

Management Sciences for Health CCI/LMG Ukraine: Communications Strategy of the Ukrainian Center for Socially Dangerous Disease Control of the Ministry of Health of Ukraine (UCDC) for 2014-2017 and Communications Plan for 2014-2015

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The Leadership, Management and Governance Project (LMG) is a United States Agency for International Development (USAID) five-year Cooperative Agreement, designed to strengthen and expand the people-centered capacity building strategy pioneered under the Leadership, Management and Sustainability (LMS) Project, LMG's successor project. The LMG Project's objective is to support health systems strengthening by addressing the gap in leadership, management and governance capacity of policy makers, health care providers and program managers to implement quality health services at all levels of the health system. Governance functions – distinct from leadership and management functions – are an important focus of LMG because they provide the ultimate commitment to improving service delivery, and foster sustainability through accountability, engagement, transparency and stewardship.

Leadership, Management, Governance, Health Systems Strengthening, Ukraine, Eurasia, Europe, Asia

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Ukrainian Center for Socially
Dangerous Disease Control of
The Ministry of Health of Ukraine

Communications Strategy of the
Ukrainian Center for Socially Dangerous
Disease Control of the Ministry of Health
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and
Communications Plan for 2014-2015

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CONTENTS

Introduction.....	4
Communications Strategy of UCDC.....	6
Communication Challenges and Opportunities.....	8
Our Audiences	10
Media.....	10
Donors	11
International Organizations.....	12
Laboratories and Medical Centers, Regional Centers for HIV/AIDS Prevention and Control, TB Dispensaries.....	14
Non-Governmental Organizations (NGOs)	15
State Organizations.....	17
UCDC Employees, Including Trainers of the Regional Centers.....	18
Teachers, Social Services/Departments of Universities, and Educational Institutions	19
Health Workers/Social Workers	20
Patients/The Public/Representatives of Key Populations.....	21
Risk Management	23
Monitoring and Evaluation	23
Annex I. Communications Plan of UCDC for 2014-2015.....	25
Annex II. Structure of the UCDC Communications Unit	34
Annex III. UCDC Speakers Pyramid	35
Annex IV. Definition of Key Terms.....	39

Introduction

This Communications Strategy was developed in line with the UCDC Institutional Strategy of 2014-2017 and stakeholder's survey and analysis. The purpose of this Communications Strategy is to strengthen UCDC's reputation and to avoid communications risks. The macro-environment of UCDC is not favorable for achieving strategic objectives of the UCDC and this can lead to additional reputational risks. Effective cooperation of the Communications Unit and key departments of UCDC is extremely important for successful implementation of the strategy.

The strategy was informed by a stakeholder's survey and analysis conducted in July 2014 among 48 respondents, who were interviewed through face-to-face meetings and/or approached via email or by phone. In total, 13 internal and external target audiences were surveyed and included key groups such as the media, as a re-translator of information and channel that covers other audiences and donors as one of the most important strategic target groups which has an effect both on the financial stability and on the program activities of UCDC. In general, the findings of the survey suggest that the reputation of UCDC is positive. The survey findings inform this strategy around key messages, channels of communications and tools to strengthen reputation and/or to adjust perception of UCDC.

Only those institutional strategic objectives that need communications support were considered when developing the Communications Strategy.

The main communication objectives till the end of December 2017 are:

- To increase awareness of the significance, prevalence and incidence of socially dangerous diseases in Ukraine among decision-makers to 95% and to increase public awareness of those diseases till the end of 2017;
- To increase public awareness on individual and public measures for prevention of socially dangerous diseases;
- To inform youth and at risk populations about anonymous counseling, testing and treatment;
- To develop and strengthen the reputation of the UCDC as single national source of relevant, accurate, complete, timely and easy to use information;
- To increase awareness of the UCDC among potential donors and non-governmental organizations; to create a reputation of a reliable partner for cooperation in projects aimed to reduce incidence, disability and mortality related to HIV/AIDS, tuberculosis and other socially dangerous diseases;
- To create reputation of UCDC as a leader in the field of public health, as an innovative and intellectual resource center that brings together all stakeholders to multiply efforts aimed at reducing spreading of socially dangerous diseases in the country;
- To create a positive reputation of the UCDC as an attractive and prestigious employer.

The communication targets are not always written according to SMART objectives, since some of the targets in the UCDC Institutional Strategy are formulated vaguely as well. For the strategy to be implemented it is necessary to formulate targets of the institutional strategy specifically and to make changes in the communication goals accordingly.

The communication plan is developed for 1 year but current political and economic situation should be taken into account and the plan has to be revisited and revised (as needed) every quarter. Subsequent plans will be developed for 2016 and 2017 by the end of preceding year, respectively, and will serve to guide the communications actions of UCDC throughout the effective period of Communications Strategy.

The monitoring of UCDC in media will be conducted on a daily basis. This will be done to identify crisis situations at early stages and to assess implementation of communication plan. The information audit should be carried out in June 2015. It should include reputational audit, qualitative and quantitative analysis of publications, and evaluation of media relations.

Stakeholder analysis has shown that UCDC has a range of potential communication risks which need a crisis communication plan to be developed for each of them. During a communication training carried out for key UCDC employees, a section on crisis communications was included. A purpose of the training was to reemphasize the importance of crisis prediction and response, as well as to strengthen cooperation of communication department with key UCDC staff.

The main challenge for the effective implementation of the Communications Strategy is the understaffed UCDC communication team. At the initial stage the communication department should include five experts: Head of the Department (management of the department and crisis communication), PR-manager (preparation of press materials and information materials, media relations, media monitoring), PR-executive (adaptation of materials for the UCDC website, organization of events (press events, conferences etc.)), translator (translation of materials for the website and information materials for stakeholders), and Social Media Management specialist for managing social media accounts.

Communications Strategy of UCDC

Our mission:

Protecting and promoting the health of the population of Ukraine through the development and implementation of evidence-based programs for the transformation of public health in Ukraine, based on modern international standards and methods of prevention, diagnosis and treatment of socially significant diseases.

What we do:

- We collect, analyze and disseminate information about HIV, tuberculosis and other socially dangerous diseases in the country;
- We increase national capacity and leadership to ensure evidence-based policy development and the implementation processes to respond to HIV, tuberculosis and other socially dangerous diseases;
- We accumulate and systematize the information that is then used for planning reforms of the systems of control and prevention of socially dangerous diseases;
- We carry out projects that reduce the negative impact of socially dangerous diseases in the country;
- We develop standards and protocols for the prevention, treatment and care for HIV, tuberculosis and other socially dangerous diseases;
- We assess and monitor the quality of medical care for people living with HIV, tuberculosis and other socially dangerous diseases;
- We provide quality assurance and control of diagnostic laboratories for HIV/AIDS, tuberculosis, and other socially significant diseases, as well as strengthen the network of laboratories in Ukraine;
- We inform the activities of organizations (governmental, non-governmental, international) which are involved in the prevention and response to HIV, tuberculosis and other socially dangerous diseases;
- We quantify the need of medical institutions in medicines for tuberculosis and HIV; we manage stocks of essential medicines and promptly submit information to the Ministry of Health of Ukraine regarding the pharmaceutical needs in the country;
- We provide quality trainings on HIV, tuberculosis and other socially dangerous diseases;
- We are producing information, advocacy and educational materials about socially dangerous diseases.

