

CD
Action
Plan
Djibouti GF Programme
30-juin-14

Total budget
(USD): 3 178 007,42

Capacity Area	Capacity Assessment Findings	Capacity Development Actions	Milestones/ progress indicators	Responsible	Priority										Budget (US\$)		Partners	Statyus	
					H	M	L	2014	2015	2015	2016	2016	2017	Item	Total				
								H1	H2	H1	H2								
Programme Management	To conduct a rapid functional analysis based on the planned reforms of the current and future roles and responsibilities required to implement a National Programmes / Global Fund Grants to inform the required implementation structures and adequate human resources.	Develop TOR and conduct a functional analysis including identifying the roles and responsibilities, options for implementation arrangements and structures, together with human resource requirements.	TOR approved; final report and recommendations	UNDP + MOH												1.International consultant for review of Coordination structure; 2.International Consultant for legal text; 3.Evaluation of SR	30000 15000	1.UNAIDS 2.UNDP Regional Office 3.UNDP Djibouti (PMU staff conducted the evaluation of the SR)	1.Implemented; 2.Implemented; 3.Implemented
	To consider options and select the implementation structure required for an integrated approach for HIV and TB as well as Malaria. Based on the decision organograms and human resource requirements will be need to be identified.	Prepare a decision brief on the implementation structure options, following decision prepare organograms, roles and responsibilities linked to national Program and Global Fund requirements and identify and recruit human resources where needed.	Organogram for implementation arrangement	UNDP + MOH												1.International Consultant for legal text; Evaluation of SR	0	1.UNDP Regional office. This was included in ToR of the international consultant for the legal texts	1.Implemented;
	Currently there are no SSRs and UNDP as interim PR contracts national SRs on a 'zero cash' policy. To build greater ownership and sustainability the strengthening of national entities and systems to improve implementation functions of the NFM grant, will require significant support to the CCM to ensure sufficient oversight and accountability mechanisms are in place.	Finalize, approve the Capacity Development Action Plan. Mobilize resources and commence implementation of the CD Action Plan ensuring that it is aligned to Global Fund Programming. Ensure that this complements the CCM strengthening support and is rolled out in synch with oversight and accountability.	National entities and systems strengthened in parallel with oversight and accountability of the CCM.	MOH + support from UNDP											Capacity Building Plan	146815	1. UNDP through GFATM HIV/TB and Malaria grants (146815);	Ongoing 1. Budget mobilized and approved through GF and UNDP CO;	
	Joint HIV & TB NFM Concept Note provides opportunity for closer integration of the two national disease programs.	On successful completion of the HIV / TB Concept Note review the opportunities for greater integration of the two diseases and produce a phased action plan.	Submission of joint action plan	UNDP + MOH											Joint Concept Note		UNDP, UNAIDS , WHO, Stop TB	Implemented. The concept note was developed and submitted to GF and successfully approved for a total amount of USD 6,8 million dollars for the two diseases. All partners contributed, through consultants and other support, e.g. meetings, consultations, etc.	

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	To complete the Country Dialogue process HIV and TB in August 2014. Consultations have previously taken place for Malaria. Ensure engagement of Key Affected Populations.	Plan a series of stakeholder meetings including identification of participants/participating organizations responding to the needs of KAPs; capture stakeholder input in support of NFM writing team.	Stakeholder meeting plan	CCM + support from UNDP											Country Dialogue consultations and international Technical Assistance	250000	UNDP, UNAIDS , WHO, French 5%;	Implemented. The country dialogue was conducted during 2014 and 2015.
	To identify a process and writing team for the preparation of a joint HIV and TB Concept Note for Submission 15 October 2014.Urgently identify support for completing HIV National Strategic Plan, the epidemiological situation and investment case in preparation for the concept note.	To urgently complete the HIV NSP and Investment Case in preparation for the NFM concept note. To carry out the joint HIV /TB NFM concept note drafting, identify members and develop writing team TOR including verification and quality assurance and a writing team schedule	Writing team members nominated to CCM; writing team TOR finalized; Concept note drafted	CCM + support from UNDP												30000	UNAIDS, WHO, UNDP	Implemented. The NSP HIV was successfully implemented with the technical support of WHO and UNAIDS. UNDP also contributed through PMU staff to finalisation of the Plan.
	Based on the implementation structure selected, the HIV, TB and Malaria programs will require support to strengthen the planning, management, administration and human resource management for the national programs. This would be a logical follow up for the support to date to TB by the French 5% initiative.	Design and implement a planning, management, administration and human resource program for the three National Programs and Global Fund grants taking into account the needs of the Global Fund grants.	TOR for strengthening management , planning and administration systems for the national programs.	MOH + support from UNDP in country and global Partnership Team											International consultant	1438043,42	UNDP through GFATM HIV/TB and Malaria grants (1438043.42);	Implemented but continuous 5 International Consultants recruited and outposted at MOH for the duration of the grants to strengthen the national capacities at SR level (Nat. AIDS Programme, Nat.TB Programme, Nat. Malaria programme; Public Health Institute; Health Information System, Nat. Warehouse), at the National ANC and at the hospital level;

