

Kenya Coordinating Mechanism

For Global Fund to Fight Aids, Tuberculosis and Malaria

FIVE YEAR STRATEGIC PLAN

2015-2020



REPUBLIC OF KENYA



Investing in our future

The Global Fund

To Fight AIDS, Tuberculosis and Malaria

June 2015

FIVE YEAR STRATEGIC PLAN
————— 2015-2020 —————

Table of Contents

Abbreviations and Acronyms	1
1. Background and Context	2
2. Rationale for this strategic plan	3
3. Situational Analysis	3
4. The KCM Strategic Framework	5
KCM Vision and Mission	5
KCM Objectives / Outcomes	5
Management, Implementation and Monitoring of the Strategic Plan	10

Abbreviations and Acronyms

AMREF	African Medical Research Foundation
CBO	Community-Based Organizations
CCM	Country Coordinating Mechanism
CoI	Conflict of Interest
DPHK	Development Partners for Health in Kenya
FBO	Faith-Based Organizations
GF/ GFATM	The Global Fund to fight AIDS, tuberculosis and malaria
GIPD	Greater Involvement of People Living with Diseases
Govt/ Gvt	Government
HSCC	Health Sector Coordinating Committee
ICC	Inter-Agency Coordinating Committee
ICC TC	Inter-Agency Coordinating Committee Technical Committee
JAPR	Joint AIDS Programme Review
JICC	Joint Inter-Agency Coordinating Committee
KAPs	Key Affected Population
KCM	Kenya Country Coordinating Mechanism
KENWA	Kenya Network of Women with AIDS
LFA	Local Funding Agent
M&E	Monitoring and Evaluation
MoF	Ministry of Finance
NGO	Non-Governmental Organizations
NOC	National Oversight Committee
PLWD	People living with disease
PR	Principal Recipient of a Global Fund grant
PSM	Procurement and Supply Management
SOP	Standard Operating Procedures
SR	Sub Recipient of a Global Fund grant
SSRs	Sub-sub recipient of a Global Fund grant
TB	Tuberculosis

Background

The Global Fund to Fight AIDS, Tuberculosis and Malaria (GF) is a performance-based financing mechanism. It relies on countries to establish multi-sectoral partnerships - Country Coordinating Mechanisms- comprising State and non-state actors to seek, oversee and harmonize its grants with national programmes. In Kenya, the CCM was formed in 2002, operating under the Joint Inter-Agency Coordinating Committee (JICC) supported by the Inter-Agency Coordinating Committees (ICCs) for HIV & AIDS, tuberculosis and malaria.

Informed by several evaluations¹, Kenya undertook to reform the CCM between 2009 and 2010. A two tier Kenya Coordinating Mechanism (KCM) was put in place. The National Oversight Committee was the first tier structure providing overall leadership and ensuring accountability and the three Inter-Agency Coordinating Committees (ICCs), one for each disease, were the second tier structure supporting NOC's technical work.

An Eligibility and Performance Assessment (EPA) of the KCM carried out in 2014/15 found out that KCM did not have an oversight committee and that the KCM constitution and conflict of interest policy applied only to the NOC. It is also only NOC that was expected to meet all the CCM's eligibility and minimum standards of the Global Fund. The nomenclature was, therefore, changed to clearly identify the NOC as the KCM. In this regards, the structure of the KCM was modified to identify the NOC as KCM and include management and an oversight committees while maintaining linkage to ICCs as technical arms of KCM.

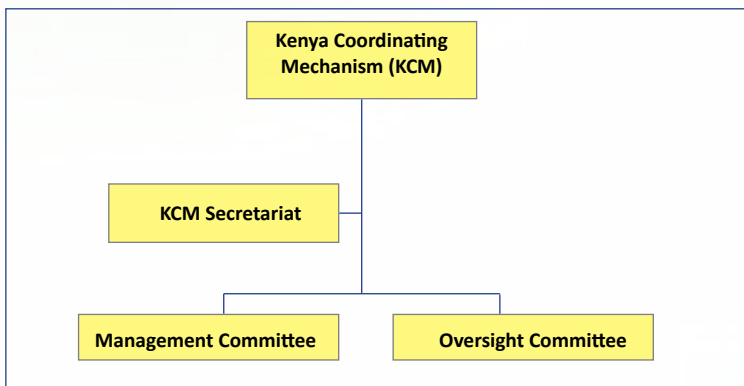


Figure 1: KCM Organisational structure

The KCM strategic plan 2015-2020 builds on the achievements of the strategic plan of 2011-2015 and seeks to operationalize the modified KCM structure.

¹Aleph Henestrosa, (2006) An analysis of the financial and programmatic performance of the Kenya Round 2 programs until June 2005 and the challenges for Phase 2; Hatib, A, (2006), An assessment of the Kenya Global Fund Architecture; and Gondi et al. (2008), An assessment of the institutional arrangements for coordination and accountability of Global Fund Grants in Kenya.