What we want:

THE ORGANIZATION'S PRIORITIES - COMMUNICATIONS PRIORITIES

Strategic priorities:	Communication priorities:
<p>Strategic Priority 1: Reducing incidence, disability and mortality caused by HIV/AIDS.</p> <p>Strategic Priority 2: Reducing incidence, disability and mortality caused by tuberculosis.</p>	<p>1. To increase awareness of the significance, prevalence and incidence of socially dangerous diseases in Ukraine among decision-makers to 95% and to increase public awareness on these diseases till the</p>

<p>Strategic Priority 3: Reducing incidence, disability and mortality caused by other socially dangerous diseases.</p>	<p>end of 2017;</p> <ol style="list-style-type: none"> 2. To increase public awareness on individual and public measures for prevention of socially dangerous diseases; 3. To inform youth and risk groups of populations about anonymous counseling, testing and treatment.
<p>Strategic Priority 4: Improving the quality of data collection and analysis on socially dangerous diseases.</p>	<p>Communication priority:</p> <ol style="list-style-type: none"> 4. To develop and strengthen the reputation of the UCDC as single national source of relevant, accurate, complete, timely and easy to use information.
<p>Strategic Priority 5: Institutional Development of UCDC.</p>	<p>Communication priorities:</p> <ol style="list-style-type: none"> 5. To increase the visibility of UCDC among potential donors and non-governmental organizations, as well as to create a reputation of UCDC as a reliable partner for cooperation in projects to reduce incidence, disability and mortality caused by HIV/AIDS, tuberculosis and other socially dangerous diseases; 6. To create reputation of UCDC as a leader in the sphere of public health, as an innovative and intellectual resource center that brings together all stakeholders to multiply efforts aimed at reducing the spread of socially dangerous diseases in the country; 7. To create a positive reputation of UCDC as an attractive and prestigious employer.

Communication Challenges and Opportunities

The UCDC Communications Strategy is developed for three years. Yet due to economic, political and social upheaval in Ukraine, relevant adjustments to the annual communications plan would need to be made in due course. In order to properly reflect the situation when the analysis of stakeholders and strategic communications planning were conducted, a PEST-analysis made in September 2014 is displayed below.

PEST-analysis is a tool designed to identify Political, Economic, Social and Technological aspects of the macro-environment that affect the organization.

The Political aspect is considered since it influences the actions of the government, which in its own turn determines the macro-environment of the organization and the provision of key resources for its activities. The main reason for the consideration of the Economic aspect is to outline the patterns for resource distribution at the state level, which is essential for UCDC activities. Equally important are the preferences of citizens, which are determined through the Social component of PEST-analysis. The aim of Technological component is to identify the trends in technological development, which often determine the changes and losses of spheres of influence.

Political factors	Economic factors
<p>Current legislation</p> <p>The legislation in Ukraine needs to be improved (through a comprehensive reform). While the basic laws are of satisfactory quality, their norms are insufficiently specified in the bylaws, which cause the contradictions and impossibility of their consistent enforcement. Basic norms were adopted but necessary changes were not made.</p> <p>European/international legislation</p> <p>Ukraine's movement towards the EU will entail a number of structural and systemic changes. It is necessary to take into account an experience in adaptation of Ukrainian legislation to European and to continue this process until they are fully implemented. In addition, there are many contradictions with the Budget Code of Ukraine, with the by-laws, norms of which do not allow implementing the intended reforms in practice.</p> <p>Regulators and regulations</p> <p>The government is now reducing the number of supervisory authorities, which duplicate functions of each other. Those positive changes improve the work of organizations that are engaged in work with socially dangerous diseases.</p> <p>In general, negative political factors are still dominating, and this complicates the work of the</p>	<p>Economic situation and tendency</p> <p>The economic downturn and decline of citizens' income. Expected financial tranches of loans might not be sufficient to rapidly improve the situation in the country due to the persistence of the epicenters of instability - Donetsk and Lugansk regions. A devaluation of Ukrainian Hryvnia (local currency), capital outflows, and high entrance threshold for new investors are expected.</p> <ul style="list-style-type: none"> • As a result: the possible growth of the number of people at risk of socially dangerous diseases due to lower level of financial security of the population. • Decrease\instability of funding for programs for treatment and prevention of socially dangerous diseases. • Administrative-territorial reform (decentralization of power) can reverse the negative trends in the country and provide an impulse for economic growth, attract investments for infrastructure modernization, facilitate the development of new important areas of the business, and improving the quality of life in Ukraine.

<p>UCDC and adds unnecessary tension and affects the achievement of UCDC's strategic objectives.</p>	
<p>Social factors</p>	<p>Technological factors</p>
<p>Income and expense structure</p> <p>Tendency to save and to accumulate savings. Replacement of products with cheaper ones; lack of resources to afford recreational health facilities can affect the health level of the population.</p> <p>Basic values</p> <p>Basic values have changed over the past 10 months due to the socio-political changes in the country. An increase in civil involvement of Ukrainians may benefit a sphere of fighting socially dangerous diseases. New opportunities for educational campaigns and involving volunteer movement (as an option) may appear.</p> <p>Major events and influencers</p> <p>The main event in the country is an armed conflict in the East and the unpredictability of the situation. The public's attention is focused exclusively on one information flow that covers the conflict. This reduces the communication and reception of information about the dangers of the diseases, importance of prevention, etc.</p>	<p>Implementation and adaptation of new technologies</p> <ul style="list-style-type: none"> • New technologies are a non-stop movement forward, including in the field of medicine. It is important for UCDC to monitor new inventions of medical equipment and to advocate for the use of the most effective and efficient program management approaches, as well as infectious disease control technologies. • Donors and international organizations assess the effectiveness of the UCDC, and one of the criteria is the use of new technologies by the UCDC.

Our Audiences

Media

What they think about us:

They do not have enough information on UCDC.

What they want from us:

- Accurate statistical information;
- Analytics and forecasting in a convenient format (style and audience should be taken into consideration when preparing information for media).

What we want from media to achieve our communication objectives:

- Highlighting UCDC's activities;
- Cooperation and engagement in the implementation of information campaigns of the UCDC and its partners.

Key messages for Media:

- UCDC has accurate and timely information about socially dangerous diseases in the country;
- UCDC implements effective projects to prevent and reduce socially dangerous diseases in the country;
- UCDC is an intellectual, methodological and information center at the national level;
- UCDC is a source of information, education and communication materials for conducting campaigns;
- Employees of UCDC have access to best international practices and cooperate with leading international organizations in the sphere of socially dangerous diseases prevention and control;
- UCDC performs the function of pharmaceutical management: conducts monitoring, analyzes the supply of medicines for the treatment of tuberculosis and HIV in the country, manages the stocks of essential medicines and informs the Ministry of Health of Ukraine about the demand for medicines in the country;
- UCDC is an effective training center for socially dangerous disease control.

Proposed channels and communication tools with Media:

Printed \ branded products	Personal Communication	Digital materials	Online Media
Bulletin with statistical information	Press conferences, press briefings	Press releases, press announcements	Website
Newsletter about the UCDC activities: current projects, relevant news in the field of disease control	Conferences	Articles	Social media
Special Reports (including researches)	PR-events (press-tours, etc.)	Comments in media	
Annual report	Phone calls correspondence		

Preference for communication: only when important and valuable information is available. Desirable: at least once a month.

