wider public

#### 4.1 Target Audience, Information Needs and Communication Channels

The Communications Strategy and Action Plan will assure that the information needs of all categories of ACCM stakeholders/target audiences are met consistent with the provisions of the Constitution/Governance Manual and all subsidiary documents. In the pursuit of this objective, the approach will utilize a broad spectrum of communication channels in disseminating such information within the framework of available human, technical and financial resources. Table 1 summarizes the list of stakeholders by information needs and communication channels.

**Table 1: Key Stakeholders, Information Needs and Communication Channels**

Target Audience	Summary of Information Needs	Communication Channels
ACCM members and alternates	<ul style="list-style-type: none"> <li>• Global Fund framework documents (ACCM Constitution / Governance Manual, Oversight Plan, Operations Manual, COI Policy)</li> <li>• Committee work plans and budgets</li> <li>• List of ACCM members and alternates</li> <li>• ACCM annual meetings' calendar</li> <li>• ACCM agenda items solicitation request</li> <li>• ACCM meeting agenda</li> <li>• ACCM special meeting agenda</li> <li>• Confirmed minutes of AACCM meetings</li> <li>• ACCM performance evaluation report</li> <li>• Copies of PR communication to the Global Fund</li> <li>• Disease gap analysis reports</li> <li>• PR M&amp;E plan for Global Fund aligned to National M&amp;E plan</li> <li>• Concept notes</li> <li>• Global Fund comments on concept notes</li> <li>• PR selection guidelines and criteria</li> <li>• SR selection guidelines and criteria</li> <li>• SR pre-award assessments</li> <li>• ACCM Secretariat and committees' Financial reports</li> <li>• Quarterly and annual grant performance reports</li> <li>• Grant dashboards reports (if in use)</li> <li>• ACCM PIP</li> <li>• ACCM EPA</li> <li>• PIP update</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Text</li> <li>• Hard copies</li> <li>• Web site</li> </ul>

Executive and Oversight Committees and Ad Hoc Committees	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Constitution / Governance Manual</li> <li>• COI Policy</li> <li>• Operations Manual</li> <li>• Oversight Plan</li> <li>• Annual meeting calendar</li> <li>• Call for concept notes</li> <li>• Concept note theme/priority areas</li> <li>• Concept note development timelines</li> <li>• Programmatic and financial performance reports</li> <li>• Minutes of meetings</li> <li>• Site visit reports</li> <li>• Site visit checklist completed</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Text</li> <li>• Hard copies</li> <li>• Web site</li> </ul>
Constituencies	<ul style="list-style-type: none"> <li>• Framework documents (The Constitution / Governance Manual, Oversight Plan, Operations Manual, COI Policy, Communications Strategy, ACCM Work plan and Budget)</li> <li>• Constituency membership selection/election guidelines</li> <li>• Constituency Work plans</li> <li>• Call for concept note and guidelines</li> <li>• Call for expression of interest</li> <li>• PR selection guidelines</li> <li>• SR selection guidelines</li> <li>• ACCM performance evaluation report</li> <li>• Site Visit Reports</li> <li>• All documentation pertaining to the GFATM grants</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Text</li> <li>• Print</li> <li>• Electronic media</li> <li>• Web Site</li> </ul>
Principal Recipients and Sub-Recipients	<ul style="list-style-type: none"> <li>• ACCM decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Text</li> <li>• Meetings</li> </ul>
ACCM secretariat	<ul style="list-style-type: none"> <li>• Confirmation of attendance of ACCM meetings</li> <li>• Copies of PR communication to the Global Fund and LFA</li> <li>• All information pertaining to grant performance</li> <li>• Information from ACCM members such as change in representatives, leave of absence etc</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Text</li> <li>• Hard copy</li> </ul>

Ministry of Public Health/National Programs/Ministry of Finance/Development Partners/Private Sector	<ul style="list-style-type: none"> <li>• Call for concept notes and guidelines</li> <li>• Concept note theme/priority areas</li> <li>• Concept note development timelines</li> <li>• Programmatic and financial performance reports</li> <li>• Global Fund grants' work plan and budget</li> <li>• Grant performance reports</li> <li>• ACCM performance evaluation reports</li> <li>• Gap Analysis</li> <li>• Global Fund grant agreements and work plans</li> <li>• Grant performance reports</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Text</li> <li>• Hard copies</li> <li>• Meetings</li> <li>• Web Site</li> </ul>
Global Fund/Local Fund Agent	<ul style="list-style-type: none"> <li>• ACCM performance evaluation report</li> <li>• Evaluation of the performance of the ACCM Secretariat</li> <li>• PIP and Updates</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Text</li> <li>• Web Site</li> <li>• GFATM Extranet</li> </ul>
Media	<ul style="list-style-type: none"> <li>• General information on grant achievements</li> <li>• Global Fund Project and events briefs</li> <li>• Press releases</li> <li>• Newsletters/Bulletin</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Press releases</li> <li>• Interviews</li> <li>• Other media appearances</li> <li>• Web Site</li> </ul>



