

## LMG-CCI Ukraine

### Quarterly Report: July- September, 2014

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Alisher Latypov

October, 2014

Build the capacity of the UCDC as a key agency within the Ukrainian MoH, their capacity as a Principal Recipient of GF grants and their capacity to manage Sub Recipients.

LMG, Ukraine, HSS, UCDC, MoH, GF, SR management, PR

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## QUARTERLY REPORT - CCI/LMG-Ukraine

### SECTION A.

<b>Country:</b>	Ukraine	<b>Project:</b>	Country Collaboration Initiative/Leadership, Management & Governance-Ukraine
		<b>Short name:</b>	CCI/LMG-Ukraine
		<b>Award number:</b>	AID-OAA-11-00015 (Global LMG Project)
		<b>Implementer:</b>	Management Sciences for Health (MSH)
<b>Agreement Officer Representative (AOR)</b>	Reena Shukla	<b>PY2 Start Date:</b>	06/15/2014
<b>Activity Manager</b>	Paola Pavlenko	<b>PY 2 End Date:</b>	09/30/2015
<b>Date of Report Submission:</b>	October 31, 2014		
<b>Period covered by the report:</b>	July-September, 2014		

PY2 Project Budget amount	Overall amount obligated	Spent in reported period (July-September 2014)	Cumulative spent during life of project	Forecast for the next quarter (October-December 2014)
\$625,000	\$1,375,000	\$173,345	\$ 693,251	\$107,000

## **SECTION B. Summary of PY2 Quarter 1**

LMG initiated the implementation of activities of PY2 based on the solid foundation from PY1. The workplan activities were jointly conceived and conceptualized with UCDC following strategic planning sessions and brainstorming sessions. As such, this participatory process ensures that there is full commitment of the UCDC to prioritize and support the workplan implementation.

As our ambitious workplan for PY2 was approved, LMG reviewed our existing Ukraine-based institutional capacities and made a decision to hire an additional local staff member as a project specialist to support our UCDC-embedded Project Lead (Dr. Alisher Latypov). The selection and recruitment process was completed soon after the beginning of PY2, and in August 2014 LMG hired Mr. Stanislav Sereda. Previously, Stanislav worked for UCDC as a lawyer until June 2014 when he was made redundant due to external funding shortage at UCDC.

As demonstrated below in Section C, despite summer vacation schedules and the absence of many UCDC colleagues in July and August, Q1 saw the initiation of a large number of activities that gained further momentum as we approached the end of quarter and as the senior UCDC managers returned to the country from their leave.

Given that the Global Fund approval of the Ukraine Concept Note for Single HIV and TB grant through the New Funding Model was pending and that there was no sufficient clarity as to the role of the UCDC as a PR, in Q1, LMG focused its efforts on activities under Result Area 1, aiming to further strengthen UCDC's institutional capacities. Out of the 17 Result Area 1 activities, 13 were initiated in Q1, including, *inter alia*, the development of UCDC Communication Strategy and Action Plan, UCDC logo and branding and marking policy, a new UCDC web-site, Bylaws on UCDC Advisory Council, as well as the assessment of UCDC research capacity. Some of these LMG activities are already yielding immediate fruit. For example, in September 2014, UCDC management made a decision to establish a Communications Unit and GIZ provided funding to build the capacities and to support the activities of this newly established Unit. We expect many more activities to begin yielding results in Q2.

