

## **AIDSTAR-Two Project Trip Report – Ukraine Dec. 5 – Dec. 20, 2012**

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5 key words:

HIV  
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SR Assessments  
Ukraine

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## 1. Scope of Work:

Destination and Client(s)/ Partner(s)	Kiev, Ukraine – Client: USAID Ukraine, Ukrainian AIDS Center
Traveler(s) Name, Role	Jennifer Lissfelt, Team Leader; Mike Hammes, Director for Finance and Administration, MSH/AIDSTAR-Two
Date of travel on Trip	Dec 5-20, 2012
Purpose of trip	Technical Assistance to Ukrainian AIDS Center (UAC) (now UCDC – Ukrainian Center for Disease Control) in their role as a Global Fund Principal Recipient organization for the Round 10 HIV grant.
Objectives/Activities/ Deliverables	<p>The main objectives of this phase of the TOR, for this 2<sup>nd</sup> trip to Ukraine, were to continue to provide necessary TA to UCDC to enable it to become a fully-fledged PR, with SRs as sub-grantees. Specific objectives included the following:</p> <ul style="list-style-type: none"> <li>• Establish UAC <u>procedures to assess the capacity of sub-recipients</u>. Develop the UAC Staff <u>Manual on assessment</u> of the SR capacity, including “UAC Standard Operating Procedures for SRs’ Capacity Assessment”;</li> <li>• <u>Conduct SR assessments</u>, choose three to five SRs for the first phase of the grant, <u>build the capacity of the pilot SRs</u> (technical and organizational); orient the SR to the GF rules, regulations and processes;</li> <li>• Develop <u>UAC’s procedures to provide and manage sub-grants</u>, including “UAC Staff <u>Manual on Sub-Grant Management and Standard Operating Procedures for Sub-Granting</u>”;</li> <li>• <u>Plan for sub-grant implementation</u> at regional level, initiate discussions and <u>plans for training of new SRs</u></li> <li>• Continue developing <u>Capacity Building Plan</u> for UCDC</li> </ul> <p>In addition, on this second trip, meetings were to be held with potential local consultants and legal counsel, to address legal/regulatory obstacles faced by UCDC as a State Institution (as having sub-grantees and disbursing GF funds to these SRs is contradictory to certain sections of the Budget Code and other legislation in Ukraine).</p>
Background/Context, if appropriate.	<p>For the first time since GF Round 1 Grant, a government entity, the Ukrainian AIDS Center (UAC), was selected as a co-PR for the GF Round 10 Grant. Based on the results of the initial capacity assessment conducted by GF’s Local Fund Agent (LFA), it was determined that the sub-contracting and procurement responsibilities of UAC as the PR be postponed until Phase 2, to allow UAC to build these capacities during Phase 1 of the grant program. For the long-term sustainability of the HIV/AIDS response in Ukraine, it is critically important to support and build the institutional and operational capacities of the UAC through technical assistance. A capacity building plan, based on the various assessments carried out previously, as well as updated information from work carried out on this trip with UAC, would be developed to guide the process of strengthening UAC as a PR. (This Plan was drafted during and after the 1<sup>st</sup> trip, then revised to take into account the structural changes occurring at UCDC, its inclusion of TB programs, and its assumption</p>

of the role of PR for the TB R9 grant for phase 2). The Capacity Building plan will now be finalized only after the various self assessments, gap analyses, and PR assessments (the latter by the LFA) are conducted on the UCDC, in early 2013.