Performance indicators: the number and quality of publications. For more details, please see "Monitoring and Evaluation" section.

Donors

What they think about us:

- UCDC brings positive trends in the management of public health through the network of effective centers and producing accurate data;
- UCDC has no direct impact on health care in the country since it is not an organization that is responsible for policy-making in the sphere of public health and is not an organization which takes the political and administrative decisions in the spheres of HIV/AIDS, TB and public health in general.

What they want from us:

- Analytical information on the epidemics;
- Information on program activities and expenditures;
- Findings from/analysis of bio-behavioral and operational studies with recommendations for adjustment of national programs and their financing;
- Statistics;
- Studies among the general population in Ukraine (excluding at risk groups) to plan media campaigns aimed at primary prevention and raising public awareness.

What we want from donors to achieve our communication objectives:

- Financial support and technical assistance for programs aimed at preventing and reducing the spread of socially dangerous diseases.

Key messages to donors:

- UCDC is an intellectual, methodological and information center at the national level;
- UCDC is a reliable source of data on socially dangerous diseases in the country;
- UCDC operationalizes best practices for prevention and reduction of disease incidence in the country;
- UCDC develops and implements programs for the prevention, treatment, care and support of HIV and TB patients;
- UCDC has an expertise to develop effective recommendations to adequately address socially dangerous diseases in the country;
- UCDC is a unifying platform for all stakeholder to join their efforts in responding to socially dangerous diseases in the country;
- UCDC is a reliable partner in the programs for the prevention and reduction of incidence in the country;
- UCDC performs the function of pharmaceutical management: conducts monitoring, analyzes the supply of medicines for the treatment of tuberculosis and HIV in the country, manages the

stock of essential medicines and informs the Ministry of Health of Ukraine about the demand for drugs in the country;

- UCDC is an effective training center for socially dangerous disease control.

Proposed channels and communication tools with the donors:

Printed \ branded products	Personal Communication	Media	Online Media
Bulletin with statistical information	Meetings	Newspapers	Web-site
Newsletter about the UCDC activities: current projects, news in the field of disease control	Conferences	Magazines	Social media
Special Reports (including research publications)	Events (including joint press-conferences)	Specialized media	Internet-media
Annual report	Phone calls	Radio	
Studies among the general population	Conference-calls	TV	

Preference for communication: Donors’ feedback concerning the frequency of communication from UCDC differed significantly: from receiving information on a daily basis to once per quarter. To work effectively with the donors, communication needs to be conducted at least once a week.

Performance indicators: quantity and quality of joint projects.

International Organizations

What they think about us:

- UCDC is monitoring situation in the country, acts locally and achieves national effect;
- UCDC is directly involved in the development of relevant national legislation;
- UCDC collects and analyzes data, submits proposals to the Ministry of Health of Ukraine regarding policy and strategies to fight HIV/AIDS and tuberculosis;
- Participates in national policy development for socially dangerous disease control;
- Provides methodological support to health institutions which are involved in diagnosis, prevention, treatment and provision of care and support for HIV/AIDS and tuberculosis;
- Implements the grants from Global Fund to Fight AIDS, Tuberculosis and Malaria;
- Works closely with national and international partners;
- Implements programs that directly impact the epidemiological situation in the country.

What they want from us:

- Statistics;
- Ensuring the availability and adequate coverage of key prevention, treatment, care and support programs in the field of socially dangerous diseases;

- News/analytics/research publications;
- Best practices in the field of control of socially dangerous diseases at the international, national and regional levels;
- Information about UCDC programs;
- Forecasting of HIV, TB and other socially dangerous diseases spread in Ukraine for the next five years;
- Recommendations for containing the spread of the epidemics.

What we want from international organizations to achieve our communication objectives:

- Implementation of common projects aimed to prevent and to fight socially dangerous diseases in the country;
- Implementation of effective programs aimed at improving the epidemiological situation in the field of HIV, TB and other socially dangerous diseases in the country;
- Usage of UCDC information in the prevention and combating programs of socially dangerous diseases in the country;
- Joining efforts in combating socially dangerous diseases in the country.

Key messages to international organizations:

- UCDC is an intellectual, methodological and information center at the national level;
- UCDC is a reliable source of data on socially dangerous diseases in the country;
- UCDC develops and implements programs for prevention, treatment, care and support of HIV and TB patients;
- UCDC has an expertise to develop effective recommendations to reduce incidence in the country;
- UCDC is a unifying platform for all stakeholder to join their efforts in responding to socially dangerous diseases in the country;
- UCDC is a reliable partner in implementing programs for disease prevention and reduction of the disease burden in the country;
- UCDC performs the function of pharmaceutical management: conducts monitoring, analyzes the supply of medicines for the treatment of tuberculosis and HIV in the country, manages the stocks of essential medicines and informs the Ministry of Health about the demand for drugs in the country;
- UCDC is an effective training center for socially dangerous disease control.

Channels and communication tools with international organizations:

Printed \ branded products	Personal Communication	Media	Online Media
Bulletin with statistical information	Meetings	Newspapers	Web-site
Newsletter about the UCDC activities: current projects, news in the field of disease control	Conferences	Magazines	Social media
Special Reports (including research publications)	Events	Specialized media	Internet-media
Annual report	Phone calls	Radio	
Newsletter: analytics and forecasting	Conference-calls	TV	

Preference for communication: several times a month.

Performance indicators: quantity and quality of joint projects.

Laboratories and Medical Centers, Regional Centers for HIV/AIDS Prevention and Control, TB Dispensaries

What they think about us:

- UCDC coordinates epidemiological activities in the regions of Ukraine (at the field level);
- UCDC provides and explains information about the standards for prevention, treatment and care of HIV, tuberculosis and other socially dangerous diseases;
- UCDC provides equipment and supplies to medical institutions;
- UCDC promotes early diagnosis and monitoring of patients to treat them in accordance with international standards;
- UCDC ensures the implementation of the national program against socially dangerous diseases;
- UCDC controls the efficient use of diagnostic equipment and supplies (including reagents);
- UCDC organizes trainings of specialists in the areas of diagnosis and treatment of HIV, tuberculosis and other socially dangerous diseases.

What they want from us:

- Statistics;
- Conducting prevention, treatment, care and support programs in the field of socially dangerous disease control;
- News/analytics/research publications;
- Information on best practices in the area of control of socially dangerous diseases at the international, national and regional levels;
- Information about UCDC programs;
- Forecasting of HIV, TB and other socially dangerous diseases spread in Ukraine for the following five years;
- Recommendations for containing the spread of the epidemics;
- Diagnostic equipment, supplies and consumables.

What we want from them in order to achieve communication objectives:

- To become a reliable partner for the local population as far as information on individual and public prevention measures are concerned;
- To become a link between UCDC and patients and to implement projects aim at ensuring an adequate response to socially dangerous diseases;
- To implement [prevention, treatment and care] standards and protocols recommended by UCDC.

