



United States Department of State

Washington, D.C. 20520

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April 3, 2020

MEMO FOR PETER VROOMAN; U.S. AMBASSADOR TO RWANDA

SUBJECT: PEPFAR Rwanda Country Operational Plan 2020 Approval

This memo represents the successful completion of the PEPFAR Rwanda Country Operational Plan (COP) 2020 planning, development and submission. PEPFAR Rwanda, 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 Rwanda Country Operational Plan (COP) 2020 with a total approved budget of \$79,944,000, 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:

Rwanda	New Funding (all accounts)	Pipeline
Total Budget	79,106,950	837,050
Bilateral	79,106,950	837,050
Central	-	-

Approve a total FY 2021 outlay for COP/ROP 2020 implementation that does not exceed the total approved COP/ROP 2020 budget of \$79,944,000. Any prior year funds that are not included within this COP/ROP 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/ROP 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.

S/GAC approves access for the Rwanda PEPFAR program of up to \$633,625 in central funding for the procurement of condoms and lubricants.

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

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during the March 2-6, 2020 in-person planning meetings and participants in the virtual approval meeting; the final COP/ROP 2020 submission, including all data submitted via official PEPFAR systems or within supplemental documents.

Program Summary

Funding and targets for Rwanda's Country Operational Plan (COP) 2020 will support PEPFAR Rwanda's vision in partnership with the Government of Rwanda (GoR) and its people to maintain and sustain epidemic control. This vision includes strategies of targeted case finding focused on at-risk populations; improving HIV treatment, retention, and drug adherence among people living with HIV (PLHIV); and supporting the GoR's capacity to sustain long-term epidemic control. COP 2020 will work towards the ultimate goal that by the end of FY 2021, 130,690 PLHIV are on life-saving treatment. The program for COP 2020 will focus on sites with gaps by age, sex and geography to enroll an additional 5,383 PLHIV on treatment and ensure viral load suppression in 122,017 patients.

The PEPFAR Rwanda strategy for programming to be implemented in FY 2021 will focus on (1) implementing client-centered program activities for sustaining epidemic control, including finding missing PLHIV, getting and keeping them on better treatment, and ensuring their viral suppression; (2) Expanding the DREAMS program to fully serve the five geographic areas where adolescent girls and young women (AGYW) are at highest HIV risk; (3) Improving support for Orphans and Vulnerable Children (OVC) through alignment with treatment and prevention programs; (4) Saturation of voluntary medical male circumcision (VMMC) for males aged 15-29; (5) Optimizing national antiretroviral therapy (ART) for all adult and pediatric clients; (6) Providing Tuberculosis Preventive Therapy (TPT) to all PLHIV; and (7) Fully scaling the systems necessary to achieve sustained epidemic control.

PEPFAR funds for Rwanda will support highly targeted testing approaches including index, social network, and focused self-testing and optimize the linkage of clients to treatment through site-level monitoring to ensure all clients are offered same day enrollment and ART initiation. Specific optimization strategies include the use of a linkage register, effective pre-ART counselling, flexible hours for adolescent, youth and men for ART initiation, and enhanced follow-up of newly diagnosed PLHIV. To retain clients on treatment and keep them virally suppressed, PEPFAR funds will support tailored strategies including: flexible hours, adherence support, improvement of the laboratory-clinic interface, full scale-up of CBS, supply chain strengthening through the full transition of commodity procurement to a parastatal, and improved access to ART by offering 6 Multi-Month Dispensing (6MMD) to all clients. The full scale-up of 6MMD is critically important, especially as we need to protect clients and healthcare workers from potential exposure to COVID-19 by minimizing unrelated clinical contact. Prevention activities for COP 2020 will include the aforementioned DREAMS and VMMC expansions, as well as expansion of pre-exposure prophylaxis (PrEP) services for key populations, AGYW, and pregnant and lactating women at high-risk of HIV infection and enhanced prevention of maternal to child transmission (PMTCT) through improved validation processes, comprehensive HIV testing for pregnant and lactating women, immediate linkage to treatment for all HIV-positive women, and antiretroviral prophylaxis for infants. All interventions will be aligned with Rwanda's National Strategic Plan for HIV/AIDS, the UNAIDS's 95-95-95 goals, WHO guidelines and global best practices, and in close collaboration with GoR and other stakeholders.