**4.2 Table 2: Action Plan (Secretariat is not responsible for developing materials or making decisions but for distribution, uploading and carrying out the decisions, e.g. facilitate meetings, etc.)**

Objective	Activity	Responsible Person	Target Audience
Effectively provide information to stakeholders and the wider public on Global Fund funding opportunities and key results achieved through the implementation of Global Fund grants in Afghanistan	Establishment and maintenance of ACCM website	ACCM Secretariat with consultant	All target Audiences
	Publish Annual newsletter for Target audience on news related to the three diseases and Global Fund grants.	ACCM Secretariat with PR, National Programs and ACCM	All target Audiences
	Public announcements call for application for PR and SR	ACCM Secretariat at request of ACCM	All target Audiences
	Publishing and distribution of GF program activities	ACCM Secretariat with PR	All target Audiences
Effectively facilitate communication with ACCM constituencies	Collection and review of communications received from constituents	ACCM Secretariat	Members and members' constituencies
Effectively ensure communication between the Global Fund, the Portfolio Manager and the ACCM	Maintain communications with Portfolio Manager	ACCM Chair	Global Fund, AACCM Members
	Facilitate joint ACCM-PR-LFA communication	ACCM Secretariat	ACCM members, PRs, LFA
	Establish meetings with ACCM, ACCM Secretariat and PRs and SRs and KAPs	ACCM Secretariat at request of ACCM	ACCM members, PRs, SRs, KAPs
Provide guidance on the roles and relationships between the ACCM, the PR, SRs and the LFA so as to enhance understanding of these interrelated roles and relationships and make them more effective	Develop and update communication protocols with PR and SRs (as per the Global Fund's Guidelines and Requirements for ACCMs)	Secretariat with Executive Committee	PRs, SRs, ACCM Members, LFA
	Facilitate process for ACCM and PR to familiarize themselves with Communications Protocol for LFA	Secretariat and Executive committee	ACCM members, PRs
	Keep ACCM members informed of global ACCM best practice by summarizing case studies, etc.	Secretariat and Executive Committee	ACCM members
	Posting on website and regular reiteration of ACCM regulations and Global Fund Guidelines for ACCMs	ACCM Secretariat & Consultant	ACCM members

Objective	Activity	Responsible Person	Target Audience
Effectively facilitate communication and understanding among members and alternates on the core functions of the AACCM, including oversight	Ensure communication and transparent reporting of Global Fund financing in national budget documentation and/or with national planning authorities (as per Article 71 of the GF's Guidelines and Requirements for ACCMs)	ACCM leadership	Stakeholders
Improve orientation of new ACCM members and regularly maintain awareness among incumbent ACCM members regarding their roles and responsibilities, expectations of member participation, and ACCM policies (e.g. conflict-of-interest policy), procedures, and tools	Create information pack and conduct orientation	ACCM Secretariat	ACCM members
	Orientation for each new member on AACCM functions, policies and tools	ACCM Secretariat	ACCM members
	Conduct annual workshop or "retreat" to discuss outstanding issues and find ways to improve ACCM performance and implement PIP	ACCM Secretariat with Executive Committee	ACCM members
Increase and maintain knowledge among ACCM members of key policies and new information from the Global Fund	Regularly disseminate policies and key information from the Global Fund to AACCM members.	ACCM Secretariat	ACCM members
Miscellaneous	Create and circulate minutes & Information on GF activities.	ACCM Secretariat	ACCM members
	Translation services	ACCM Secretariat	All target audiences

## 5. Communication Implementation Matrix

Report/Activity/Event	Target Audience	Channel	Responsibility	Frequency
Dissemination of ACCM Framework documents (The Constitution / Governance Manual, Oversight Plan, COI Policy, Operations Manual, ACCM annual work plan and budget, Oversight annual work plan, Communication Strategy )	ACCM members, alternate members, Constituencies,	Email, physical delivery of hard copies, website	ACCM Secretariat	Annually
Disseminate revised Terms of Reference for committees	ACCM Committee members	Physical delivery, email, website	ACCM Secretariat	Annually

