Tier 2: CCM Orientation—Core Module 8—CCM Member Effectiveness

Welcome to Module 8! This module focuses on what it means to be an effective CCM member, whether you are a full member or an alternate. It also addresses the CCM's effectiveness.

Click the Next button to begin.

The CCM Orientation Program was designed by the Leadership, Management and Governance (LMG) Project, with support from the United States Agency for International Development (USAID), and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

The content in this module was developed by the USAID Grant Management Solutions (GMS) project.

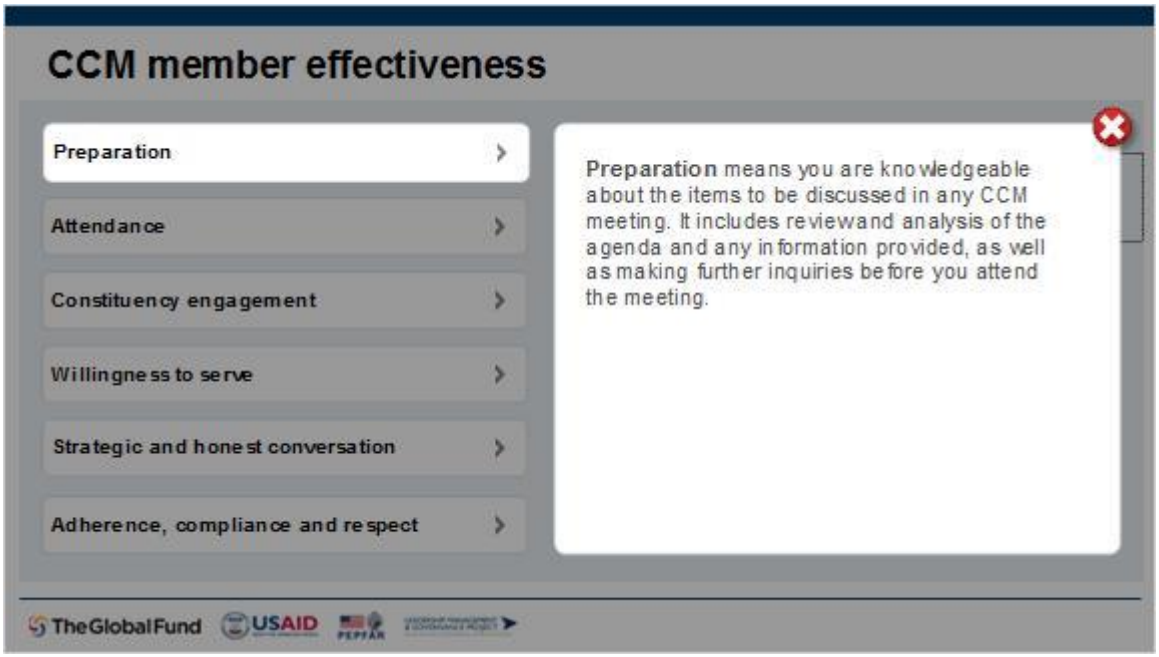
By the end of this module, you will be able to identify:

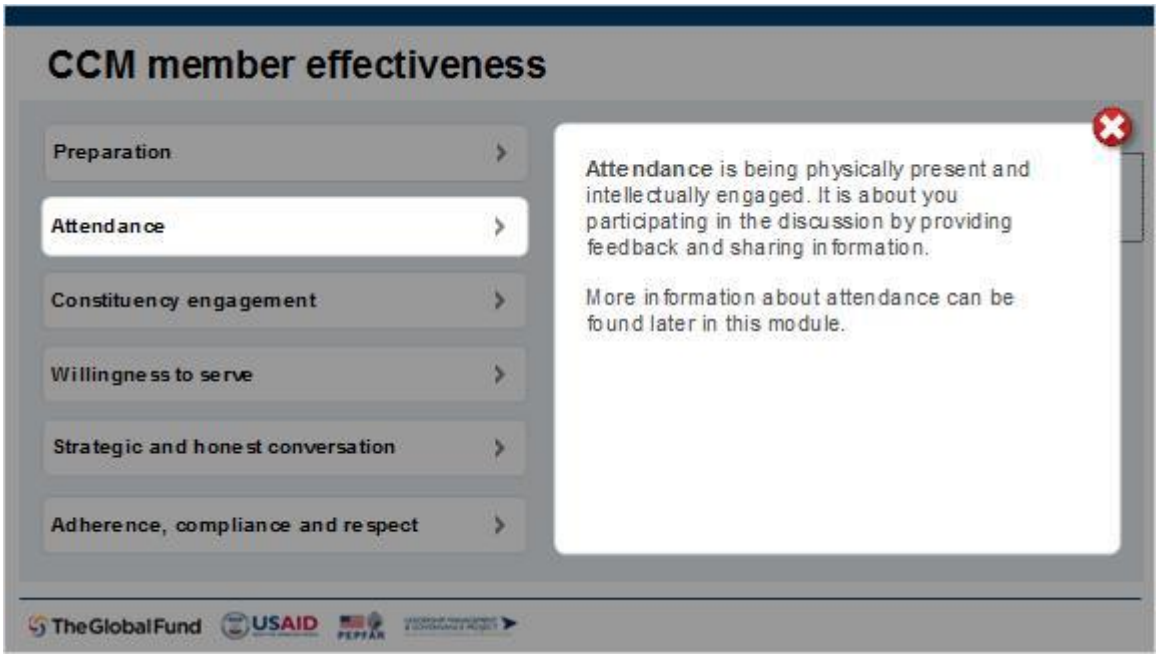
- what it means for CCM members to be effective;
- qualities for CCM member engagement;
- conditions for CCM effectiveness;
- the formula for an enhanced CCM;
- and roles for individual and CCM leadership.

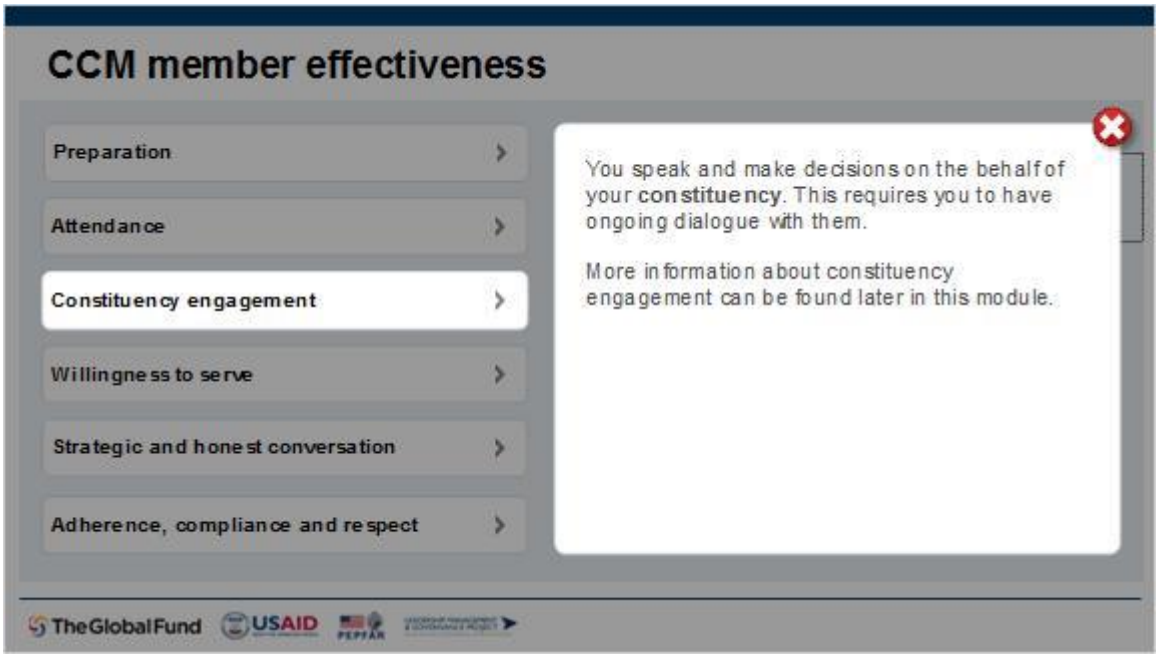
To navigate this course, click the "Previous" and "Next" buttons. Click the "Resources" link to view the websites, documents and other references mentioned throughout this e-Learning module. Click the "Narration" tab to read along with the narration. A "Glossary" is available as a point of reference for terms that are commonly used in relation to the Global Fund.

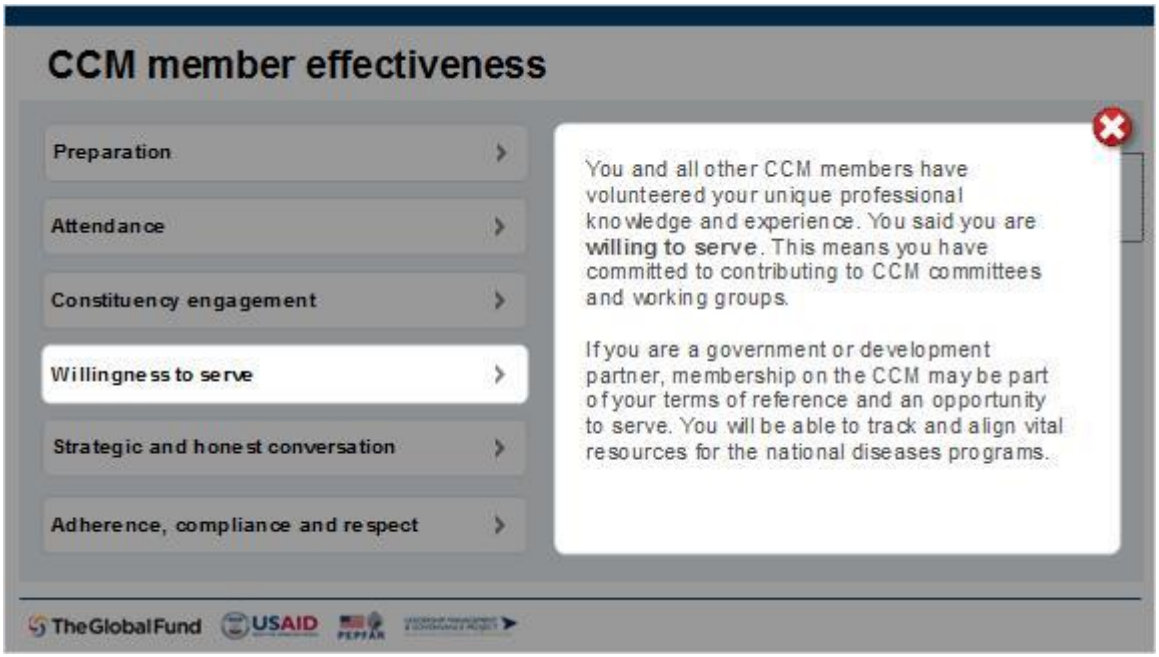
What does it mean for CCM members to be effective?

Click each button to learn more.

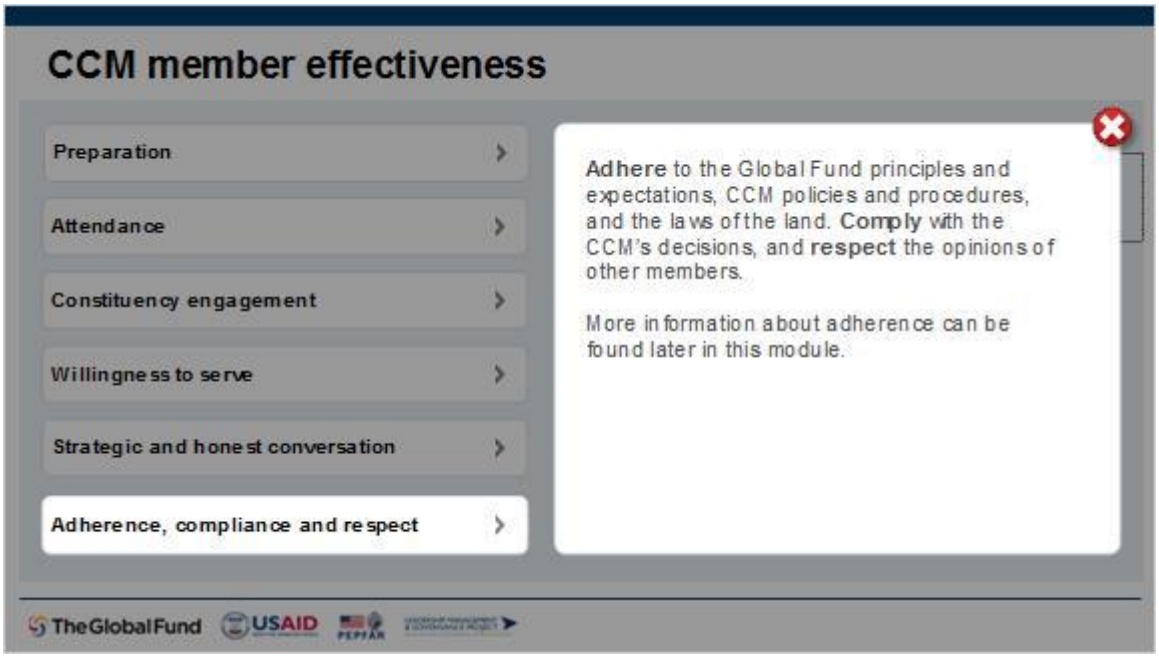

CCM member effectiveness
Preparation
Attendance
Constituency engagement
Willingness to serve
Strategic and honest conversation
Adherence, compliance and respect
Preparation means you are knowledgeable about the items to be discussed in any CCM meeting. It includes review and analysis of the agenda and any information provided, as well as making further inquiries before you attend the meeting.
TheGlobalFund
USAID


CCM member effectiveness
Preparation
Attendance
Constituency engagement
Willingness to serve
Strategic and honest conversation
Adherence, compliance and respect
Attendance is being physically present and intellectually engaged. It is about you participating in the discussion by providing feedback and sharing information.
More information about attendance can be found later in this module.
TheGlobalFund
USAID


CCM member effectiveness
Preparation
Attendance
Constituency engagement
Willingness to serve
Strategic and honest conversation
Adherence, compliance and respect
You speak and make decisions on the behalf of your constituency. This requires you to have ongoing dialogue with them.
More information about constituency engagement can be found later in this module.
TheGlobalFund
USAID


CCM member effectiveness
Preparation
Attendance
Constituency engagement
Willingness to serve
Strategic and honest conversation
Adherence, compliance and respect
You and all other CCM members have volunteered your unique professional knowledge and experience. You said you are willing to serve. This means you have committed to contributing to CCM committees and working groups.
If you are a government or development partner, membership on the CCM may be part of your terms of reference and an opportunity to serve. You will be able to track and align vital resources for the national diseases programs.
TheGlobalFund
USAID