**SECTION C.**

<b>Result Area 1: Strengthen UCDC’s capacity as an organization within the new Ukrainian public health system</b>	
<b>Activity 2.1: (continued from PY 1)</b> <b>Assess stakeholder needs and expectation of UCDC in terms of communication and use this to inform the development of a communication strategy, 1-year action plan and UCDC website.</b>	
<b>Planned Progress (for reported period)</b>	LMG planned to survey stakeholder and staff needs to inform a Communication Strategy and a 1-year action plan.
<b>Actual Progress (including comments, if required)</b>	<p>LMG conducted a survey of UCDC stakeholder and staff needs and expectations from UCDC communications. Key findings were presented in a report and used to draft a Communication Strategy and a 1-year action plan. LMG submitted a final draft of the strategy and action plan to UCDC leadership for approval. Implementation of the plan (Activity 2.2) will begin immediately following approval, anticipated to come in October 2014. Based on this initial work, a ToR for UCDC’s website was developed.</p> <p>LMG also conducted a half-day communications training on September 24, 2014 to 24 UCDC staff members. Key topics presented included: effective communications, personification of UCDC branding, crisis communication, introduction to Communications Strategy and planning. Findings from the stakeholder survey were used to inform many of the materials presented at the training. At this workshop, two Kiev-based colleagues GIZ took part as well, and presented their work related to public HIV prevention campaigns. Earlier in summer, LMG met with these GIZ colleagues at GIZ office in Kiev and introduced them to LMG and UCDC joint activities in the area of communications.</p> <p>As a result of LMG-initiated communications-related initiatives and planning, senior management of UCDC made a decision to establish a Communication Unit and to hire a Communications and Strategic Planning Specialist through funding from GIZ. GIZ has also encouraged UCDC to spend the money they received from GIZ to further develop the capacities of this newly established Communications Unit and there are a number of Communications-related trainings planned for UNDP in Q2 and 3, including an in-house training by Olshansky &amp; Partners Group, a retreat in Lviv, and a study tour to Berlin.</p>
<b>Planned for next quarter</b>	It is expected that the final drafts of UCDC Communications Strategy and 1-year action plan will be approved by UCDC in early October 2014. A Ukrainian and English versions will also be prepared. LMG will continue to support its operationalization in Q2 (see Activity 2.2).

<b>Any critical risks/assumptions</b>	None
<b>Activity 2.2:</b> <b>Support communication in a variety of ways which include assisting UCDC to develop communications tools such as Newsletters, fact sheets, policy briefs, press releases, success stories and Annual Report for 2014.</b>	
<b>Planned Progress (for reported period)</b>	Following the finalization of the Communications Strategy and Action Plan, LMG planned to support the development of communication tools.
<b>Actual Progress (including comments, if required)</b>	Initial drafts of communications tools were developed by LMG and shared with UCDC colleagues.
<b>Planned for next quarter</b>	As UCDC's branding and marking policy is currently being finalized (Activity 2.3), this will inform the finalization of communications tools (anticipated in October 2014).
<b>Any critical risks/assumptions</b>	None
<b>Activity 2.3: (continued from PY 1)</b> <b>Provide TA to UCDC in further developing and improving its website to be a more effective means for communication and knowledge exchange. Establish UCDC's presence in social media (Twitter, Facebook) and help UCDC to use these channels of communications to disseminate specific messages tailored to and targeting specific audiences.</b>	
<b>Planned Progress (for reported period)</b>	LMG planned to have PRP (communications vendor engaged under an LMG contract) develop a logo, brandbook, and begin designing UCDC's website.
<b>Actual Progress (including comments, if required)</b>	As of end of September, LMG presented a final draft version of the UCDC's logo for approval. Developing the final draft and approval was delayed due to absence of UCDC key decision makers in August to review and approve.
<b>Planned for next quarter</b>	It is anticipated that in the next quarter, UCDC will approve the latest version of the logo. Once the logo is approved, the work on branding and marking will continue (brandbook with templates for presentations; business cards, email signatures, etc.). PRP will work on designing a new website for UCDC (guided by the ToR) and establish UCDC's presence in social media.
<b>Any critical risks/assumptions</b>	UCDC leadership will need to continue playing an active role in the communications-related work for the investment to carry forward.
<b>Activity 2.4: (continued from PY 1)</b> <b>Provide TA to strengthen UCDC's capacity in resource mobilization and new partnership development to diversify funding sources for UCDC.</b>	

