



Bangladesh Country Coordinating Mechanism (BCCM)

BCCM Communications Plan

A Guide for Internal and External Communication

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BCCM Communications Plan

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INTRODUCTION

This Communications Plan is intended to provide a framework for effective communications between the Bangladesh Country Coordinating Mechanism (BCCM) and its stakeholder communities, both in and out of country (e.g. Global Fund, BCCM members and constituencies, NTP, NASP, NMP, principal recipients (PRs), sub-recipients and other key stakeholders).

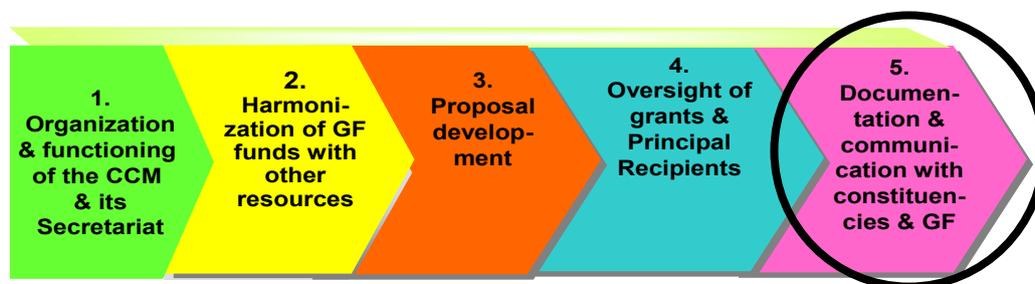
This document shall guide the BCCM, supported by its Secretariat, to communicate more effectively as it develops and submits new proposals to the Global Fund, oversees progress of grant implementation, and reports to all grant stakeholders and the wider community on results achieved through Global Fund grants.

It articulates a rationale for effective BCCM communications, and identifies communication principles, objectives, audiences, and channels. An annual Communications Activity Plan (**Annex A**) identifies communications activities in the context of communications objectives, and specifies responsible person, target audience, and required tools.

RATIONALE

Communications is one the five critical functions for the BCCM. As shown in **Figure 1**, the communications function depends on the other four functions, but it is the critical function that enables the activities and outcomes of the those functions to be documented and communicated with the BCCM’s many and varied constituencies.

Figure 1. Communications and Other BCCM Functions



Given its importance as a critical BCCM function, the Global Fund’s Guidelines and Requirements for Country Coordinating Mechanisms (CCM Guidelines) clearly establish the need for effective communications, and further identify specific guidelines for successful implementation.

- **Communications Strategy.** The Global Fund’s CCM Guidelines require that the BCCM to publish and follow a communication strategy for sharing information with stakeholder constituencies and with the general public. It specifies that “the plan should define the activities that will be used to disseminate information on Global Fund financing opportunities, on CCM discussions and decisions, and on the performance of programs financed by the Global Fund or the approval of an application for funding.”¹

¹ Article 73, Guidelines and Requirements for Country Coordinating Mechanisms, Global Fund, November 2013. <http://www.theglobalfund.org/en/ccm/guidelines/>

- **Communications Workplan.** The Guidelines further specifies that the BCCM “ ... should publish and follow its work plan for the year to allow constituencies time to plan ahead and prepare. The work plan should provide a schedule of CCM meetings, key oversight activities, and important events such as the planned submission of an application for funding, periodic reviews and requests for continued funding.”²
- **Member constituency consultations.** BCCM members are called to share information with and report back to their constituents in an open and timely manner, and to respond to requests for additional information.³
- **Communications with Global Fund stakeholders.** Regular communication among CCM members and between the principal recipients (PRs), sub-recipients and all grant stakeholders has been identified by the Global Fund as instrumental to grant oversight and performance. Similarly, strong communication between the CCM, the Portfolio Manager/Country Team, and the Local Fund Agent (LFA) ensure that the CCM has access to validated, evidence-based information on PR and sub-recipient performance enabling the CCM to provide better oversight.

Development and implementation of a well-defined, realistic Communications Policy and Activity Plan will contribute actively to the effective and transparent functioning of the CCM.