CCM member effectiveness
Preparation
Attendance
Constituency engagement
Willingness to serve
Strategic and honest conversation
Adherence, compliance and respect
Remember the big picture of the overall grant portfolio, the real situation and the opportunities for responsible governance. It will help you have strategic and honest conversations.
TheGlobalFund
USAID


CCM member effectiveness
Preparation
Attendance
Constituency engagement
Willingness to serve
Strategic and honest conversation
Adherence, compliance and respect
Adhere to the Global Fund principles and expectations, CCM policies and procedures, and the laws of the land. Comply with the CCM's decisions, and respect the opinions of other members.
More information about adherence can be found later in this module.
TheGlobalFund
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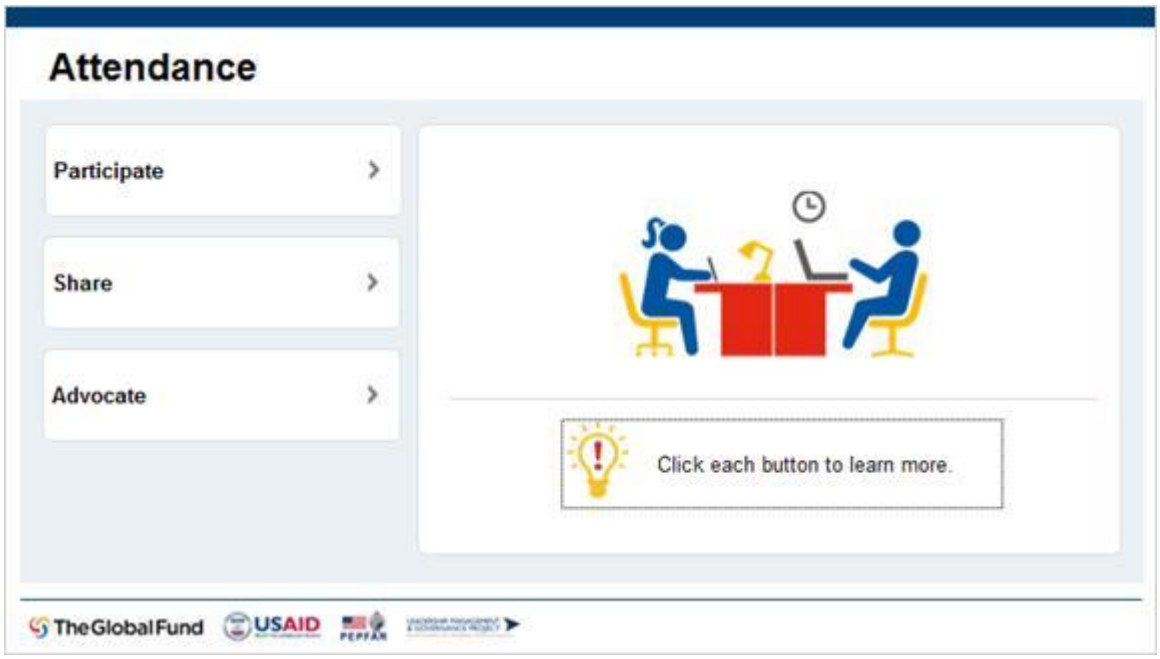
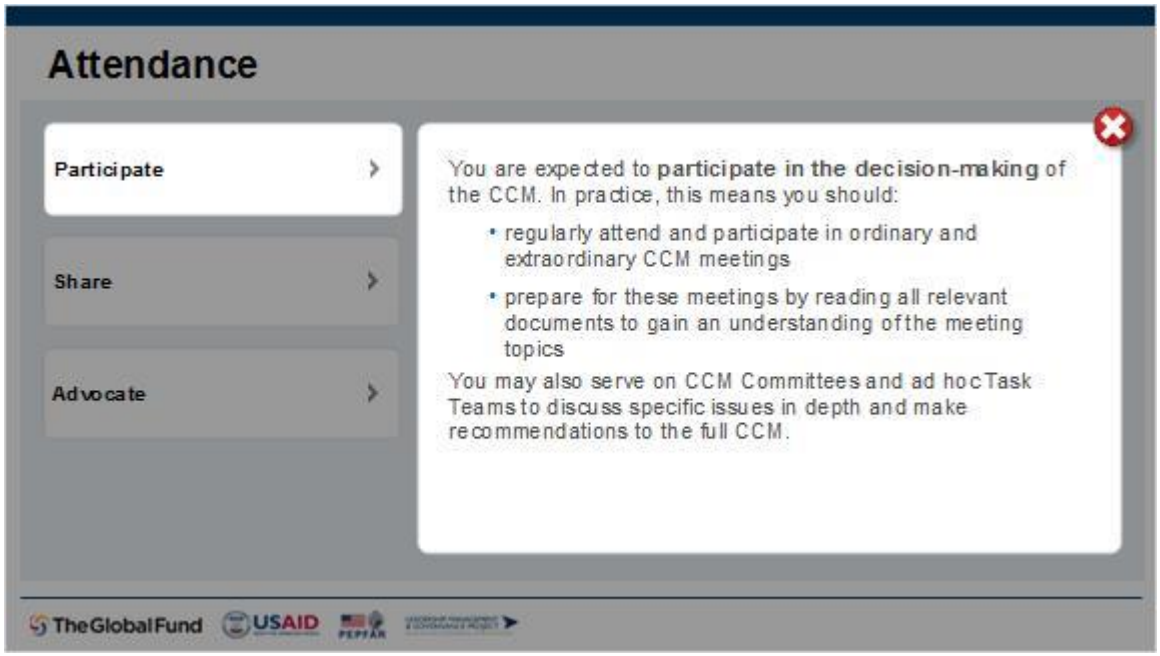
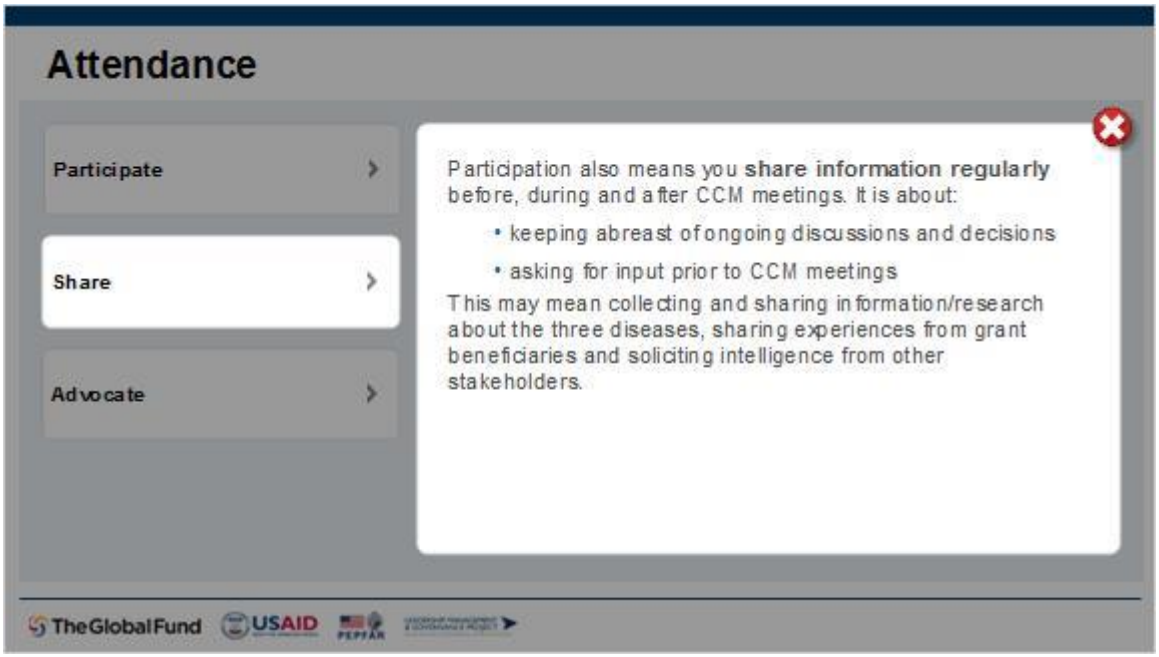


Let's explore the meaning of attendance, constituency engagement and adherence in more detail. We will begin with attendance.

Attendance is about being physically and intellectually engaged. It is about participating, sharing and advocating.

Click each button to learn more about the meaning of attendance.




Attendance
Participate
Share
Advocate
Participation also means you share information regularly before, during and after CCM meetings. It is about:
• keeping abreast of ongoing discussions and decisions
• asking for input prior to CCM meetings
This may mean collecting and sharing information/research about the three diseases, sharing experiences from grant beneficiaries and soliciting intelligence from other stakeholders.
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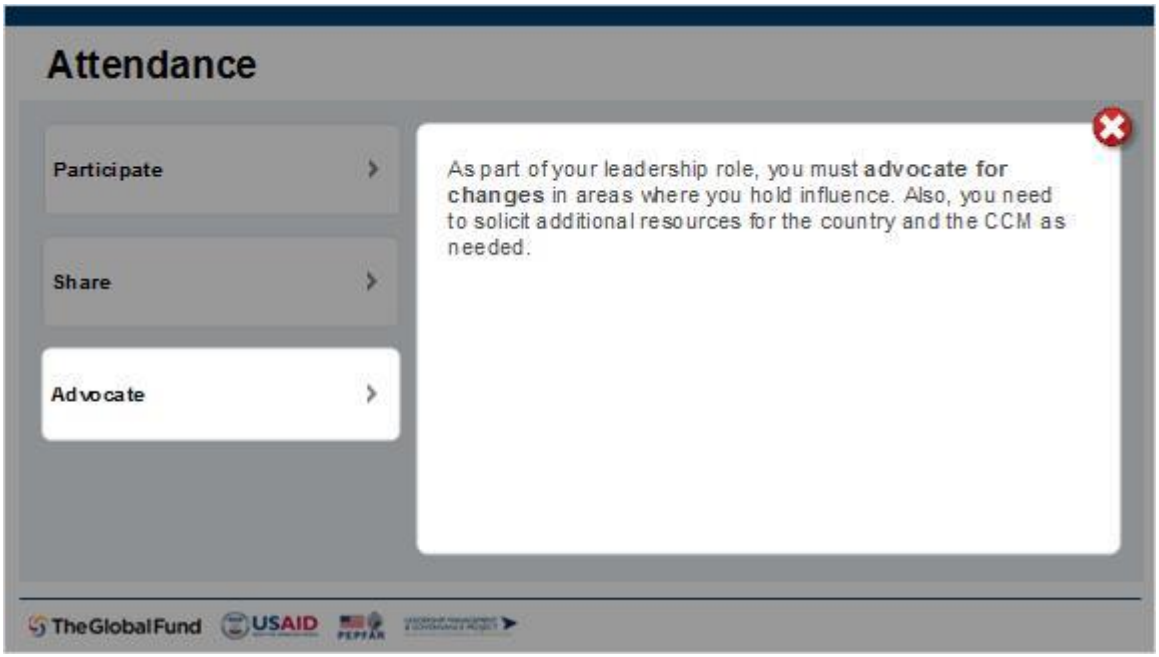
Attendance
Participate
Share
Advocate
As part of your leadership role, you must advocate for changes in areas where you hold influence. Also, you need to solicit additional resources for the country and the CCM as needed.
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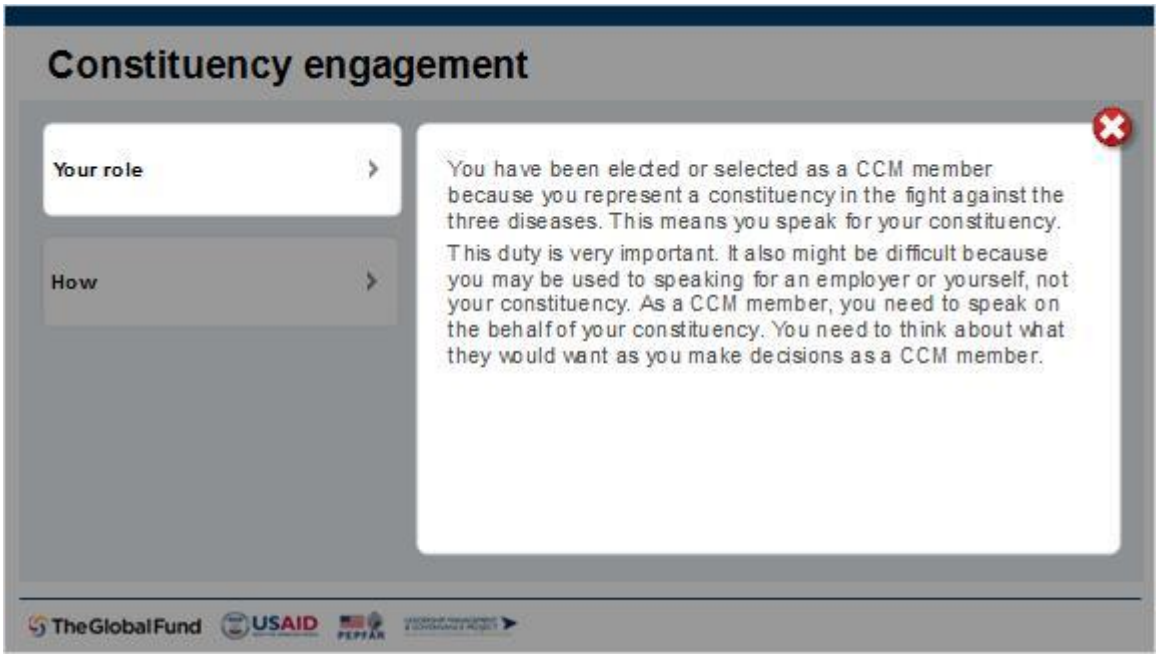
USAID

Let’s examine how constituency engagement impacts how you effectively fill your role, as well as how to ensure you understand your constituency’s needs.

Click each button to learn more about constituency engagement.