During COP 2020, PEPFAR Rwanda will continue to target resources at the provincial level, focusing on gaps in the city of Kigali and in the East. A few notable changes from COP 2019

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to COP20 include expansion of the DREAMS program to fully cover 5 districts, PrEP scale-up, limiting VMMC to only those above 15 years of age, scale-up of CBS, and full provision of TPT to all PLHIV in need. PEPFAR Rwanda is fully committed to accountability and engagement at all spheres of government, and mobilizing all stakeholders to achieving these goals. Another significant change from COP 2019 is the increase of community-led monitoring activities carried out through close collaboration with the GoR and Civil Society, including a network of PLHIV and faith-based organizations, to ensure high-quality, client-centered HIV services.

Funding Summary

All COP/ROP 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.

Rwanda	Bilateral				Total Bilateral Applied Pipeline	Total Bilateral - New Funding	Total COP 20 Budget
	New Funding			Applied Pipeline			
	FY20			Unspecified			
	Total	GHP-State	GAP	Total			
DOD TOTAL	4,972,395	4,972,395	-	-	-	4,972,395	4,972,395
HHS TOTAL	35,591,856	34,151,231	1,440,625	-	-	35,591,856	35,591,856
HHS/CDC	35,591,856	34,151,231	1,440,625	-	-	35,591,856	35,591,856
HHS/HRSA	-	-	-	-	-	-	-
HHS/SAMHSA	-	-	-	-	-	-	-
PEACE CORPS TOTAL	-	-	-	-	-	-	-
STATE TOTAL	647,118	647,118	-	-	-	647,118	647,118
State (State, S/EUR, S/EAP, and S/WHA)	66,500	66,500	-	-	-	66,500	66,500
State/AF	402,224	402,224	-	-	-	402,224	402,224
State/PRM	178,394	178,394	-	-	-	178,394	178,394
State/SGAC	-	-	-	-	-	-	-
USAID TOTAL	37,895,581	37,895,581	-	837,050	837,050	37,895,581	38,732,631
USAID, non-WCF	27,806,733	27,806,733	-	559,755	559,755	27,806,733	28,366,488
USAID, WCF	10,088,848	10,088,848	-	277,295	277,295	10,088,848	10,366,143
TOTAL	79,106,950	77,666,325	1,440,625	837,050	837,050	79,106,950	79,944,000

* 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/ROP 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.

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/ROP 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/ROP 2020 partner budget levels to achieve FY 2021 targets and outcomes as documented in official PEPFAR systems and

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summarized in the approval memo's appendix. Additional or remaining pipeline from previous year's activities that are not currently captured in the COP/ROP 2020 total budget level and documented within COP/ROP 2020 partner budgets are not to be executed or outlayed without written approval from S/GAC.

Earmarks: The OU 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 the OU. 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 OPU.

Earmarks	COP20 Funding Level	
	FY20	Total
Care & Treatment	37,211,678	37,211,678
Orphans and Vulnerable Children	15,050,316	15,050,316
Preventing and Responding to Gender-based Violence	848,516	848,516
Water	178,000	178,000

Initiatives By Agency

	Total Central Applied Pipeline	Total Bilateral Applied Pipeline	Total Bilateral - New Funding	Total COP 20 Budget
Rwanda				
TOTAL	-	837,050	79,106,950	79,944,000
<i>of which, Ambition</i>	-	-	5,000,000	5,000,000
<i>of which, COP19 Performance</i>	-	-	5,000,016	5,000,016
<i>of which, Core Program</i>	-	837,050	47,100,145	47,937,195
<i>of which, DREAMS</i>	-	-	10,122,200	10,122,200
<i>of which, HKID Requirement</i>	-	-	6,446,446	6,446,446
<i>of which, Surveillance and Public Health Response</i>	-	-	1,833,871	1,833,871
<i>of which, VMMC</i>	-	-	3,604,272	3,604,272

