

Management Sciences for Health CCI/LMG Ukraine: Resource Mobilization Strategy and Tools (UCDC Capabilities Statement, UCDC Matrix of Potential Partners, Proposal Guide for UCDC, Fundraising Letter Template for UCDC, Abstract for Potential M&E Studies, UCDC SWOT Analysis

October 2015

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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Leadership, Management, and Governance - Ethiopia
Management Sciences for Health
200 Rivers Edge Drive
Medford, MA 02155
Telephone: (617) 250-9500
<http://www.msh.org>



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

UCDC CAPABILITIES STATEMENT

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UCDC VISION, MISSION AND MANDATE

Vision: Healthy People of United Ukraine

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.

Mandate: The protection and improvement of public health in Ukraine is possible only through an intersectoral approach to planning and implementation of solutions in the field of public health. To this end, the UCDC as the lead agency of public health in Ukraine follows its mandate to conduct the following main activities:

- Epidemiological monitoring of HIV infection, AIDS, tuberculosis, and other socially significant diseases and relevant programmatic activities, data analysis and dissemination. Coordination of the development and procurement of appropriate software and provision of training;
- Examination of diagnostic testings and adequacy of treatment for people infected with HIV, tuberculosis, and with other socially significant diseases;
- Development of standards and protocols for the prevention, treatment and care for HIV, tuberculosis and other socially significant diseases. Participation in piloting, implementation and procurement of new methods of diagnosis, treatment and prevention of HIV infection, AIDS, tuberculosis, and other socially dangerous diseases;
- Quality assurance of diagnostic laboratories for HIV/AIDS, tuberculosis, and other socially significant diseases, as well as strengthening the capacities of laboratory network in Ukraine;
- Quality assessment and quality assurance of care provided to people living with HIV, TB and other socially significant diseases in health care settings;
- Participation in development of regulations to improve the legislation aimed at preventing the spread of HIV/AIDS, tuberculosis and other socially significant diseases, with a particular focus on bringing national legislation into conformity with international standards;
- Development of proposals to optimize the efficiency of activities to fight HIV/AIDS, tuberculosis and other socially significant diseases in order to reduce waste of budget funds and other resources;
- Interaction and cooperation with UN technical agencies, international donor agencies, leading international, national, non-governmental organizations, foundations, and other entities involved in the development and implementation of programs to fight HIV/AIDS, tuberculosis and other socially significant diseases;
- Development and implementation of research and other projects in partnership with international partners;
- Development and dissemination of best practices, guidelines and manuals on program, project and grant implementation in line with internationally-accepted standards and requirements;
- Participation in the design, examination and implementation of training programs for the prevention, diagnosis and treatment of HIV/AIDS, tuberculosis, and other socially significant diseases including programs for secondary, higher educational, and post-graduate institutions;
- Provision of training related to the technical focus of UCDC, and coordination of training programs and activities in the field of HIV/AIDS, tuberculosis and other socially significant

diseases. This includes identifying requirements for capacity building of organizations, and seeking and attracting technical assistance in this area;

- Participation in the development and publication of information, education and communication (IEC) and advocacy materials to raise awareness of health professionals, patients and the public about the rights of people living with HIV, TB and other socially dangerous diseases.

DESCRIPTION & BACKGROUND OF UCDC

Formation:

The Ukrainian Center for Socially Dangerous Diseases Control of the Ministry of Health of Ukraine (UCDC) was established by Order of the Ministry of Health of Ukraine on Oct 17, 2012 (№ 201-0) to better coordinate and streamline the management of national efforts to combat HIV, Tuberculosis and other prevalent and serious diseases in Ukraine. UCDC is the country's main body in the fight against infectious disease, responding to ongoing health issues and emerging threats in the country.

UCDC was formed from the original Ukrainian Center for AIDS Prevention (UAC), and the incorporation of the former National TB Center in 2012. This integration was in line with the ongoing "Health 2020" Program in Ukraine being implemented by the World Health Organization (WHO) Regional Office for Europe and supported by the Ministry of Health (MOH) of Ukraine.

The UAC was originally established in 2001 under the MOH as a specialized health body, with a mandate to organize delivery of prevention, diagnostic and counselling care to HIV-positive persons and patients with HIV/AIDS. The Centre became responsible for the supervision of HIV/AIDS services in health facilities and AIDS centers in 27 regions and conducted epidemiological surveillance and monitoring of HIV/AIDS. Beginning in 2003, the UAC was a Sub-Recipient (to the All-Ukrainian Network of Persons Living with HIV, and to International HIV/AIDS Alliance Ukraine) on the Global Fund to Fight AIDS, TB and Malaria (Global Fund) Round 1 and Round 6 HIV grants, building its expertise in financial management of these sub-grants and playing a critical role in scaling up ART treatment, monitoring, supply management, epidemiologic surveillance and development of new models of care. The National M&E Center was established in 2009 as a structural division of UAC.

Management Experience:

UCDC manages an annual budget of 3.8M Grivnas (approximately \$350,000) under the Government of Ukraine (GoU), and is the government's Principal Recipient (PR) implementing multi-million dollar Global Fund grant programs in HIV and TB across Ukraine. From implementation of the Global Fund grants (first as an SR, and now as a PR), UCDC has considerable experience in applying international standards in management, finance, internal audit and procurement of health-related goods and services. UCDC works with modern methods of financial control and audit, procurement, and monitoring and evaluation of program implementation. PriceWaterhouseCoopers (PWC) conducts regular evaluations of the financial and programmatic work of the Center as a recipient of grants from the Global Fund.

Technical Experience & Importance of UCDC:

HIV, Tuberculosis, and other infectious diseases are a critical problem in Ukraine, which has some of the highest incidence and growth rates of these diseases in the whole region. With the legacy of Soviet-style medicine, emphasizing specialty and hospital care with insufficient attention to primary and preventive health care, Ukraine's health system does not have a sufficient focus on prevention and healthy lifestyles, although societies worldwide have shown that embracing this approach to public health leads to healthier populations. UCDC is working toward this transformation within the Ukraine health system, as part of the larger health reform efforts that are under way.

UCDC provides organizational and technical guidance to health workers and health managers nationwide, to ensure adequacy of treatment for HIV positive people. UCDC also participates in piloting and introduction of new methods for diagnostics, treatment, and prevention of HIV and AIDS. The Centre assists with development of policies and regulations, and interacts with other Ministries, research institutions, international agencies and community-based organizations working in HIV/AIDS and TB. Through its National M&E Center, UCDC monitors the national HIV and TB programs, providing a single focal point in Ukraine for data and information on these diseases. In monitoring programs, UCDC pays special attention to strengthening ties with primary health and social services, as a foundation of public health. UCDC Monitoring and Evaluation (M&E) professionals have conducted numerous research projects and studies in recent years, including household surveys, studies of morbidity patterns among people living with HIV/AIDS, analysis of the response to HIV in the penitentiary system, knowledge, attitudes and practices of law enforcement officers, assessment of high-risk populations and size estimation in Ukraine, HIV program efficiency studies, analyses of most affected groups, epidemiological modeling studies, studies on effects of treatment, and many others. The M&E unit is developing proposals to significantly expand its work.