Constituency engagement
Your role
How
You have been elected or selected as a CCM member because you represent a constituency in the fight against the three diseases. This means you speak for your constituency.
This duty is very important. It also might be difficult because you may be used to speaking for an employer or yourself, not your constituency. As a CCM member, you need to speak on the behalf of your constituency. You need to think about what they would want as you make decisions as a CCM member.
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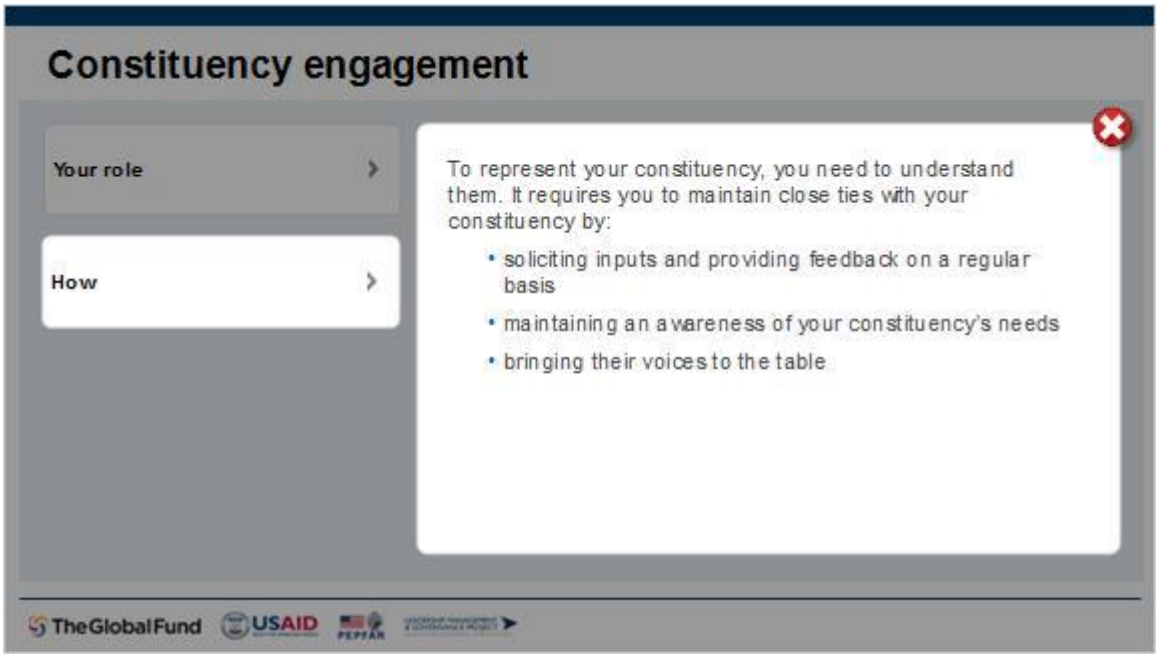

Constituency engagement
Your role
How
To represent your constituency, you need to understand them. It requires you to maintain close ties with your constituency by:
• soliciting inputs and providing feedback on a regular basis
• maintaining an awareness of your constituency's needs
• bringing their voices to the table
TheGlobalFund
USAID

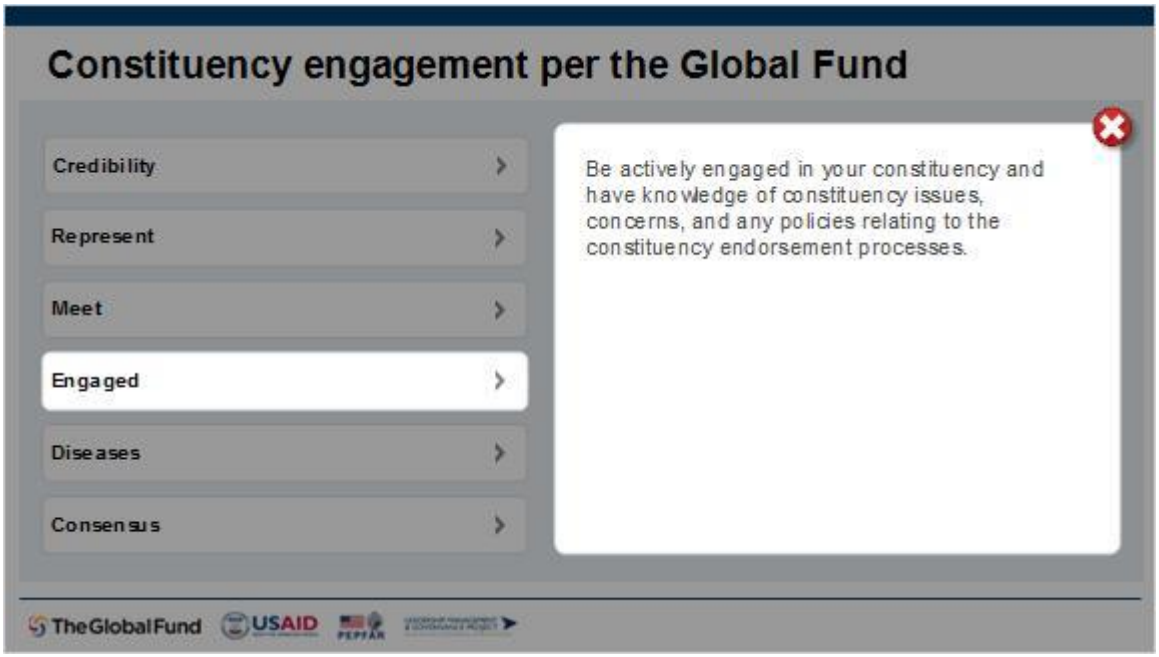
As mentioned in several modules, one of the Global Fund's core principles is partnership. The Global Fund wants to ensure that the voice of each constituency is heard. As your constituency's representative, the Global Fund has expectations for you.

Click each button to read about the expectations.

Constituency engagement per the Global Fund
Credibility
Represent
Meet
Engaged
Diseases
Consensus
Have credibility within your constituency.
TheGlobalFund
USAID

Constituency engagement per the Global Fund
Credibility
Represent
Meet
Engaged
Diseases
Consensus
Be able to effectively represent your constituency at the national level.
TheGlobalFund
USAID

Constituency engagement per the Global Fund
Credibility
Represent
Meet
Engaged
Diseases
Consensus
Have sufficient time and willingness to meet with constituency members, solicit inputs from and provide regular feedback to the constituency in a timely manner.
TheGlobalFund
USAID


Constituency engagement per the Global Fund
Credibility
Represent
Meet
Engaged
Diseases
Consensus
Be actively engaged in your constituency and have knowledge of constituency issues, concerns, and any policies relating to the constituency endorsement processes.
TheGlobalFund
USAID

Constituency engagement per the Global Fund
Credibility
Represent
Meet
Engaged
Diseases
Consensus
Have adequate knowledge of HIV and AIDS, tuberculosis and/or malaria to engage in discussions and decision-making.
TheGlobalFund
USAID

Constituency engagement per the Global Fund
Credibility
Represent
Meet
Engaged
Diseases
Consensus
Consult widely and negotiate with a broad spectrum of stakeholders, seeking consensus on constituency issues while aligning with the overall national interest.
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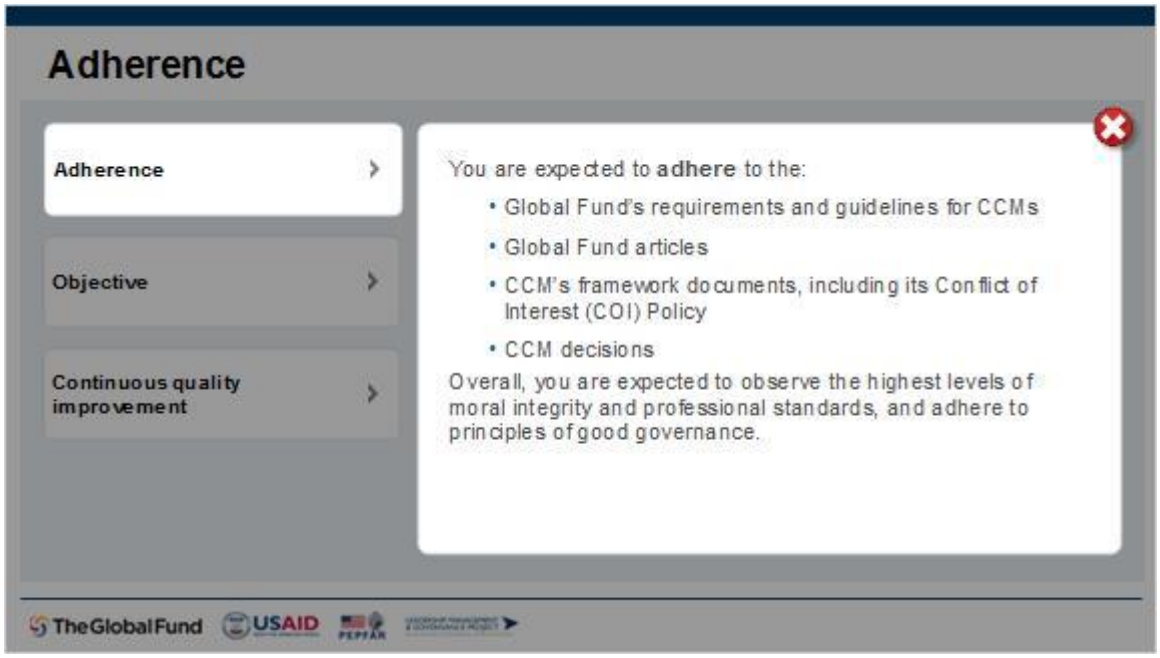
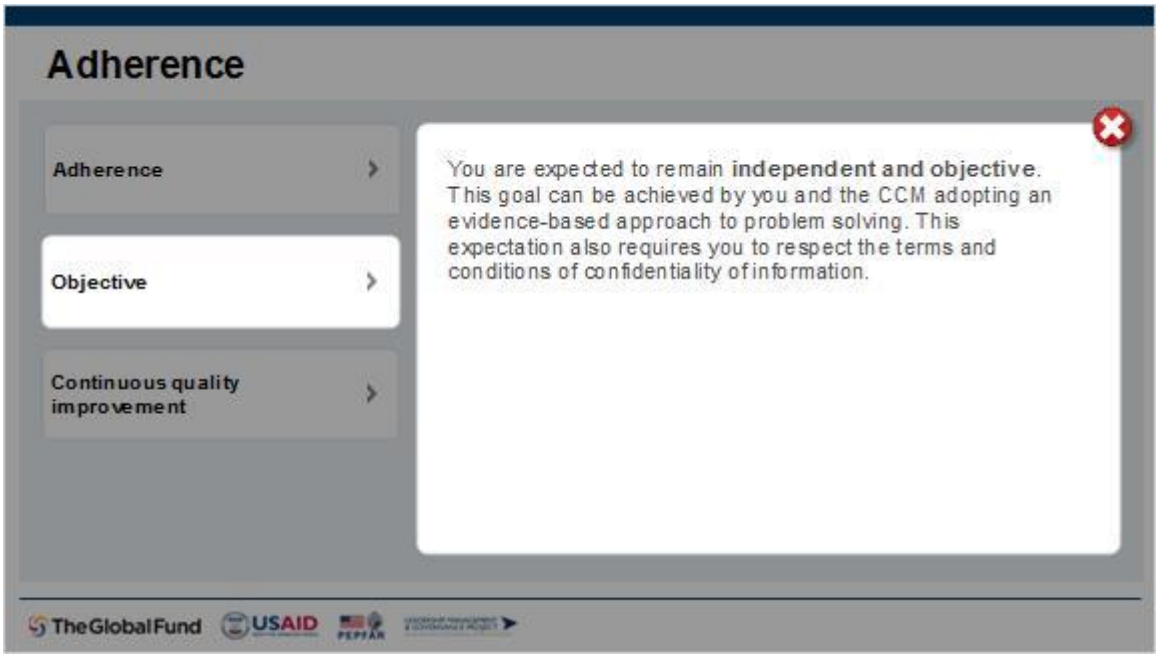
USAID

Adhering to the Global Fund principles and expectations, CCM policies and procedures, and the law of the land is a critical part of each CCM member's role.

Click each button to learn more about adherence.