GENERAL PRINCIPLES

The CCM should publish and follow a communication strategy for maintaining communication with the different Global Fund actors reflecting the following general principles:

- **Veracity** – communicated information should be truthful and correct and contain references where possible; facts should be accurate and verified prior to communication.
- **Transparency** – communication should ensure openness and accountability; communication messages should be conveyed in such ways that it is easy for others to see what actions are/have been performed.
- **Clarity** – communicated thoughts, opinions, ideas and relevant messages should be precise and understandable to audiences they are intended for, and be non-ambiguous in order to avoid misunderstanding or misinterpretation.
- **Timeliness** – communication should be provided on time so that information (e.g. for decision making) is available when it is needed, meaning relatively quickly.
- **Pertinence** – communication should contain important information/data and avoid unnecessary details so that audience(s) understands importance/relevance of a topic(s) and necessity of taking appropriate actions if needed.

² Ibid.

³ Ibid, Articles 48.

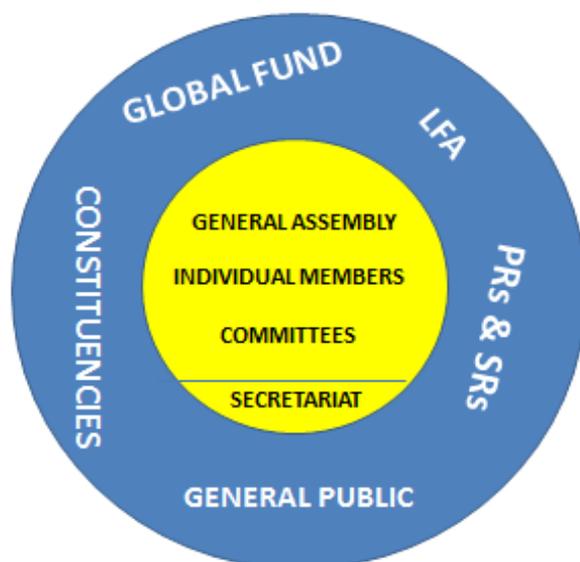
- **Participation** – participatory approach is crucial to communication as it leads to collective responsibility for decision making and raises awareness, engagement and commitment of actors.
- **Inclusiveness** – inclusive communication takes into consideration contributions from actors and audiences; it also recognizes and respects their diversity.
- **Respect** – communication should always respect people in target and focus on problems/issues rather than people.
- **Dialogue** – two-way communication ensures productive exchange and sets a tradition of shared governance and consultation.
- **Objectivity** – objective communication implies non-biased presentation of information/data that does not cause potential negative influences/consequences.

TARGET AUDIENCES

Communications have two target domains:

- **Internal**—CCM general assembly, individual members, Committees and Technical Working Groups, Secretarial
- **External**—Global Fund, implementing partners, stakeholders, broader Constituencies, and the general public (see Figure 1. *Target Audiences Diagram*).

Figure 2. Target Audiences



COMMUNICATIONS OBJECTIVES

The BCCM Communications Plan has been developed to accomplish four major objectives:

1. **Create awareness and understanding** of Global Fund-related issues among BCCM members and Constituencies, implementing partners, development partners, other stakeholders and the general public (External constituencies)
2. **Strengthen information and feedback** between BCCM Members and their Constituencies (Internal and External Constituencies)
3. **Advocate for support to Global-Fund programs** from government, development partners and private sector (Internal and External Constituencies)
4. **Ensure BCCM members** understand their roles and responsibilities (Internal Constituencies)

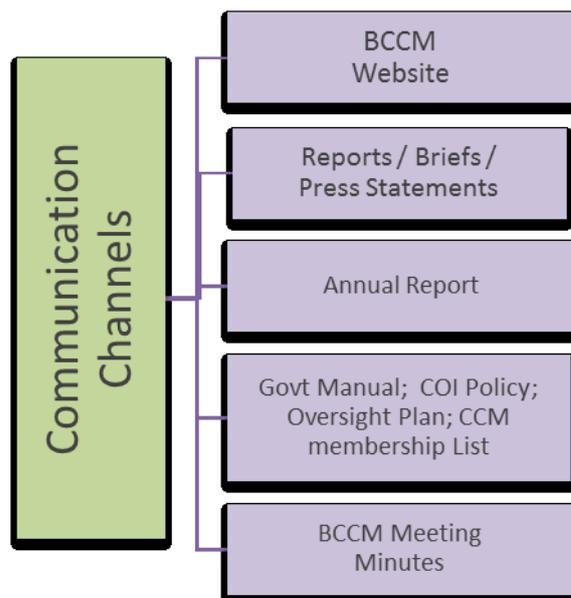
Each of these objectives shall be realized through a series of activities, summarized in a Communications Workplan (**Annex 1**).