Report/Activity/Event	Target Audience	Channel	Responsibility	Frequency
<b>Constituency Membership Selection Guidelines dissemination</b>	<b>ACCM, Constituency members, general public</b>	<b>Physical delivery, email, website</b>	<b>ACCM Secretariat</b>	<b>Annually</b>
List of members dissemination	ACCM members, alternate members, Constituencies	Email, physical delivery of hard copies, website	ACCM Secretariat	Annually
ACCM and committees' annual meeting calendars	ACCM members, alternate members, Executive & OC committees, Constituencies.	Email, physical delivery of hard copies, website	ACCM Secretariat	Last quarter of the year
Agenda item solicitation notification	ACCM members, alternate members, Executive & OC committees, Constituencies, PR	Email, physical delivery of hard copies	ACCM Secretariat	As per schedule
Agenda for ACCM and committees' meetings	ACCM members, alternate members, Executive & OC committees, PR	Email, physical delivery of hard copies	ACCM Secretariat	As per schedule
Minutes of ACCM meetings (Quarterly reviews, General meetings, Executive Committee and Ad-hoc meetings)	ACCM members, alternate members, Executive & OC committees, Constituencies	Email, physical delivery of hard copies	ACCM Secretariat	As per schedule
Copies of, EPA and PIP update to the Global Fund	ACCM Secretariat, ACCM Chair, ACCM	Email, GF extranet	ACCM leadership and ACCM Secretariat	Depends on assessment and annually
Dissemination of ACCM performance evaluation report	ACCM, Constituencies, LFA/Global Fund	email	ACCM Secretariat	End of year
Global Fund M&E plan aligned to National M&E plan	ACCM, ACCM Secretariat, Constituencies, DPs	email	Principal Recipient	Annually
Global Fund "Call for Concept note"	ACCM, General Public, Constituencies	email, delivery, website	Secretariat and ACCM leadership	At the end of NFM term
Disease Gap Analysis Report	ACCM, ACCM Secretariat, Constituencies, TWGs, DPs	email	National program	Preceding concept note
Concept note theme/priority areas	ACCM, TWGs, constituencies	email	National program	Preceding concept note
Concept note expression of interest	Constituencies and public	Public media	ACCM Secretariat and PR Selection committee	Preceding Concept note
Call for expression of interest for PR	Constituencies and Public	Public media	ACCM	End of NFM

Report/Activity/Event	Target Audience	Channel	Responsibility	Frequency
Final Draft Concept note	ACCM, constituencies	email, physical delivery	National program	14 days before submission Date
Global Fund comments on concept note	ACCM, TWGs	email	National programs & TWGs	Within 10 days of receipt
Principal Recipient nomination guidelines	ACCM, constituencies	Physical delivery, email	PR selection committee	Based on requirement
Sub-Recipient selection guidelines	ACCM, constituencies	Physical delivery, email	PR & ACCM	Depends on project
Sub-Recipient pre-award assessment	ACCM,	Physical delivery	PR & ACCM	Based on PR selection mechanism
PU/DRs	ACCM Secretariat and LFA. AACCM	Physical delivery	Principal Recipients	As per PR schedule
Quarterly progress update reports (PR reports, dashboard)	ACCM, TWGs, ACCM Secretariat	Physical delivery	OC and PR	Quarterly
ACCM decisions sent to PR/SRs for Auctioning	PRs, SRs. TWGs	email	ACCM Secretariat	Based on meeting frequency
Confirmation of attendance at ACCM meetings	ACCM, constituencies	email	ACCM Secretariat	Based on meeting frequency

## 6. ACCM secretariat communications

Report/Activity/Event	Target Audience	Channel	Responsibility	Frequency
Issue notice 2 weeks before the meeting date	ACCM members, alternates, PR	Email, telephone	ACCM Secretariat	Prior to each meeting
Issue meeting agenda and reports 2 weeks before meeting date	ACCM members, alternates, PR	Email, hard copy	ACCM Secretariat	Prior to each meeting
Maintain a register of attendance and produce a list of members not attending meetings	Executive Committee, Chair, Vice Chairs	Email	ACCM Secretariat	Meeting based
Set up follow up meeting for Chair with members defaulting two Meetings	ACCM members	Email, telephone	ACCM & EC	As needed
Maintain website	All relevant stakeholders	ACCM Website	ACCM Secretariat	Monthly or as needed