Adherence
Adherence
Objective
Continuous quality improvement
You are expected to remain independent and objective. This goal can be achieved by you and the CCM adopting an evidence-based approach to problem solving. This expectation also requires you to respect the terms and conditions of confidentiality of information.
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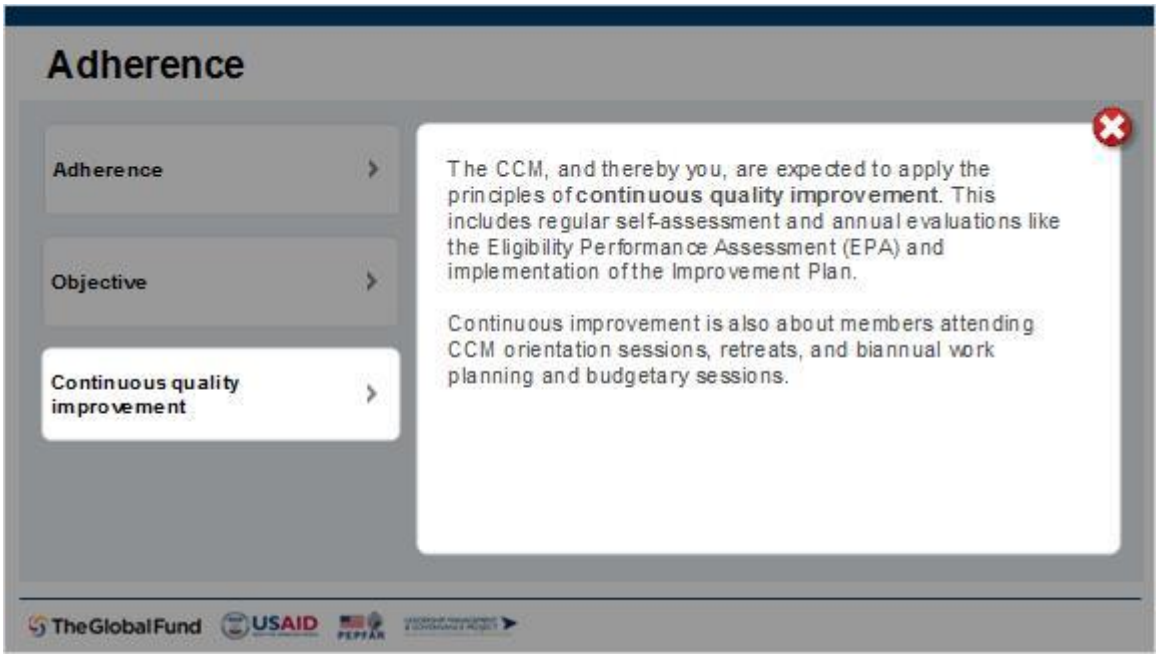
Adherence
Adherence
Objective
Continuous quality improvement
The CCM, and thereby you, are expected to apply the principles of continuous quality improvement. This includes regular self-assessment and annual evaluations like the Eligibility Performance Assessment (EPA) and implementation of the Improvement Plan.
Continuous improvement is also about members attending CCM orientation sessions, retreats, and biannual work planning and budgetary sessions.
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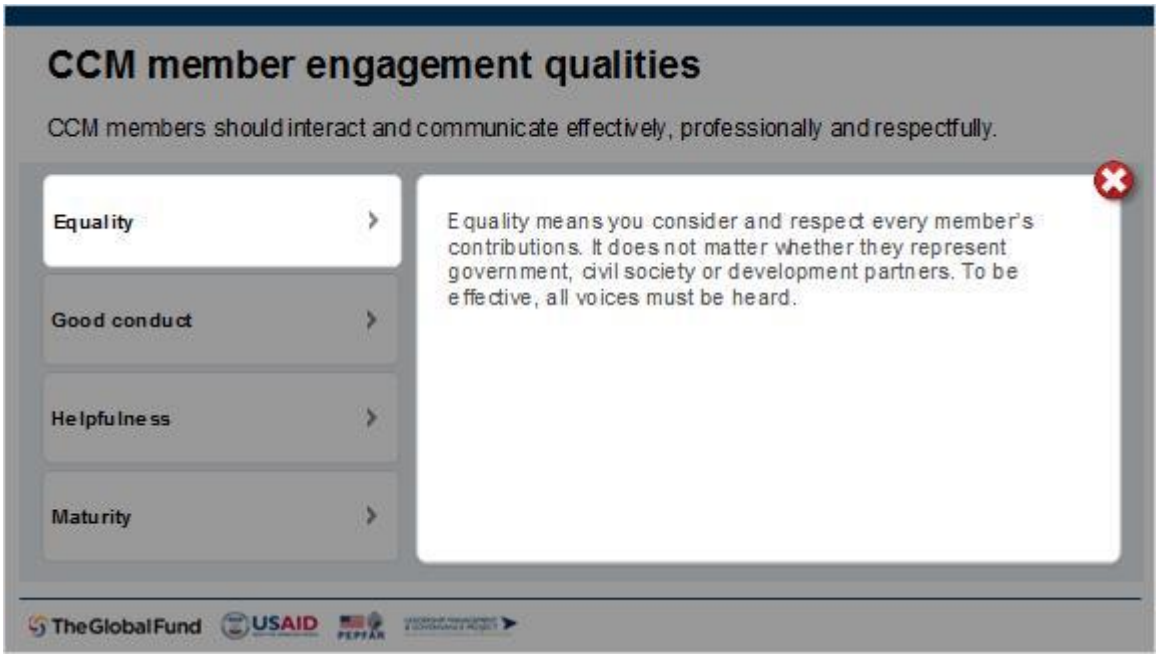
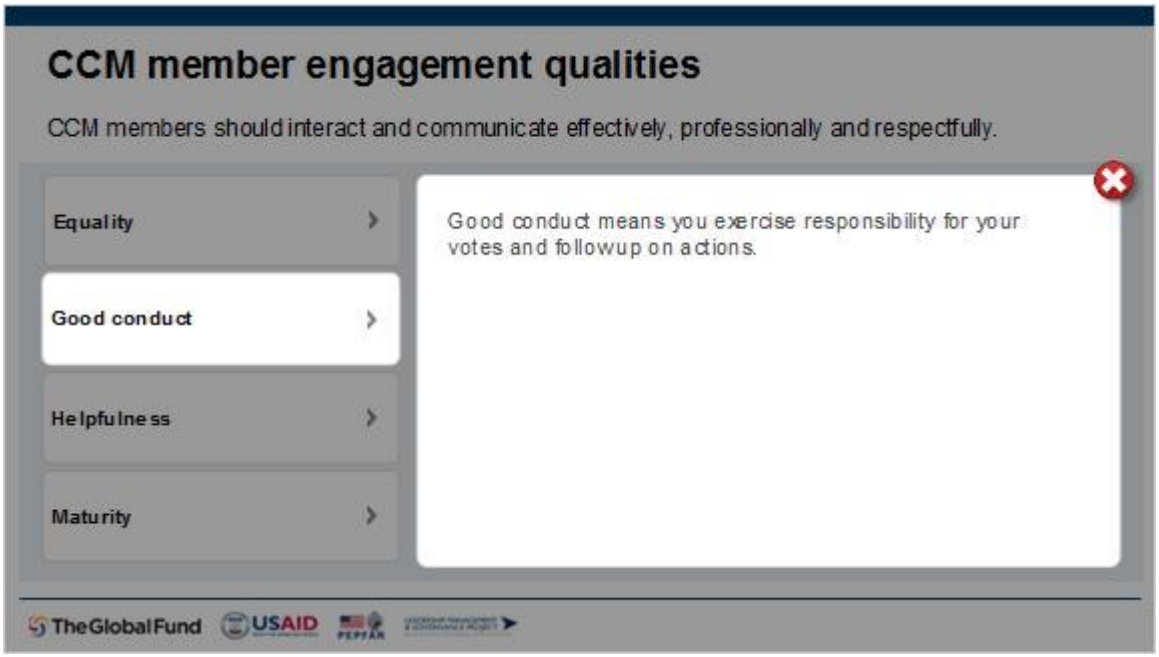
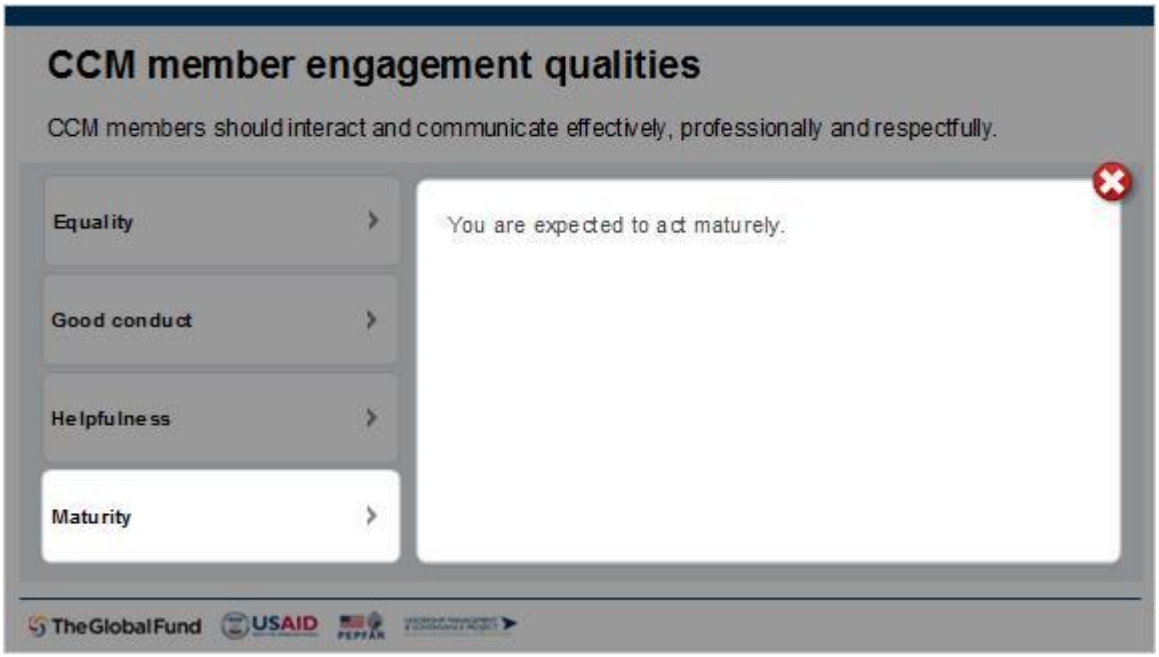
In general, CCM members should interact and communicate effectively and in a professional and respectful manner.

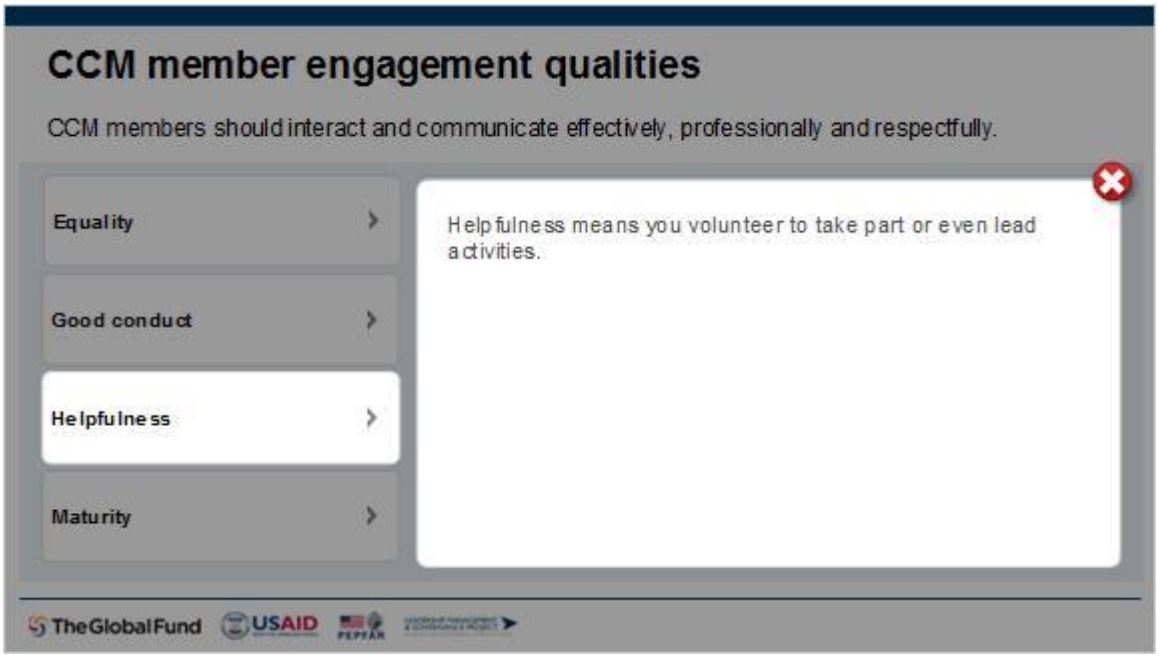
Other member engagement qualities include equality, good conduct, helpfulness and maturity.

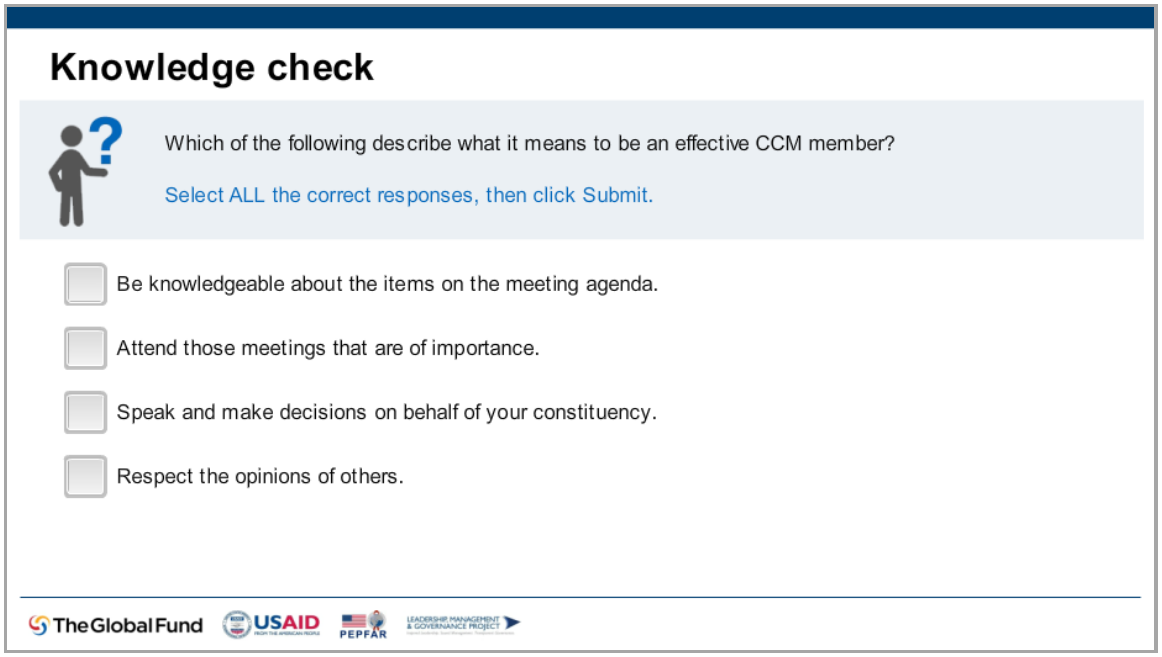
Click each button to learn more about member engagement qualities.


CCM member engagement qualities
CCM members should interact and communicate effectively, professionally and respectfully.
Equality
Good conduct
Helpfulness
Maturity
Equality means you consider and respect every member's contributions. It does not matter whether they represent government, civil society or development partners. To be effective, all voices must be heard.
TheGlobalFund
USAID


CCM member engagement qualities
CCM members should interact and communicate effectively, professionally and respectfully.
Equality
Good conduct
Helpfulness
Maturity
Good conduct means you exercise responsibility for your votes and followup on actions.
TheGlobalFund
USAID

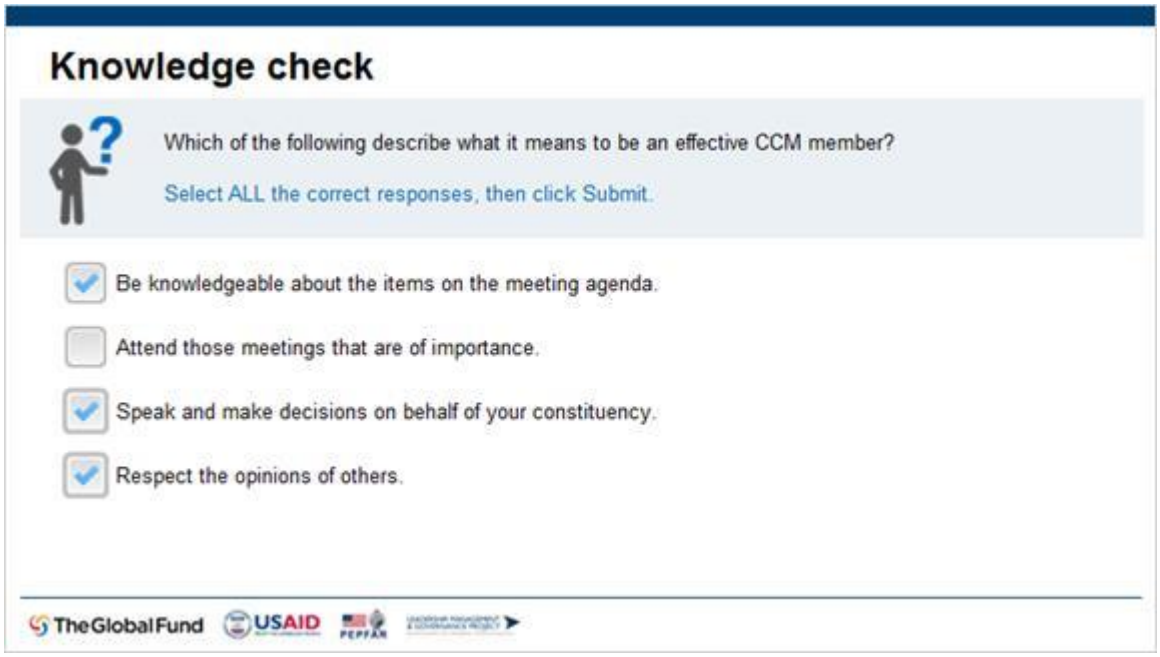

CCM member engagement qualities
CCM members should interact and communicate effectively, professionally and respectfully.
Equality
Good conduct
Helpfulness
Maturity
You are expected to act maturely.
TheGlobalFund
USAID


CCM member engagement qualities
CCM members should interact and communicate effectively, professionally and respectfully.
Equality
Good conduct
Helpfulness
Maturity
Helpfulness means you volunteer to take part or even lead activities.
TheGlobalFund
USAID



Let's review what you have learned so far. Which of the following describe what it means to be an effective CCM member?