<p><b>LMG will support the development of a Resource Mobilization and New Partnership Development Strategy, that includes donor mapping and other tools prepared in PY1 (fundraising planning; fundraising/ outreach letter template, capabilities statement, template for technical proposals etc). Skill building on fundraising, proposal writing and development through a workshop/s/. As part of this workshop/s/ and TA, UCDC will develop several project proposals that would be submitted for funding before the end of PY2</b></p>	
<p><b>Planned Progress (for reported period)</b></p>	<p>LMG planned to draft a Resource Mobilization and New Partnership Development strategy and tools.</p>
<p><b>Actual Progress (including comments, if required)</b></p>	<p>LMG worked with UCDC's M&amp;E Unit, Training Coordination Unit, and Communication and Strategic Planning specialists to continue drafting a Resource Mobilization and New Partnership Development strategy and tools, and identify topics for project proposal development (i.e. Training Coordination). In addition, LMG helped UCDC to negotiate their collaboration with HIV Alliance Ukraine on a US CDC funding opportunity that focuses on Medication Assisted Therapy for people who inject opioids in Ukraine. Specifically, LMG participated in two meetings with HIV Alliance Ukraine senior management and UCDC senior management to prepare a list of possible activity areas that UCDC could be involved in.</p>
<p><b>Planned for next quarter</b></p>	<p>LMG team will work closely with UCDC training coordination and strategic planning specialists to receive further input on developed documents. In late October, LMG will conduct a one-day fundraising and proposal development workshop. LMG will then aim to finalize the Resource Mobilization and New Partnership Development Strategy and tools for UCDC's approval and to work together with UCDC colleagues to develop three project proposals (one related to research and M&amp;E (links with Activity 2.9); one related to Training Coordination-related activities (links with Activity 2.14); and one related to Communications (links with Activity 2.1)) by mid-November 2014.</p>
<p><b>Any critical risks/ assumptions</b></p>	<p>None</p>
<p><b>Activity 2.5: (continued from PY 1)</b>  <b>Support UCDC staff in reviewing various financial management policies (conflict of interest policy, travel policy, reimbursement policy) that are currently being developed through TA provided to UCDC by a local organization and in preparing revised policies that are fully in line with GF requirements.</b></p>	
<p><b>Planned progress</b></p>	<p>This activity was planned for Q2.</p>
<p><b>Actual Progress (including comments, if required)</b></p>	<p>At the very end of September, UCDC informed LMG that they received 5 financial management related policy documents (including Guidelines on HR policy; Guidelines to control the salary accounting and payment; Guidelines to control the fixed assets and intangible assets transactions and preservation; Guidelines to control the inventory transactions and preservation; Guidelines to control cash and non-cash transactions and preservation) developed</p>

	through TA provided to UCDC by a local organization “International Auditing Group Ltd”. However, as none of these were related to conflict of interest policy, travel policy or reimbursement policy, it is anticipated that these policies will need to be developed from scratch by LMG to comply with both the Ukrainian legislation and the GF requirements and recommendations.
<b>Planned for next quarter</b>	During the next quarter, LMG team will discuss the next steps with UCDC Heads of HR and Accounting units. In November 2014, LMG will develop a SOW and will select a local consultant to do this work in partnership with UCDC.
<b>Any critical risks/ assumptions</b>	None
<b>Activity 2.6: (continued from PY 1)</b> <b>As UCDC’s final structure/entity takes shape, LMG to assist in the development of an HR strategy and plan. Support to include finalizing staffing and structure plans.</b>	
<b>Planned Progress (for reported period)</b>	N/A – This activity has been planned for Q2-4
<b>Actual Progress (including comments, if required)</b>	N/A
<b>Planned for next quarter</b>	In Q2, LMG will initiate discussions with UCDC regarding the implementation of this activity and will assess whether the required preconditions are in place.
<b>Any critical risks/ assumptions</b>	Select HR activities can only be implemented if UCDC hires an HR Manager. As UCDC’s funding from the Global Fund is being gradually reduced, an increasing number of staff will be made redundant, whereas job functions of the remaining staff will be combined to ensure institutional efficiency. All of this would need to be taken into consideration when developing HR strategy and plan and proposing a ‘talent management’ rather than a ‘clerical’ approach to HR.
<b>Activity 2.7:</b> <b>Support the development of an HR manual and Employee Handbook. Support to include workforce planning, job descriptions, personnel management and performance appraisal process and procedures.</b>	
<b>Planned Progress (for reported period)</b>	N/A – This activity has been planned for Q3-5
<b>Actual Progress (including comments, if required)</b>	N/A

