

# KENYA COORDINATING MECHANISM FOR GLOBAL FUND



## COMMUNICATION PLAN

2015 - 2017



REPUBLIC OF KENYA



Investing in our future

**The Global Fund**

To Fight AIDS, Tuberculosis and Malaria

June 2015

**Kenya Coordinating Mechanism**

**Communication Plan**

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# Preface

The purpose of the Global Fund for HIV/AIDS, Tuberculosis and Malaria (GFATM) is to attract and disburse additional resources through Public-Private Partnership in an effort to make sustainable and significant contributions to the reduction of the debilitating effects of the three diseases.

The partnership is coordinated by Kenya Coordinating Mechanism through structured communication channels. Communication remains a core function of KCM.

## 1. Introduction

The Global Fund does not maintain offices in the countries it supports. Unlike most other international partners. However, it encourages Country Coordinating Mechanisms (CCMs) to uphold the principle of sectoral representativeness. In so doing, CCMs should maintain public communication of their decisions and actions; and ensure all stakeholders' views, including non-CCM members, are solicited and considered while undertaking key functions. Each stakeholder should be adequately resourced to communicate and must be clear about what is expected of them. This requires that the Kenya Coordinating Mechanism (KCM) members account adequately to their constituencies, and share information or feedback promptly. Besides communication and constituency engagement being core KCM functions, information on all other KCM functions should be shared with relevant audiences.

Secondly, the Global Fund's financing is performance-based, meaning that continued funding is dependent on how well grants perform, and how well the country accounts for the funds received. Performance based funding can only be effective if communication within and outside the Global Fund structures (KCM, PR, LFA, Global Fund Secretariat, among others) is efficient, accurate and involves prompt feedback among stakeholders.

Communication should, therefore, reinforce the KCM's ability to identify and resolve problems early. It should:

- Inform constituencies correctly and in a timely manner of all important issues concerning the grants
- Structure communication between the KCM and all audiences so that it is transparent without compromising KCM's operations
- Enable KCM to perform its functions effectively
- Increase KCM and Global Fund grants visibility in the country

## 2. Objective

The objective of KCM communication plan is to effectively engage sectors and constituencies and ensure transparency in all KCM operations. This can be achieved by promptly sharing information or feedback that supports and improves grant performance and KCM operations.

## 3. Situational analysis

The KCM has made attempts in improving internal communication with the members and sharing of information with its constituencies. It shares information with its constituencies and other stakeholders through its website, constituency feedback channels and the media. However, there are several areas of communication that still need improvement to ensure adequate information sharing and effective operations of the KCM. These areas are outlined below.

### (i) Internal communication

- Communication with KCM members: Information sharing with the PR and ICCs and KCM is, in some cases, delayed leading to delay in the circulation of information to KCM members. This includes dashboards, which require adequate time for review by KCM members.
- Communication between the KCM and ICCs: There is also no structured process in place for the KCM to communicate with the ICCs. There are no mechanisms in place for the KCM to follow up on actions that ICCs need to take to implement KCM decisions.
- Induction package and other documents: The KCM has not established an orientation package which includes all relevant documentation which should be given to members. The Secretariat should also synthesize the information to make it easy for KCM members to review.
- New Funding Model (NFM): The KCM has not established guidelines for information sharing specific to the Concept Note development under the NFM. Such guidelines are required to ensure effective management of the national dialogue and stakeholder engagement during the Concept Note development process.
- Information sent to the KCM members from GF: The Global Fund sends information to the KCM members. There is 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 KCM Secretariat. However, members should provide their feedback of input into KCM response to Global Fund to the Secretariat

## (ii) External communication

- Constituency feedback: The Secretariat has been assisting KCM members to hold meetings with their constituencies to share information and collect the views of the constituencies. What is lacking are guidelines for constituency engagement to ensure non-CCM members are involved in other activities such as oversight and the feedback meetings are also structured and take place at pre-determined frequency.
- Communication tools: The KCM 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 matters.
- Sharing of oversight reports with Global Fund: This is a minimum standard for CCMs and the KCM is currently not sharing the reports regularly.
- External stakeholder and media relations: KCM has made attempts to sensitise and involve the media in dissemination of information about the Global Fund grants in Kenya. However, this has been ad hoc and inconsistent.

## 4. Communication Strategies

In response to the above information and communication needs, the following broad strategies will contribute to strengthening KCM's internal and external communication.