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	Difficult to attract retain and develop qualified staff with out providing salary 'top ups'. Qualified staff 'brain drain' regionally and in Europe and North America. Greater use of Non financial including professional development, use of technology and improved work environments.	Human Resource requirements for the implementation structure and New Funding Model grants and the recruitments completed. Identify and apply non-financial incentives for staff.	All key positions identified and filled.	MOH + support from UNDP											Top - up		UNDP through GFATM HIV/TB and Malaria grants (1438043.42);	Implemented but continuous Top up are paid based on the performance of the staff
	Rapid assessment of capacities needed for the HIV, TB and Malaria programs and Global Fund Grants conducted in June 2014,	Develop, approve and commence implementation of a comprehensive Capacity Development plan for Program Management, FM, Supply Chain Management and M&E.	CD activities implemented	MOH + support from UNDP											Capacity Building Plan		UNDP through GFATM HIV/TB and Malaria grants (1438043.42);	Ongoing 1. Budget mobilized and approved through GF and UNDP CO;
	To identify options for financial sustainability that will reduce the dependence on international funding and prepare justifications to increase domestic funding and, at the same time, integrating HIV and TB services. First priority is to meet and document counterpart financing for the NFM	20% counterpart financing for HIV TB and Malaria has been reported under GF 'willingness to pay'. UNDP will support the country in creating systems and availing documentation to meet this requirement.	Documentati on / reporting for gov spending in line with 'willingness to pay' requirements	MOH + support from UNDP											Int Consultant	20000	UNAIDS	Implemented A international consultant was recruited by UNAIDS to elaborate a strategy for the development of financial resources for the fight against the three diseases.
	To review the approaches and strengthen Civil Society Organizations to engage, work with, support, advocate for and deliver services to Key Affected Populations (KAPs) taking into account gender and human rights issues together with the legal and policy environment.	To conduct a rapid KAP assessment and disseminate findings to CCM and other partners as relevant and ensure results inform the NFM country dialogue, the preparation and implementation of the NFM concept note.	KAP assessment findings disseminated	UNDP + CCM											1.Int Consultant; 2.Budget for capacity strenghtening of CSO		1.UNDP regional office (included in the TORs of intl consultant for the consultant that elaborated the legal documents; 2. UNDP through GFATM HIV/TB grant;	Implemented and ongoing 1.UNDP regional office recruited an international consultant for the KAP assessment taking into account gender and human rights issues together with the legal and policy environment and a report is available; 2.