UCDC also works with civil society organizations (e.g. HIV/AIDS advocacy groups, harm reduction NGOs, local community based prevention and treatment organizations) across Ukraine to meet the needs of patients and to ensure a coordinated and patient-centered response to infectious disease. Through work with these NGOs, UCDC ensures access to the key affected populations throughout Ukraine.

UCDC is working to refocus the old systems and methods of combating infectious disease in Ukraine – moving toward a multi-sectoral, public health, and patient-centered approach to deliver better results and improve the health and well-being of the Ukrainian people.

As with other public health bodies around the world, UCDC's goal is to be able to quickly react to public health issues in Ukraine, and develop and implement measures to address these issues.

SUMMARY OF RELEVANT EXPERIENCE

UCDC has many years of experience in HIV and TB program management, data collection and monitoring, quality assurance, diagnostics, training, and awareness raising in Ukraine and

internationally. UCDC has worked closely with the Ministry of Health, with regional and municipal health authorities, with NGOs, and with local and international partners in combating HIV/AIDS and TB and related health issues in Ukraine, and is building on this experience to play a larger and more important role in Ukraine and the region. As health reforms are implemented, UCDC is positioned to play a central role in public health, focusing not only on HIV/AIDS and TB but all infectious diseases and public health in general. UCDC has expertise in the following main areas:

- ✦ **Data collection** on HIV and TB nationwide, analysis, dissemination
- ✦ **Informing policymakers** and leaders on policy & implementation
- ✦ Developing **standards and protocols** for care and treatment
- ✦ **Quality assessment** and **quality assurance** of health providers and facilities
- ✦ Quality assurance and strengthening of **diagnostic laboratories** for HIV, TB, and other infectious diseases
- ✦ Development and implementation of **training programs** for health providers and social workers on prevention, diagnosis, treatment, and program management
- ✦ Development and dissemination of **information and awareness raising materials** on human rights of patients
- ✦ Development and dissemination of **guidelines and manuals** on international best practices in program, project and grant implementation
- ✦ Experience **implementing programs for and collaborating** with the Global Fund, USAID, UN agencies and other international and regional bodies working in the fight against HIV, TB, and other infectious diseases

SUMMARY OF UCDC KEY STRENGTHS

- ✓ **Team:** Motivated team of young as well as more senior professionals, many of whom speak English and have international experience
- ✓ **Nationwide network:** Experience managing 27 regional AIDS Centers and 27 regional TB Centers and a nationwide laboratory network
- ✓ **Lead in HIV/TB co-infection:** As focal institution for both HIV and TB care in Ukraine, UCDC is uniquely able to provide prevention and care for HIV/TB co-infection
- ✓ **Lead in national monitoring:** Host institution for national Monitoring and Evaluation Center for HIV/AIDS programs, which prepares national reports on epidemiology and progress in the fight against HIV/AIDS
- ✓ **Ukraine Government relationships:** Excellent relationships and access to other public institutions working in HIV and TB
- ✓ **NGO relationships:** Strong relationships with many NGOs working in HIV and TB
- ✓ **Partner in research:** Uniquely positioned to serve as a national/regional collaborating partner for internationally-funded research projects.
- ✓ **Training experience:** provision of training programs for health care providers and social workers on prevention, diagnosis and treatment of HIV / AIDS, TB and other diseases, including programs for higher education institutions and in-service training.

- ✓ **Global Fund experience:** experience as a Principal recipient (PR) (and previously Sub-Recipient – SR) on Global Fund grants for HIV and TB – UCDC has well developed systems for program management, financial management, procurement, and record keeping and reporting in full compliance with international standards and requirements.
- ✓ **Experience with other international organizations:** UCDC has a solid international reputation gained through active and productive cooperation with many international organizations (USAID, GIZ, World Bank, WHO, Global Fund, UNAIDS, MSH, and others).

STAFFING AND DEPARTMENTS OF UCDC

- **Professional staff:** 56 core staff, 15 GF funded consultants (7 vacancies)
- **Core competencies:** HIV, TB, Monitoring & Evaluation (M&E), Procurement and Supply Management (PSM), Training
- **Departments:**
 - Director & three deputies – Professor of Medicine with 25 years of experience
 - HIV: 10 doctors (with 3 to 10+ years of experience), 6 public health specialists
 - TB: 21 TB doctors and consultants
 - M&E: 15 staff (infectious disease specialists, psychologists, IT experts, analysts) with 3-10 years of experience
 - Finance/Accounting: 6 professionals, each with 5-10+ years of experience
 - PSM: 5-10 staff members (pharmacists, economists, analysts), with 3-20 years of experience
 - Training Coordination: 2 specialists
 - IT: 2 specialists
 - Legal and administrative affairs: 1 lawyer, 5 support & secretarial staff
 - HR: 1 HR expert managing personnel policies, recruitment, contracting, reviews

UCDC Projects and Program support to date

As mentioned, UCDC has been a Sub-Recipient and now Principal Recipient for **Global Fund to Fight AIDS, TB and Malaria** grants in Ukraine, for many years. UCDC is also slated to work with the East-West Center of the US (EWC) and the European Centre for Disease Control and Prevention on a pilot project to develop HIV/AIDS impact model simulation tool. UCDC is a member of the European Network for Infectious Disease Control in Northern Europe (EpiNorth), and the contract organization in Ukraine for the European System of Epidemiological Studies/European Surveillance System (TESSy). UCDC has received grants and other support from German GIZ, USAID, and other international partners. UCDC also receives technical support from USAID projects including Leadership, Management and Governance (LMG) which has an in-house technical advisor to UCDC, and the Systems for Improved Access to Pharmaceuticals and Services (SIAPS). There are also ongoing discussions with various partners on potential reconstruction of UCDC's laboratory premises (to obtain WHO accreditation by 2016, it is hoped).