A critical requirement during the first trip (Sept 2012) was to explore the feasibility of, and develop a plan for, transferring costs associated with remuneration of UAC personnel (now supported by GF funds), to state/UAC funding starting in Phase 2 of the grant. In approving phase I of the grant, GF agreed to cover a large portion of the UAC's salaries, with the understanding that this was not sustainable in the long run. As such, the GF included a Condition Precedent (CP) attached to the grant, with the UAC required to submit a plan for transferring remuneration to the State budget by the beginning of Phase 2; this CP was to be met (i.e. the plan must be submitted) by Sept 30. UCDC then informed the AS-2 team that GF had given UCDC some latitude on this issue, while the organization finalizes its restructuring plans, and obtains clarification from MOH on the exact budget and staff allotments planned for the new UCDC entity. GF is reportedly now requiring UCDC to submit a plan to address this remuneration issue by the time of the next PUDR due to GF, on Feb 15, 2013. The issue of staff remuneration is a major point of concern at UCDC, given that standard government salaries are too low (\$200 per month on average) to allow it to retain current staff, let alone hire new and highly qualified staff without significant top-ups from GF. As mentioned in the AS-2 team's Sept 2012 Trip Report, the AS-2 team drafted an analysis and transition plan document for UAC during that first visit, but the options and potential solutions were several, depending on what kind of entity UAC would become (a state enterprise able to have self-financing activities, a national institution under MOF instead of MOH, an NGO, or other). UCDC noted during this December visit that it has not yet submitted a plan to GF, as it awaits further word from MOH as to its exact structure, funding, and staffing going forward. In the meantime, UCDC has had continuing discussions with GF regarding the remuneration issue and the need for top-ups and salary support (as is provided by GF to the other PRs – both NGOs – under the HIV grant), given the impossibility of staffing the program with only state-salaried personnel. One of UCDC's main assertions in discussions with GF has been that current UCDC staffing structures are designed to carry out its role and mandate as a governmental institution, and that the GF work is above and beyond this mandate, and as such cannot be fully funded by the State. While GF reportedly seemed receptive to this notion during recent discussions, remuneration remains a critical issue/question for the UCDC as a PR.

Given the array of issues facing the organization, the AS-2 team's work with UCDC has had to shift with its changing priorities, and with the needs on the ground. Based on the AS-2 SOW combined with UCDC's most immediate priorities, the transition plan for remuneration, procurement capacity assessment, and capacity building plan were all drafted during the first trip in September. However, the transition plan remains in draft form with UCDC and has not yet been finalized or delivered to GF. As noted above, the various options and salary issues were discussed further during this 2<sup>nd</sup> visit, and are an

	<p>ongoing point of discussion between UCDC and the GF. The procurement capacity assessment done by AS-2 in September has now to some extent been superseded by the firing of the two PSM staff at UCDC, and their replacement with a new PSM officer and recruitment of a PSM assistant (still in process). The capacity building plan will be further revised and finalized at the conclusion of the UCDC self assessment and their LFA new PR assessment being conducted in mid-January 2013.</p> <p>On this second trip, in addition to planning with UCDC for SR assessment and management according to the team's TOR, the AS-2 team focused on <u>legal barriers</u> faced by UCDC as a state institution vis-à-vis sub-granting; and on an <u>action plan</u> for UCDC (per their request) to address the numerous activities required to build their organization and become a full-fledged PR. The legal barriers and capacity building needs of UCDC must be addressed and resolved before the PR can begin to select and work with sub-recipient organizations. Dr. Nizova, UCDC's Executive Director, requested the Team to focus on the legal obstacles first and foremost during this visit so that the legal framework would be in place to enable UCDC to work with SRs. As such, early on during the trip the team began to focus on these legal issues in addition to developing the necessary tools and manuals which UCDC will need if and as it ultimately works with SRs.</p>
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**2. Major Trip Accomplishments:** Should include the major programmatic goals realized, relevant metrics, and stories of impact from the trip.

- **Meetings and discussions with UAC (now UCDC) team** – Director Nizova, Head of the PIU Vitaliy Karanda, and financial manager Igor Morozov. Discussion of news from GF, status of changes at UCDC, next steps, priorities, strategy, challenges and uncertainties.
- **In-brief with USAID HIV advisor**, in-depth discussion of issues around UAC/UCDC, agreement with the USAID client around the major challenges faced, legal barriers to managing SRs.
- Met and engaged **local consultant (Dr. Andriy Huk)**, reviewed his qualifications and expertise, developed a draft TOR for discussion, began the contracting process to engage him to provide ongoing support (and to shepherd the work to overcome legal and institutional gaps with UCDC). Began work with him, and with UCDC and lawyers, to identify and address UCDC's legal barriers to being a full PR. The local consultant will also support the AIDSTAR-Two team in mapping potential SRs, and in building UCDC's capacities in SR management, in advance of their preparing their Phase 2 application to GF for the R10 HIV grant (due late in 2013), as well as the R9 TB grant for which the CCM has nominated UCDC the PR for phase 2.
- **Preliminary legal analysis, engagement with local consultant and lawyers to analyze and address legal barriers:** A meeting was held with the Akmetov Fund lead attorney and Donetsk-based program manager (the latter by teleconference), and then with attorneys of the Legal Alliance (being retained by Akmetov Fund). An agreement was reached to have the Legal Alliance lawyers begin an analysis, action plan, and work on necessary by-laws to the new Law on GF programs in Ukraine, enabling this legislation to be operational (and allowing UCDC as a state institution to have sub-grantees, and to disburse to them). The AS-2 team developed a preliminary Legal Analysis to assist in the discussions and way forward with the legal team. The document is a matrix of information on current legislation and potential barriers to UCDC as a PR operating under GF rules. The matrix will be further developed by the local consultant and the Legal Alliance lawyers. As mentioned above, an experienced local