COMMUNICATION CHANNELS

Effective and fluid communication implies diverse communication channels that include exchanges via e-mail, cellular phones, file sharing, feedback meetings, etc. Communication channels are 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 BCCM to address them appropriately. Communication channels determine information flow between different actors.

Figure 3. Communications Channels



COMMUNICATION STRATEGY AND KEY ACTIVITIES

The BCCM will require strengthening of its communication capacity to meet the needs of the stakeholders. The strategies, activities, and timeframe to achieve the necessary interventions are outlined in this section. A detailed activity plan is presented in **Annex 1**.

1. Maintain, distribute and disseminate updated copies of ratified framework documents (CCM constitution, Governance manual, oversight plan, work plan and budget and membership list) to BCCM members.

The strategy aims to ensure that BCCM members and their alternates are familiar with the BCCM functions, structures and operations so that they can contribute effectively in ensuring Global Fund grants and programs succeed. The BCCM Secretariat will ensure that the governance documents are updated regularly and distributed to all BCCM members and alternates. As part of the activities during the orientation workshop, the BCCM Secretariat will print and distribute copies of the governance documents annually. BCCM Communications Manager/Website Administrator will be recruited through a fully transparent process to implement this communications plan. A detailed TOR for this position will be developed by the BCCM Secretariat, and approved by the CCM prior to recruitment.

2. Develop BCCM dynamic website

The BCCM will establish a dynamic website including access to management information systems, social media channels, CCM member's IDs ensuring confidentiality of access to improve communication with stakeholders. A website designer will be identified and commissioned to design and launch the website. Communications Manager/Website Administrator will be recruited to run the website, social media channels and train CCM members on new media tools operations, receiving feedback and continuously updating the website with new CCM and Global Fund projects' updates. The governance documents, grant performance reports and other information relating to the BCCM functioning and operations will be posted on the website.

3. Develop Information Kit for distribution to constituencies, development partners, leaders, other stakeholders

This strategy aims to promote support and goodwill to the BCCM by sharing information with key stakeholders regularly. Using the information needs of the stakeholders, the BCCM will develop a bilingual (English and Bengali) information kit that provides these information needs. It is proposed that this information is processed on quarterly basis and posted on the BCCM website to be developed. The BCCM Secretariat will be responsible for developing the information kit, presenting it to the BCCM for approval. Once approved, the bilingual Information Kit should be posted to the website.

4. Promote full participation of BCCM members in the BCCM meetings.

Poor attendance by BCCM members at the BCCM meetings affect the effectiveness of the BCCM functioning. This strategy aims to promote effective proceeding through several activities: the BCCM Secretariat will ensure that the notice and agenda for meetings are sent timely, including

e-mail, text message reminders, and BCCM website publications (two weeks and one week before the meeting respectively); the BCCM Secretariat will keep a register to track member attendance.

5. Develop press releases specific to Global Fund events

The BCCM will communicate Global Fund events through regular press release. It is planned that the BCCM will issue press statements and publish a BCCM bulletin quarterly, placing these materials on the BCCM website.

6. Develop connections with the national and international media

Media networks and other news-sources serving large audiences, including major electronic and print media in Bangladesh have to be accessed by the CCM regularly, to ensure timely and correct reporting on Global Fund programs' development, in the BCCM context to further serve the External audience. A database of all media sources has to be created, updated and linked to the BCCM website.

ANNEX 1: BCCM Communications Workplan

Activity	Target Audience	Responsible Persons	Timeframe	Budget	Tools and Notes
Objective 1 : Create awareness and understanding of Global Fund-related issues among BCCM members and Constituencies, implementing partners, development partners, other stakeholders and the general public (External Constituencies)					
1.1 Establish and maintain a BCCM dynamic website	All target audiences	BCCM Secretariat	2014	3000 USD for establishment 6000 USD for annual operation	Good examples of CCM websites include: http://ccm-mauritius.org/
1.2 Publish bi-annual newsletter for stakeholders on news related to the three diseases and Global Fund grants.	Stakeholders, wider public	BCCM Secretariat	Every six months	BCCM Communications Manager/Website Administrator salary (USD 13,000 and applicable taxes annually)	Create as PDF and distribute electronically by e-mail and place on BCCM website, and Facebook page.
1.3 Publish and distribute GF program activities	Stakeholders, wider public	BCCM Secretariat	Annually	Please see above	Bulletins, newsletter
1.4 Distribute press releases as needed	Wider public	BCCM Secretariat	As Needed	Please see above	May take form as press release, news release, media release, press statement, video release. Newsworthy events include: grant signings, opening of health facilities, visits of GF officials, new GF funded activities, arrival of supplies, etc.
1.5 Develop and maintain connections with network of national and international media	Stakeholders, journalists, wider public	BCCM Secretariat	Every six months	Please see above	A media network and database including all the major electronic and print media in Bangladesh, regularly updated and linked to the BCCM website. Sensitization about news making on the three diseases and key affected populations

