



United States Department of State

Washington, D.C. 20520

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April 3, 2020

MEMO FOR KYLE MCCARTER; U.S. AMBASSADOR TO KENYA

SUBJECT: PEPFAR Kenya Country Operational Plan 2020 Approval

This memo represents the successful completion of the PEPFAR Kenya Country Operational Plan (COP) 2020 planning, development and submission. PEPFAR Kenya, together with the partner government, civil society and multilateral partners, has planned and submitted a COP 2020 in alignment with the directives from the COP 2020 planning letter, data-driven decisions made during the in-country retreat, and agreements made during the planning meeting.

This memo serves as the approval memo for the PEPFAR Kenya Country Operational Plan (COP) 2020 with a total approved budget of \$379,608,847, including all initiatives and applied pipeline, to achieve the targets and outcomes as listed in this memo and all appendices. Total budget is reflective of the following programming:

Kenya	New Funding (all accounts)	Pipeline	Total Budget FY 2021 Implementation
Total Budget	333,265,290	46,343,557	379,608,847
Bilateral	333,265,290	44,921,317	378,186,607
Central	-	1,422,240	1,422,240

S/GAC approves a total FY 2021 outlay for COP/ROP 2020 implementation that does not exceed the total approved COP 2020 budget of \$379,608,847. Any prior year funds that are not included within this COP 2020 budget and documented within this memo, its appendices and official PEPFAR data systems are not to be made available for execution and outlay during FY 2021 without additional written approval. The new FY 2020 funding and prior year funds approved within this memo as a part of the total COP 2020 budget are allocated to achieve specific results, outcomes and impacts as approved. All requested Operational Plan Updates and shifting of funds – either between mechanisms and partners, or to add additional funding to mechanisms and partners for execution in FY 2021– must be submitted to and approved by S/GAC.

Approved funding will be made available to agencies for allocation to country platform to implement COP 2020 programming and priorities as outlined below and in the appendix.

Background

This approval is based upon: the discussions that occurred between the country team, agency headquarters, S/GAC, indigenous and international stakeholders and implementing partners during the February 24-28, 2020 in-person planning meetings and participants in the virtual

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approval meeting; and the final COP 2020 submission, including all data submitted via official PEPFAR systems or within supplemental documents.

Program Summary

Funding and targets for PEPFAR Kenya's Country Operational Plan 2020 will support PEPFAR Kenya's vision to reach and sustain epidemic control. This can be achieved through partnership with the Government of Kenya, its counties and various stakeholders, including most importantly the Kenyan people, through the efficient identification of people living with HIV (PLHIV) who were previously unaware of their status, linking and retaining them on treatment, and building on historical achievements to continue to reduce HIV incidence and enabling PLHIV to live healthy, productive lives. Entering COP 20, Kenya remains on the cusp of epidemic control with an overall community viral suppression rate of approximately 73%, but gaps in key areas remained. During COP 20, PEPFAR Kenya will work to address those gaps, and reach and maintain the achievement of the 95-95-95 goals (i.e., that 95% of PLHIV be aware of their positive status, that 95% of those who are aware of their status receive antiretroviral therapy (ART), and that 95% of those who receive ART maintain suppression of their HIV) across all age and sex groups. This translates to an overall programmatic goal of maintaining 1,349,627 PLHIV on life-saving treatment by the end of COP 20 and ensuring that at least 1,265,197 of them have suppressed viral loads. PEPFAR Kenya will remain focused on the total number of people virally suppressed and will communicate those targets to partners and stakeholders to focus on the programmatic goal and not the individual steps to the goal.

The PEPFAR Kenya programmatic strategy to be implemented in FY 2021 will focus on finding the remaining PLHIV who are unaware of their status, focusing on strategies to find men and younger PLHIV and ensuring that those who are on ART stay retained in care. Site level analysis will help shore up weaknesses in linkage and retention, again focusing particular attention on men and younger age cohorts. PEPFAR Kenya will also optimize complementary prevention efforts in order to further reduce incidence through programs such as its Determined Resilient Empowered AIDS-free Mentored and Safe (DREAMS) partnership for adolescent girls and young women, its Voluntary Medical Male Circumcision (VMMC) effort, and its programs to serve key populations (KPs).