<b>Planned for next quarter</b>	N/A
<b>Any critical risks/assumptions</b>	None
<b>Activity 2.8:</b> <b>Work with UCDC to prepare an implementation plan on transfer of HR costs funded by the Global Fund, with the objective that these costs be covered by national funding by 2017.</b>	
<b>Planned Progress (for reported period)</b>	N/A – This activity has been planned for Q3-5
<b>Actual Progress (including comments, if required)</b>	N/A
<b>Planned for next quarter</b>	N/A
<b>Any critical risks/assumptions</b>	As Ukraine is facing a severe political and economic crisis, any discussions and planning of transition to national funding are going to be complicated, with many uncertainties in place as well. We will begin working on this starting in Quarter 3.
<b>Activity 2.9:</b> <b>Conduct an assessment of UCDC’s public health research capacity. Propose an action plan of how its capacity can be strengthened.</b>	
<b>Planned Progress (for reported period)</b>	LMG planned to conduct the assessment of UCDC’s public health capacity through developing a questionnaire to engage staff.
<b>Actual Progress (including comments, if required)</b>	LMG conducted a survey among select UCDC staff in July 2014 to assess the organization’s public health research capacity. A 21-item questionnaire covered the following areas: qualifications, experience and skills of UCDC technical personnel; types of data that UCDC hosts and has access to; biological tests performed by the UCDC laboratory; collaborations and research projects in which UCDC staff have been involved; research funding received by UCDC in the past; peer-reviewed and other publications published by UCDC staff in the English language journals as well as locally in Ukrainian and/or English. This questionnaire was introduced in-person to heads of the M&E, PSM, HIV and TB departments and their deputies and then shared electronically. Only brief responses (n=6) were received from the PSM, HIV and TB departments, with the nature and the content of responses reflecting inadequate engagement of these departments in research activity of UCDC. In light of these findings, following the receipt of these initial responses, LMG organized 4 in-person sessions with the head of the UCDC M&E Unit with follow-up over email to obtain informative responses and to develop an initial draft of

	UCDC's research capacities.
<b>Planned for next quarter</b>	It is expected that all final inputs and missing information will be received from UCDC by late October. LMG is also planning to visit the UCDC Lab to interview the Lab management and to obtain additional input from UCDC HR Unit with regard to senior staff publications. A comprehensive research capacity assessment report and capacity strengthening plan would then be developed by mid-November.
<b>Any critical risks/assumptions</b>	None
<b>Activity 2.10: Support one jointly developed operations research/implementation science proposal with the WHO.</b>	
<b>Planned Progress (for reported period)</b>	This activity was planned to start in Q2.
<b>Actual Progress (including comments, if required)</b>	In September 2014, the UCDC M&E Unit used LMG tools developed in PY1 as part of a fundraising seminar with support from USAID's Service for Most At-Risk Populations (RESPOND) project. Fundraising tools developed in Project Year 1 were shared with UCDC. They were used by the UCDC M&E Unit members when they had a fundraising seminar in September 2014 through support from the RESPOND project. During this seminar, M&E colleagues developed some initial ideas on research topics and research proposal ideas, which were then shared with LMG. An initial conversation was held between LMG, Ukraine WHO colleagues and UCDC regarding a potential research-related project proposal (links to Activity 2.4).
<b>Planned for next quarter</b>	It is anticipated that a research-focused project proposal will be developed through support from LMG during Jennifer's visit to Ukraine in late October-early November. Preliminary agreement was reached with the UCDC M&E colleagues to work on the proposal on October 28-31, 2014. We have identified one potential project idea that might be considered for proposal development ("using data for discrepancy detection").
<b>Any critical risks/assumptions</b>	Once the proposal is developed it will be shared with the WHO to see if they would be interested to fund it. The proposal can also be shared with other potential donors.
<b>Activity 2.11: Assist UCDC in developing a 1-year costed operational plan based on UCDC's Institutional Strategy and a 3-year Strategic plan developed under previous year's work.</b>	
<b>Planned Progress (for reported period)</b>	LMG planned to further prepare the institutional strategy so that a costed operational plan can be developed.
<b>Actual Progress (including</b>	The Russian version of the framework/template for operational planning with proposed activity areas was