Rationale for KCM strategic plan

This plan seeks to:

- strengthen the functioning of the KCM
- take into account changes occasioned by the Global Fund New Funding Model
- address the weaknesses identified through the KCM Eligibility and Performance Assessment (EPA) conducted in 2014

Situational Analysis

The KCM situational analysis is based on the findings of the KCM review undertaken in July 2014 and the Eligibility and Performance Assessment of KCM conducted in October 2014.

The reviews found out that:

- The KCM structures are in place and are operational. These include the management committee, oversight committee and ICCs
- Stakeholder engagement in the Global Fund grants has also improved. Members of the KCM especially from non-government constituencies have been holding meetings with their constituencies to share feedback.
- KCM has been carrying out oversight activities. The use of dashboards was introduced to strengthen KCM oversight of the grants. The use of the dashboards have been sustained over the last three years. KCM is also undertaking field visits.
- Internal cohesion of KCM has improved. There is increased commitment by members to attend meetings and for ICCs to follow up on decisions made by the KCM.



The reviews identified the following issues that need to be addressed:

- The newly formed Management and Oversight Committees of KCM need capacity building.
- **Constituency feedback and engagement:** This is a key eligibility requirement for CCMs. Some of the KCM members have been providing feedback to their constituencies while others have not. Feedback work plans for non-government constituencies – faith based organisations, key populations and the private sector – have been developed. The KCM members will need assistance to implement these work plans.
- **Awareness and knowledge of Global Fund requirements and the new concept note among KCM members:** The new funding model has introduced new processes for aligning the Global Fund grants to the country strategic plans and introduced eligibility and minimum standards that the KCM needs to meet. It also emphasizes the need to focus on and ensure participation of the populations most affected by the disease. KCM members need to constantly update themselves on changes being introduced in order to make optimal decisions.
- **New governance structure in Kenya:** the Kenya Constitution 2010 introduced a devolved system of government where by health services (including malaria, TB and HIV) will be delivered by county governments. The Global Fund grants supporting these programmes will need to evolve new funds and data flow processes. The KCM is expected to continue ensuring accountability within this context.
- **KCM Secretariat capacity:** The KCM Secretariat capacity is largely determined by the effectiveness in the functioning of the KCM. With the increased focus on eligibility requirements and minimum standards by the Global Fund, the scope of the KCM activities will increase. The Secretariat needs to improve its capacity in order to support KCM oversight, constituency engagement and communication functions.

KCM Strategic Framework

The KCM strategic framework defines the measures to address the issues outlined above as well as positions the KCM in the changed governance environment.

KCM Vision

A knowledgeable and efficient KCM that has effective leadership and delivers desired results.

KCM Mission

To effectively and efficiently oversee the management and utilization of GF resources to achieve desired results for HIV and AIDS, TB and Malaria through building the capacity of KCM, effective oversight systems and strong KCM communication and linkages to its constituencies.

KCM Objectives / Outcomes

Under each of the five core functions of the KCM, the following are the proposed objectives:

1. To build the capacity of KCM partnership, decision making processes and support structures
2. To improve grant performance and management through robust oversight
3. To engage constituencies and share information transparently, equitably and accurately



Objective 1: To build the capacity of KCM partnership, decision making and support structures

Strategy: Strengthen the KCM Secretariat

Activities:

- o Align the KCM Secretariat staff to support Global Fund CCM eligibility and performance requirements
- o Provide training to the Secretariat staff to perform effectively. The Secretariat will be trained on the new funding model, the CCM EPA process, KCM oversight and constituency engagement,

Strategy: Strengthen the KCM to improve its performance

Activities:

- o Conduct orientation and training for KCM members. KCM has undergone Membership renewal especially for non Government constituencies. Some of the government members are also new. Orientation and training sessions will be held to enable the new members carry out their KCM roles effectively.
- o Orientation and training of KCM committees: KCM has established the Management Committee and Oversight Committees. Orientation and training sessions for these committees will be held to sensitise them on their terms of reference and enable them function effectively.
- o Hold Management Committee meetings at least quarterly
- o Conduct KCM EPA annually, develop and implement the KCM performance improvement plan. It is a requirement of the Global Fund that CCMs assess their eligibility and performance annually using the standardized tool and process and develop a performance improvement plan. KCM will carry out this process annually.
- o Develop the KCM annual operational plan and budget to guide KCM operations



Strategy: Support members of the non-state actors election processes

Activities:

- o Provide technical support to constituencies to select KCM members. This will include providing guidelines and orienting constituencies on KCM roles in order to select appropriate members.