To optimize the success of these programs during FY 2021, PEPFAR Kenya will tailor responses to individual county context. PEPFAR Kenya will ensure that essential policies are fully implemented, and will continue or initiate several key strategies, including (1) Ensuring index testing practices are done with fidelity and with appropriate safeguards for clients; (2) Using recency testing in a public health response; (3) Improving retention levels through more active partner management, increasing numbers of adherence counselors (particularly for young people who tend to have lower levels of consistent adherence to prescribed regimens); (4) Investing in systems to share medical records in the absence of a nationwide unique identifier; (5) Enhancing site-level monitoring, in part by introducing a novel community-led approach; (6) Improving pediatric treatment and continuing to provide support for Orphans and Vulnerable Children (OVC) focusing on HIV positive children; (7) Expanding and deepening the DREAMS program to reduce HIV risk for adolescent girls and young women (AGYW); (8) Working towards saturation of VMMC for men over age 15; (9) Expanding multi-month dispensing (MMD) practices to a minimum of 3-6 months for all and expanding drug dispensing options including the use of private sector options; (10)

Continuing to expand Tuberculosis Preventive Therapy (TPT); and (11) Further supporting the capabilities of counties to manage their HIV epidemics and become eligible for PEPFAR funding. Additionally, S/GAC will hold \$5 million in COP 19 Performance funds in a State TBD until the FY 2020 quarter three performance review. If the PEPFAR Kenya team is on track to achieve their COP 19 treatment current (TX_CURR) target, then these funds will be transferred to a USAID IP to ensure the commodities needed to maintain that TX_CURR cohort on treatment and virally suppressed.

During COP 2020, PEPFAR Kenya will continue many of the strategies and programmatic shifts that are just now taking hold in COP 19. In conjunction with the Council of Governor's and other stakeholders, PEPFAR Kenya will developed agreements and Memoranda of Understanding with increasing number of counties. These agreements will set out responsibilities between the county and PEPFAR and will include concrete deliverables for county capacitation from lead implementing partners. Health care workforce agreements will be created that allow for a responsible transition from PEPFAR support to county funding. National level work will continue to ensure that the HIV response is coordinated and consistent. PEPFAR Kenya will expand its reimagination and reinvention of the Key Population programming by focusing on ambitious treatment and viral suppression goals and will fund more community level groups to provide direct services to KP members of the community. Finally, PEPFAR Kenya will expand the community monitoring initiative to three counties and will learn lessons to expand to more counties and to build more sophisticated monitoring and use over time.

Funding Summary

All COP 2020 funding summarized in the chart below is approved at the agency and account levels as indicated. Funds are to be utilized to achieve the targets and outcomes and to fund implementing partners and Management and Operations costs (U.S. Government Costs of Doing Business) as documented in all PEPFAR systems and summarized in the appendix.

	Bilateral				Central			Total Central Applied Pipeline	Total Bilateral Applied Pipeline	Total Bilateral - New Funding	Total COP 20 Budget
	New Funding				Applied Pipeline		Applied Pipeline				
	FY20				FY 19	Unspecified	Unspecified				
	Total	GHP-State	GHP-USAID	GAP	Total	Total	Total				
Kenya											
DOD TOTAL	16,446,922	16,446,922	-	-	-	1,487,840	-	-	1,487,840	16,446,922	17,934,762
HHS TOTAL	131,297,856	127,977,856	-	3,320,000	-	16,120,302	-	-	16,120,302	131,297,856	147,418,158
HHS/CDC	131,297,856	127,977,856	-	3,320,000	-	16,120,302	-	-	16,120,302	131,297,856	147,418,158
HHS/HRSA	-	-	-	-	-	-	-	-	-	-	-
HHS/SAMHSA	-	-	-	-	-	-	-	-	-	-	-
PEACE CORPS TOTAL	190,000	190,000	-	-	-	-	-	-	-	190,000	190,000
STATE TOTAL	8,433,774	8,433,774	-	-	-	-	-	-	-	8,433,774	8,433,774
State (State, S/EUR, S/EAP, and S/NWA)	2,083,774	2,083,774	-	-	-	-	-	-	-	2,083,774	2,083,774
State/AF	6,350,000	6,350,000	-	-	-	-	-	-	-	6,350,000	6,350,000
State/PRM	-	-	-	-	-	-	-	-	-	-	-
State/SGAC	-	-	-	-	-	-	-	-	-	-	-
USAID TOTAL	176,896,738	141,896,738	35,000,000	-	-	27,313,175	1,422,240	1,422,240	27,313,175	176,896,738	205,632,153
USAID, non-WCF	176,896,738	141,896,738	35,000,000	-	-	27,313,175	1,422,240	1,422,240	27,313,175	176,896,738	205,632,153
USAID, WCF	-	-	-	-	-	-	-	-	-	-	-
TOTAL	333,265,290	294,945,290	35,000,000	3,320,000	-	44,921,317	1,422,240	1,422,240	44,921,317	333,265,290	379,608,847