<b>comments, if required)</b>	prepared based on the English version developed by LMG in June 2014.
<b>Planned for next quarter</b>	Next steps include: in partnership with key UCDC staff and heads of departments/units, identify priority projects in each of the activity areas; engage a local consultant to work with UCDC key staff to develop project activities and sub-activities for priority projects, and then, based on this, develop budgets. This would enable us to have a costed operational plan.
<b>Any critical risks/ assumptions</b>	LMG will receive timely contributions from key UCDC staff and heads of departments/units as this will determine our subsequent actions.
<b>Activity 2.12:</b> <b>Together with WHO, LMG to support the design, co-hosting and facilitation of a stakeholder meeting with national and international partners to discuss and agree upon the role and mandate of UCDC in Ukraine’s new public health system and in national response to HIV and TB. LMG will also support the development and sharing of key materials as references for this meeting.</b>	
<b>Planned Progress (for reported period)</b>	LMG planned to support this activity in line with the Strategic Advisory Group (SAG) progress and once the GFATM New Funding Model Concept Note is approved and more clarity is given to UCDC’s role.
<b>Actual Progress (including comments, if required)</b>	With the significant developments in Ukraine both in health sector and more broadly, this activity continues to be on hold. The Government of Ukraine has decided to liquidate/merge a number of health-related institutions, including the State Service for Socially Dangerous Diseases. The new Minister of Health has also been removed from his post along with some of the deputies. The new minister has not yet been appointed, and this will most likely happen after the parliamentary elections scheduled to take place on October 26, 2014. Furthermore, a recently formed Strategic Advisory Group (SAG) tasked with the development of public health care reform strategy and plan/roadmap has not finished its work yet.
<b>Planned for next quarter</b>	It may be appropriate to hold the stakeholder meeting sometime in early 2015 but LMG plans are pending Strategic Advisory Group (SAG) recommendations and finalization of the MoH Eurointegration planning process.
<b>Any critical risks/ assumptions</b>	None
<b>Activity 2.13:</b> <b>In collaboration with HIV Reform in Action Project, to build on the work started as UCDC Institutional Strategy Development, support UCDC in better defining its linkages with service providers at the local level and the role it would play vis-à-vis HIV and TB service providers at the local level, as policies and mechanisms are being developed in the country for a more sustainable national response to these diseases.</b>	
<b>Planned Progress (for reported period)</b>	LMG planned to develop a Concept Note with the HIV Reform in Action Project.

<b>Actual Progress (including comments, if required)</b>	A draft Concept Note on service integration and linkages of UCDC with field offices and local level service providers was developed by LMG (Dr. Valery Chernyavsky) with input from LMG Project Lead in Kiev.
<b>Planned for next quarter</b>	The Concept Note will be shared with UCDC Director for input and discussion in early October 2014.
<b>Any critical risks/ assumptions</b>	In the current climate of extreme uncertainty in health care sector both at the national and local levels, it is challenging to develop a Concept Note that would be fully in line with local contexts. Most importantly, there is no clear vision at the Ukrainian Ministry of Health on how to ensure a better integration of services at the local level, and different people and/or departments might have conflicting views. This is further complicated by various competing interests within the profession. In the face of these challenges, the more appropriate approach would be to develop a concept note that would be in line with international best practices.
<p><b>Activity 2.14:</b>  <b>Build UCDC's capacity for coordination of HIV and TB-related trainings by helping to define clearly UCDC's role as an HIV and TB training coordinator, helping to define their role in providing in-service training, and helping to develop tools for effective coordination and facilitation of HIV and TB training activities as well as for needs assessment. Result will be a Training Coordination Strategy. Developing UCDC's role as an HIV/TB Training Coordinator will be part of the Resource Mobilization and New Partnerships/Business Development (links with Activity 2.4) that would help UCDC to be in a better position to manage the funding crisis.</b></p>	
<b>Planned Progress (for reported period)</b>	LMG planned to support defining UCDC's role as an HIV and TB training coordinator and developing first drafts of tools for coordination and facilitation.
<b>Actual Progress (including comments, if required)</b>	Initial drafts of the training coordinator concept and relevant tools were developed in June 2014 by LMG in close consultation with key UCDC staff. In September, LMG received some additional materials from UCDC colleagues that further inform an outline of UCDC's vision for a Training Coordination Centre.
<b>Planned for next quarter</b>	In October and November, LMG will work closely with the UCDC Training Coordination Unit colleagues to collect additional inputs and submit a final draft of the Training Coordination Strategy for UCDC approval. Additional inputs that will inform the process of Training Coordination Strategy development include UCDC's concept note as a GFATM PR that the UCDC plan to submit to GFATM in October, and a detailed list of trainings (costed) that are deemed necessary for the coming years, indicating source of funding, if any.
<b>Any critical risks/ assumptions</b>	None
<p><b>Activity 2.15:</b>  <b>Review dashboards (GMS PR management; LMG) for UCDC's use. Assist UCDC in adapting and implementing dashboard. Provide TA to use dashboards to inform management and decision-making.</b></p>	