Key messages to Laboratories\ AIDS Centers\ TB dispensaries

- UCDC provides support, which enables laboratories\center\dispensaries to carry out their professional duties (professional development, provision of equipment, strengthening of capacities);
- UCDC has access to best practices for tackling socially dangerous diseases in the country;

- UCDC is a unifying platform for all stakeholder to join their efforts in responding to socially dangerous diseases in the country;
- UCDC performs the function of pharmaceutical management: conducts monitoring, analyzes the supply of medicines for the treatment of tuberculosis and HIV in the country, manages the stocks of essential medicines and informs the Ministry of Health about the demand for drugs in the country;
- UCDC is an effective training center for socially dangerous disease control.

Proposed channels and communication tools:

Printed \ branded products	Personal Communication	Media	Online Media
Bulletin with statistical information	Meetings	Newspapers	Web-site
Newsletter about the UCDC activities: current projects, news in the field of disease control	Conferences	Magazines	Social media
Special Reports (including research publications)	Events (press-conferences, press-tours)	Specialized media	Internet-media
Annual report about UCDC activities	Phone calls	Radio	
Bulletin: analytics and forecasting	Conference-calls	TV	

Preference for communication: once a month (according to Stakeholder survey findings). Communicating once a month will not bring the desired results. Perhaps, this frequency was indicated by the respondents due to the lack, at the present moment, of substantial joint projects with respondents from these /field level/ institutions. Communication must occur at least once a week, and on a daily basis during the active phase of project implementation.

Performance indicators: quantity and quality of joint projects.

Non-Governmental Organizations (NGOs)

What they think about us:

- UCDC is a governmental institution that implements projects to reduce the spread of socially dangerous diseases in the country.

What they want from us:

- The impact on the epidemiological situation in the country;
- Support \ cooperation for existing projects of NGOs;
- Resource mobilization for treatment and prevention projects in the country.

What we want from them to achieve communication objectives:

- To conduct a public review of projects, important laws and regulations;
- To collaborate with UCDC in designing and implementing advocacy projects;
- To work together with UCDC in designing and implementing joint projects aimed at preventing and combating socially dangerous diseases in the country;
- To implement effective programs aimed at improving the epidemiological situation in the field of HIV, TB and other socially dangerous diseases in the country;
- To use information from UCDC when implementing programs to address socially significant diseases in the country;
- To join forces in implementing projects aimed at reducing socially dangerous diseases in the country (sub-recipients of grants, joint research projects).

Key messages to NGOs:

- UCDC is a public and transparent organization, which is open for co-operation;
- UCDC provides accurate information about diseases in the country, which NGOs can use while planning and implementing programs aimed at the improvement of the epidemiological situation in the field of HIV, TB and other socially dangerous diseases in the country;
- UCDC is a unifying platform for all stakeholder to join their efforts in responding to socially dangerous diseases in the country;
- UCDC is a reliable partner in implementing programs aimed at reducing the disease burden in the country
- UCDC performs the function of pharmaceutical management: conducts monitoring, analyzes the supply of medicines for the treatment of tuberculosis and HIV in the country, manages the stocks of essential medicines and informs the Ministry of Health about of the demand for drugs in the country;
- UCDC is an effective training center for socially dangerous disease control.

Proposed channels and communication tools with NGOs:

Printed \ branded products	Personal Communication	Media	Online Media
Bulletin with statistical information	Meetings	Newspapers	Web-site
Newsletter about the UCDC activities: current projects, news in the field of disease control	Conferences	Magazines	Social media
Special Reports (including research publications)	Events (press-conferences, press-tours)	Specialized media	Internet-media
Annual report about UCDC activities	Phone calls	Radio	
Bulleting: analytics and forecasting	Conference-calls	TV	

Preference for communication: communicating at least once per month.

Performance indicators

- The quantity and quality of joint programs of UCDC with NGOs in the area of improvement of the epidemiological situation in the field of HIV, TB and other socially dangerous diseases in the country;
- The usage of information and advice, provided by UCDC, in activities aimed at providing an adequate response to socially dangerous diseases in the country.

State Organizations

What they think about us:

UCDC is monitoring situation in the country, affects the situation on the local level and achieves the effect /makes an impact/ on the national level.

What they want from us:

To receive statistical information, information about international experiences, analysis of the situation related to socially dangerous diseases in the country, information regarding implementation status of the Global Fund grants.

What we want from them to achieve communication objectives:

- Support for strategic decision-making process and for the development of programs aimed at improving the epidemiological situation in the field of HIV, TB and other socially dangerous diseases in the country;
- Collaboration and support to UCDC's activities;
- Consideration of information and recommendations provided by the UCDC.

Key messages to state organizations:

- UCDC provides accurate data on HIV, tuberculosis and other socially dangerous diseases in the country, which need to be used for planning and reforming the system of control and prevention of socially dangerous diseases;
- UCDC is a reliable partner in implementing programs aimed at responding to socially dangerous diseases in the country;
- UCDC has an expertise to develop effective recommendations and solutions to adequately address socially dangerous diseases in the country;
- UCDC performs the function of pharmaceutical management: conducts monitoring, analyzes the supply of medicines for the treatment of tuberculosis and HIV in the country, manages the stocks of essential medicines and informs the Ministry of Health about of the demand for drugs in the country;
- UCDC is an effective training center for socially dangerous disease control.

Proposed channels and communication tools with State Organizations:

Printed \ branded products	Personal Communication	Media	Online Media
Bulletin with statistical information	Meetings	Newspapers	Web-site

Newsletter about the UCDC activities: current projects, news in the field of disease control	Conferences	Magazines	Social media
Special Reports (including research publications)	Events (press-conferences, press-tours)	Specialized media	Internet-media
Annual report about UCDC activities	Phone calls	Radio	
Newsletter: analytics and forecasting	Conference-calls	TV	

Preference for communication: communication at least once per week.

Performance indicators

The usage of UCDC’s information and recommendations for planning purposes and in reforming the system for control and prevention of socially dangerous diseases.

UCDC Employees, Including Trainers of the Regional Centers

What they think about UCDC:

- Leading state institution that works in the field of prevention and control of socially dangerous diseases in Ukraine;
- UCDC has the best accomplishments and performance indicators in reducing HIV/AIDS and tuberculosis in Eastern Europe;
- Analyzes the situation and makes strategic decisions to address the shortcomings and improve response to HIV and TB at the national and regional levels;
- UCDC is the coordinator of the activities of organizations (governmental, non-governmental, international), which are involved in preventing and combating the spread of HIV, tuberculosis and other socially dangerous diseases;
- Funds programs aimed at responding to socially dangerous diseases in the country;
- UCDC accumulates information, which is subsequently used for planning and advocating for specific reforms in the health system;
- UCDC provides medical institutions with medicines and medical supplies and consumables.

What we want from employees to achieve communication objectives:

- To become advocates of the UCDC - to share information about UCDC’s projects and their significance, to involve partners and to be proactive.
- To share information about UCDC in accordance with the “Speakers Pyramid” and to obtain approval of to-be-shared information from Communications Department prior to release.

Key messages to staff and trainers:

- UCDC is a leading institution in the country that addresses practical problems associated with the spread of socially dangerous diseases in the country;
- UCDC implements effective projects to reduce the spread of socially dangerous diseases;
- UCDC is an intellectual, methodological and informational center of national significance;
- UCDC is an effective training center for socially dangerous disease control.
- UCDC values its employees and creates appropriate conditions for work and professional development.