MATRIX OF POTENTIAL PARTNERS/DONORS/OPPORTUNITIES FOR UCDC FUNDRAISING STRATEGY

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
Multilateral Development Banks, Funding organizations, and UN agencies				
<p>International Bank for Reconstruction and Development (World Bank) and International Development Association www.worldbank.org</p> <p>Headquarters 1818 H Street, NW Washington, DC 20433 USA Tel 1-202-473-1000</p> <p>Ukraine Office:</p> <p>Kyiv, (380 44) 490-6671 1, Dniprovskiy Uzviz, 2nd Floor, Kyiv 01010, Ukraine ukraine@worldbank.org</p>	Worldwide including Ukraine	<p>The World Bank is a member country-funded international finance and development organization that provides loans and grants to developing countries for capital and social development programs. The World Bank is a component of the World Bank Group, and a member of the United Nations Development Group. Official goal is the reduction of poverty. According to its Articles of Agreement, all its decisions must be guided by a commitment to the promotion of foreign investment and international trade and to the facilitation of capital investment.</p> <p>A World Bank funding agreement with Ukraine signed in May 2014 includes US\$750 million for 2014 for the First Development Policy Loan (DPL1). The funds will be released to the Government of Ukraine as direct budget support when specified government reform conditions are met. The DPL1 agreement does not identify specific health activities, but DPL1 funds are meant to support reform of government services consistent with the 2012-2016 Country Strategy for Ukraine.</p>	<p>Procurement of goods and services for World bank-funded projects is generally handled by the recipient government, and must be undertaken in accordance with World Bank/IDA procurement policies.</p> <p>\$750M for 2014 for First Development Policy Loan to Ukraine</p>	<p>No clear specific funding opportunities for UCDC based on the Ukraine/World Bank Partnership Strategy.</p> <p>Recommended course of action is for UCDC to identify its potential role in the efforts to reform the health sector with the Ministry of Health, and to request supporting funding under DPL1 or other World Bank financial vehicles.</p>

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
		The 2012-2016 country strategy for Ukraine includes IDA grant and advisory services for implementation of pilot programs at the oblast level for health sector reform. In FY15-16, additional lending is envisaged for health services and health financing.		
<p>International Finance Corporation (IFC) www.ifc.org HEADQUARTERS: International Finance Corporation 2121 Pennsylvania Avenue, NW Washington, DC 20433 USA Tel: (202) 473-3800 Fax: (202) 974-4384</p> <p>UKRAINE OFFICE 1 Dniprovsky Uzviz, 3rd floor, Kyiv 01010, Ukraine Tel.: (38-044) 490-6400 Fax: (38-044) 490-6420</p> <p>Contact Representatives: Rufat Alimardanov Country Manager, Ukraine and Belarus RAlimardanov@ifc.org</p> <p>Elena Voloshina</p>	Worldwide, including Ukraine	<p>IFC is a member of the World Bank Group, and an international financial institution that offers investment, advisory, and asset management services to encourage private sector development in developing countries.</p> <p>IFC-funded projects must contribute toward a set of development goals that include increasing sustainable agriculture opportunities, improving health and education, increasing access to financing for microfinance and business clients, advancing infrastructure, helping small businesses grow revenues, and investing in climate health.</p> <p>In Ukraine, IFC focuses primarily on agribusiness, infrastructure, energy efficiency/cleaner production, and financial markets. IFC does not appear to have any funding for health-related projects in Ukraine.</p>	IFC has invested over \$3 billion in Ukraine, including \$843 million in syndicated loans, in 90 projects across a variety of sectors. In fiscal year 2013, IFC's commitments to Ukraine totaled about \$355 million, including mobilization.	No likely opportunity. (IFC currently does not focus on the health sector in Ukraine.)

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Senior Country Officer EVoloshina@ifc.org				
<p>World Health Organization- Europe (WHO/Europe) www.euro.who.int</p> <p>WHO Regional Office for Europe Headquarters UN City Marmorvej 51 DK-2100 Copenhagen Ø Denmark Tel.: +45 45 33 70 00 Fax: +45 45 33 70 01</p> <p>WHO Country Office, Ukraine 30, Borychiv Tik Str. 04070 Kyiv Ukraine Tel.: +380 44 425 8828 Fax: +380 44 425 88 28 E-mail: whoukr@euro.who.int</p>	Europe including Ukraine	<p>WHO is a specialized UN agency concerned with international public health issues. WHO's core functions include providing leadership on matters critical to health and engaging in partnerships where joint action is needed; shaping the research agenda and stimulating the generation, translation and dissemination of valuable knowledge; setting norms and standards and promoting and monitoring their implementation; articulating ethical and evidence-based policy options; providing technical support, catalyzing change, and building sustainable institutional capacity; and monitoring the health situation and assessing health trends.</p> <p>WHO/Europe is one of six regional WHO offices and serves 53 countries in the WHO European Region. Priorities for each Country Office are set out in the biennial collaborative agreement between WHO/Europe and the host country. The 2012-2013 Biennial plan for Ukraine identified areas for collaboration in four focus areas:</p> <ul style="list-style-type: none"> -Health system strengthening and public health - Non-communicable diseases, health promotion and healthy lifestyles -Communicable diseases, health security and 	<p>WHO provides some very limited grants for specified research programs, and WHO country offices have some latitude to provide funds for scholarships, but generally speaking, WHO's support to recipient countries is primarily provided as technical assistance and collaboration.</p> <p>WHO is a sub-recipient to UCDC on the Round 9 TB grant of the Global Fund, for specific TB research activities</p>	No funding opportunity, although potential for greater collaboration for UCDC capacity building, research programs, etc.

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
		<p>environment</p> <p>-Health information, evidence, research and innovation</p> <p>It is not clear whether a Biennial plan for 2014-2015 has been approved. (No mention of a 2014-2015 plan on the WHO/Ukraine website.</p>		
The Global Fund to fight AIDS, TB and Malaria (GFATM)	Worldwide	<p>Programs worldwide to prevent and treat HIV/AIDS, TB and Malaria.</p> <p>GF has been key funder for UCDC's PIU staff of professionals in the last 3 years, however GF will no longer be funding salaries and top-ups in future</p>	\$452M in grants to Ukraine for HIV and TB since 2002. Concept Note for further funding under way.	Opportunity to build UCDC's role as a PR on the HIV and TB grants – UCDC to house the central PIU for GF grants?
<p>European Union (EU)</p> <p>http://ec.europa.eu/europeaid/where/neighbourhood/country-cooperation/ukraine/ukraine_en.htm</p>	Worldwide, including Ukraine	<p>The principal objective of EU-Ukraine cooperation is to bring Ukraine closer to the EU and foster political relations as well as economic integration through the European Neighbourhood Policy and the Eastern Partnership.</p> <p>The strategic framework for the EU's cooperation with Ukraine was set out in the Country Strategy Paper 2007-13. The priorities and level of funding were defined in the respective National Indicative Programmes (NIPs) for 2007-10 and 2011-13.</p> <p>There are three focal sectors for 2007-2013:</p> <ul style="list-style-type: none"> • good governance and the rule of law 	EU assistance to Ukraine is delivered through bilateral and regional Annual Action Programmes (AAPs). Until 2013, the European Neighbourhood and Partnership Instrument (ENPI) was a key financial and cooperation instrument. The new European Neighbourhood Instrument (ENI) will be the main EU instrument in the next financial period, 2014-2020. Large EU support package for Ukraine announced for next 7 years	Significant EU support to Ukraine is being mobilized, and €250M just provided as first disbursement from European Commission, for institution building and reforms in Ukraine (part of larger State Building Contract signed in May 2014). Health is not a primary focus. However, UCDC may benefit through MOH if funds are available for reinforcing the