<p><u>consultant</u> (who has worked with MOH, UCDC, Cab of Ministers, Parliament, etc) was engaged to begin work immediately with the legal team and UCDC on the analysis of legal barriers and action plan to resolve these. A major, urgent, question is around the issue of remuneration, and payments made using GF funds through UCDC’s State Treasury account (which has faced numerous delays due to Treasury’s own lack of funds). There are other legal questions around funds transfers to sub-grantees, UCDC’s ability to have a local commercial Grivna bank account, staff payments and bonuses, legality of having staff work more than 100% time, procurement under GF rules vs. public procurement law, etc. All of these issues are now being analyzed in order to clarify and address the legal impediments facing the UCDC as a GF PR.</p>
<ul style="list-style-type: none"> <li>- <b>Meeting with USAID HIV advisor, with visiting OGAC representative</b> (USG Office of the Global AIDS Coordinator – PEPFAR), to discuss the AS-2 work, and potential needs longer term. OGAC/PEPFAR and USAID are making concerted efforts to streamline and make more efficient and collaborative various USG funded (and GF funded) health programs in Ukraine and other countries, with Ukraine a focal country of the PEPFAR/USAID/GF “Country Collaboration Initiative” (CCI) to enhance USG partnership and coordination with GF programs.</li> </ul>
<ul style="list-style-type: none"> <li>- Meeting with <b>Clinton Foundation Country Director (head of the CCM Oversight Committee)</b> - received update on the CCM meeting and committee’s recent findings and decision points, and discussed the need for an action plan for UCDC to fill identified gaps (from the recent Self Assessment exercise with all stakeholders).</li> </ul>
<ul style="list-style-type: none"> <li>- <b>Drafted UCDC “Strategy Notes” or Action Plan</b> – The AS-2 team produced a “<u>Strategy Note</u>” (<u>action plan/”to do” list</u>) for UCDC (per their request), to address the numerous challenges the organization is currently facing in its new and larger role in the government of Ukraine (managing both the national HIV and TB programs) and as a PR on, not only the HIV grant, but also the TB grant under GF. This follows the recent self assessment of UCDC (requested by GF, using their new “27 PR Criteria” list), and the resulting Gap Analysis produced by UCDC and stakeholders, but without a resulting Action Plan to move forward. The action plan drafted by the AS-2 team takes into account all findings, and is in 5 sections: 1) resolving overall capacity gaps at UCDC; 2) addressing identified legal barriers; 3) additional challenges identified in working with SRs; 4) assessing and managing potential SRs under the R10 HIV grant; and 5) steps needed to begin working with the existing SRs under the R9 TB grant (being transitioned to UCDC as the new PR).</li> </ul>
<ul style="list-style-type: none"> <li>- Developed and finalized the <b>SR Assessment Tool and attachments</b> – The AS-2 team drafted guidelines to conducting SR assessments, key SR criteria, and a detailed SR Assessment Tool for UCDC’s use. The Assessment Tool is in 7 sections: 1) Institutional, Legal, and Structural Framework; 2) Organizational, Procedural, Management and Coordination; 3) Infrastructure, Equipment and Logistics; 4) Human Resources; 5) Financial Management; 6) Information Systems; and 7) Procurement and Supply Chain Management (PSM). These were translated into Ukrainian, and given to UCDC for their review and feedback.</li> </ul>
<ul style="list-style-type: none"> <li>- <b>Developed Timeline for engaging SRs</b> – A <u>timeline</u> was prepared for UCDC, indicating the steps and timing in the process of deciding on, assessing, selecting, and contracting with SRs.</li> </ul>
<ul style="list-style-type: none"> <li>- <b>Assessments of potential SRs:</b> Despite the initial plan (in the TOR) to conduct 3-5 preliminary SR assessments during this second visit, UCDC and the AS-2 team decided that it would be premature to begin assessment visits to Regional AIDS Centers (or other potential SRs), until UCDC had better clarity around its own structure and funding, legal barriers, and plans in place for both conducting assessments and managing SRs. The team made a <u>visit to one potential SR with UCDC during this visit – the Kyiv AIDS Center</u>, which is probably the highest-capacity entity that could be an SR, reportedly with sound management in place and competency and experience in managing grant programs. This visit (and discussion with the director and the head of finance/economic department) was instructive in opening up the discussion about necessary financial and communications procedures, transferring and</li> </ul>