- (a) ***Build KCM and constituency capacity to communicate and continuously share information.*** The KCM Secretariat will identify long-term front and back office Information and Communication Technology support (helpdesk and website maintenance). The Secretariat will also be resourced in advance to communicate through newspaper advertisements; mobile, fixed telephone lines and courier. Non-State Actors constituency annual meetings will be supported.

- (b) **Ensure wide access to KCM governance and operational information to promote / constituency representativeness.** The KCM Secretariat will archive all governance and operational documents in the website for wide access by constituencies represented by KCM members. These will include the KCM framework documents (Strategy and Action Plan, Oversight Plan, Terms of Reference, Job descriptions, membership registers for KCM, ICCs and other related units, Standard Operating Procedures. This will also involve archiving all KCM minutes on-line.
- (c) **Improve communication between the KCM and ICCs:** The KCM Secretariat will establish the information flow process between the ICCS and KCM. This will include agreeing on the type of reports to be submitted by the ICCs, the structure or format of the reports as well as the reporting periods.
- (d) **Strengthen documentation and information sharing related to the Global Fund NFM:** This will involve strengthening the documentation and archiving of the entire Concept Note development process through dedicated Secretariat. The process will include the Call for Expression of Interest, PR and SR roles and selection criteria, Global Fund responses among others. The archives will also cover grant signing, consolidation and disbursement processes.
- (e) **Strengthen the documentation, archiving and dissemination of grant oversight reports:** This will include archiving and disseminating the Global Fund guidelines for oversight; KCM 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.
- (f) **Strengthen the capacity of KCM focal persons and mass media to report accurately on Global Fund issues in Kenya:** This will involve training media professionals and key KCM resource persons on the Global Fund, processes and accurate reporting, developing effective press releases and the use of the communication plan. An annual bulletin on KCM (updating on all KCM decisions, where to find new documentation, feedback and results of opinion polling on information quality and access) will also be produced to act as an information handbook.