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DOD TOTAL	-	-	4,972,395	4,972,395
<i>of which, Ambition</i>	-	-	1,713,460	1,713,460
<i>of which, Core Program</i>	-	-	1,404,207	1,404,207
<i>of which, VMCC</i>	-	-	1,854,728	1,854,728
HHS TOTAL	-	-	35,591,856	35,591,856
HHS/CDC	-	-	35,591,856	35,591,856
<i>of which, Ambition</i>	-	-	2,646,540	2,646,540
<i>of which, COP19 Performance</i>	-	-	2,000,000	2,000,000
<i>of which, Core Program</i>	-	-	27,721,794	27,721,794
<i>of which, DREAMS</i>	-	-	100,000	100,000
<i>of which, Surveillance and Public Health Response</i>	-	-	1,833,871	1,833,871
<i>of which, VMCC</i>	-	-	1,289,651	1,289,651
STATE TOTAL	-	-	647,118	647,118
State (State, S/EUR, S/EAP, and S/WHA)	-	-	66,500	66,500
<i>of which, Core Program</i>	-	-	66,500	66,500
State/AF	-	-	402,224	402,224
<i>of which, Core Program</i>	-	-	402,224	402,224
State/PRM	-	-	178,394	178,394
<i>of which, Core Program</i>	-	-	178,394	178,394
USAID TOTAL	-	837,050	37,895,581	38,732,631
USAID, non-WCF	-	559,755	27,806,733	28,366,488
<i>of which, COP19 Performance</i>	-	-	3,000,016	3,000,016
<i>of which, Core Program</i>	-	559,755	8,338,071	8,897,826
<i>of which, DREAMS</i>	-	-	10,022,200	10,022,200
<i>of which, HKID Requirement</i>	-	-	6,446,446	6,446,446
USAID, WCF	-	277,295	10,088,848	10,366,143
<i>of which, Ambition</i>	-	-	640,000	640,000
<i>of which, Core Program</i>	-	277,295	8,988,955	9,266,250
<i>of which, VMCC</i>	-	-	459,893	459,893
TOTAL	-	837,050	79,106,950	79,944,000

* 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/ROP 2020 applied pipeline is approved to achieve the following results in FY 2021.

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Rwanda		SNU Prioritizations					Total *
		Attained	Scale-Up: Saturation	Scale-Up: Aggressive	Sustained	Centrally Supported	
	<15	633					633
HTS_INDEX	15+	13,260					14,040
	Total	13,893	-	-	-	-	14,673
	<15	8,009					8,009
HTS_TST	15+	395,928					413,399
	Total	403,937	-	-	-	-	421,408
	<15	30					30
HTS_TST_POS	15+	3,133					3,281
	Total	3,163	-	-	-	-	3,311
	<15	271					274
TX_NEW	15+	4,823					5,109
	Total	5,094	-	-	-	-	5,383
	<15	4,448					4,488
TX_CURR	15+	122,271					126,202
	Total	126,719	-	-	-	-	130,690
	<15	4,122					4,160
TX_PVLS	15+	114,144					117,857
	Total	118,266	-	-	-	-	122,017
CXCA_SCRN	Total (15+)						-
	<18	225,754					225,754
OVC_SERV	18+	21,797					21,797
	Total	247,551	-	-	-	-	247,551
OVC_HIVSTAT	Total (<18)	151,048					151,048
	<15	97					97
PMTCT_STAT	15+	117,294					118,475
	Total	117,391	-	-	-	-	118,572
	<15	5					5
PMTCT_STAT_POS	15+	2,958					2,979
	Total	2,963	-	-	-	-	2,984
	<15	5					5
PMTCT_ART	15+	2,932					2,953
	Total	2,937	-	-	-	-	2,958
PMTCT_EID	Total	3,119					3,140
	<15	28,717					28,780
PP_PREV	15+	76,623					82,848
	Total	105,340	-	-	-	-	111,628
KP_PREV	Total	21,691					22,353
KP_MAT	Total						-
VMMC_CIRC	Total	116,100					203,203
	<15						-
HTS_SELF	15+	91,000					96,999
	Total	-	-	-	-	-	96,999
PrEP_NEW	Total	7,452					7,602
PrEP_CURR	Total	9,254					9,554
	<15						-
TB_STAT (N)	15+						-
	Total	-	-	-	-	-	-
	<15	15					16
TB_ART (N)	15+	340					356
	Total	355	-	-	-	-	372
	<15	2,130					2,152
TB_PREV (N)	15+	55,545					57,695
	Total	57,675	-	-	-	-	59,847
	<15	4,063					4,104
TX_TB (D)	15+	106,444					110,456
	Total	110,507	-	-	-	-	114,560
GEND_GBV	Total	12,739					13,339

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

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.

Partner Management and Stakeholder Engagement:

Agreements made during COP/ROP 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 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, approved SDS, 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 the IP is 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 Correction Action Plan (CAP), in accordance with implementing agency policy. PIP indicators should reflect the core issue. If the issue is linkage of test 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 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/ROP 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 Rwanda's progress and help identify any strategic changes to be made in order to more efficiently and effectively reach epidemic control.