<p>accountability for funds, and how AIDS centers (themselves governmental entities, working under oblasts/regions and municipalities) would function as SRs. Also discussed was the question of whether it is viewed as desirable by these entities to become SRs, with the required administrative and reporting responsibilities this would entail, and with them questioning the need to develop new systems and procedures for what may be a short-term program (i.e. if the GF grant is only for another 3 years). From this discussion (and from UCDC’s own preliminary conversations with regional AIDS Centers), it is not certain that these entities will be willing to become SRs, even if they are assessed to be eligible and capable.</p>
<ul style="list-style-type: none"> <li>- <b>Drafted SR Management Manual and annexes</b> for use of UCDC – Using a first draft produced by the GMS team, and numerous other country models, as well as UCDC-specific conditions, the AS-2 team drafted an SR Management manual with annexes. The annexes include the assessment tool and guidelines, timeline for SR assessment, job descriptions, and a draft SR contract. Other annexes may be added before and during the next visit with UCDC.</li> </ul>
<ul style="list-style-type: none"> <li>- <b>Drafted Timeline/Approach for UCDC to plan for, recruit, staff up the PIU to begin assessing and managing SRs</b> – a chart showing all steps and timing in staffing up the PIU and beginning to work with SRs</li> </ul>
<ul style="list-style-type: none"> <li>- <b>Coordination meeting at conclusion of visit with UCDC and two local consultants</b> (Andriy Huk, Oleg Simerik), to plan the work over the coming weeks/months, next steps in working with lawyers, etc. Because Andriy and Oleg (the latter a lawyer) have extensive experience (with Futures Group) in the area of health reform and legislative reform in Ukraine, they are well placed to work with UCDC and Legal Alliance to assist in analyzing and then lobbying for required changes (with the Health Committee of Parliament) to the legislation, to enable UCDC to perform full PR functions under GF rules. (Andriy has been engaged as a short-term local consultant with AS-2. Oleg may in future also be contracted, depending on the needs going forward).</li> </ul>
<ul style="list-style-type: none"> <li>- Agreed with UCDC that the <b>draft Capacity Building plan</b>, still in progress, based on the Feb 2011 draft (by GMS), the findings of the September and December trips by the AS-2 team, and discussions of needs going forward, will be finalized after the LFA New PR Assessment visit to UCDC in January 2013 (to incorporate LFA feedback, and final decisions on the structure/entity of UCDC, expected from MOH in Jan).</li> </ul>
<ul style="list-style-type: none"> <li>- Plans were also made for the <b>third (and perhaps 4<sup>th</sup>) trip</b> for this assignment, and for the work to continue after this trip, with remote support from the AS-2 team and the local consultant, working with local legal experts.</li> </ul>

**3. Next steps:** Key actions to continue and/or complete work from trip.

Description of task	Responsible staff	Due date
Have local consultant produce “ <b>map</b> ” of potential SRs, key potential partners to UCDC in implementing the HIV grant for GF. (Regional AIDS Centers, other entities). Follow up, discuss with UCDC.	Jennifer, Mike, local consultant A. Huk	Jan 15
Finalize <b>SR Assessment Tool</b> and Instructions and Key Criteria guideline, prepare to pilot test it on potential SRs. (Drafted, translated into Ukrainian, provided to UCDC for comment Dec 18)	Jennifer & Mike - requires UCDC inputs and decisions	Ready for GF and LFA review Jan 14, 2013
Finalize <b>SR Management Manual</b> and annexes – including job descriptions, timelines, contract template, other annexes as needed	Jennifer & Mike - requires UCDC inputs and decisions	Ready for GF and LFA review Jan 14, 2013
Finalize <b>Strategy Notes/Action Plan</b> for UCDC (per Dr.	Jennifer & Mike -	Draft due Dec 31,