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		<ul style="list-style-type: none"> • closer political association and economic integration • sustainable development (including energy, environment, nuclear safety, transport, regional and rural development) <p>Reinforcing the capacities of national institutions is a priority across all focal sectors. For example, twinning projects are used for cooperation between public institutions of EU Member States and their 'twin institutions' in Neighbouring partner countries. The Comprehensive Institution Building programme is specifically dedicated to institutions linked to the negotiation and implementation of agreements with the EU.</p>	<p>Total indicative budget programmed under the NIP 2007-10: €523 million</p> <ul style="list-style-type: none"> • Total indicative budget programmed under the NIP 2011-13: €470 million 	capacity of national institutions such as UCDC.
<p>European Neighbourhood Instrument (ENI) www.enpi-info.eu (EU Neighbourhood Policy) (SEE ALSO SECTION ON EU)</p>	<p>The 16 ENI partner countries are: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria, Tunisia, Armenia, Azerbaijan, Belarus, Georgia,</p>	<p>ENI is the financial arm of the European Neighbourhood Policy, the EU's foreign policy towards its neighbours to the East and to the South. ENI's budget is €15.4 billion.</p> <p>Areas that are given high priority are: + Boosting small businesses + Civil-society engagement + Climate change action + Easier mobility of people + Energy cooperation + Gender equality promotion + Gradual economic integration + People-to-people contacts + Transport connections</p>	<p>EU budget for Ukraine for 2010-2014 includes assistance package of grants of €1.4 billion and is described in the EU's Support Package for Ukraine (link below):</p> <p>http://ec.europa.eu/commission/2010-2014/president/news/archives/2014/03/pdf/20140306-ukraine-package_en.pdf</p> <p>The package does not specify any assistance for health.</p>	SEE SECTION ON EU

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
	Moldova, and Ukraine.	<p>+ Youth and employment</p> <p>The ENI, effective from 2014 to 2020, replaces the European Neighbourhood and Partnership Instrument - known as the ENPI.</p> <p>ENI is programmed in three ways: + bilateral programmes; + multi-country programmes; + Cross-Border Cooperation programmes.</p>		
<p>UNICEF</p> <p>United Nations Children’s Fund Office in Ukraine</p> <p>Address: 5 Klovsky Uzviz, 01021 Kyiv, Ukraine Telephone: +38 044 254 2450 Fax: +38 044 230 2506</p> <p>Email: kiev@unicef.org</p>	Worldwide, including Ukraine	<p>UNICEF, a UN agency with an office in Kyiv since 1997, provides technical and financial support to strengthen health, nutrition, education and protection of children in Ukraine. As wellbeing of children is closely linked to the situation of their mothers, UNICEF also works to help women in Ukraine to better their health and education, and protect their rights. Generally, UNICEF advocates for children’s right to participation and prioritises actions for the most vulnerable and disadvantaged.</p> <p>All UN agencies work within the United Nations Partnership Framework with Ukraine</p> <p>https://data.unfpa.org/downloadDoc.unfpa?docId=40</p>	<p>UNICEF has committed \$20 million to implement the current Country Programme of Cooperation with the Government of Ukraine (2012 to 2015).</p> <p>http://www.unicef.org/about/execboard/files/Ukraine_finaI_approved_2012-2016_20_Oct_2011.pdf</p> <p>The CAP includes four programs: -Advocacy, Information and Social Policy Programme -HIV/AIDS, Children and Youth Programme -Child Protection Programme -Child Health and</p>	<p>Possible opportunity. Recommended action is to contact UNICEF office Kyiv.</p> <p>UNICEF also occasionally posts tenders for partners to implement activities.</p>

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			<p>Development Programme</p> <p>UNICEF Ukraine works with several government ministries and NGOs. See website. http://www.unicef.org/ukraine/partners_2980.html.</p>	
<p>UNITAID</p> <p>www.unitaid.eu World Health Organization (WHO) 20, avenue Appia CH-1211 Geneva 27 Switzerland</p> <p>Telephone: +41 22 791 55 03 Fax: +41 22 791 48 90 E-mail: unitaid@who.int</p>	<p>Worldwide, including Ukraine</p>	<p>UNITAID works as a procurement agent and grant making agency for market interventions that encourage private sector supply of affordable medicines and diagnostic tests for treatment and prevention of HIV/AIDS, Malaria and Tuberculosis in developing countries.</p> <p>UNITAID’s focus is on Millennium Development Goal 6 (MDG 6), the goal of controlling HIV/AIDS and other infectious diseases. However, it also contributes towards achieving:</p> <ul style="list-style-type: none"> • MDG 4 (reducing child mortality) • MDG 5 (reducing maternal mortality); and • MDG 8 (providing access to affordable, essential drugs in developing countries). <p>UNITAID, through its international partners, focuses on three main objectives:</p> <p>-Ensuring affordable and sustainably priced medicines, diagnostics and prevention products, made available in sufficient quantities and with fast delivery to patients.</p>	<p>UNITAID funds projects at country level to improve access to prevention, diagnosis, and treatment of HIV/AIDS, TB, and malaria. From 2007-2011, UNITAID funded 17 projects in 94 countries, the vast majority of which were implemented by large partner organizations such as Global Fund, CHAI and UNICEF (the three organizations together accounted for 75% of grant funding).</p> <p>\$160 million in new grants were approved in May 2014 for a variety of activities. Grants include \$5.2 million to a global organization that will work with local partners in several countries, including</p>	<p>Unlikely or very limited opportunity as most grants are for market-based interventions to increase access or supply of medicine. UNITAID also supports the WHO Prequalification of Diagnostics program, including capacity building for diagnostic labs in some pilot countries.</p>