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Programme Planning	Carry out a rapid HIV programme review to inform decisions on planning National Programmes and the NFM application (Where required revise the National Strategic Plan (NSP) using multi-stakeholder process and include realistic indicators)	Carry out HIV programme review using existing monitoring information focusing on current delivery, challenges and opportunities for the NFM. Revise HIV NSP.	Disseminate programme review findings	UNDP + NAC												International consultant	30000	UNAIDS, WHO, UNDP	Implemented. The NSP HIV was reviewed in 2014 and successfully elaborated with the technical support of WHO and UNAIDS. UNDP also contributed through PMU staff to finalisation of the Plan.
	Initial findings of rapid assessment of NGO network of PLWHIV needs to be reflected in the preparation of a joint HIV / TB Concept Note as part of the NFM application to strengthen the process of engaging and including the inputs of KAPs, to enable them to overcome the barriers of accessing services.	Ensure that KAP challenges and representative organizations including NGO network for PLWHIV are included or provide input to the concept note preparation and writing, so that legal and policy frameworks are considered together with engaging the communities, as well clarify the role and responsibility of NGOs for advocacy and in support and service delivery.	Input to writing team; participation in country dialogue	CCM + support from MOH and UNDP												Concept note	650000	UNDP through GFATM HIV/TB and Malaria grants (1438043.42);	Implemented and ongoing A budget of USD 65000 was elaborated and included in the HIV/TB grant to work on key populations
	To draft and disseminate the MOH operations manuals and standard operating procedures (SOPs) so that they meet the national and Global Fund requirements	MOH to develop an operations manual and SOPs for implementation of the National Programs and Global Fund grant [see also financial management]. Disseminate operations manual and SOPs and provide orientation, training and on the job support.	Operational manual developed	SRs + UNDP support														UNDP (covered by the salary of ITA ME)	Implemented The UNDP ITA on ME assisted all SR to develop operational plan. The cost of this contribution is included in the budget for the ITA
	To ensure operational plan(s) are based on national and international guidelines	Review and revise SR operational plans against GF and Government guidelines and procedures.		SRs + UNDP support														UNDP (covered by the salary of ITA ME)	Implemented The UNDP ITA on ME assisted all SR to develop operational plan. The cost of this contribution is included in the budget for the ITA

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	Align operational plan(s) to the NSPs, National Strategies/Programmes and donor/Global Fund grants, to support coordination	Prepare operational plans to meet national planning cycles and Global Fund grant cycles CCM will need to provide monitoring and oversight of the Operational Plans.		CCM + support from UNDP										Operational Plans		UNDP (covered by the salary of ITA ME)	Implemented The UNDP ITA on ME assisted all SR to develop operational plan. The cost of this contribution is included in the budget for the ITA
	Operational Plans need to take into account issues related to accessibility of products and services for Key Affected Populations. Rapid assessment of a network of NGOs representing PLWHIV identified capacity development needs in getting greater engagement on HIV with decision and policy makers to influence national Policy, together with a number of measures to strengthen community engagement and the delivery of services to PLWHIV.	Produce operational plans including programmatic activities that address the priority needs for KAPs including improving the policy and legal environment, strengthening community engagement, reducing barriers to services, and strengthening human rights approaches.	Operational Plans include improving services to KAPs.	CCM + support from UNDP										Operational Plans		UNDP	Implemented The UNDP ITA on ME assisted all SR to develop operational plan. The cost of this contribution is included in the budget for the ITA
	To put in place systems for the management and oversight of Sub-Recipients to safeguard physical and financial assets.	Further strengthen systems for the management and oversight of Sub-Recipients to safeguard physical assets including maintenance and financial assets.	SOPS for asset management .											CD Plan		UNDP (amount already included in the top up amount and UNDP support)	Ongoing This is part of the CD plan. TOR have developped and shared with national counterpatrts (Anenxe 2 and 3 uploade in the CARDS)

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	The strengthening of national systems to strengthen national responses to the three diseases will also require more effective Human Resource Management. This could include; revising recruitment policies and plans, standardizing TORs, introducing performance management and a results orientated staff appraisal system.	Development and implement an prioritized action plan to strengthen Human Resource Management of the three National Programs and Global Fund grants.	Human Resource Management Action Plan.															UNDP (amount already included in the top up amount and UNDP support)	Implemented This is part of the top up policies, performance based, establishment of TORs, monthly report of all the staff;
Financial Management	As part of the ASP Djibouti is currently a 'zero cash' modality. Currently UNDP carry out direct payment only. Further strengthening of FM systems can only happen following a review and revision of the 'zero cash' modality, that would allow other modalities to be introduced. Once this is revised incremental steps can then be made starting with reimbursement of agreed expenditure, moving towards Cash Advances and salary payments.	All FM CD actions will depend on the status of the 'Zero Cash' policy. MoH to seek approval from Ministry of Finance to open separate bank accounts to enable UNDP disburse cash advances to the SRs. Training for SRs conducted on maintaining a good financial system for recording accounting transactions and reporting on the advances.	Bank accounts opened by Government SRs.															UNDP (amount included in the CD plan)	Ongoing This is part of the CD plan. TOR have developped and shared with national counterpatrts (Anexne 2 and 3 uploade in the CARDS). Single bank accounts have been open for SR; small procurement activities are performed by SR under the supervision of UNDP