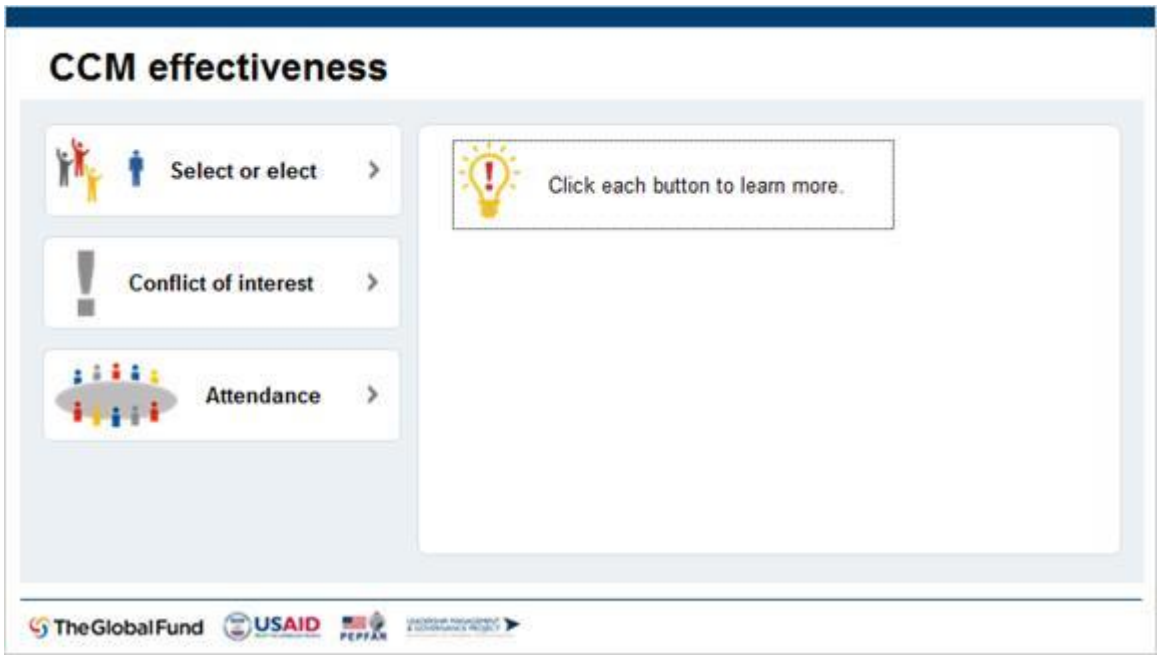
Select ALL the correct responses, then click Submit.



That is correct!

An effective CCM member:

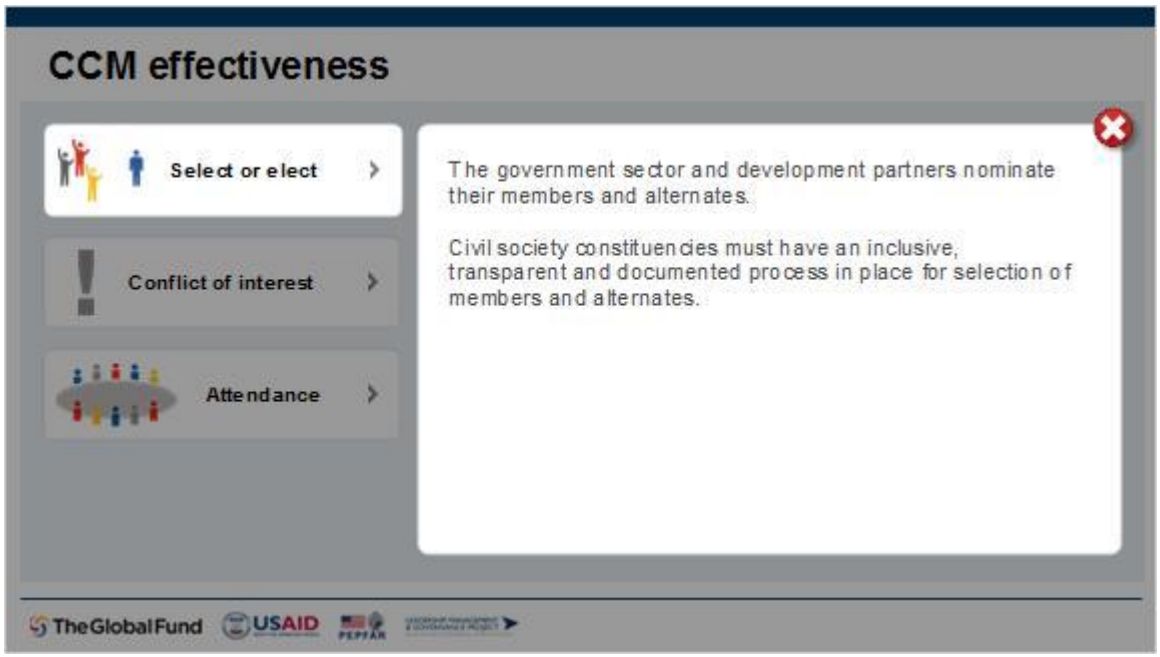
- is knowledgeable about the items on the meeting agenda
- speaks and makes decisions on behalf of his/her constituency

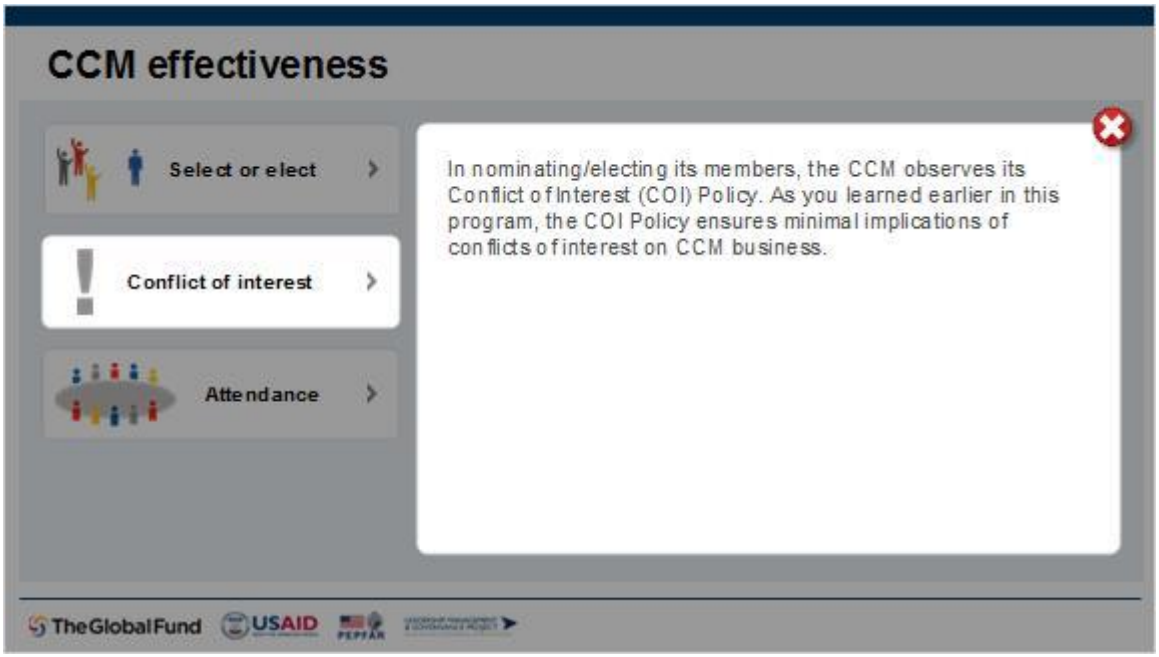


We have been discussing what it means to be effective as an individual CCM member. Now let's turn to conditions that affect the effectiveness of the whole CCM.

These conditions include how members are selected or elected, conflict of interest policies and attendance. If any of these conditions are not met, the CCM's effectiveness is compromised.

Click each button to learn more about CCM effectiveness.




CCM effectiveness
Select or elect
Conflict of interest
Attendance
In nominating/electing its members, the CCM observes its Conflict of Interest (COI) Policy. As you learned earlier in this program, the COI Policy ensures minimal implications of conflicts of interest on CCM business.
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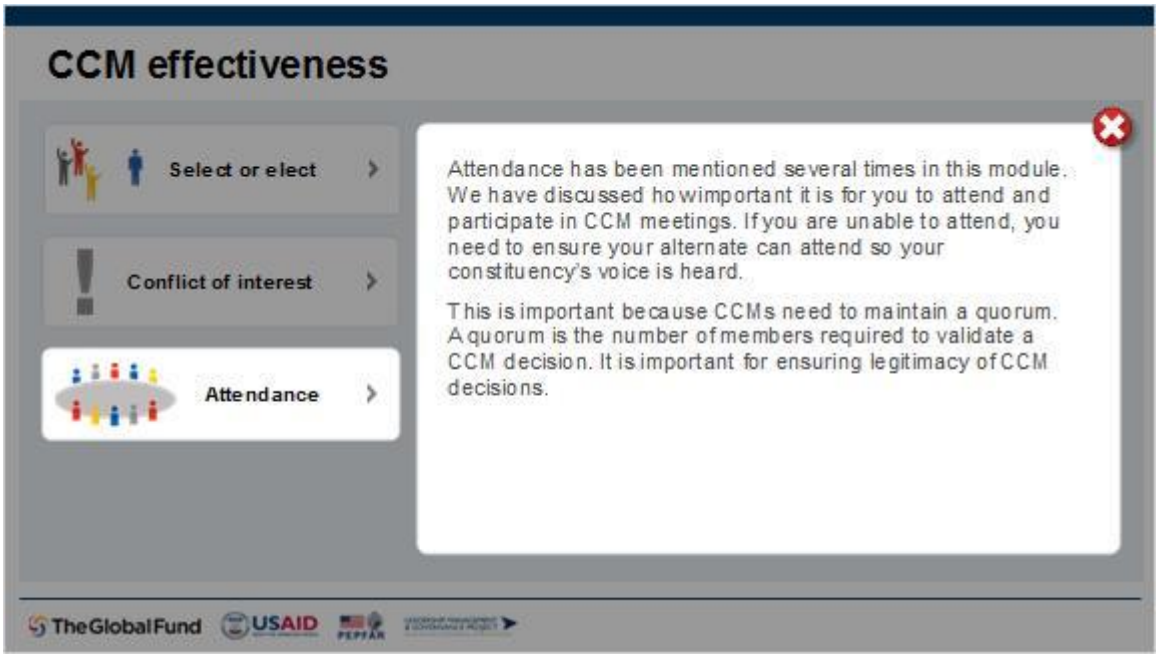
CCM effectiveness
Select or elect
Conflict of interest
Attendance
Attendance has been mentioned several times in this module. We have discussed how important it is for you to attend and participate in CCM meetings. If you are unable to attend, you need to ensure your alternate can attend so your constituency's voice is heard.
This is important because CCMs need to maintain a quorum. A quorum is the number of members required to validate a CCM decision. It is important for ensuring legitimacy of CCM decisions.
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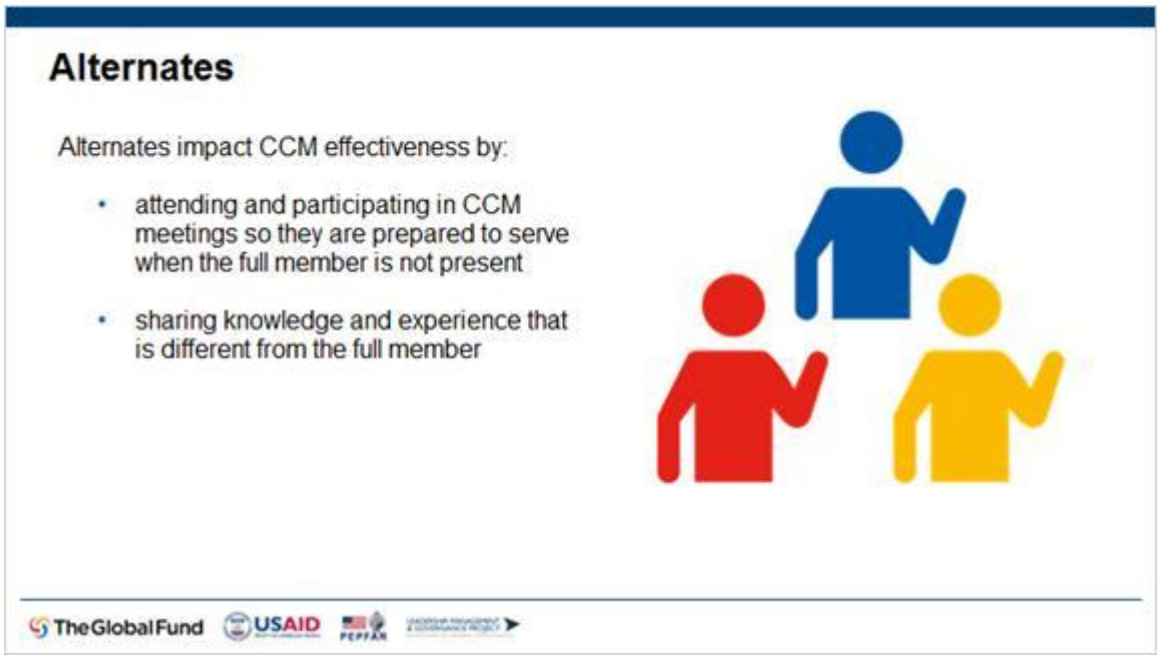