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
		<p>-Increasing access to safe, effective products of assured quality.</p> <p>-Supporting development of products targeting niche markets and specific groups, such as children. (UNITAID is the largest provider of TB medicines for children)</p>	Ukraine, to advance access to new treatments for hepatitis C for HIV co-infected patients.	
<p>Joint United Nations Programme on HIV and AIDS (UNAIDS) www.unaids.org.ua</p> <p>HEADQUARTERS UNAIDS Secretariat 20, Avenue Appia CH-1211 Geneva 27 Switzerland Telephone: +41 22 791 36 66</p> <p>UNAIDS country coordinator in Ukraine: Tyszko, Jacek Tel: +380 44 499 11 70 Fax: +380 44 499 11 71 Email: tyszkoj@unaids.org</p> <p>The Joint Team is the UN System’s permanent operational and technical body on HIV and AIDS in Ukraine The aim of the Joint Team is to</p>	Worldwide, including Ukraine. Based in Geneva	<p>UNAIDS is a programme within the UN that serves as the main advocate for accelerated, comprehensive and coordinated global action on the HIV/AIDS epidemic.</p> <p>The mission of UNAIDS is to lead, strengthen and support an expanded response to HIV and AIDS that includes preventing transmission of HIV, providing care and support to those already living with the virus, reducing the vulnerability of individuals and communities to HIV and alleviating the impact of the epidemic. UNAIDS seeks to prevent the HIV/AIDS epidemic from becoming a severe pandemic.</p> <p>UNAIDS has five goals: Leadership and advocacy for effective action on the epidemic; Strategic information and technical support to guide efforts against AIDS worldwide; Tracking, monitoring and evaluation of the epidemic and of responses to it; Civil society engagement and the development of strategic partnerships; Mobilization of resources to support an effective response.</p>	<p>UN contributions to Ukraine’s effort to combat HIV/AIDS are guided by “The Joint UN Programme of Support on AIDS for 2012-2016” (JPS). http://www.unaids.org.ua/files/JPS_Booklet_.pdf</p> <p>The JPS is developed by the UN Country Team and the Joint UN Team on AIDS, with leadership from UNAIDS and in consultation with the GOU and NGO stakeholders.</p> <p>The JPS identifies UN’s strategic priorities and contributions to Ukraine’s efforts to combat HIV/AIDS and links them with the UN agencies that are responsible for implementation.</p>	No direct funding opportunity. UNAIDS is not a grant making agency, but is a good source of information on UN efforts dealing with HIV/AIDS in Ukraine. UCDC should meet with UNAIDS country coordinator to discuss UCDC’s role in UN efforts. UCDC should try to participate in development of the next JPS.

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ensure the cohesion and effectiveness of the UN contribution to an expanded national response to the HIV epidemic in Ukraine.		The Joint Team is chaired by the UNAIDS Country Coordinator and facilitated by the UNAIDS Country Office in Ukraine.		
<p>UNFPA</p> <p>The United Nations Population Fund Country Office in Ukraine 4, Klovskiy Uzviz Str. Kyiv 01021, Ukraine Tel./fax: + 380 44 253 0053 Fax: + 380 44 253 1316 E-mail: ukr@unfpa.org</p>	Worldwide, including Ukraine	<p>UNFPA has been active in Ukraine since 1997. The three core areas of UNFPA work in Ukraine include reproductive health, gender equality and population and development strategies.</p> <p>The reproductive health area focuses on: Advancing the policy and legislative environment in reproductive health care; Improving reproductive health data management; Improving quality and accessibility of maternal health and family planning services; Strengthening linkages between reproductive health and HIV/AIDS programmes; Preventing HIV infection among young people and key populations through behaviour change communications and peer-based programmes; Preventing mother-to-child transmission of HIV.</p> <p>All UN agencies work within the United Nations Partnership Framework with Ukraine</p> <p>https://data.unfpa.org/downloadDoc.unfpa?docId=40</p>	<p>UNFPA has committed \$5-\$6.5 million to implement a Country Action Plan for Ukraine for 2012-2016. (\$4.75 million for reproductive health)</p> <p>https://data.unfpa.org/downloadDoc.unfpa?docId=2</p> <p>CAP includes:</p> <ul style="list-style-type: none"> ● Technical assistance and expertise; ● Support or recruitment of project personnel in accordance with the AWP; ● Support to procurement of goods and services for the programme needs; ● Administrative, operational, and technical support by the UNFPA country office in Ukraine to the IPs in the implementation of UNFPA assistance to Ukraine. 2012-2016 	<p>Possible opportunity. Recommended action is to contact UNFPA office in Kyiv prior to development of annual workplan.</p> <p>Annual workplans for the CAP are developed each year.</p>

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			Current GoU implementing partners include the State Statistics Service, Ministry of Health, Ministry of Social Policy, Ministry of Education, Youth and Sports; and the State Service for Counteracting HIV/AIDS and Other Socially Hazardous Infections. IPs also include academic and research institutions such as the Ukrainian Institute of Social Research and Institute for Demography and Social Studies of the National Academy of Sciences of Ukraine. NGOs and private sector organizations can also be IPs.	
<p>UNDP</p> <p>United Nations Development Programme in Ukraine 1, Klovsky Uzviz Str., Kyiv, 01021, Ukraine Tel: +380 44 253 93 63 (General Enquiries) Fax: +380 44 253 26 07</p>	Worldwide, including Ukraine	UNDP, the development arm of the United Nations, is the primary distributor of UN funds for development. UNDP supports strategic capacity development initiatives to promote inclusive growth and sustainable human development. UNDP target areas of support include poverty reduction, energy and environment, local development and democratic governance. Works through partnerships with national, regional, and local governments, civil	UNDP has 24 ongoing projects in Ukraine, ranging from \$12,000 to \$4 million, with a total project budget of \$14.6 Million. \$1.6 million in annual project expenses in 2014. http://open.undp.org/#2014/filter/operating_unit-UKR For example, \$101,221 for	Possible opportunity. Recommended action is to contact UNDP Ukraine prior to development of annual workplan. Tender notices are posted on UN and UNDP procurement

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E-mail: communications@undp.org.ua		society, and the private sector. Work includes assisting disadvantaged populations and HIV/AIDS issues. 75% of UNDP programs are implemented by local organizations with the support of NGOs, research institutes, UN specialized agencies, and UN volunteers.	strengthening the capacity of the National Council on TB and HIV/AIDS (NTHC) as CCM. Link to UNDP/Ukraine Country Action Plan for 2012-2016. http://www.ua.undp.org/content/ukraine/en/home/operations/legal_framework/icr_content/centerparsys/download_2/file.res/CPD_2012_2016_approved%20by%20Ex%20Board.pdf	websites. http://procurement-notices.undp.org/search.cfm?order_by=agency https://www.ungm.org/Public/Notice
International Foundations, Associations, NGOs				
International Association of National Public Health Institutes (IANPHI) www.ianphi.org Managing Secretariats are located in Atlanta, Georgia, USA, Cuernavaca, Mexico, and St-Maurice, France. Secretariat: USA Emory University Global Health Institute 1599 Clifton Road Atlanta, Georgia 30322-4200	Worldwide	IANPHI is an international non-profit association of national institutes that are primarily concerned with improvement of public health in their respective countries and globally. IANPHI supports member National Public Health Institutes through technical cooperation, sharing of expertise in organizational development, peer assistance, policy development and other public health functions. Membership of the Association is composed of 86 national institutes of public health that represent 89% of the world's population. Funded	IANPHI also provides grants to improve public health systems in low-resource countries by strengthening and creating NPHIs. (60 projects in 38 countries since 2006). Eligibility criteria for grants are not identified on the website. Website has several useful resources for setting up or enhancing NPHIs that include a framework for setting up a	In addition to possible funding opportunity, IANPHI offers helpful technical resources (toolkit), a mentorship program and coordinates peer-to-peer relationships for pairing national institutes of health.