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	To identify and consider the options of financial management packages to request manage and report on Cash Transfers.	While separate bank accounts can enable cash advances in the short term, the alignment to the national FM system could be considered in the future. To review and revise systems needed for cash advances identify the options of Financial Management packages including software and hardware requirements.	How to use FM System defined with plan of activities.	UNDP + SRs												CD Plan		UNDP (amount included in the CD plan)	Ongoing This is part of the CD plan. TOR have developped and shared with national counterpatrts (Anenxe 2 and 3 uploade in the CARDS). Single bank accounts have been open for SR; small procurement activities are performed by SR under the supervision of UNDP
	To review and revise financial manual, including controls and procedures which adhere to national and Global Fund requirements	Develop a financial management manual for Global Fund programmes that is in line GF and national requirements for Financial Management, Procurement and Asset Management including SR SOPs.	Operations manual developed with FM SOPs	MOH + support from UNDP												CD Plan		UNDP (amount included in the CD plan)	Ongoing This is part of the CD plan. TOR have developped and shared with national counterpatrts (Anenxe 2 and 3 uploade in the CARDS). Single bank accounts have been open for SR; small procurement activities are performed by SR under the supervision of UNDP
	To strengthen the internal control system, including an independent internal audit to monitor and verify compliance	Ensure Financial Manual incorporates details of the objectives and components of the internal control system. Put in place an audit regime based on national guidelines and GF requirements.	Well defined internal controls developed and disseminated . Regular internal and external audits carried out.	MOH + UNDP support												CD Plan		UNDP (amount included in the CD plan)	Ongoing This is part of the CD plan. TOR have developped and shared with national counterpatrts (Anenxe 2 and 3 uploade in the CARDS). Single bank accounts have been open for SR; small procurement activities are performed by SR under the supervision of UNDP

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	To develop and implement necessary standard operating procedures for Financial Management	<p>Develop SOPs for the 3 cash transfer modalities for SRs; Direct payments, Reimbursements and Direct cash transfers.</p> <p>The SOP for Direct cash transfers (advances) to include the opening of separate bank accounts, use of accounting software QuickBooks and Excel for accounting, budget monitoring and reporting and verification of SR expenditures.</p>													UNDP (amount included in the CD plan)	Ongoing This is part of the CD plan. TOR have developed and shared with national counterparts (Anex 2 and 3 upload in the CARDS). Single bank accounts have been open for SR; small procurement activities are performed by SR under the supervision of UNDP	
	To develop and implement necessary standard operating procedures for Financial Management	<p>MOH should coordinate SRs in developing a common project setup in the selected FM software to facilitate integration and consolidation of financial information for the grant.</p> <p>Put in place a system of managing and reporting financial data including the analysis of variances to meet the relevant financial</p>	SOPs developed for cash transfer modalities. Reporting system approved by MOF.	SRs											UNDP (amount included in the CD plan)	Ongoing This is part of the CD plan. TOR have developed and shared with national counterparts (Anex 2 and 3 upload in the CARDS). Single bank accounts have been open for SR; small procurement activities are performed by SR under the supervision of UNDP	
	Strengthen the monitoring of actual spending against budgets and work plans and analyze variances, taking action where needed	Develop SOP and tools for budget monitoring, internal reporting and requesting budget reallocations.	SOP developed	MOH + support from UNDP											UNDP (amount included in the CD plan)	Ongoing This is part of the CD plan. TOR have developed and shared with national counterparts (Anex 2 and 3 upload in the CARDS). Single bank accounts have been open for SR; small procurement activities are performed by SR under the supervision of UNDP	
	A separate Bank Account is needed for receiving GF funds from UNDP as Interim PR	Based on the understanding that MOF approves, to open commercial bank accounts for all SRs to enable cash advances	Bank accounts opened	SRs											UNDP (amount included in the CD plan)	Ongoing This is part of the CD plan. TOR have developed and shared with national counterparts (Anex 2 and 3 upload in the CARDS). Single bank accounts have been open for SR; small procurement activities are performed by SR under the supervision of UNDP	