* Pipeline refers to funding allocated in prior years, approved for implementation in FY 2021

GHP-State Funds: Upon the clearance of a FY 2020 PEPFAR GHP-State Congressional Notification (CN), funds will be made available for transfer to agency HQs as indicated in the above chart. Funds are made available for outlay in FY 2021 at approved COP 2020 partner budget levels to achieve FY 2021 targets and outcomes as documented in official PEPFAR systems and summarized in the approval memo's appendix. Upon receipt from S/GAC, agency headquarters will move the funds to the country platform via each agency's internal process.

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CDC GAP Funds: With the receipt of this signed memo, CDC is approved to use CDC GAP funds, as indicated in the above funding chart. Funds are to be made available for outlay in FY 2021 at approved COP 2020 partner budget levels to achieve FY 2021 targets and outcomes as documented in official PEPFAR systems and summarized in the approval memo's appendix. With this approval, CDC GAP funding may be made available to country teams per CDC internal processes and following agency requirements.

Applied Pipeline Funds: With the receipt of this signed memo, respective agencies are approved to use applied pipeline funds as indicated in the above funding chart. Funds are to be made available for outlay in FY 2021 at approved COP 2020 partner budget levels to achieve FY 2021 targets and outcomes as documented in official PEPFAR systems and summarized in the approval memo's appendix. Additional or remaining pipeline from previous year's activities that are not currently captured in the COP 2020 total budget level and documented within COP 2020 partner budgets are not to be executed or outlayed without written approval from S/GAC.

Earmarks: PEPFAR Kenya has planned for programming for FY2020, FY2019 or/or FY2017 funding that it considered to meet a number of earmarks, as indicated in the table below. The amounts programmed during COP may exceed the original controls assigned to PEPFAR Kenya. Upon approval of this memo, the amounts below will become the new earmark controls for the OU/Agency. Any changes to the amount of funding programmed for earmark-eligible activities must be approved via an Operational Plan Update (OPU).

Earmarks	COP20 Funding Level			
	FY20	FY19	FY17	Total
Care & Treatment	223,522,535	-	-	223,522,535
Orphans and Vulnerable Children	52,596,583	-	-	52,596,583
Preventing and Responding to Gender-based Violence	5,760,464	-	-	5,760,464
Water	550,000	-	-	550,000

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Initiative by Agency:

	Total Central Applied Pipeline	Total Bilateral Applied Pipeline	Total Bilateral - New Funding	Total COP 20 Budget
Kenya				
TOTAL	1,422,240	44,921,317	333,265,290	379,608,847
<i>of which, Ambition</i>	-	-	6,630,279	6,630,279
<i>of which, Cervical Cancer</i>	-	-	2,135,254	2,135,254
<i>of which, COP19 Performance</i>	-	-	5,000,000	5,000,000
<i>of which, Core Program</i>	-	43,478,104	258,085,463	301,563,567
<i>of which, DREAMS</i>	-	1,279,518	38,767,973	40,047,491
<i>of which, HKID Requirement</i>	-	-	20,018,521	20,018,521
<i>of which, KPIF</i>	1,422,240	-	-	1,422,240
<i>of which, VMCC</i>	-	163,695	2,627,800	2,791,495
DOD TOTAL	-	1,487,840	16,446,922	17,934,762
<i>of which, Ambition</i>	-	-	982,709	982,709
<i>of which, Cervical Cancer</i>	-	-	75,452	75,452
<i>of which, Core Program</i>	-	1,487,840	13,498,380	14,986,220
<i>of which, DREAMS</i>	-	-	780,839	780,839
<i>of which, HKID Requirement</i>	-	-	763,942	763,942
<i>of which, VMCC</i>	-	-	345,600	345,600
HHS TOTAL	-	16,120,302	131,297,856	147,418,158
HHS/CDC	-	16,120,302	131,297,856	147,418,158
<i>of which, Ambition</i>	-	-	2,163,882	2,163,882
<i>of which, Cervical Cancer</i>	-	-	1,290,546	1,290,546
<i>of which, Core Program</i>	-	14,721,548	105,617,571	120,339,119
<i>of which, DREAMS</i>	-	1,279,518	19,734,839	21,014,357
<i>of which, HKID Requirement</i>	-	-	864,968	864,968
<i>of which, VMCC</i>	-	119,236	1,626,050	1,745,286
PEACE CORPS TOTAL	-	-	190,000	190,000
<i>of which, DREAMS</i>	-	-	180,000	180,000
<i>of which, HKID Requirement</i>	-	-	10,000	10,000
STATE TOTAL	-	-	8,433,774	8,433,774
State (State, S/EUR, S/EAP, and S/WHA)	-	-	2,083,774	2,083,774
<i>of which, Core Program</i>	-	-	2,083,774	2,083,774
State/AF	-	-	6,350,000	6,350,000
<i>of which, COP19 Performance</i>	-	-	5,000,000	5,000,000
<i>of which, Core Program</i>	-	-	1,200,000	1,200,000
<i>of which, DREAMS</i>	-	-	100,000	100,000
<i>of which, HKID Requirement</i>	-	-	50,000	50,000
State/SGAC	-	-	-	-
<i>of which, COP19 Performance</i>	-	-	-	-
USAID TOTAL	1,422,240	27,313,175	176,896,738	205,632,153
USAID, non-WCF	1,422,240	27,313,175	176,896,738	205,632,153
<i>of which, Ambition</i>	-	-	3,483,688	3,483,688
<i>of which, Cervical Cancer</i>	-	-	769,256	769,256
<i>of which, Core Program</i>	-	27,268,716	135,685,738	162,954,454
<i>of which, DREAMS</i>	-	-	17,972,295	17,972,295
<i>of which, HKID Requirement</i>	-	-	18,329,611	18,329,611
<i>of which, KPIF</i>	1,422,240	-	-	1,422,240
<i>of which, VMCC</i>	-	44,459	656,150	700,609
USAID, WCF	-	-	-	-
TOTAL	1,422,240	44,921,317	333,265,290	379,608,847