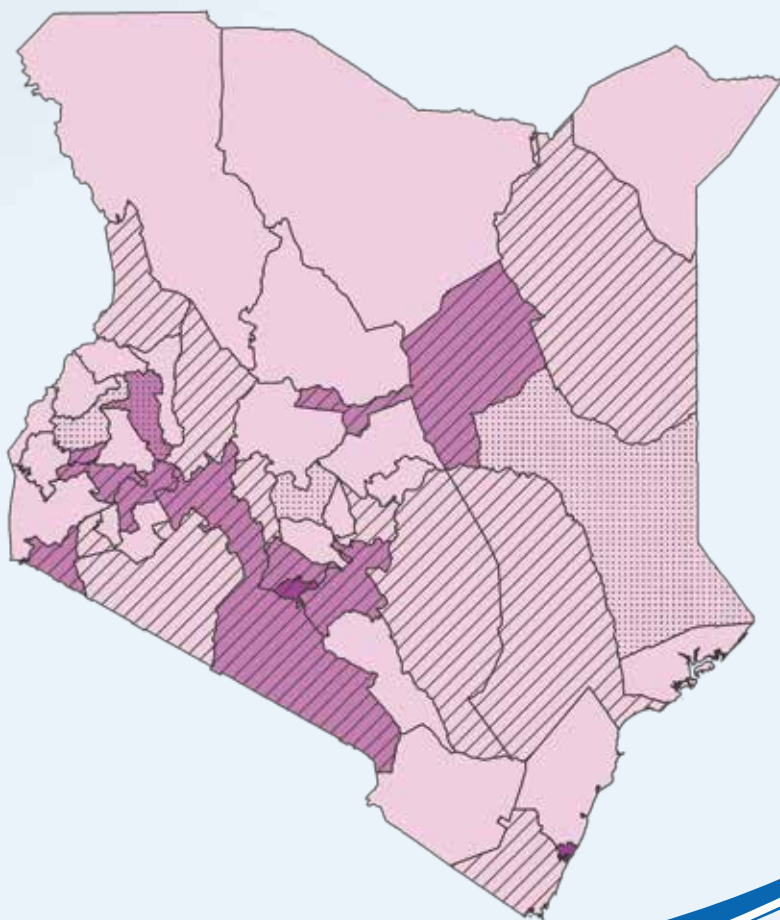
## 5. KCM Communication Plan

### Implementation matrix

Activities	Key Audience	Implementer	Tools	Timeframe
<b>1. Strengthen capacity of KCM to communicate effectively</b>				
Maintain and update website annually	Stakeholders	KCM Secretariat	Website	Monthly
Provide resources for KCM external communication through mass media	Global Fund, GoK and other partners	KCM Management Committee	KCM Resource Mobilization Plan	Quarterly
Support daily KCM Secretariat communication: telephone, stationery and courier	KCM and stakeholders	KCM Secretariat	KCM funding	Monthly
Establish structured information flow process between ICCs and KCM to improve communication between these two structures	ICCs and KCM	KCM Secretariat	ICCs reporting format	Quarterly
Coordinate the KCM members inputs or response to the Global Fund enquiries and correspondence	KCM members	KCM Secretariat	E-mail and other official correspondence	On need basis
<b>2. Disseminate and archive key KCM governance and operational documents</b>				
Disseminate and archive KCM governance documents (Constitution, Oversight Plan, Conflict of Interest Policy and Secretariat job descriptions, and Strategy and Action Plan, among others)	KCM Secretariat, Global Fund Geneva, LFA and Public	KCM Secretariat	Website update and circulation of soft and hard copies	Annually
Disseminate and archive key KCM information including membership, officials, committees, membership renewal documents and meeting attendance register among others	KCM members; Global Fund Geneva, LFA and Public	KCM Secretariat	E-mail, website and letters to Global Fund and KCM constituencies	Periodically
Develop and update operational documents with KCM membership (SOPs, Operational Plan, Communication Plan)	KCM members, Global Fund Geneva, LFA and PRs	KCM Secretariat	E-mails; Website section with restricted access	Annually
<b>3. Provide communication support for development of the concept note and PR selection</b>				
Establish guidelines for national dialogue at all stages of the concept note development and grant making under the new funding model	KCM Constituencies, ICCs PRs and general public	KCM Secretariat	Website, circulation to KCM constituencies and ICCs	Periodically
Establish mechanisms for seeking feedback from non-CCM members and people infected/affected by the diseases during concept note development	Non – KCM members/ KAPs	KCM Secretariat	Multiple channels	Periodically



4. Provide communication support for KCM oversight					
Disseminate KCM oversight plan and calendar of oversight activities to KCM members and non-members	KCM members and constituencies	KCM Secretariat	E-mails and website	Annually	
Disseminate and archive Grant Dashboards	KCM Members	KCM Secretariat	E-mails	Quarterly	
Communicate effectively KCM field visits to relevant organizations, project sites and informants	Organizations and key informants in selected project sites	E-mails & telephone KCM Secretariat	communication	Periodically	
Submit oversight reports to the Global Fund Secretariat at least twice a year	Global Fund	KCM Secretariat	Official correspondence	Quarterly	
Communicate the oversight results to stakeholders at least twice a year	Non-KCM members	KCM Secretariat	E-mail, press releases, stakeholder fora	Quarterly	
5. Implement KCM communication activities effectively					
Update regularly the KCM website/ archives with relevant information	All stakeholders	KCM Secretariat	Website and KCM members information package	Quarterly	
Develop and distribute annual newsletter to disseminate information on Global Fund grants and KCM activities	All stakeholders	KCM Secretariat	Newsletter	Bi-annual	
Monitor website us (e.g. number of hits_	General Public	KCM Secretariat	Website	Quarterly	
Develop disseminate press releases through key media	General Public	KCM Secretariat	Press and electronic media	Bi-annual	
Train media on correct coverage of Global Fund issues	Journalists	KCM Secretariat	Training	Annually	
Monitor reporting on Global Fund in the local print and electronic media	Media	KCM Secretariat	Media reports	Daily	
6. Support implementation of constituency feedback plans for civil society constituencies					
Conduct civil society mobilization or strengthen the constituencies to define and establish constituency membership	Civil society constituencies	KCM Secretariat	Constituency assessment	Annually	
Support civil society members of KCM to develop constituency feedback plans	Civil society constituencies	KCM Secretariat	Constituency feedback plans	Annually	
Disseminate constituency feedback meetings minutes through the KCM website	KCM and Constituency members	KCM Secretariat	KCM website	Quarterly	
Prepare information packages and support KCM members in facilitating constituency feedback sessions	Civil society constituencies	KCM Secretariat	Constituency meetings	Annually	
Mobilize resources to support civil society constituency feedback meetings	Civil society constituencies	KCM Secretariat	KCM resource mobilization	Annually	
Monitor implementation of the constituency feedback plans	Civil society constituencies	KCM Secretariat	Monitoring reports	Annually	



### **THE CHAIR**

Kenya Coordinating Mechanism

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