Nizova's request, to clarify what UCDC should do to address identified capacity gaps and other barriers)	requires UCDC inputs and decisions	after 2 <sup>nd</sup> trip
Follow up on <b>Legal Barriers Analysis and Legal Action Plan</b> , and work to draft and enact the enabling legislation to clarify contradictions between the New Law on working with the Global Fund, and other Ukrainian legislation.	Jennifer & Mike, with local consultant (A. Huk), and Legal Alliance	Dec 29-Jan 10
Finalize <b>Timeline/Approach for UCDC to staff up their PIU to enable management of SRs</b> , and begin piloting SR assessments. (in the short term, under the R9 TB grant phase 2, which they will take over from FDU/Akmetov Fund).	Jennifer & Mike	Ready for GF and LFA review Jan 14, 2013
Finalize <b>capacity building plan</b> for UCDC – from GMS overview, findings from 2 visits, new findings and changes at UCDC, LFA new PR assessment in Jan 2013.	Jennifer with input from Mike	ASAP after obtaining findings of LFA review in Jan 2013
<b>Pilot SR Assessments</b> in 3-5 potential SR organizations (if UCDC decides to have SRs)	AS-2 team with UCDC	3 <sup>rd</sup> trip – TBD, possibly March 2013
<b>Capacity building for SRs</b> to help them ensure compliance with GF regulations	AS-2 team with UCDC	3 <sup>rd</sup> trip – TBD, possibly March 2013
Support to new PSM Officer at UCDC in development of <b>PSM Manual, SOPs</b>	AS-2 team with UCDC	3 <sup>rd</sup> trip – TBD, possibly March 2013

**4. Contacts:** List key individuals contacted during your trip, including the contacts' organization, all contact information, and brief notes on interactions with the person.

Name	Contact info	Home organization	Notes
Dr. Natalya Nizova	Cell: 067-790-6953 Office: +38-0440287-3416 <a href="mailto:Natalya.nizova@gmail.com">Natalya.nizova@gmail.com</a>	UAC - Director	Met with her Dec 10. She was then out sick and in meetings for the rest of our visit
Vitaliy Karanda	UAC Anri Barbusa Str 5A, Kyiv Cell: 099-288-4274 <a href="mailto:karandav@gmail.com">karandav@gmail.com</a>	UAC PIU Manager	Excellent English (previously worked with UNDP). Our close counterpart for all the work.
Igor Morosov	UAC <a href="mailto:igormorozov2003@yahoo.com">igormorozov2003@yahoo.com</a>	UAC Finance Mgr	Worked with us closely on financial, PSM, mgt issues. Some English. Previously worked with Futures Group.
Irina Donets	UAC Lawyer	UAC Lawyer	On vacation most of this 2 <sup>nd</sup> visit
Maxim Strelchuk	Lead Attorney Akmetov Fund (PR under R9 TB grant) Tel: +38-044-502-52-14 Cell: +38-050-474-8665 <a href="mailto:mstrelchuk@fdi.org.ua">mstrelchuk@fdi.org.ua</a> <a href="http://www.fdi.org.ua">www.fdi.org.ua</a>	Akmetov Fund	Discussed legal barriers discovered for UCDC to assume full PR functions (payments to SRs, bank accounts, etc). Agreed to engage Legal Alliance (attorneys being paid by Akmetov Fund to support UCDC in transition to PR) to investigate these issues.