Proposed channels and communication tools with staff and trainers:

Printed \ branded products	Personal Communication	Media	Online Media
Internal Newsletter	Meetings	Newspapers	Web-site
Monitoring of instances of mentioning of UCDC in media	Conferences	Magazines	Social media
Pins, pens, letterheads and other branded materials	Events	Specialized media	Internet-media
	Phone calls	Radio	
	Conference-calls	TV	

Performance indicators

Indicators of staff engagement and level of job satisfaction. Evaluation system should be developed by HR specialist of UCDC.

Teachers, Social Services/Departments of Universities, and Educational Institutions

What they think about UCDC:

- The stakeholder survey did not cover respondents from these groups, but as UCDC's communication with these groups was absent, there is a reason to suggest that they either do not have information, or they do not know much about UCDC.

What we want from them to achieve our communication objectives:

- Be active and resourceful in educating pupils / students on methods of prevention of socially dangerous diseases;
- Be interested in conducting informational campaigns in educational institutions and participating in joint projects with UCDC.

Key messages to them:

- UCDC has information regarding socially dangerous diseases in the country, and particularly information regarding prevention, treatment and mitigation of consequences of these diseases;
- Any educational institution can join the informational campaigns implemented by UCDC.

Proposed channels and communication tools:

Printed \ branded products	Personal Communication	Media	Online Media
Brochures and Newsletter	Meetings	Newspapers	Web-site
Monitoring of the instances of mentioning of UCDC in media	Conferences	Magazines	Social media
Pins, pens, flash drivers and other branded materials	Events	Specialized media	Internet-media
	Phone calls	Radio	
	Conference-calls	TV	

Performance indicators

Number of institutions and teachers involved in the information, education and communication projects of UCDC (at least 50 at the national level). Number of joint projects.

Health Workers/Social Workers

Stakeholder survey among health professionals and social workers, who are not currently working with UCDC, was not conducted. It can be assumed based on lack of communication between this group and UCDC that the group does not have sufficient information about the UCDC.

What they want from us:

- Information that will improve their professional level and is necessary for them in order to fulfil their professional duties.

What we want from them:

- Inform the public about risks, prevention, diagnosis and treatment of socially dangerous diseases;
- Observe the patient's diagnosis confidentiality/ anonymity and provide support to the patients.

Key messages to health professionals/social workers

- UCDC develops and implements programs aimed at improving the epidemiological situation in the field of HIV, TB and other socially dangerous diseases in the country;
- UCDC has expertise to develop effective recommendations for planning and reforming the system of control and prevention of socially dangerous diseases;
- UCDC is a resource center that strengthens the capacity of all stakeholders involved in activities to address socially dangerous diseases in Ukraine;
- UCDC is a reliable partner in implementing programs to adequately address socially dangerous diseases in the country;

- UCDC performs the function of pharmaceutical management: conducts monitoring, analyzes the supply of medicines for the treatment of tuberculosis and HIV in the country, manages the stocks of essential medicines and informs the Ministry of Health about the demand for drugs in the country;
- UCDC is an effective training center for socially dangerous disease control.

Proposed channels and communication tools with health professionals\social workers:

Printed \ branded products	Personal Communication	Media	Online Media
Bulleting with statistical information	Meetings	Newspapers	Web-site
Newsletter about the UCDC activities: current projects, news in the field of disease control	Conferences	Magazines	Social media
Special Reports (including research publications)	Events	Specialized media	Internet-media
Annual report	Phone calls	Radio	
Newsletter: analytics and forecasting	Conference-calls	TV	

Preference for communication: Once a month.

Performance indicators: The quantity and quality of joint projects.

Patients/The Public/Representatives of Key Populations

What they think about us:

- Patients have a fragmentary information about UCDC;
- Patients believe that UCDC has no impact on the health sector;
- There are successful and unsuccessful experiences of communication between this stakeholder group and the UCDC.

What they want from us:

- Improvement of the epidemiological situation in the country;
- Access to information, including on methods of treatment, and ensuring the availability of treatment.

What we want from them to achieve our communication objectives:

Active civil position (conducting advocacy activities, participation in programs aimed at the reduction of disease incidence, the initiation of such programs, informing the public on how to effective prevention measures and raising public awareness on available treatment options and treatment-related matters).

The key message to them:

- UCDC is conducting effective programs to adequately address socially dangerous diseases in the country;

- UCDC is an open organization that provides assistance and offers solutions to improve the epidemiological situation in the field of HIV, TB and other socially dangerous diseases in the country;
- UCDC is a partner for joint projects aimed to addressing socially dangerous diseases in the country.

Proposed channels and communication tools:

Printed \ branded products	Personal Communication	Media	Online Media
Pins, pens and other branded materials	Developing drafts of project proposals and involving patients, the public and key populations in these projects as active stakeholders	Newspapers	Web-site
Leaflets		Magazines	Social media
Reports (including an annual report)		Specialized media	Internet-media
		Radio	
		TV	

Performance indicators:

- The level of awareness of patients/ the public about UCDC and activities of UCDC.
- The quantity and quality of joint projects of UCDC, in which patients \ representatives of key populations are involved.

Risk Management

Pharmaceutical management /Procurement and Supply Management/ requires a cautious approach in communication. During any discussion it is important to highlight that UCDC is not directly involved in the procurement process in Ukraine. It is necessary to be proactive in communications and to avoid a 'reactive' (apologetic) stance that the UCDC is not related to the actual purchases but only collects and transmits information, redistributes/manages the stocks of medications and informs on the need of procurement.

As part of being proactive, it is necessary to ensure that UCDC's communications (Newsletters, press-releases) provide regular forecasts of potential supply-related problems, as well as recommendations for mitigating the consequences of the problems. It is also necessary to publish regular reports on the available stocks of medicines. Communicating these messages well in advance will help form a clear understanding that UCDC collects and accumulates the information but is not responsible for the procurement itself, and there will be no need to 'react' in an apologetic manner.

Monitoring and Evaluation

To evaluate the effectiveness of the implementation of the Communications Strategy it is necessary to conduct information audits, starting in July 2015. The information audit is a comprehensive assessment of the organization's communications policy, also looking at the achievement of objectives and helping to measure the progress.

Tasks of the information audit for UCDC:

1. Assessment of the effectiveness of UCDC's work with available channels of communication;
2. Evaluation of the UCDC activities in media (citation index, a quantitative analysis of the positive and negative publications, etc.);
3. Identification and analysis of UCDC's reputation (analysis of reputational components: reputation, attitude, influence);
4. Evaluation of the effectiveness of Media relations (audience outreach, frequency of contacts with Media, the quality of work with Media);
5. Analysis and evaluation of the actual achievement of the goals and objectives (as per UCDC's Communications Strategy and Communications Plan), including measuring awareness of socially dangerous diseases among decision-makers and the general population.

In order to facilitate conducting an information audit the following actions are to be implemented systematically:

1. Media monitoring, and press clipping of materials;
2. Conducting qualitative and quantitative surveys of stakeholders.