<b>Planned Progress (for reported period)</b>	This activity was initially planned to begin in Q3.
<b>Actual Progress (including comments, if required)</b>	Despite this activity was initially planned to begin in 2015, during the September LMG retreat in Washington, D.C., Alisher availed himself of the opportunity and met with MSH technical staff to consult on management dashboards for UCDC. It was agreed that a 'unique' dashboard will be developed for UCDC that draws from existing tools like those from GF but has a set of UCDC proposed indicators. UCDC Director, heads of departments and other senior staff are all enthusiastic about a dashboard.
<b>Planned for next quarter</b>	In October, UCDC colleagues are expected to provide a list of their proposed indicators. LMG will review these indicators and provide feedback to prioritize a set of indicators to be tracked. LMG will work on creating a UCDC dashboard in November 2014 – March 2015, - well ahead of the initially proposed schedule.
<b>Any critical risks/ assumptions</b>	None
<b>Activity 2.16:</b> <b>As UCDC is planning to establish an Advisory Council/Oversight Board comprised of prominent representatives of public entities, academia, for-profit and non-for-profit entities, assist UCDC in ensuring that the Board is functional and providing a relevant advisory and oversight role. This assistance would include support in developing instruments for effective Board operations.</b>	
<b>Planned Progress (for reported period)</b>	LMG planned to support the development of an Advisory Council, helping to develop the Terms of Reference.
<b>Actual Progress (including comments, if required)</b>	Alisher participated in the second meeting of stakeholders in August 2014 where participants discussed the establishment of the Advisory Council (a standing collective functioning as an advisory body which acts on a pro bono basis with the objective of providing guidance and advice to UCDC) at the UCDC and the Bylaws for the newly established Council. Based on these discussions between stakeholders and feedback received by the UCDC, LMG developed Russian and Ukrainian versions of the Bylaws of the UCDC Advisory Council which were handed over to the UCDC.
<b>Planned for next quarter</b>	Following UCDC's approval of draft Ukrainian and Russian versions, LMG will translate the Bylaws into English. LMG will encourage UCDC to share the final draft Bylaws in all languages with various stakeholders.
<b>Any critical risks/ assumptions</b>	While UCDC was planning to convene the next meeting of stakeholders in late September, this meeting did not take place. LMG will encourage UCDC to follow up on this.
<b>Activity 2.17:</b> <b>Support coaching sessions, strategic materials development and advice to UCDC top management in building alliances and partnerships.</b>	

<b>Planned Progress (for reported period)</b>	LMG planned to provide support to UCDC leadership as requested.
<b>Actual Progress (including comments, if required)</b>	Under a consultancy agreement, LMG engaged Dr. Chernyavsky for his input on the development of various strategic materials for UCDC. He provided advice to Dr. Nizova, when necessary. In September, he also contributed to the review of the draft Bylaws on the UCDC Advisory Council.
<b>Planned for next quarter</b>	It is anticipated that in October, Dr. Chernyavsky will be supporting UCDC with advice on MoH Eurointegration-related plan. In November, he will be asked to work on the UCDC Transparency and Accountability Policy (which will be, among other things, taking into consideration existing Ukrainian policies, decrees and regulations related to transparency and anti-corruption), and then come to Kiev and present it to UCDC.
<b>Any critical risks/assumptions</b>	None
<b>Result Area 2: Build UCDC Project Implementation Unit (PIU) capacity to manage GF grants</b>	
All but one activity (2.21) under Results Areas 2 & 3 have been on hold in Q1 pending the approval of the Ukraine GF Concept Note. As this Concept Note was approved for funding by the GF starting from Jan 2015, and the mechanism for the grant implementation becomes clearer, we will be initiating discussions with UCDC to jointly review the PY2 workplan and revise the GF PR/SR-ship-related activities to better align them with the current contextual realities. Depending on the results of this review and approval of the revised workplan by the Mission, we will adjust the timing for the implementation of the respective activities.	
<b>Activity 2.21: (continued from PY 1)</b> <b>Provide support to UCDC in improving the performance and/or customization of 1C Software based on the needs identified in PY1.</b>	
<b>Planned Progress (for reported period)</b>	LMG planned to contract a vendor to customize 1C Software and develop a clear ToR working closely with UCDC.
<b>Actual Progress (including comments, if required)</b>	During the first quarter, LMG contracted a vendor (Trading House “Assortiment”). Several meetings between LMG, UCDC and the vendor were organized. Vendor developed a detailed and itemized TOR based on requests and feedback from UCDC HR and accounting staff. This ToR was shared with and approved by UCDC and LMG. Vendor is now working on estimating the time line for completion of required activities.
<b>Planned for next quarter</b>	It is anticipated that the time line will be developed by the vendor in October. After approval by the UCDC and LMG, the vendor will commence the customization process, as well as developing various forms and providing on-the-job training to the UCDC finance and HR staff.
<b>Any critical risks/assumptions</b>	None

## SECTION D.

### Progress against PMP

The table below includes only those indicators for which there is data to report. LMG reports progress to the global project on a semi-annual basis.