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<p>Tel: 1+404.727.1416</p> <p>Email: cdusenb@emory.edu</p>		<p>by membership dues and a grant from B&M Gates Foundation.</p> <p>The Association uses the following means to implement its mission:</p> <ul style="list-style-type: none"> - Identify and disseminate strategies to strengthen the role and improve the functions of the institutes; - Provide a forum for communication among member institutes; - Encourage establishment and support the expansion of the concept and capabilities of national institutes of public health; - Identify and expand funding resources to support National Public Health Institutes in their missions for promoting and protecting public health in their countries; - Initiate co-operative actions and help build international and national coalitions with other organizations whose mission is to improve the public health. - Promote awareness and understanding of the critical roles played by national institutes in public health. 	<p>NPHI, possible legislation, strategic plans, organizational charts, and case studies.</p> <p>www.ianphi.org/resources/toolkkit</p>	
<p>Open Society Foundations</p> <p>224 W. 57th St New York, NY 10019 USA Tel: +1-212-548-0600</p>	<p>Worldwide, but initial focus was on former Soviet Union region</p>	<p>Formed in 1979 by George Soros to help countries make transition from communism. The activities of the Open Society Foundations in Europe focus on bolstering well-entrenched democracies while building up less stable ones, promoting minority inclusion in policymaking, supporting good governance and accountability,</p>	<p>Grants, scholarships, fellowships</p> <p>\$909M in spending in 2012, of which \$60M spent on health issues. \$153.8M in the Europe region.</p>	<p>Limited opportunity for potential support. Work is mostly with civil society organizations. However, UCDC may want to reach out to</p>

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<p>www.opensocietyfoundations.org</p> <p>Marine Buissoniere, Director of Public Health Program</p> <p>Jordi Vaquer Director, Open Society Initiative for Europe</p>		<p>advancing education and public health reform, and helping societies adjust to European integration.</p> <p>Focus on minority rights, access to health care, and women’s rights. Addressing problems faced by, among others, drug users, sexual minorities, people living with HIV, people with mental disabilities.</p> <p>To curb the spread of HIV and other infections among injecting drug users, the Foundations have worked to switch the focus from criminal penalties to human rights and health services, leading a global movement in support of needle exchange, substitution therapy, and demand reduction.</p>	<p>\$10.49M for Open Society Foundation Ukraine</p> <p>Note: Are they a supporter of Alliance Ukraine? (for harm reduction?)</p>	<p>Director of Public Health Program in NYC or Open Society director for Europe to inquire about potential support</p>
<p>Eurasia Foundation</p> <p>www.eef.org.ua 55 Velyka Vasylkivska, Kyiv 03680, Ukraine Tel/Fax: 38-044-200-38-24/25/26/27 Email: info@eef.org.ua</p> <p>Victor Liakh President Vliakh@eef.org.ua</p>	<p>Focus on former Soviet Union states</p>	<p>Created in 1992 under USAID funding, as a US based foundation to support development projects in the former Soviet Union. In 2004 became Eurasia Foundation Network –affiliated, locally registered foundations in Russia, Central Asia, the South Caucasus, Ukraine and Moldova working in partnership with Eurasia Foundation US.</p> <p>Programs promote local economic development, youth engagement, cross border cooperation, independent media and public policy, and institution building.</p> <p>Launched in November 2007 in Kyiv, Ukraine by Eurasia Foundation, East Europe Foundation of Ukraine (EEF-Ukraine) is a local non-profit, non-</p>	<p>EF has received support from corporations, foundations, international governments and individuals from all over the world to sustain its mission and programs in different countries.</p> <p>EF made \$13.7M in grants in 2011</p>	<p>Only limited potential, as no focus in health sector</p> <p>Send inquiries to programs@eurasia.org</p>

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		governmental developmental NGO. EEF-Ukraine currently focuses on the following programs: Local Economic and Social Development, Effective Government and Corporate Social Responsibility (CSR) and Responsible Philanthropy. No focus or work in health, apparently.		
CDC Foundation www.cdcfoundation.org/	Worldwide, but main focus is US	An independent, nonprofit organization that connects the US Centers for Disease Control and Prevention (CDC) with private-sector organizations and individuals to build public health programs.	No programs in Ukraine listed on the website. Globally, the CDC Foundation has provided \$400 million in various types of support (staff, grants, etc.) through more than 700 programs since 1995.	Indirect opportunities only. Not a traditional grant-making organization. No unsolicited proposals accepted. Programs usually are initiated by a funding organization, a private sector organization or by a US CDC staff member. A potential strategy could be to approach WHO for support, which could approach CDC Foundation. RFPs are posted only occasionally on foundation website.
Gates Foundation www.gatesfoundation.org Bill and Melinda Gates Foundation	Global	Focus has been on technology, vaccines. Work mostly with non-profit organizations. Areas where they fund activities include: Agricultural Development, Emergency Response, Financial Services for the Poor, Global Libraries, Urban	Grants, mostly to US tax exempt organizations selected by Gates staff. More than \$2.5B in HIV grants committed to organizations	Gates only makes grants within their funding priority areas. They generally invite proposals by directly

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<p>PO Box 23350 Seattle, WA 98102 (206) 709-3100 info@gatesfoundation.org</p> <p>Also offices in Washington, London, China, India</p>		<p>Poverty, Water, Sanitation, Hygiene and health. A key partner to PEPFAR, contributor to the Global Fund. Their global health funding priorities include: Diarrhea, HIV/AIDS, Malaria, Maternal, Newborn, & Child Health, Neglected Diseases, Nutrition, Pneumonia & Flu, Polio, Tobacco, Tuberculosis, Vaccines.</p> <p>HIV focus is on developing a vaccine, ARV prevention methods, improving service delivery, VMMC, improved diagnostics, and demonstrating scalability. HIV efforts are focused on the poorest countries in Sub-Saharan Africa with the worst epidemics.</p> <p>Work in Ukraine/region: in 2008, \$25M grant to International Research and Exchanges Board, a partner of the Ukrainian Library Association, to provide computer classes and internet access in libraries. In 2005, grant to Transatlantic Partners Against AIDS for project to help Ukraine and Russia combat HIV. \$5M grant to IT specialists, to develop IT industry.</p>	<p>worldwide; and more than \$1.4B committed to the Global Fund.</p> <p>HIV partners are Global Fund, PEPFAR, CHAI, UNAIDS, and CVAD (Collaboration for AIDS Vaccine Discovery)</p>	<p>contracting with organizations. They do sometimes award grants through published RFPs or letters of inquiry (check web site).</p>
<p>Rockefeller Foundation</p> <p>http://www.rockefellerfoundation.org/our-work/past-work/linking-global-disease-surveillance</p>	<p>US and international. Offices in US, Asia, Africa</p>	<p>Promoting “well-being of humanity throughout the world”. The Foundation’s Disease Surveillance Networks (DSN) initiative was launched in 2007 to address the rapid emergence of new infectious diseases with pandemic potential. DSN established transnational detection, monitoring, and communications systems to strengthen disease prevention and mitigate the impact of disease outbreaks.</p>	<p>Grants, programs, partnerships</p>	<p>No opportunity</p>