* Pipeline refers to funding allocated in prior years, approved for implementation in FY 2021

FY 2021 Target Summary

FY 2020 funds are released and COP 2020 applied pipeline is approved to achieve the following results in FY 2021:

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Kenya		SNU Prioritizations					Total *
		Attained	Scale-Up: Saturation	Scale-Up: Aggressive	Sustained	Centrally Supported	
HTS_INDEX	<15		10,423	5,678	5,730		21,831
	15+		116,709	65,654	46,733		229,416
	Total	-	127,132	71,332	52,463	-	251,247
HTS_TST	<15		128,377	78,672	74,080		281,467
	15+		2,178,805	1,271,311	1,084,767		4,553,011
	Total	-	2,307,182	1,349,983	1,158,847	-	4,834,478
HTS_TST_POS	<15		5,222	2,832	2,885		10,943
	15+		76,829	44,957	37,185		159,131
	Total	-	82,051	47,789	40,070	-	170,074
TX_NEW	<15		5,329	2,882	2,917		11,133
	15+		73,069	42,801	35,343		151,369
	Total	-	78,398	45,683	38,260	-	162,502
TX_CURR	<15		50,113	25,449	12,064		87,802
	15+		711,766	390,498	155,966		1,261,825
	Total	-	761,879	415,947	168,030	-	1,349,627
TX_PVLS	<15		47,972	24,129	10,858		83,139
	15+		670,841	366,717	141,132		1,182,058
	Total	-	718,813	390,846	151,990	-	1,265,197
CXCA_SCRN	Total (15+)		168,202	89,638	34,153		292,715
OVC_SERV	<18		450,655	212,325	41,082		704,251
	18+		4,320	2,350	548		7,220
	Total	-	454,975	214,675	41,630	-	711,471
OVC_HIVSTAT	Total (<18)		450,655	212,324	41,082		704,250
PMTCT_STAT	<15		1,145	486	561		2,195
	15+		523,184	289,937	210,559		1,025,714
	Total	-	524,329	290,423	211,120	-	1,027,909
PMTCT_STAT_POS	<15		33	7	5		46
	15+		31,010	14,228	6,566		51,858
	Total	-	31,043	14,235	6,571	-	51,904
PMTCT_ART	<15		34	7	5		47
	15+		30,661	14,050	6,437		51,202
	Total	-	30,695	14,057	6,442	-	51,249
PMTCT_EID	Total		29,825	13,725	6,459		50,061
PP_PREV	<15		42,277	12,172			54,449
	15+		306,477	79,417	4,226		451,896
	Total	-	348,754	91,589	4,226	-	506,345
KP_PREV	Total		142,311	107,570	34,555		284,436
KP_MAT	Total		6,149	1,787			7,936
VMMC_CIRC	Total		18,076	14,111	21,864		54,901
HTS_SELF	<15		3,182	2,534	2,187		7,903
	15+		474,483	387,357	225,706		1,107,546
	Total	-	477,665	389,891	227,893	-	1,115,449
PrEP_NEW	Total		51,593	33,739	14,564		99,979
PrEP_CURR	Total		72,233	47,259	20,403		140,009
TB_STAT (N)	<15		2,184	1,233	1,355		4,784
	15+		30,357	19,718	15,249		65,634
	Total	-	32,541	20,951	16,604	-	70,418
TB_ART (N)	<15		842	654	659		2,167
	15+		7,084	4,675	3,948		15,912
	Total	-	7,926	5,329	4,607	-	18,079
TB_PREV (N)	<15		4,484	2,450	2,189		9,132
	15+		61,032	36,267	26,565		124,047
	Total	-	65,516	38,717	28,754	-	133,179
TX_TB (D)	<15		51,133	25,976	12,307		89,607
	15+		726,286	398,455	159,150		1,287,484
	Total	-	777,419	424,431	171,457	-	1,377,091
GEND_GBV	Total		344,976	149,069	35,253		529,298