Activity	Target Audience	Responsible Persons	Timeframe	Budget	Tools and Notes
Objective 2: Strengthen information and feedback between BCCM Members and their Constituencies (Internal and External Constituencies)					
2.1 Constituency consultations with each BCCM constituencies (e.g., government, NGO, PLWD, KAP, FBO, private sector, academics, multi/bilateral organizations)	Constituencies represented by BCCM members	BCCM Members	2 per year	Please see above	Costs for this activity should be supported through the BCCM annual budget.
2.2 Collect and review communications received from constituents	Members and members' constituencies	Members, Alternates, and BCCM Secretariat	Quarterly	Please see above	This should be a responsibility of the constituency's representatives. However, the BCCM Secretariat could facilitate this process through e-mails/website and annual meetings and collates information for the whole CCM.
Objective 3: Advocate for support to Global-Fund programs from government, development partners and private sector (Internal and External Constituencies)					
3.1 Maintain communications with governmental agencies key to fight against three diseases	Governmental officials	BCCM Exec Committee & Members	Ongoing	Please see above	Official communication with the governmental agencies shall be performed by the BCCM Exec Committee via the BCCM Secretariat.
3.2 Ensure communication and transparent reporting of Global Fund financing in national budget documentation and/or with national planning authorities	Stakeholders	BCCM Exec Committee & Members	Annually	Please see above	This activity is based on Article 71 of the GF's Guidelines and Requirements for CCMs
3.3 Maintain communications with multilateral and bilateral development partners key to fight against three diseases	Multilateral and bilateral development agencies officials	BCCM Exec Committee & Bilateral / Multilateral Members Donors Consortium	Ongoing	Please see above	Official communication with the multilateral and bilateral development agencies shall be performed by the BCCM Exec Committee via the BCCM Secretariat.

Activity	Target Audience	Responsible Persons	Timeframe	Budget	Tools and Notes
3.4 Encourage communication with the private sector	Private sector organizations leadership	BCCM Exec Committee & Private Sector Members	Ongoing	Please see above	
Objective 4: Ensure BCCM members understand their roles and responsibilities and serve effectively as constituency representatives (Internal Constituencies)					
4.1 Disseminate BCCM governance policies and documents to all Members / Alternates, as needed	CCM members	BCCM Secretariat	Annually	Please see above	Documents include: Governance Manual, Conflict of Interest Policy, Oversight Manual, Communications Strategy, Operations Manual
4.2 Post on website BCCM regulations and Global Fund Guidelines for CCMs	CCM members	BCCM Secretariat	Ongoing	Please see above	
4.3 Create information pack and conduct orientation for each new member on BCCM functions, policies and tools	CCM members	BCCM Secretariat	Annually	Please see above	CCM Regulations and governance materials (see 3.1) should be included in information pack. This pack could be placed on the BCCM website.
4.4 Conduct annual workshop or “retreat” to assess BCCM performance and assure ability to meet eligibility requirements	CCM members	BCCM Exec Committee & BCCM Secretariat	Annually	Please see above	Global Fund is requiring an annual self-assessment of CCM eligibility and capabilities using a self-assessment tool.
4.5 Regularly disseminate policies and key information from the Global Fund to BCCM members.	CCM members	BCCM Secretariat	Ongoing	Please see above	Use social media (e.g., Facebook) - establishing a Facebook page for the BCCM, linked to the BCCM website
4.6 Help prepare dashboards for BCCM reviews, provide feedback to PRs based on BCCM reviews, and archive dashboards	CCM members	Oversight Committee, BCCM Secretariat	Quarterly	Please see above	Includes data collection, preparing and circulating dashboards display of information (printed handouts and online) for the meetings. All dashboards data should be archived at the secretariat level along with PU/DRs
4.7 Create and circulate minutes & information on GF activities.	CCM members	BCCM Secretariat	Ongoing	Please see above	Post to website. Archive appropriately.

Bangladesh Country Coordinating Mechanism

Activity	Target Audience	Responsible Persons	Timeframe	Budget	Tools and Notes
4.8 Provide any needed translation services	All target audiences	BCCM Secretariat	Ongoing	Please see above	