Strategy: Build KCM capacity to mainstream cross-cutting issues

Activities

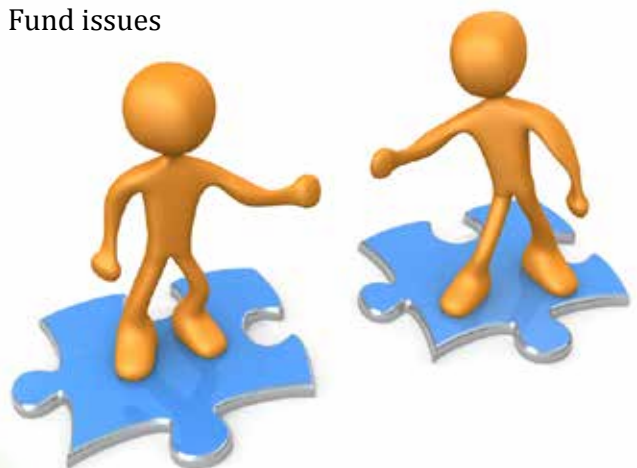
- o Orient KCM members on the Global Fund new funding model, role of key populations, human rights and gender mainstreaming among others

Objective 2: To align and harmonize the Global Fund system (grants and architecture) with the national programme

Strategy: Ensure Global Fund resource additionality, alignment to National Planning and Evaluation Cycles

Activities:

- o Present GF Grants report during the ICC meetings (by the Technical Committee Chair)
- o Present Global Fund grant performance in joint grant and national programme reviews
- o Support procedures to strengthen sectoral financial, programmatic and performance gap analysis processes
- o Sensitize policy makers (Parliament, Cabinet Committee, DPHK, Ministry of Health and other forums) on Global Fund issues



Objective 3: To significantly reduce financial and programmatic gaps through well-managed and harmonized proposal processes

Strategy: Improve the inclusiveness of proposal development processes

Activities:

- o Develop a roadmap for concept note development that ensures a transparent and inclusive process
- o Establish guidelines for selection of the principal recipient
- o Select the principal recipient through a transparent and documented process
- o Oversee the conduct of the country dialogue meetings
- o Support the principal recipient at all stages of grant making
- o Mobilise resources and technical assistance required for concept note development

Objective 4: To improve the performance of Global Fund grants

Strategy: Strengthen KCM oversight capacity

Activities:

- o Orient KCM oversight committee members on oversight plan, review of dashboards and conduct field visit activities
- o Review PR reports (dashboards) and provide recommendations to the KCM
- o Support principal recipients to implement key actions to improve grant performance
- o Support the development of funds and data flow processes for Global Fund grants under the new governance structure in Kenya
- o Review and update the oversight plan and activity plan and budget

Strategy: Increase support for routine and issue driven site visits for grant oversight

Activities:

- o Conduct site visits to project sites, PRs, SRs, SSRs and procurement agent
- o Develop oversight reports and follow up on the implementation of recommendations
- o Provide written feedback to the sites visited

- o Observe, analyze, prepare and disseminate field visit reports to the Global Fund and stakeholders

Objective 5: To engage constituencies and share information transparently, equitably and accurately.

Strategy: Strengthen KCM communication mechanisms

Activities

- o Update and implement a KCM communication plan
- o Maintain and update the KCM website (develop an interactive section including opinion sampling and document archiving)
- o Develop and submit to Global Fund periodic reports on oversight activities
- o Develop press releases on Global Fund grants periodically

Strategy: Support non-state actor capacity building, consensus and transparent feedback meetings

Activities:

- o Support the development of constituency feedback costed work plans
- o Hold bi-annual constituency consultative meetings (by KCM members from non-state constituencies PLWD, KAPs, FBOs NGOs and Private Sector)
- o Support implementation of the constituency feedback work plans by KCM members



Management, Implementation and Monitoring of the Strategic Plan

This strategic plan will be implemented by the KCM and its committees with support of the Secretariat.

i) Operational planning and budgeting

KCM will develop two-year work plans and budget to implement the strategic plan. The first work plan covers the years 2015-2017. The KCM Management Committee will review implementation of the annual work plans quarterly. During the last quarter of the operational plan, KCM Secretariat will facilitate the review of the following year's work plan and budget or the development of the next two years' work plan and budget.

(iii) Resource mobilization

The KCM work plan will be accompanied by a detailed budget. The budget will guide KCM resource mobilization efforts by illustrating available resources, potentially identified funding sources and financial gaps over a two-year period. The Management Committee will lead resource mobilization.

(iv) Annual Strategic Review

During the last two months of the year, KCM will review progress in implementing the operational plan, identify challenges and recommend ways to address them. This may provide an avenue for adjusting the KCM's work planning for the next year.

(v) Monitoring and evaluating the strategic plan

The implementation of this strategic plan will be monitored through quarterly reviews and through the annual KCM Eligibility and Performance Assessment which is a mandatory process. These reviews will show progress made in implementation of this plan.



THE CHAIR

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