As Media is one of the most important target audiences of UCDC it is necessary to evaluate media relations and to answer the following questions:

1. Which printed and online Media are cooperating with UCDC on an on-going basis? Are there any problems with some Media? What is the essence of these problems? What is the way to neutralize the conflict?

2. Is there a pool of journalists which are working with UCDC on an ongoing basis (if yes, what is the form of cooperation - press conferences, briefings, press tours, etc.)?
3. What PR-events are regularly held by UCDC?
4. Are there any initiators who spread negative information aimed at discrediting the positive image of UCDC? What measures are taken to neutralize the negative reports on the activities of the organization?
5. Is there monitoring of the organization's leaders image? Is the analysis of the information field conducted? Is the evaluation of UCDC Media image conducted?

Evaluation of publications in Media

Quantitative method: estimated number of publications that were published through the efforts of the UCDC Communications Unit.

Qualitative method: grouping of instances of mentioning of UCDC in Media into three groups: negative, positive and neutral tones. Qualitative method assessment is a subjective matter. One of the possible options to achieve objectivity is to contract external agency to monitor media.

Media monitoring should be carried out every day.

Evaluation of reach/engagement

In addition to looking at the number of events and publications, it would be important to collect some reach/engagement analytics. For example, the number of social media followers, the number of newsletter subscribers, or the number of journalists at a press conference could be measures of reach. UCDC could also measure engagement by the number of people who report using UCDC data for an article, research, project, etc. Presenting the change over time in these data can present a compelling picture at the end of implementation period of the Communications Strategy.

Next steps:

- Website improvement and regular update of its contents;
- Development and production of branded products;
- Establishing direct contacts with Media, beginning of planned activities;
- Stakeholders map: stakeholder-> UCDC employee/focal point/ -> plan for development of relations;
- Training for speakers.

Annex I. Communications Plan of UCDC for 2014-2015

Target Audience (TA): Media. Communication priorities # 1, 2, 3, 4, 5, 6, 7			
Tools and tactics	Responsible parties	Timing	Frequency
1. UCDC web site: - Filling-in the section for Media with relevant information	Communications manager	2014-2015	Regularly.
2. Creation of the Media list - Managing Media relations (content-plan, format of information preparation and delivery)	Communications manager	2014-2015	Regularly.
3. Preparation of the presentation and branded materials (press-kit, information about UCDC, pencils\pens\other branded items)	Communications manager \PRP\LMG	2014-2015	Regularly.
4. Press-releases: - special UCDC style of information delivery: without long and complicated texts, maximum of visual statistical information - only for newsworthy events - providing mass media with information about shortages of medications. UCDC experts commenting on the possible effect of stock-outs.	Communications manager	2014-2015	Preferably at least once per month.
5. Speakers pyramid, media training	LMG	September 2014	Updating information as necessary.
6. Interviews and comments: - Speakers of UCDC – experts on HIV/AIDS, tuberculosis and other socially dangerous diseases.	Communications manager	2014-2015	Preferably: at least 4 times per months.

7. Conferences, trainings, events: - Inviting journalists to participate and to highlight the event in Media.	Communications manager	2014-2015	Regularly.
8. Press-conferences: - Only if newsworthy event is happening. For example: annual report of UCDC, significant changes in disease indicators, meeting with donors/stakeholders, launch of informational campaigns, etc.	Communications manager	2014-2015	At least once per 6 months.
9. Press tours: - Organize for journalists from the regions to familiarize them, for example, with the work of UCDC laboratories, new equipment, medications etc.	Communications manager	2014-2015	At least once per 6 months.
10. Exclusive information sharing: - provide key Media with access to exclusive statistical and analytical information, in order to encourage its usage.	Communications manager	2014-2015	Regularly.
11. Media involvement in informational campaigns of UCDC: - providing Media with photo\video and informational materials.	Communications manager	2014-2015	2-3 times per year
12. Social Media: - creating social media accounts and filling-in the contents with up-to-date, interesting and interactive information.	Social Media management (SMM) specialist \ Communication manager \PRP	2014-2015	New posts 1-4 times a day.
13. Monitoring of instances of UCDC being mentioned in Media	SMM specialist /Communications manager /external agency (TBD)	2014-2015	Regularly.
14. Annual report	Key managers of UCDC: structure and content /Communication manager: coordination of translation, design and	December 2015	Once per year

visualization, printing etc.

TA: Donors. Communication priorities # 1, 4, 5, 6

Tools and tactics	Responsible parties	Timing	Frequency
1. Success stories	Communications manager	2014-2015	At least once per 3 months.
<p>2. Donor's Day (current and potential) - During the meeting, which is usually held once per 3 months, UCDC presents successes/challenges in achieving UCDC strategic goals. UCDC presents unique analytical information and offers recommendations for discussion by participants.</p> <p>Objective of the event: establishing personal contacts/networking/, providing donors with information which markets UCDC as effective and reliable partner worthy of extending financial support to.</p>	Communications manager	Once per quarter, 2014-2015	Once per 3 months.
Newsletter (news, analytics, forecasts)	Key UCDC managers / Communications manager	2014-2015	Once per month.
<p>Informational campaigns: Research among the general population of Ukraine (in cooperation with GIZ) and development of informational campaign for decreasing the spread of HIV. Campaign development and implementation can be done via Social Advertising Agency (allowing for free social advertising). Coverage of the campaign in Media, dissemination of information among partners and UCDC staff.</p>	Key UCDC managers / Communications manager	November 2014 - February 2015	2-3 times per year
<p>UCDC website: - Creating a section for Donors and updating the section with relevant</p>	Key UCDC managers / Communications manager	September-October 2014	Regularly.

information.			
Annual report	Key UCDC managers / Communications manager	December 2015	Once per year.

TA: International organizations, NGOs. Communication priorities # 1, 4, 5, 6, 7			
Tools and tactics	Responsible parties	Timing	Frequency
Success stories	Key managers of UCDC / Communications manager	2014-2015	Minimum once per 3 months.
<p>Roundtable: - UCDC organizes a meeting with key stakeholders once per 3 months. The stakeholders discuss the unique analytical information and recommendations, presented by UCDC.</p> <p>Objective of the event: establishing personal contacts, providing stakeholders with information which markets UCDC as an effective and reliable partner worthy of providing financial support to. Generating new projects and uniting efforts of the participants.</p>	Key managers of UCDC / Communications manager	Once per 3 months	Once per 3 months.
Presenting the UCDC's training programs: free one-day training where information on UCDC /for-fee/ trainings is provided to the audience. Participants can get a good sense of the quality of UCDC trainings and see for themselves if it is worth participating in those trainings.	Training manager	2014-2015	A least twice per year.
Newsletter	Key managers of UCDC / Communications manager	2014-2015	Once per month.

UCDC website : - Creation of a section for international organizations and NGOs and updating it with relevant, timely and accurate information.	Key managers of UCDC / Communications manager	2014-2015	Regularly.
Informational campaigns: - Conducting research/analysis of plans of International organizations and NGOs to find out if they are planning to conduct informational campaigns - Joining efforts for the baseline assessment of the target audience's needs and knowledge; - Campaigns development and implementation via Social Advertising Agency (allowing for free social advertising).	Key managers of UCDC / Communications manager	2014-2015	2-3 times per year.
Annual report	Key managers of UCDC / Communication manager	December 2015	Once per year.