* Totals may be greater than the sum of categories due to activities outside of the SNU prioritization areas outlined above

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COP 2019 Performance Funds:

All partners must be managed throughout the implementation year as indicated in the COP guidance. Overall performance including activities tied to COP19 performance will be reviewed at Q3FY20 to determine if the programs are on track to access all funds at the start of COP20. This communication will come through the S/GAC Chair and POART process.

Faith and Communities Initiative (FCI) / Faith Based Organization (FBO) Surge Programming:

In light of the delays in FCI programming associated with delayed arrival of funds for FCI and/or new sub-prime partners for FCI funding received in COP19, FCI funds from COP19 will be protected and can be outlayed in COP20, in excess of the new COP20 total budget amount indicated in this memo, without being considered an over-outlay. Activities related to FCI/FBO surge activities must be fully implemented in COP20/FY21.

Partner Management and Stakeholder Engagement:

Agreements made during COP discussions, including those regarding geographic focus, targets, budgets, SIMS, use of pipeline, partner implementation, and partner management will be monitored and evaluated on a regular basis via both ad hoc check-ins and discussions as well as the joint HQ and country team POART discussions. It is expected that teams will closely monitor partner performance and engage with each implementing partner on a regular basis to ensure achievement of targets, outcomes, and impact in a manner consistent with this memo, the approved Strategic Direction Summary, and budgets and targets as finalized in PEPFAR systems. Any partner with EITHER (1) <15% of target achievement at 3 months or (2) less than 40% of target achievement at 6 months must have a complete review of performance data (including trends in performance) and expenditures to date by program area, implement remediation, and conduct intensive follow-up. In the HIV treatment program, most clients are continuing on treatment year after year and current on treatment (TX_CURR) performance should be between 98% and 100% of the target. This can be adjusted in country context where HIV treatment services are still scaling up and the treatment new target is greater than 10% of treatment current. OVC programs are also similar in that there are clients continuing services from the previous year; if an implementing partner (IP) is at less than 80% of their target at Q2 performance review should be triggered. These elements (i.e. review, remediation, and follow-up) should be incorporated into the existing IP work plans. A second quarter of consistently poor performance by the IP should also result in implementation of a documented Performance Improvement Plan (PIP) or Corrective Action Plan (CAP), in accordance with implementing agency policy. PIP indicators should reflect the core issue. If the issue is linkage of those who test HIV positive to treatment, the indicator measured should be test positive to new in treatment of greater than 85%. If the issue is retention it should be net new on treatment equal to 90% of new on treatment. After two quarters of intensive oversight and remediation for underperformance, partners should be close to full achievement of targets expected at quarter three. With a third quarter of consistently poor performance by the IP, implementing agencies should notify S/GAC of the options the agency is implementing to address partner non-performance, including options for a shift to new partners. The country team should notify the S/GAC Chair and PPM immediately of the improvement plan.

Continued engagement with all stakeholders, including civil society and community members, multilateral partners and bilateral partners, is to continue throughout COP implementation. Core to this critical engagement is the sharing of and discussion surrounding quarterly results and achievement and findings from community-led monitoring. This continued engagement will ensure all parties' understanding of Kenya's progress and help identify any strategic changes to be made in order to more efficiently and effectively reach epidemic control.

Pending Congressional Approval

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