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M&E	To make practical steps in improving data collection, quality, analysis and use.													DHIS2 (District Health Information System)	568149	UNDP trough GFATM HIV/TB and Malaria grants	Ongoing This is part of the capacity development plan for putting in place the DHIS2. It is an amount of USD 568149 which included training, software for data transfer, integration of surveillance and routine information and other activities.
	Current System and human capacity is not able to produce the quality of data required. To produce a medium term plan and commence implementation to strengthen M&E leading ultimately towards developing internet accessible database(s) for end users which integrates HIV, TB and Malaria.	To identify incremental steps and the main activities to work towards developing internet accessible databases that allows integration for HIV TB and Malaria databases. Solutions should take into account Human Resource constraints, consider technologies such as frontline SMS data collection.	Basic system/proc ess for sharing data, reports and other knowledge	SRs + UNDP support										DHIS2 (District Health Information System)			Ongoing This is part of the capacity development plan for putting in place the DHIS2. It is an amount of USD 568149 which included training, software for data transfer, integration of surveillance and routine information and other activities.
	To improve data collection, quality, sharing , analysis and informed decision making in HIV TB and Malaria.	Review existing data management and identify an action plan to improve data collection, quality, sharing , analysis and informed decision making.	Action Plan produced	MOH										DHIS2 (District Health Information System)			Ongoing This is part of the capacity development plan for putting in place the DHIS2. It is an amount of USD 568149 which included training, software for data transfer, integration of surveillance and routine information and other activities.
	Identify the structure and Human Resources, Training and Coaching needed to introduce and manage the M&E. Include non-financial incentives for health care workers.	To produce and implement a Human Resource Plan aligned to M&E reforms.												DHIS2 (District Health Information System)			Ongoing This is part of the capacity development plan for putting in place the DHIS2. It is an amount of USD 568149 which included training, software for data transfer, integration of surveillance and routine information and other activities.
	Use the design and introduce of M&E Systems to incorporate other partners of HIV, TB and Malaria e.g. NGOs/ Other Sectors.	Carry out a mapping of potential partners for data collection, management, analysis and research and develop institutional agreements.	Partners identified and approached											DHIS2 (District Health Information System)			Ongoing This is part of the capacity development plan for putting in place the DHIS2. It is an amount of USD 568149 which included training, software for data transfer, integration of surveillance and routine information and other activities.

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	To put in place and utilize a national M&E Plan that is sufficiently detailed on how the National Programme and the Global Fund Grant(s) will be monitored and evaluated and results reported to the Global Fund and other partners.	Develop, approve and implement an M&E plan involving national stakeholders and partners from the three diseases.	M&E Plan in Place											DHIS2 (District Health Information System)			Ongoing This is part of the capacity development plan for putting in place the DHIS2. It is an amount of USD 568149 which included training, software for data transfer, integration of surveillance and routine information and other activities.
	To be able to coordinate the M&E Plan by integrating the National Programme and Global Fund M&E activities under the guidance of a Technical Working Group.	Revise TOR and strengthen the M&E Technical Working Group to coordinate and provide guidance for the revision of M&E systems, oversee the M&E Plan, reviewing, indicators and quality assurance.	Technical Working Group formed											DHIS2 (District Health Information System)			Ongoing This is part of the capacity development plan for putting in place the DHIS2. It is an amount of USD 568149 which included training, software for data transfer, integration of surveillance and routine information and other activities.

Implemented		1 813 043,42	57%
Ongoing		1 364 964,00	43%