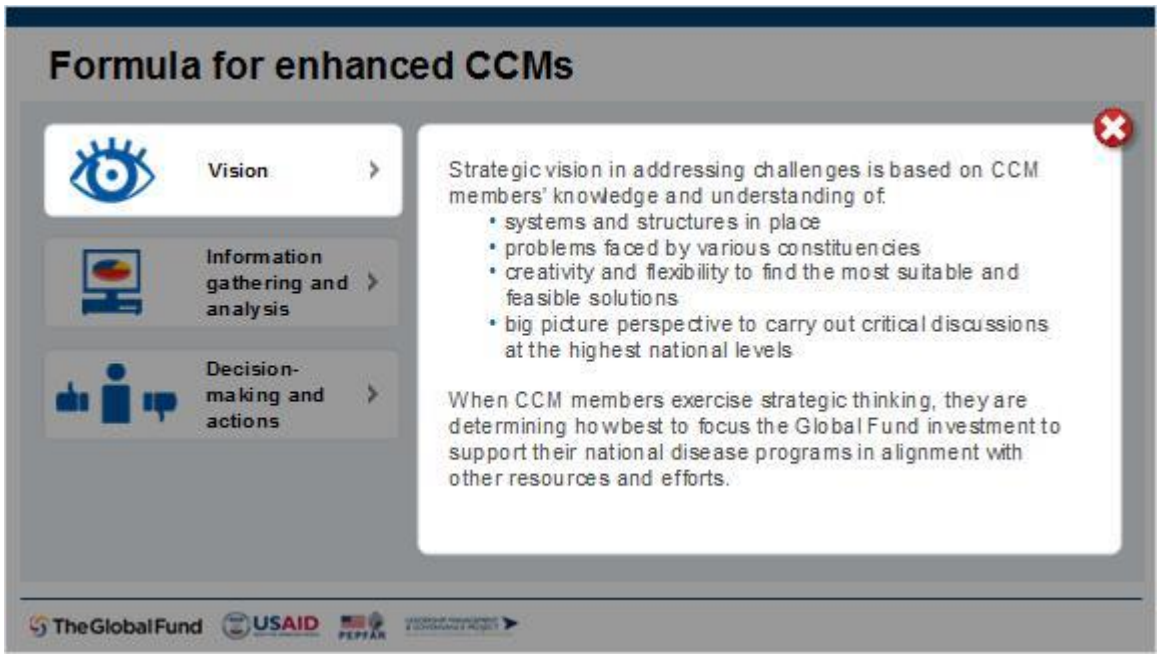
Let's take a few minutes to further consider the role of alternates and their impact on CCM effectiveness. As shared in a prior module, alternates are encouraged to attend and participate in CCM meetings. This prepares them to serve when the full member is absent. The more they know, the more effective they are. They can also vote if the full member is not present.

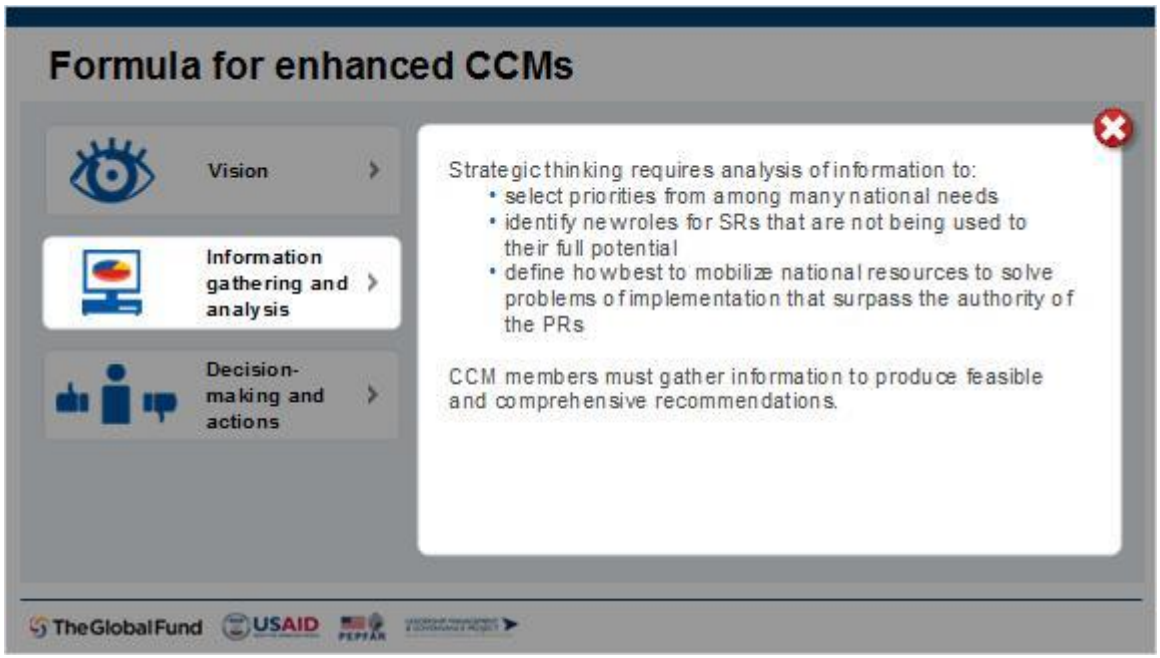
Another way alternates improve CCM effectiveness is through the knowledge and experience they have. For example, when a full member and an alternate represent different populations within the same constituency (such as sex workers and persons who inject drugs in the People Living with the Diseases constituency), their mutual contributions are even more valuable. In such cases, rotation between the member and the alternate is useful.

The Global Fund envisions an enhanced role for CCMs. CCMs are not expected to limit themselves to only fulfilling their core functions. Rather, they are expected to become more strategic and proactive in defining the course of a country's response to the three diseases and coordinating the efforts of various stakeholders in combating them.

Here is a formula for a more effective CCM:
Vision + information gathering + analysis + decision-making and actions = a more effective CCM

Click each button to learn more about the formula.




Formula for enhanced CCMs
Vision
Information gathering and analysis
Decision-making and actions
Strategic thinking requires analysis of information to:
• select priorities from among many national needs
• identify new roles for SRs that are not being used to their full potential
• define how best to mobilize national resources to solve problems of implementation that surpass the authority of the PRs
CCM members must gather information to produce feasible and comprehensive recommendations.
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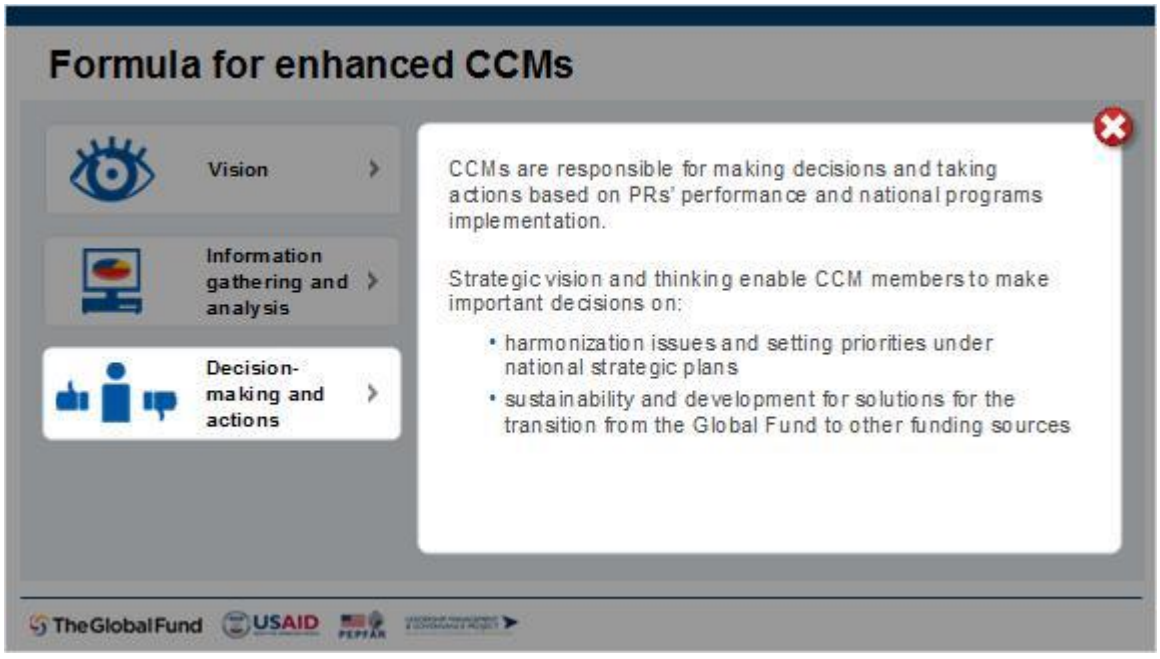
Formula for enhanced CCMs
Vision
Information gathering and analysis
Decision-making and actions
CCMs are responsible for making decisions and taking actions based on PRs' performance and national programs implementation.
Strategic vision and thinking enable CCM members to make important decisions on:
• harmonization issues and setting priorities under national strategic plans
• sustainability and development for solutions for the transition from the Global Fund to other funding sources
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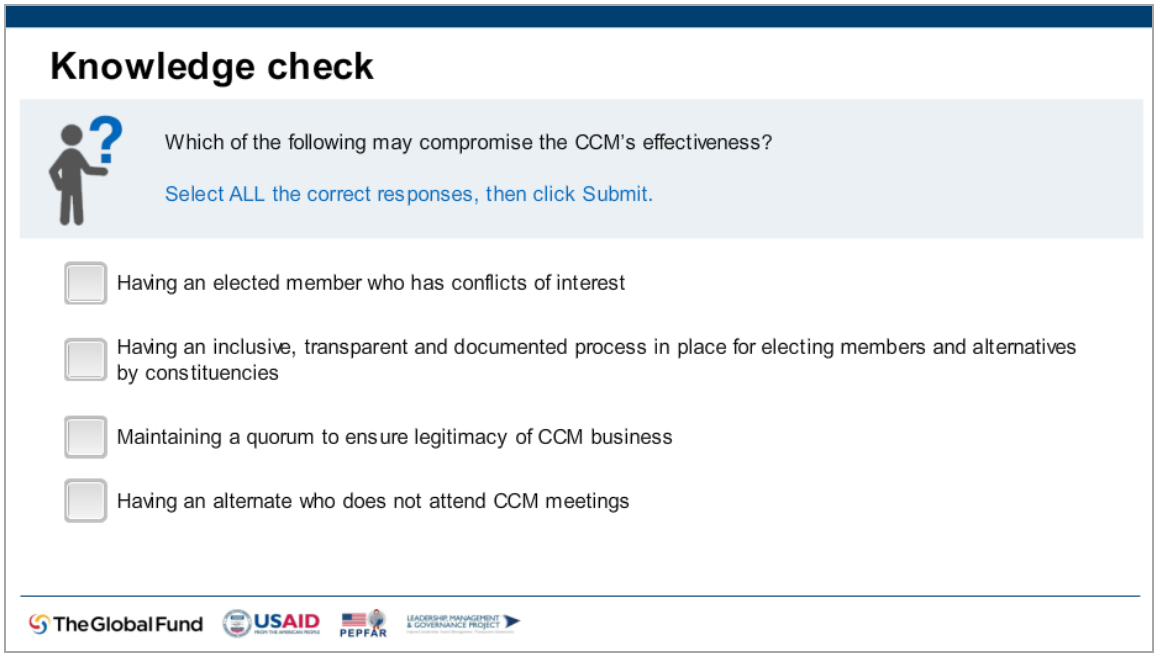
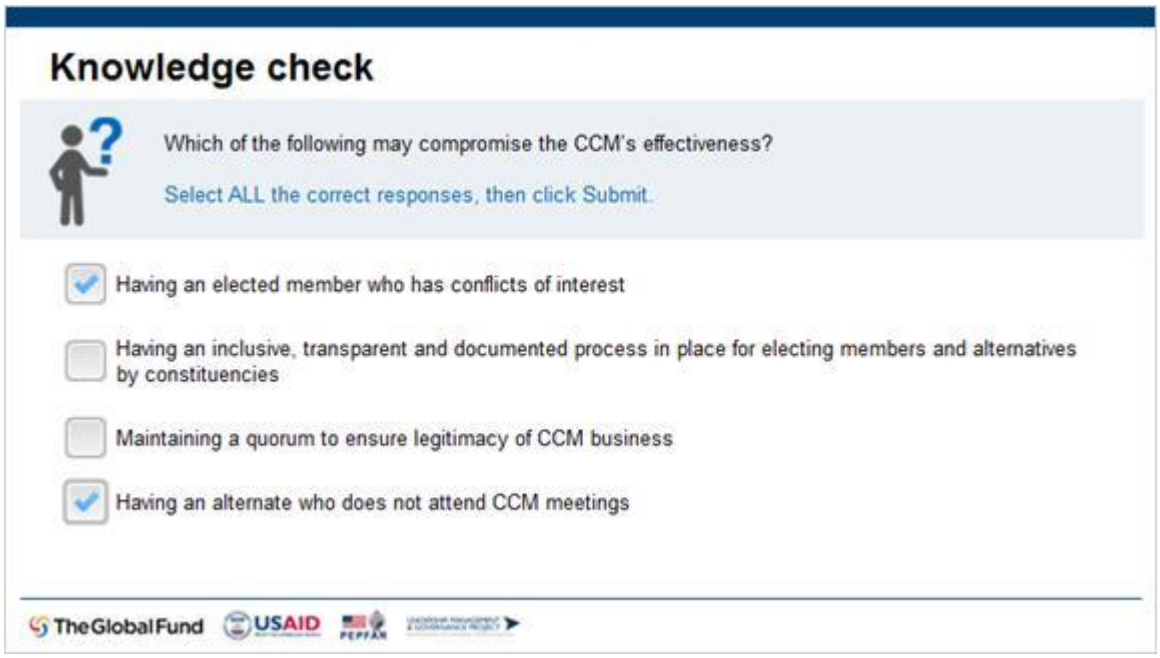


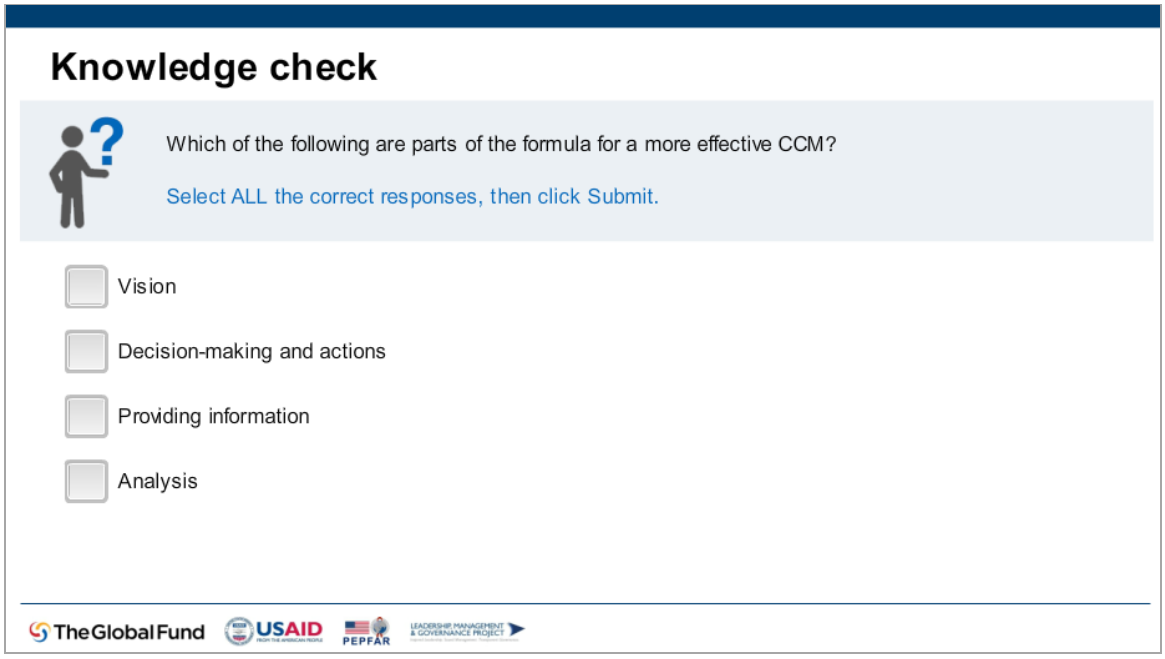
Which of the following may compromise the CCM's effectiveness?