Oleksiy Bezhevets	Partner, attorney Tel: +38 (044) 220-15-84 or +38 050 7646388 bezhevets@l-a.com.ua	Legal Alliance (retained by Akmetov Fund)	Excellent English. Will analyze legal barriers, devise plan to address these.
Dmitri Aleshko	Partner, attorney Tel: +38 (044) 220-15-84 or +38 050 344-72-54 <a href="mailto:aleshko@l-a.com.ua">aleshko@l-a.com.ua</a>	Legal Alliance (retained by Akmetov Fund)	Former head of Legal Dept at MOH, then at Kyiv City. Will work with Oleksiy to analyze legal barriers, devise plan to address these.
Dr. Alexandr Yurchenko	Director, Kyiv City Clinic No. 5 Kyiv Center for AIDS Prevention 11 Vidpochinku Street, Kyiv Tel: +38-044-450-82-55 <a href="mailto:Kordrada@health.kiev.ua">Kordrada@health.kiev.ua</a> or <a href="mailto:Al.Yurchenko@post.com">Al.Yurchenko@post.com</a>	Kyiv City AIDS Center	Preliminary meeting re: becoming an SR, roles or PR/SR, questions and barriers to being an SR. He works with some international programs, grants. He is not very enthusiastic about being an SR.
Dr. Andriy Huk	Consultant, former COP for Futures Group USAID-funded Capacity Building Project in Ukraine (USAID  HIV/AIDS Service Capacity Project in Ukraine) 38 V.Vasylykivska St., of 20, 01004 Kyiv, Ukraine e-mail:a.huk@uscpc.kiev.ua; ahuk@futuresgroup.com tel: +38 044.287-71-81	Futures Group (COP on Capacity Building project, now ended), consultant	Short-term consultant to support AS-2 team's efforts to address legal barriers, and to build UCDC capacity to perform PR functions for GF grant(s). Former COP for Futures Group capacity building project in Ukraine.
Paola Pavlenko	USAID Ukraine Sikorskogo 4, Kyiv Senior HIV/AIDS Advisor, Office of Health and Social Transition <a href="mailto:ppavlenko@usaid.gov">ppavlenko@usaid.gov</a> +38-044-537-4600	USAID Ukraine	Previously worked at Alliance. Very knowledgeable about real challenges facing UAC, PRs in Ukraine. Supportive of our difficult role and TOR, shifting nature of UCDC and real needs
Helina Meri	Country Support Team Head OGAC, Washington DC Tel: 1-202-663-1363 <a href="mailto:merihd@state.gov">merihd@state.gov</a>	OGAC (US State Dept – Pepfar)	Visited Ukraine for 2 weeks, met her with Paola to discuss our work, potential coordination of work going forward
Irina Grishayeva	CHAI Shovkovitchna #24, 3 <sup>rd</sup> floor, apt 14 Tel.: +38 044 253 44 57 +38 044 253 36 66 Cell.: +38 067 502 81 53 <a href="mailto:igrishayeva@clintonhealthaccess.org">igrishayeva@clintonhealthaccess.org</a>	CHAI (Clinton Foundation) Country Director, Ukraine	CHAI director in Ukraine since 2007. Previously with WHO. Very knowledgeable about complexities of environment. Offers to help us however she can. Now heads CCM Oversight Committee in Ukraine (since Sept 2012)
Dmytro Lysak	Cell: 063-100-3759 <a href="mailto:dmytrolysak@gmail.com">dmytrolysak@gmail.com</a> skype: dymmar	Translator/ interpreter	Very good interpreter, translator. Used him for several documents and meetings.

**5. Description of Relevant Documents / Addendums:** Give the document's file name, a brief description of the relevant document's value to other staff, as well as the document's location in eRooms or the MSH network. Examples could include finalized products and/or formal presentations, TraiNet Participant List, Participant Contact sheet, and Meeting/Workshop Participant Evaluation form are examples of relevant documents.

<b>File name</b>	<b>Description of file</b>	<b>Location of file</b>
Legal Analysis	Table showing preliminary analysis of legal/regulatory barriers in Ukraine to UCDC being a full PR	
SR Assessment Guidelines and Assessment Tool (in English and Ukrainian)	Guideline on assessing and selecting SRs, key requirements for SRs, tool/questionnaire for assessment of organizations to be evaluated as SRs	
SR Management Manual with annexes	Manual developed from preliminary draft produced by GMS team, incorporating sections from other country manuals, relevant Ukraine specific considerations, etc.	
Sample Job Descriptions for PIU, SR management at UCDC	Draft position descriptions, requirements – taken from other countries – to be annex to SR manual	
TOR for local consultant	Document stipulating objectives, activities, deliverables of local consultant A. Huk over Dec 25-April 30 time period in working with AS-2 team	
Timeline for SR assessment and selection	Excel chart showing steps and approximate timing over coming year to decide on process, assess, select, contract with SRs	
Strategy Note/Action Plan for UCDC (action plan in 5 sections)	Document divided into 5 areas of necessary actions for UCDC, including 1) resolving overall capacity gaps at UCDC; 2) addressing identified legal barriers; 3) additional challenges identified in working with SRs; 4) assessing and managing potential SRs under the R10 HIV grant; and 5) steps needed to begin working with the existing SRs under the R9 TB grant	
Timeline for staffing up PIU for SR management	Excel chart showing steps and timing to recruit and staff up PIU to begin managing SRs	