<b>Outcome Indicators:</b> These Outcome Indicators capture the UCDC’s strengthened organizational structures/systems as a result of the active use of the several outputs that developed through this workplan. In this way, the outputs and the outcomes contribute to overarching Result Area 1. Development and finalization (approval) of the outputs in this workplan will occur during Q1 and Q2. Implementation of the outputs (i.e., the outcome) is anticipated to take place in Q3 and Q4 of the project year.			
<b>Result Area 1:</b> Strengthen UCDC’s capacity as an organization within the new Ukrainian public health system			
Indicator #	Indicator	Corresponding Activity	Status (Completed, On track, Delayed, or Cancelled)
Output 1A: Communications	Instances of Communications Strategy 1-year action plan implemented	Activity 2.1	On track: The final drafts submitted for approval to UCDC; and final approval of Strategy and implementation anticipated for Q2.
Output 1B: Institutional Strategy	Instances of activities from 1-year costed operational plan -year operational plan for UCDC’s Institutional Strategy and a 3-year Strategic plan implemented	Activity 2.11	On track: Operational plan for priority projects will be costed in finalized in Q2. Implementation will immediately follow.
Output 1C: Public Health Research	Instances of public health research capacity action plan implemented (Strengthened organizational capacity in public health research capacity)	Activity 2.9	On track: Public health research capacity strengthening plan will be developed in Q2. Implementation will immediately follow.
Output 1D: Funding	Increased capacity to mobilize resources and develop new partnerships to diversify funding	Activities 2.4 and 2.14	On track: The final draft resource mobilization and new partnership development strategy and tools will be submitted for approval in Q2. Implementation will immediately follow.
Output 1E: Funding	Number of proposals submitted for funding	Activities 2.4, 2.9, 2.10, and 2.14	On track: UCDC’s role as a strategic partner for an application submitted by HIV Alliance-Ukraine in response to Funding Opportunity Announcement CDC-RFA-GH15-1594 established. Resource mobilization workshop scheduled to take place in Q2 with accompanying technical assistance to develop 3 proposals.

<b>Output Indicators:</b> These Output Indicators capture the various documents developed in close consultation with UCDC to establish an ‘infrastructure’ for the organization’s structures/systems. Development and finalization (approval) of the outputs in this workplan will occur during Q1 and Q2. Implementation of the outputs (i.e., the outcome) is anticipated to take place in Q3 and Q4 of the project year. In this way, the outputs and the outcomes contribute to overarching Result Area 1.			
<b>Result Area 1:</b> Strengthen UCDC’s capacity as an organization within the new Ukrainian public health system			
<b>Indicator #</b>	<b>Indicator</b>	<b>Corresponding Activity</b>	<b>Status (Completed, On track, Delayed, or Cancelled)</b>
1.1	Communication strategy and 1-year action plan finalized and approved	Activity 2.1	On track: The latest drafts have been developed and submitted for approval to UCDC.
1.2	Number of communication tools and materials developed by UCDC with LMG support, disaggregated by medium and distribution	Activity 2.2	On track: Draft communications strategy and tools developed. Approval expected in Q2, followed by immediate implementation (see Output indicator 1A).
1.3	UCDC website, Facebook and Twitter accounts redeveloped and activated, disaggregated by medium and distribution	Activity 2.3	On track: Absence of UCDC key decision-makers in August to review and approve PRP company-developed products, including logo and Brandbook. Approval expected in Q2. ToR for website development approved in Q1 and new website development has begun. Finalization expected in Q2-Q3, as originally planned in the WP.
1.4	Resource Mobilization and new Partnership Development Strategy finalized and approved	Activity 2.4	On track: Final drafts submitted to UCDC. Approval expected in Q2 followed by immediate implementation (see Output indicators 1D and 1E).
1.5	Number of financial management policies reviewed and revised to be aligned with GF requirements	Activity 2.5	On track: UCDC has no policies focused on travel, reimbursement and conflict of interest for LMG to review or revise. LMG will develop these policies in Q2 and Q3, as originally planned in the WP.
1.7	UCDC HR Strategy and Manual and Employee Handbook finalized and approved, based on revised structure and identity of UCDC	Activity 2.7	On Track: Activity will begin in Q3.