Select ALL the correct responses, then click Submit.



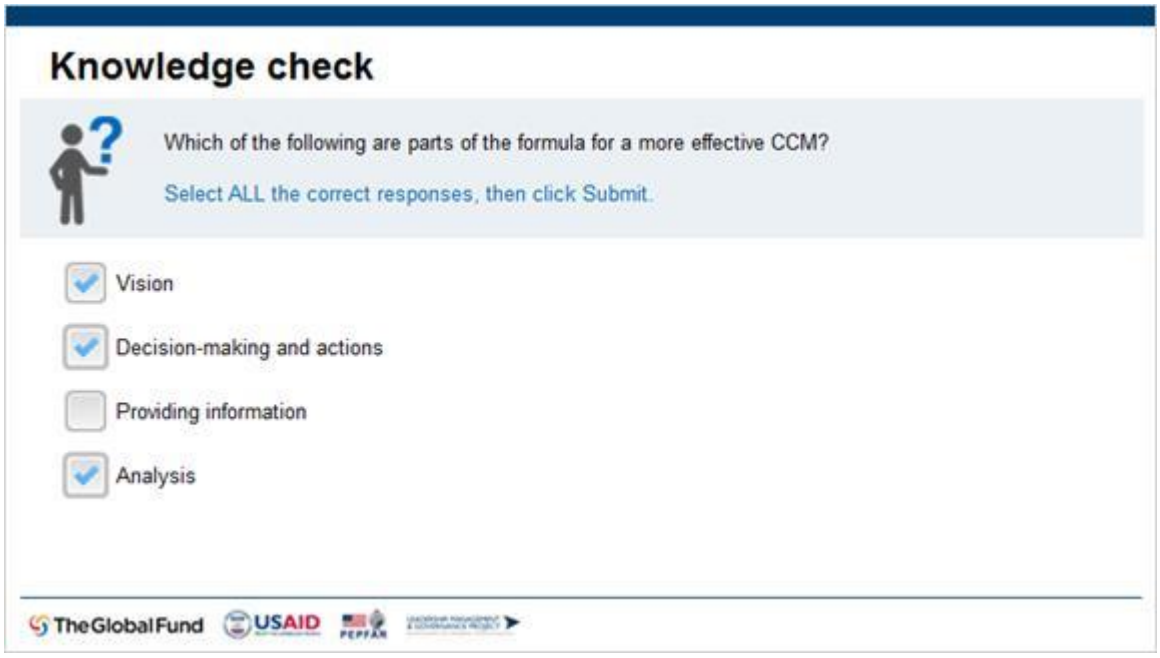
That is correct!

The effectiveness of the CCM could be compromised if an elected member has a conflict of interest or if alternates do not attend CCM meetings.



Which of the following are parts of the formula for a more effective CCM?

Select ALL the correct responses, then click Submit.



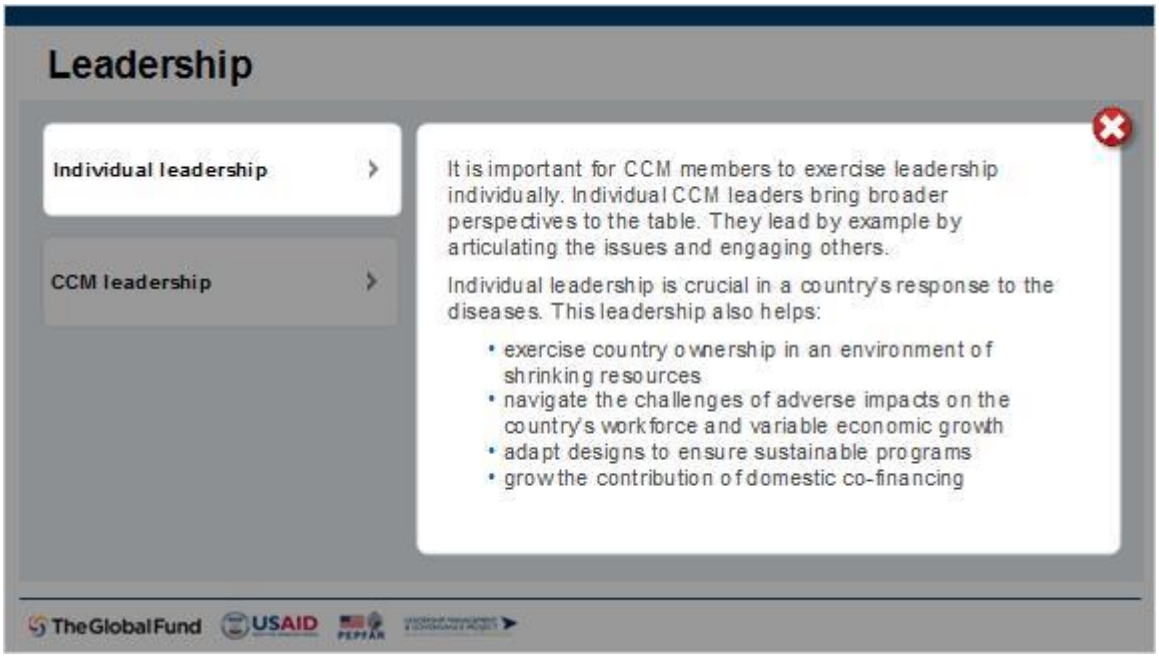
That is correct!

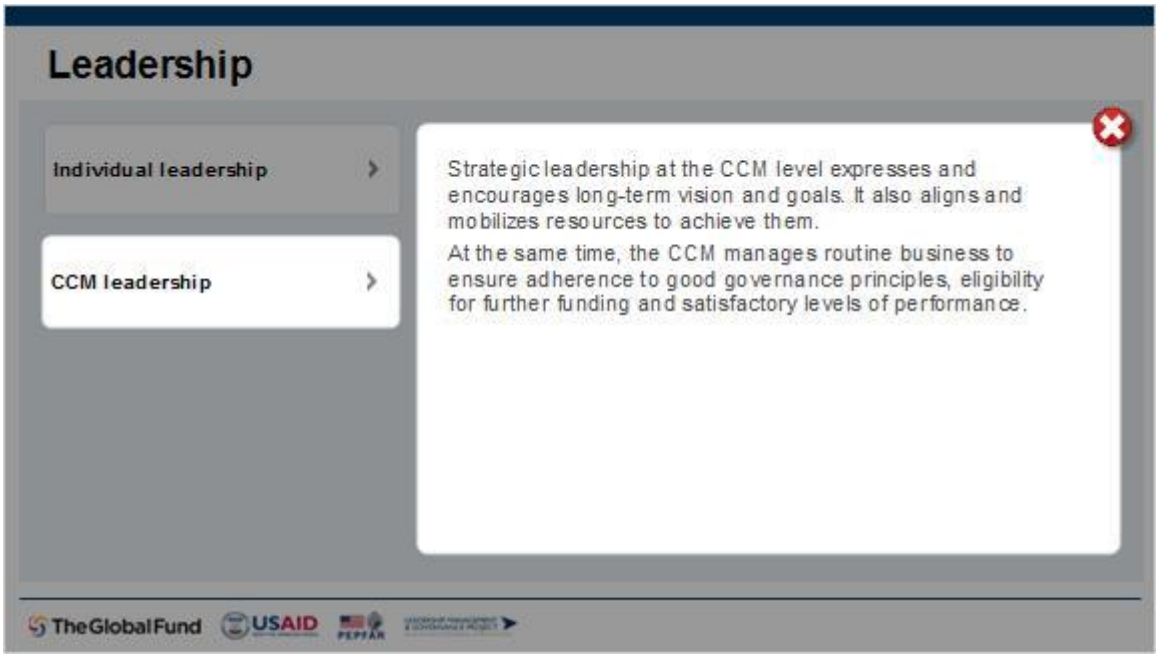
Vision, analysis, decision-making and actions are all part of the formula for a more effective CCM. Providing information is incorrect. It should be information gathering.

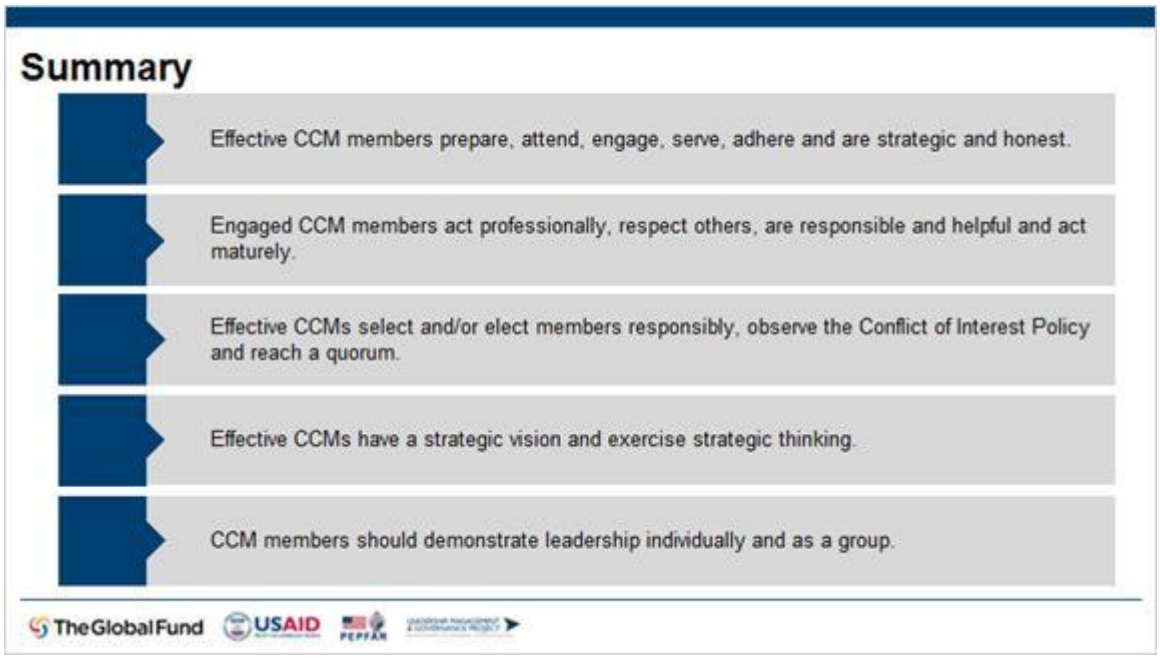
The Global Fund expects individual CCM members and the CCMs to play a strong leadership role in the country dialogue. This leadership role allows CCMs to meaningfully participate in the National Strategic Plan discussions by:

- convening stakeholders to engage in an inclusive country dialogue;
- and reaching consensus on the funding split.

Click each button to learn more about individual and CCM leadership.


Leadership
Individual leadership
CCM leadership
It is important for CCM members to exercise leadership individually. Individual CCM leaders bring broader perspectives to the table. They lead by example by articulating the issues and engaging others.
Individual leadership is crucial in a country's response to the diseases. This leadership also helps:
• exercise country ownership in an environment of shrinking resources
• navigate the challenges of adverse impacts on the country's workforce and variable economic growth
• adapt designs to ensure sustainable programs
• grow the contribution of domestic co-financing
TheGlobalFund
USAID


Leadership
Individual leadership
CCM leadership
Strategic leadership at the CCM level expresses and encourages long-term vision and goals. It also aligns and mobilizes resources to achieve them.
At the same time, the CCM manages routine business to ensure adherence to good governance principles, eligibility for further funding and satisfactory levels of performance.
TheGlobalFund
USAID



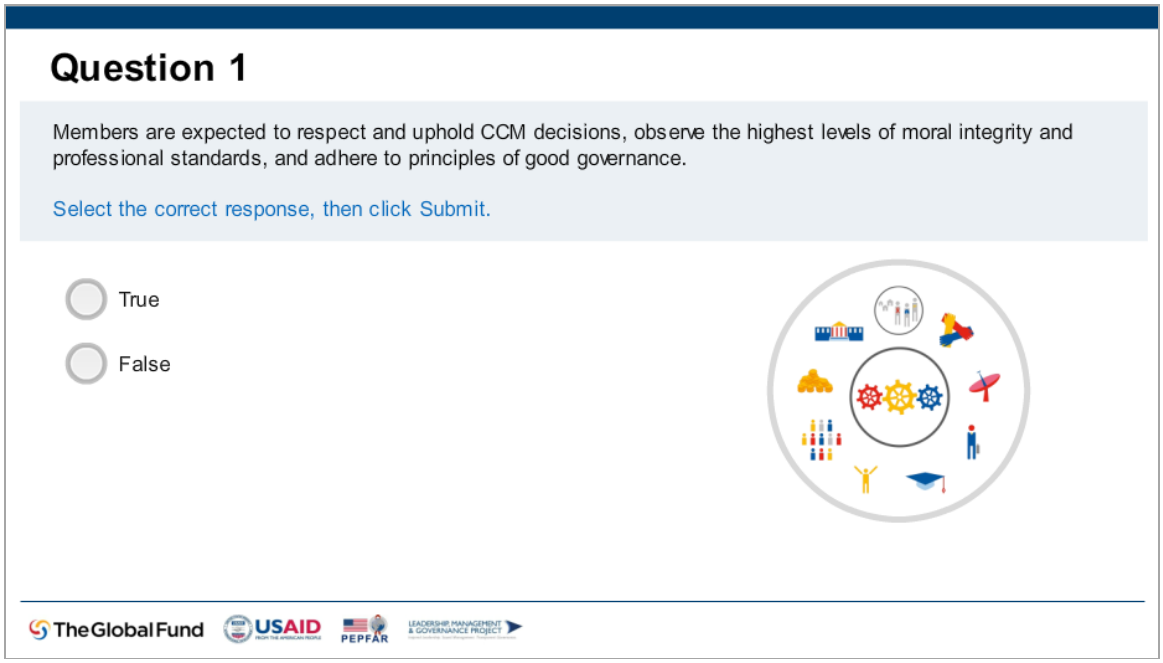
As you can see, your effectiveness as an individual CCM member and as part of the CCM is critical to the success of your country's programs.