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		Promoting universal health coverage (part of foundation's Transforming Health Systems initiative)		
<p>CARE USA www.care.org</p> <p>151 Ellis Street, NE, Atlanta, GA 30303 USA Tel: +1-404-681-2552</p> <p>CARE CANADA www.care.ca Suite 100 9 Gurdwara Road Ottawa, ON, K2E 7X6 Canada Tel: 613.228.5600 E-mail: info@care.ca</p>	Worldwide, but currently not Ukraine (none of the CARE national members appear to work in Ukraine currently)	<p>CARE International is a confederation of thirteen CARE National Members and one Affiliate Member, each of which is registered as an autonomous non-profit NGO in the country.</p> <p>Originally "Cooperative for American Remittances to Europe" and later "Cooperative for Assistance and Relief Everywhere". Stated mission for CARE (US) is "To serve individuals and families in the poorest communities in the world." CARE member organizations provide emergency relief and development assistance in a range of areas including health: Maternal and child survival; Water access; Family planning; HIV and AIDS education.</p>	<p>CARE is not a funding agency and does not provide financial support directly to individuals or organizations.</p> <p>CARE works in partnership with governments, organizations, and communities.</p>	<p>No funding opportunity.</p> <p>CARE currently does not work in Ukraine.</p>
<p>Giving Children Hope (GCH) www.gchope.org 8332 Commonwealth Ave. Buena Park, CA 90621</p> <p>Tel: 714.523.4454 Sean Lawrence, Executive Director Bill Barta, Chairman of the Board</p>	Worldwide, including Ukraine	<p>Founded in 1993 by John Ditty and his wife, GCH is a faith-based charitable organization that works to alleviate poverty, both in the US and internationally, through disaster relief, health and community development, vocational training and advocacy.</p> <p>GCH has delivered aid, set up medical clinics and micro-enterprises worldwide. Involved in the reconstruction of many clinics in Iraq. GCH often delivers containers of medical equipment and supplies to needed facilities</p>	Primarily donations of equipment, medicines, and supplies. Not a grant making organization.	No funding opportunity. May be a small chance of obtaining donated equipment or supplies from GCH.

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<p>International Committee of the Red Cross (ICRC) www.icrc.org</p> <p>UKRAINIAN RED CROSS SOCIETY www.redcross.org.ua 01004 Kyiv, Pushkinskaya st. 30, tel.: (044) 235-01-57 e-mail: national@redcross.org.ua international@redcross.org.ua</p> <p>Headquarters 19 Avenue de la paix CH 1202 Geneva Tel: +41 22 734 60 01 Fax: +41 22 733 20 57</p>	<p>Based in Geneva, Switzerland, ICRC has offices in 80 countries, including Ukraine.</p>	<p>The ICRC works worldwide to provide humanitarian help for people affected by conflict and armed violence and to promote the laws that protect victims of war. An independent and neutral organization, its mandate stems from the Geneva Conventions of 1949.</p> <p>In Ukraine, the “ICRC is maintaining a dialogue with the authorities in order to address pressing humanitarian issues and is supporting the first-aid activities of the Ukrainian Red Cross Society.”</p> <p>ICRC-Ukraine is addressing HIV/AIDS in the following ways:</p> <ul style="list-style-type: none"> - Prevention of the spread of HIV and providing services to assist and support people affected by HIV in Ukraine (supported by American RC) - Harm reduction among IDU and substitution therapy in Ukraine (supported by French and Italian RC) <p>ICRC-Ukraine is also a partner organization on the GF-funded STOP TB IN UKRAINE program, providing care to patients at risk who have a tendency to interrupt treatment.</p>	<p>Not applicable. Not a grant making organization</p>	<p>No direct funding opportunity. Possible partnership opportunity.</p>
<p>Medecins sans Frontieres (MSF) (Doctors Without Borders) www.msf.org</p>	<p>Worldwide, including Ukraine</p>	<p>MSF is an international medical humanitarian organization that delivers emergency aid to people affected by armed conflict, epidemics, natural disasters and exclusion from healthcare.</p>	<p>Not a grant making agency.</p>	<p>No funding opportunity. Possible partnership opportunity, especially around DR TB and</p>

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<p>INTERNATIONAL HEADQUARTERS Médecins Sans Frontières Rue de Lausanne 78 P.O Box 116 CH-1211 Geneva 21 Switzerland Phone:+41 22 849 8405 Fax:+41 22 849 8404 E-mail: access@msf.org</p>		<p>In Ukraine, MSF began treating prisoners with TB in the eastern region of Donetsk in 2012.</p> <p>MSF provides treatment, as well as psychological support, to patients with DR-TB, and those co-infected with HIV. MSF also concentrated on reducing transmission of HIV/Aids from pregnant women to their babies; providing life-saving ARV treatment and establishing psychosocial programmes to help patients to adhere to their treatment.</p>		<p>serving at-risk groups.</p>
<p>Oxfam International www.oxfam.org</p> <p>Secretariat – Office Address Second Floor 228-240 Banbury Road Oxford OX2 7BY, UK Phone: +44 1865 339 100</p> <p>Oxfam America www.oxfamamerica.org</p> <p>Oxfam Canada www.oxfam.ca</p> <p>Oxfam Great Britain www.oxfam.org.uk</p>	<p>Working in approx 94 countries worldwide</p>	<p>Oxfam is an international confederation of 17 organizations that conduct advocacy, provide emergency relief and implement development assistance programs to combat poverty and injustice around the world.</p> <p>Areas of focus include trade justice, fair trade, education, debt and aid, livelihoods, health, HIV/AIDS, gender equality, conflict (campaigning for an international arms trade treaty) and natural disasters, democracy and human rights, and climate change.</p>	<p>The majority of grants to partner organizations are for one year and usually range from \$10,000 to \$40,000, and in a few cases up to \$60,000.</p> <p>In general, grant proposals are developed in cooperation between OXFAM regional staff and potential partner organizations.</p> <p>Unsolicited requests are rarely funded.</p> <p>Oxfam does not fund individuals, government projects, churches, clinics/health centers, schools, and government bodies.</p>	<p>UCDC does not fit funding criteria.</p>