<b>1.8</b>	Implementation plan to transfer HR costs funded by GF to UCDC finalized and approved by UCDC	Activity 2.8	On track: Activity will begin in Q3.
<b>1.9</b>	Assessment of UCDC's public health research capacity and action plan finalized and approved	Activity 2.9	On track: Research capacity assessment and related capacity plan to be submitted for approval in Q2. Implementation will immediately follow approval (see Outcome indicator 1C)
<b>1.10</b>	One proposal jointly developed with WHO to conduct operations research/implementation science	Activity 2.10	On track: Research proposal will be developed in Q2. Also see Output Indicator 1C)
<b>1.11</b>	Costed operational plan finalized and approved for UCDC's first year of operation	Activity 2.11	On track: Operational plan for priority projects will be costed in finalized in Q2. Also see Output Indicator 1B.
<b>1.12</b>	# of key outputs disseminated from stakeholder meeting with national and international partners on the role and mandate of UCDC's new public health system and in national response to HIV and TB	Activity 2.12	Delayed: Stakeholder meeting has not yet taken place. It is expected that the meeting will take place in Q3.
<b>1.13</b>	Concept note developed with HIV Reform in Action Project on service provider linkages	Activity 2.13	On Track: Draft Concept Note shared with the UCDC Director. Approval anticipated for Q2.
<b>1.14</b>	HIV and TB Training Coordination Strategy finalized and approved	Activity 2.14	On track: Draft strategy to be submitted and approved in Q2 followed by immediate implementation (see Output Indicators 1D and 1E).

1.15	Number of management meetings in which a dashboard is adapted and used for decision-making	Activity 2.15	Ahead of initial time line: LMG will design a management dashboard uniquely-tailored for UCDC, adapted from existing tools like those from the GF, but with a set of UCDC proposed indicators. Selection and approval of indicators expected in Q2.
1.16	UCDC Advisory Board established and operating using materials developed by LMG	Activity 2.16	On track: LMG developed Russian and Ukrainian versions of the Bylaws of the UCDC Advisory Council. Approval expected in Q2.

<b>Does the Results Framework, PMP or Workplan Require Revision?</b>
<p>As Ukraine Concept Note was approved for funding by the GF starting from Jan 2015, and the mechanism for the grant implementation becomes clearer, we will be initiating discussions with UCDC to jointly review the PY2 workplan and revise the GF PR/SR-ship-related activities to better align them with the current contextual realities. This will also necessitate the revision of the PMP.</p> <p>We plan to hold the discussions and to prepare revised workplan and PMP in Q2.</p>

## SECTION E.

<b>Key Issues/ Points of information</b>
<ul style="list-style-type: none"> <li> <p><b>• Programmatic</b></p> <p>In August 2014, we hired a local Project Specialist (Mr. Stanislav Sereda) who used to work for UCDC as a lawyer but was made redundant due to external funding shortage to support his salary. Mr. Sereda is a very committed, motivated and hard-working individual, who is also very familiar with the context in which we operate. His presence has been of great help to us, and we were able to move many things forward in Q1, now that we have an additional local staff in Ukraine to support our Kiev-based Project Lead.</p> </li> <li> <p><b>• Cross-cutting/ contextual</b></p> <p>With the significant developments in Ukraine both in health sector and more broadly, some of LMG's activities are on hold (Stakeholder Meeting) or have been delayed. The Government of Ukraine has decided to liquidate/merge a number of health-related institutions, including the State Service for Socially Dangerous Diseases. The new Minister of Health has also been removed from his post along with one of the deputies. The new minister has not yet been appointed, and this will most likely happen after the parliamentary elections scheduled to take place on October 26, 2014.</p> </li> </ul>

#### **Key Milestones and Activities planned for the next quarter**

1. Following resource mobilization and new partnership development workshop in late October 2014, finalize Resource Mobilization and New Partnership Development Strategy and tools;
2. Finalization of Training Coordination Strategy;
3. Developing 3 project proposals with UCDC;
4. Finalization of Communications Strategy in 3 languages, as well as communications templates;
5. Development of the English language version of the Bylaws on the UCDC Advisory Council;
6. Finalization of UCDC Logo, Brandbook, and new UCDC web-site design;
7. Development of bilingual (English and Ukrainian) financial management policies;
8. Finalization of research capacity assessment report and development of research capacity development plan;
9. Development of the UCDC 1-year costed operational plan for 2015;
10. Finalization of the Concept Note on Service Integration and linkages with field offices;
11. Development of the UCDC Transparency and Accountability Policy and other strategic materials;
12. Significant progress (near completion) of UCDC's 1C software customization.