In summary:

- Member effectiveness requires you to prepare, attend, engage your constituency, be willing to serve, adhere to requirements and be strategic and honest.
- Member engagement qualities require you to communicate effectively, act professionally, respect every member, be responsible for your votes and follow-up actions, be helpful and act maturely.
- The effectiveness of CCMs is determined by how members are selected or elected, observation of the Conflict of Interest Policy and meeting attendance to ensure a quorum.
- Effective CCMs also have strategic vision and exercise strategic thinking.
- Leadership is expected at the individual and CCM levels.

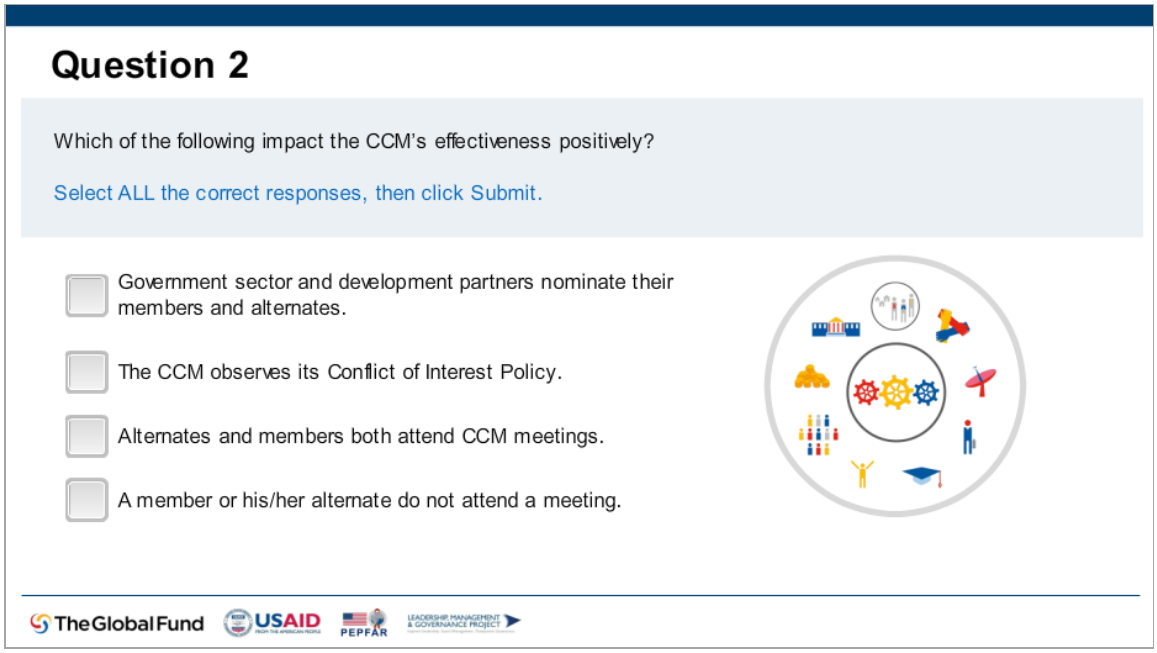
Please answer a few short questions to see what you have learned in this module.

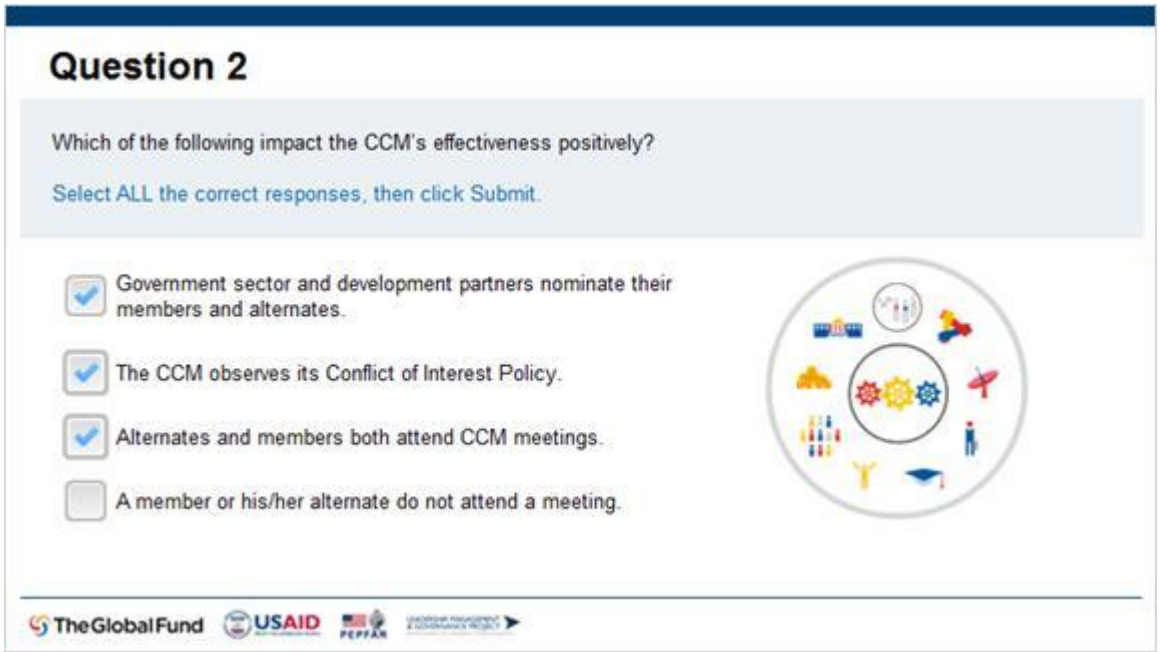
Click the Next button to start the Summary check.



That is right!

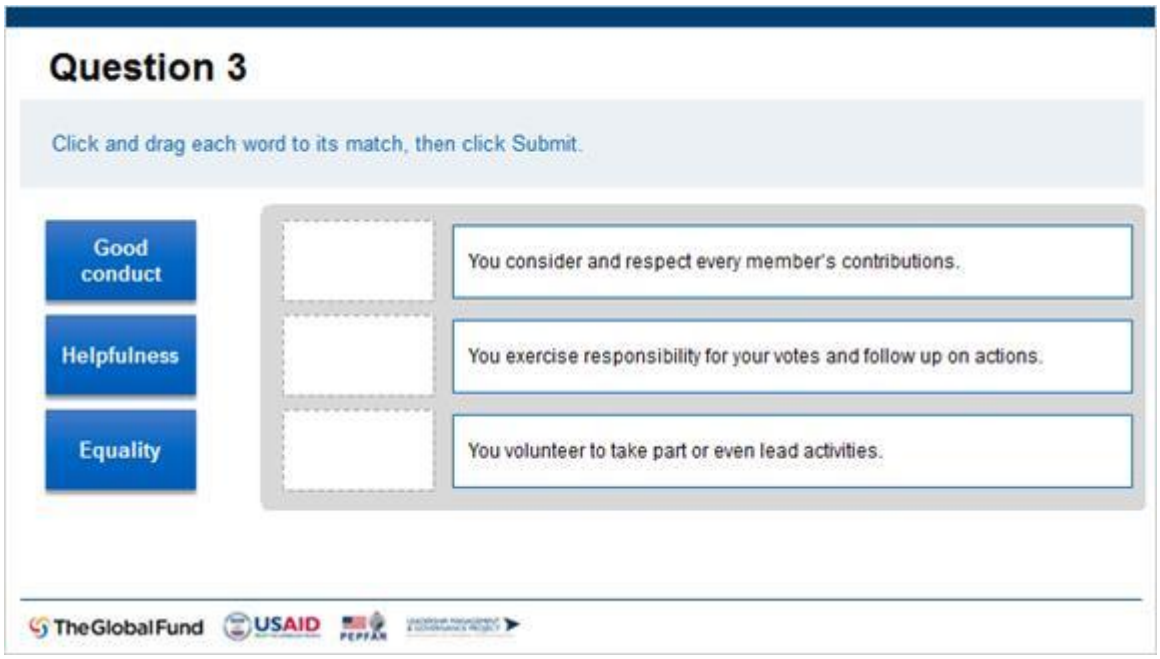
Members are expected to respect and uphold CCM decisions, observe the highest levels of moral integrity and professional standards, and adhere to principles of good governance.

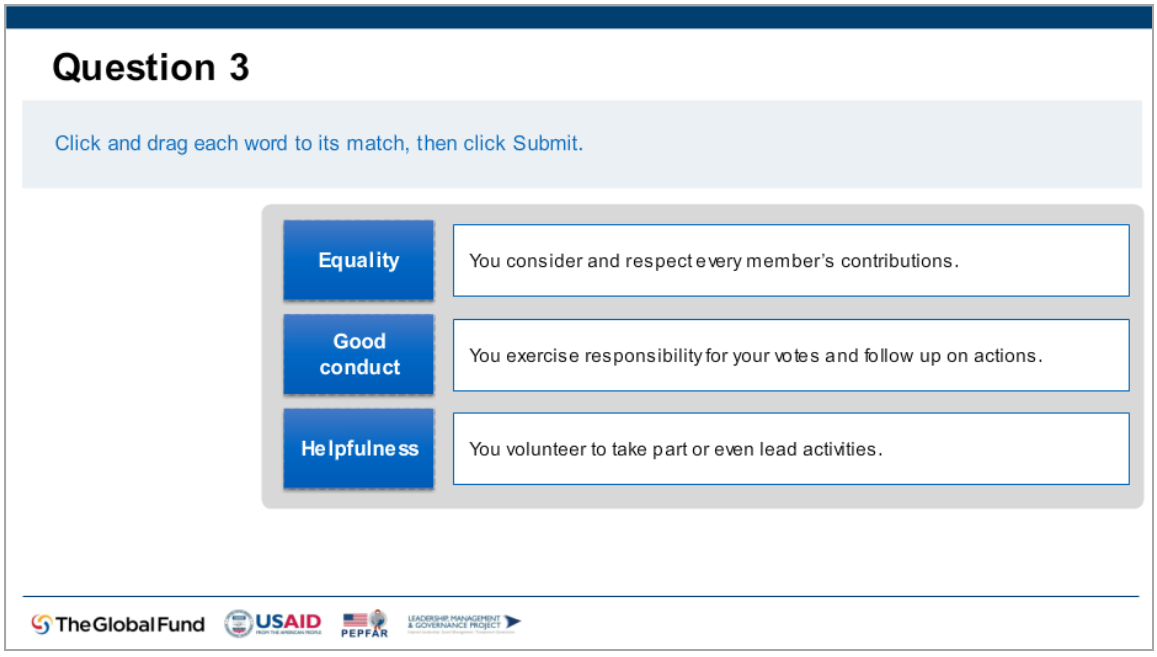




That is right! The CCM's effectiveness is impacted positively when:

- the government sector and development partners nominate their members and alternatives
- the CCM observes its Conflict of Interest Policy
- alternates and members both attend CCM meetings


Question 3
Click and drag each word to its match, then click Submit.
Good conduct
Helpfulness
Equality
You consider and respect every member's contributions.
You exercise responsibility for your votes and follow up on actions.
You volunteer to take part or even lead activities.
The Global Fund
USAID
PEPFAR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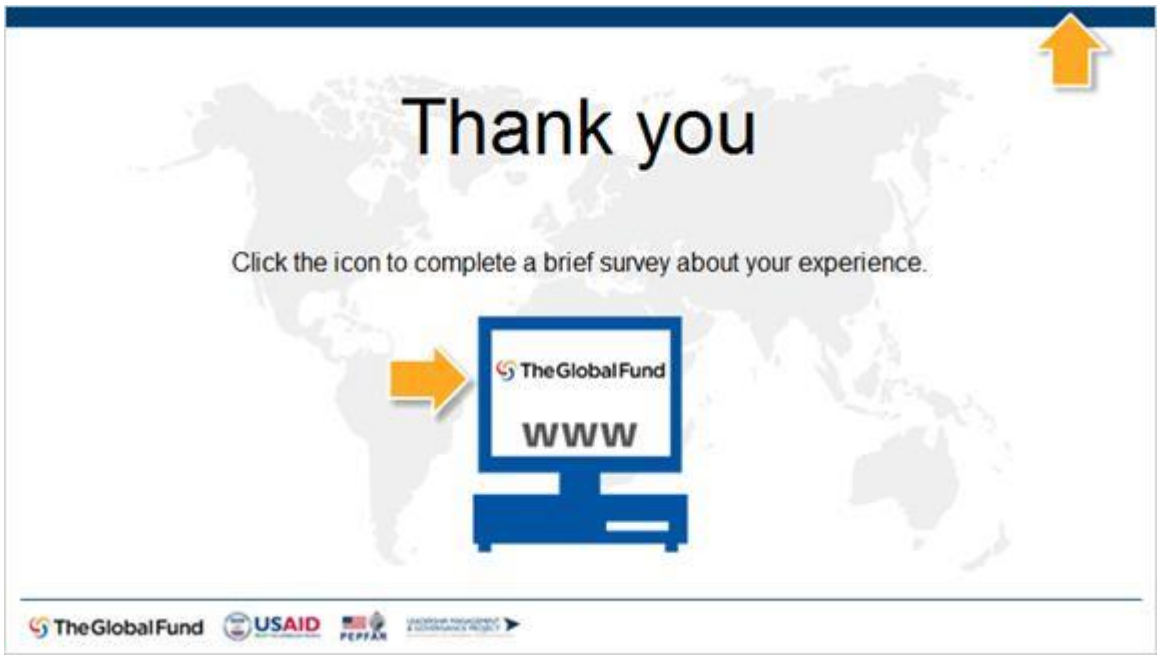
The Global Fund
USAID
PEPFAR

Correct!

That is right!

All the responses describe the role of CCM leadership.



Thank you for completing this module.

Remember to click “Resources” for relevant documents and links. Also, remember that during the Tier 1 meeting, you received your country’s important CCM documents. If you have not reviewed them yet, now would be a good time.

Before you exit, please complete a brief survey about your experience with the Tier 2: CCM Orientation Program e-learning modules. The Global Fund will use your feedback to improve this program and its courses in general. Click the computer icon to access this online survey.