**TA: Laboratories and medical centers/Regional Centers for HIV/AIDS Prevention and Control/TB dispensaries.
Communication priorities # 1, 2, 3, 4**

Tools and tactics	Responsible parties	Timing	Frequency
Success stories	Key managers of UCDC / Communications manager	2014-2015	At least once per 3 months.
Meeting/seminar: - Organizing a meeting/seminar with key employees of medical institutions to enhance their knowledge and professional skills.	Key managers of UCDC / Communications manager	Once per 3 months 2014-2015	Once per 3 months.

Objective of the event: creating atmosphere of trust and partnership, addressing current issues in project implementation, marketing of UCDC as an effective and reliable organization.			
Newsletters (news, international experiences, analytics).	Key managers of UCDC / Communications manager	2014-2015	Once per month.
UCDC website : - Creation of a section for medical institutions and updating it with relevant, timely and accurate information.	Key managers of UCDC / Communications manager	2014-2015	Regularly.
Annual report.	Key managers of UCDC / Communications manager	December 2015	Once per year.

State institutions. Communication priorities # 1, 4, 5, 6

Tools and tactics	Responsible parties	Timing	Frequency
Success stories	Key managers of UCDC / Communications manager	2014-2015	At least once per 3 months.
Event: - Organizing a meeting with key representatives of state institutions to present information about UCDC activities, analytics, international experiences and recommendations developed by UCDC. Objective of the event: to present information on current UCDC activities, situation in the country and position UCDC not only as a 'monitoring' center, but also as a key expert center.	Key managers of UCDC / Communications manager	Once per 3 months 2014-2015	Once per 3 months.
Presenting UCDC training programs: free one-day training where information on	Key managers of UCDC	2014-2015	At least twice per year.

UCDC /for-fee/ trainings is provided to the audience. Participants can get a good sense of the quality of UCDC trainings and see for themselves if it is worth participating in those trainings.			
Newsletters	Key managers of UCDC / Communications manager	2014-2015	Once per month.
Informational campaigns: - Analyze the plans of State institutions for conducting informational campaigns; - Joining efforts the baseline assessment of the target audience's needs and knowledge; - Campaigns development and implementation via Social Advertising Agency (allowing for free social advertising).	Key managers of UCDC / Communications manager	2014-2015	2-3 times per year.
UCDC website : - Creation of a section for state institutions and updating it with relevant, timely and accurate information.		2014-2015	Regularly.
Annual report	Key managers of UCDC / Communications manager	December 2015	Once per year.

UCDC employees, including trainers of the regional centers. Communication priorities # 4, 7

Tools and tactics	Responsible parties	Timing	Frequency
Internal newsletter	Key managers of UCDC / Communications manager	2014-2015	Once per month.
Participation in training programs offered by UCDC.	Key managers of UCDC / Communications manager	2014-2015	Once per month.
Communications trainings.	LMG and other providers	2014-2015	At least every six months.

Newsletter	Key managers of UCDC / Communications manager	2014-2015	Once per month.
Annual report	Key managers of UCDC / Communications manager	December 2015	Once per year.

Teachers/ health workers/ social workers. Communication priorities № 2, 3

Tools and tactics	Responsible	Timing	Frequency
Informational materials designed for the general population: presentations, leaflets, photo and video materials.	Key managers of UCDC / Communications manager	2014-2015	2-3 times per year.
Personal contacts	Key managers of UCDC / Communications manager	2014-2015	2-3 times per month.
Newsletter	Key managers of UCDC / Communications manager	2014-2015	Once per month.
UCDC website : - Creation of a section for teachers, social services/departments of universities, educational institutions, health workers, social workers and updating it with relevant, timely and accurate information.	Key managers of UCDC / Communications manager	2014-2015	Regularly.

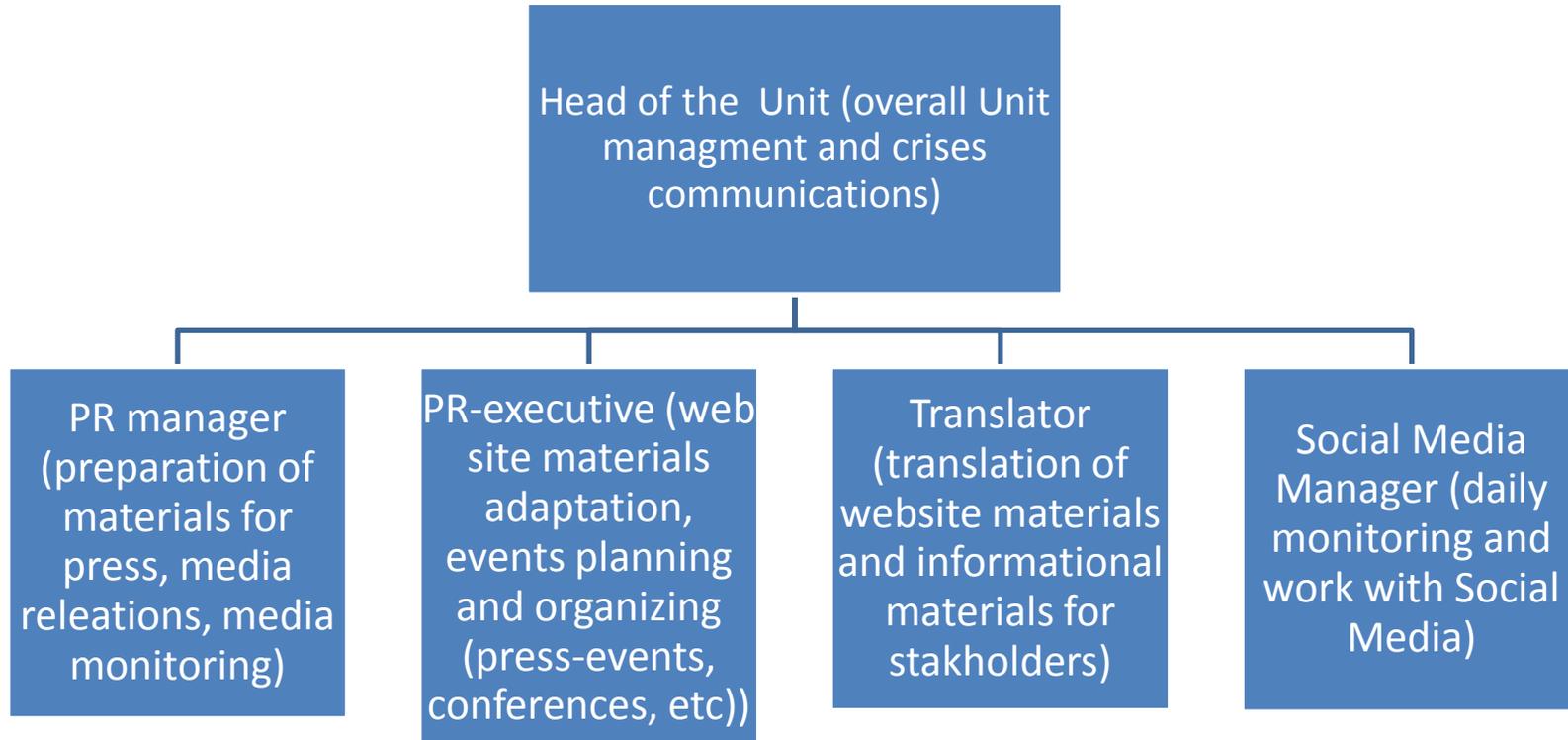
Patients \The Public\Representatives of key populations. Communication priorities # 1, 4, 5, 6

Tools and tactics	Responsible	Timing	Frequency
Informational campaigns: - development of informational campaigns and adaptation of information, education, and communication materials to the needs of different audiences; - production of materials and dissemination through partnerships with various institutions;	Key managers of UCDC / Communications manager	2014-2015	2-3 times per year.

- cooperation with Media in order to increasing the coverage of informational campaigns – creating a system for evaluation of effectiveness for informational campaigns.			
UCDC website : - Creation of a section for patients/the public/key populations and updating it with relevant, timely and accurate information. - Creating a section for submission of proposals for joint projects to improve the national response to socially significant diseases.	Key managers of UCDC / Communications manager	2014-2015	Regularly.
Annual report on UCDC website.	Key managers of UCDC / Communications manager	December 2015	Once per year.
Developing a Crisis Management Guide.	UCDC management / Key managers of UCDC / Communication manager	December 2014 – February 2015	Once.
Developing a Public Informational Campaign Guide.	UCDC management / Key managers of UCDC / Communications manager	October 2014	Once.
Establishing a Communications Unit.	UCDC management / Key managers of UCDC / Communications manager	October 2014 – December 2014	Once.
Study tour to Berlin.	UCDC management / Key managers of UCDC / Communications manager	October 2014 – December 2014	Once.
Social Media Management Training.	Key managers of UCDC / Communications manager	October 2014	Once. Can be on regular basis.
Public Media Campaign Training.	Key managers of UCDC / Communications manager	October 2014	Once. Can be on regular basis.

Annex II. Structure of the UCDC Communications Unit

For effective implementation of the Communications Strategy, it is necessary to establish a Communications Unit and to share responsibilities as follows:



Annex III. UCDC Speakers Pyramid



Nataliya Nizova – 35%

- Chief speaker of UCDC: all issues related to UCDC, its development plans, projects, etc.
- Information, training and advocacy materials of UCDC
- Development and implementation of projects in partnership with international donors

Alla Shcherbinskaya – 5%

- Deputy chief speaker of UCDC

Vitaliy Karanda– 15%

- Information, training and advocacy materials of UCDC
- Development and implementation of projects in partnership with international donors

Olga Pavlova– 10%

- Reforming the system for countering tuberculosis
- Improving the response to tuberculosis and co-infection
- Coordinating of the implementation and improvement of electronic tools to collect data on tuberculosis
- Assessing the quality of tuberculosis care

Igor Kuzin– 5%

- Epidemiological surveillance, behavioral monitoring, special studies, monitoring and evaluation of programs
- Organization of M&E, including methodologies, indicators, guidelines and tools for data collection and analysis

Sergey Strashyk – 5%

- Monitoring and evaluation of supply of antiretroviral and anti-TB drugs and pharmaceutical products
- Management of stocks of drugs and pharmaceutical products, quantification and estimation of demand in order to inform the procurement process

Larysa Hetman – 10%

- Organization and quality control of the specialized medical care to people living with HIV
- Optimization of the system of response to HIV/AIDS
- Testing and implementation of innovative approaches to the prevention, diagnosis and treatment of HIV/AIDS
- Coordination of the opioid substitution therapy program

Olga Stelmah – 5%

- Development of legal acts related to socially dangerous disease control

Myhailo Ryabinchuk – 5%

- Development, assessment, and implementation of training programs on prevention, diagnosis and treatment of HIV/AIDS, tuberculosis and other socially dangerous diseases for educational institutions
- Trainings and events related to HIV/AIDS, tuberculosis and other socially dangerous diseases

Iryna Adrianova – 5%

- Quality assurance/Evaluation of laboratories for HIV/AIDS diagnostics
- Development of standards and protocols for HIV/AIDS diagnostics laboratories
- Improvement of laboratory networks and the system for laboratory quality control

Annex IV. Definition of Key Terms

Advocacy: The act of raising awareness about a particular issue for the purpose of influencing public policy and resource allocation.

Audience: The intended receivers of communications. A “target audience” is a sub-group of a project’s overall stakeholder group that is the intended recipient of the project’s outreach efforts.

Channels: The ways through which messages are transmitted to their intended audience, such as: print, broadcast, or online media; phone calls; e-mails; or face- to-face conversations.

Communication: The act of imparting or exchanging information or news for coordination of activities, decision-making, promoting healthy behaviours, or advocacy.

Communications context: A set of external factors that affect how a communications strategy is designed and implemented. The context can be assessed through a situational analysis of the potential audiences, the communications environment, and the communications challenges in-country and within the project.

Communications objectives: Outcomes that are to be realized by carrying out a set of activities outlined in a communications strategy and action plan. Communications objectives should be SMART: specific, measurable, achievable, relevant, and time-bound. They should also derive from analysis of the communications context.

Communications tools: A mix of media and channels used to convey a project’s message(s) to its intended audience(s). Examples can include websites, social media, eNewsletters, project one-pagers, post cards, etc.

Core messages: Also called “project messages,” these are the summary messages a project team develops and conveys to outside audiences about its activities. The messages should be few in number but reflect the mission and goals of the project. Project staff should know them well and repeat them often in their discourse and incorporate them into project materials. Additional project messages can be developed for specific audiences, activities or media campaigns.

Influencers: Groups of people who control and influence the behavior of others, for example heads of households, community leaders, celebrities, politicians, health experts, journalists, etc.

Integrated communications strategy: This refers to a well-coordinated use of tools and tactics to reinforce project messages. Effective integrated communications strategies employ messages and materials that have a common look, feel, and voice, and help create a recognizable project brand across different communications channels.

Lobbying: The act of attempting to influence business or sway opinions of those who wish to influence governments, parliaments, administrations or other public bodies on any matter that will help the cause of a particular organization or interest group.

Mass media: Media conceived and designed to reach a large population. It includes print and broadcast (radio and television) media. Online media includes a mix of mass media and citizen journalism that is put out through websites, blogs, and social media.

Message: A communication designed to influence, inform, or motivate a particular audience or target group. Also sometimes referred to as project message.

Online Media: media used on the internet to communicate messages, such as websites, blogs, and social media.

Participatory communication: Two-way or multi-way communication between project staff, various project clients, and other stakeholders that encourages participation and feedback, which in turn influences communications and the development process.

Project Communications: The exchange of information between various stakeholders and partners involved in a development project. Its aim is to achieve a common understanding among the various stakeholders of the project’s objectives and promote meaningful exchange through the use of effective communication that will help advance the project’s work.

Social Media: Online platforms and locations that provide a way for individuals to participate in conversations and to connect and share content with friends and like-minded people. For businesses,

social media is a way to tap into what people are saying about your brand, your product and/or your service, participate in the conversations, be open to new ideas, and then use these insights to make better business decisions.

Stakeholders: Those who are affected by or “have a stake” in the UCDC Project and its development outcomes.

Target audience: A sub-group of a project’s overall “stakeholder group” that is the intended recipient of the project’s outreach.