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<p>Save the Children International (STC) www.savethechildren.net</p> <p>Save the Children International St Vincent House, 30 Orange Street, London, WC2H 7HH, UK +44 (0)20 3272 0300 info@savethechildren.org</p>	<p>Working in 120 countries, but not Ukraine.</p>	<p>STC is an international umbrella organization with 29 national non-governmental affiliated organizations of the same name that promote children's rights, provide disaster relief and help support children in developing countries.</p> <p>Areas of support include education, hunger, health, and child protection. Since 2011 international programming has been transitioning from the national affiliated organizations to Save the Children International.</p>	<p>STC provides funding to local partners to deliver services, including immediate humanitarian relief.</p> <p>According to 2012 Financial statements, \$10.4 million was given in international program grants, but none appear to have gone to partners in Ukraine.</p>	<p>Funding criteria is not explained on the website. Recommended action is to contact STC to request clarification.</p>
<p>Clinton Foundation Clinton Health Access Initiative (CHAI) Ukraine Country Office Dr. Irina Grishayeva, Country Director igrishayeva@clintonhealthaccess.org</p>	<p>US, international</p>	<p>HIV/AIDS, TB, pediatrics, harm reduction.</p> <p>CHAI Ukraine Country Director is chair of the CCM Oversight Committee (National Council) in Ukraine</p>	<p>Do not provide funding to organizations, typically.</p>	<p>No opportunity, unless CHAI can help mobilize other sources of support for UCDC</p>
<p>AIDS Healthcare Foundation (AHF) www.aidshealth.org/eastern-europe/ukraine</p> <p>US Headquarters AIDS Healthcare Foundation 6255 W. Sunset Blvd 21st Fl. Los Angeles, CA 90028 USA</p>	<p>Worldwide, including Ukraine</p>	<p>AHF is a US-based non-profit organization that provides medicine and advocacy to more than 200,000 HIV/AIDS patients in 28 countries. AHF is the largest provider of HIV/AIDS medical care in the U.S.</p> <p>AHF Ukraine program priorities are driven by the AHF mission in Ukraine and focus on: Provision of high quality medical services on AHF sites; Testing and prevention; Linkage to care, socio-</p>	<p>Not available</p>	<p>Website lists UCDC as a partner. Recommended action is to explore other possibilities for partnership.</p>

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<p>Tel. (323) 860-5200</p> <p>Ukraine Office: Sergey Fedorov, Head of AHF Representation Office Shulyavska street, 5, office 10 03055 Kiev Ukraine Telephone: +38 044 594 52</p>		<p>psychological services; Advocacy and Operational outreach.</p> <p>Testing and treatment sites: 32 Locations: Kyiv, Odessa, Mykolaiv, Luhansk and Vinnytsa regions, Crimean autonomous republic Patients in care: 6,600Patients receiving ART: 2,500</p> <p>AHF- Ukraine is member of the International NGO constituency at the Country Coordination Mechanism, which oversees grant implementation of the Global Fund in Ukraine.</p>		
<p>GBCHealth www.gbchealth.org (Global Business Coalition)</p> <p>650 Madison Ave 22nd Floor New York, NY 10022, USA. Tel: 212 307 2522</p>	US-based	GBCHealth is a coalition of 200+ private companies and organizations “committed to investing their resources to make a healthier world... for their employees, for the communities in which they work and for the world at large.”	Not applicable	No direct funding opportunity. May be a possible opportunity to connect with coalition members that are interested in supporting HIV/AIDS initiatives in Ukraine.
<p>HealthRight Foundation (HRF) www.healthright.org.ua/</p> <p>Headquarters HealthRight International 240 Greene St. 2nd Fl. New York, NY 10003</p>	US-based with offices in 9 countries including Ukraine	<p>Global health and human rights organization working to build lasting access to health for excluded communities. Areas of assistance include: Capacity Building; Advocacy; Service Delivery; Resources; and Research.</p> <p>In Ukraine, focus on:</p> <p>-HIV/AIDS, TB, and Malaria, including the rights</p>	Not Available	<p>Already working with UCDC (and Network)?</p> <p>Funding opportunity unclear. Possible partnership opportunity. Recommended action is for UCDC to contact</p>

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<p>Phone: 212-226-9890 FAX: 212-226-7026</p> <p>Ukraine Stanislavskogo St., Office 7 Kyiv, Ukraine, 01001 tel./fax: + 38 (044) 278 2358</p>		<p>of people living with these diseases to care, and protection from stigma and discrimination;</p> <p>-Women’s health, including women’s right to information and equal access to protection and quality care, including safe and effective maternal and neonatal care;</p> <p>-The health and welfare of orphans and other at-risk children and youth, whose wellbeing may be endangered when they lack supportive families or social networks;</p> <p>-Care and support for survivors of human rights violations such as torture, trafficking, and domestic and gender-based violence</p> <p>HealthRight’s major collaborating partner in Ukraine is the Ukrainian Foundation for Public Health, which was founded by Healthright in 2008. HealthRight works closely with the Ministry of Social Policy, the national AIDS Center, and the Penitentiary Service, and the All-Ukrainian Network of People Living with HIV.</p>		<p>HRF and discuss common interests.</p>
<p>Elton John AIDS Foundation (EJAF) www.london.ejaf.org/</p> <p>1 Blythe Road London, W14 0HG</p>	Worldwide	<p>EJAF is a nonprofit organization that provides grants to support innovative HIV/AIDS prevention, education programs, direct care and support services to people living with HIV/AIDS.</p> <p>EJAF support HIV/AIDS programs in fifty-five countries, including Ukraine</p>	<p>Several different types of grants are offered.</p> <p>EJAF have been a funder and supporter of CHAI</p>	<p>No funding opportunity for government agencies. EJAF only funds not-for-profit organizations and registered charities for</p>

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United Kingdom Tel +44 (0) 20 7603 9996 Fax +44 (0) 20 7348 4848				HIV related work in one or more of its program countries.
<p>Robert Carr Civil Society Networks Fund (RCNF) www.robertcarrfund.org/</p> <p>Keizersgracht 392, 1016 GB Amsterdam, the Netherlands Tel: +31 20 62 62 669 secretariat@robertcarrfund.org</p>	Worldwide	<p>RCNF provides grant funding to eligible global or regional networks (groups of affiliated organizations) that address HIV related issues and serve Inadequately Served Populations (ISP).</p> <p>RCNF’s 4 main objectives are: 1: To improve global and regional network capacity 2: To enhance HIV response implementation 3: To support human rights advocacy 4: To increase resource accountability for the HIV response</p> <p>RCNF focusses on inadequately served populations (ISP), defined as key populations that face a higher HIV risk, mortality and/or morbidity and who at the same time have less access to information and services. They include:</p> <p>People living with HIV Gay men and other men who have sex with men Women and men who use drugs Prisoners Sex workers Transgender people In some localities, they include women and girls, youth, migrants and people living in rural areas</p>	<p>Over two years, RCNF awarded \$12 million in grants to 14 networks and consortia of networks. Last round of grants ranged from \$264,622 to \$1.9 million each.</p> <p>Applications must be submitted via the online module on the website and only in response to a posted Call for proposals. Eligibility requirements are specified in Call for proposals.</p> <p>Proposals will NOT be considered if the Applicant is: - a local NGO; - a government organization or unit; - a national network (network working in only one country); - a cross border collaboration of two national organizations; - an aggregate of projects, individuals or professional associations, unless each part of the consortium fulfills the</p>	<p>No direct funding opportunity (individual NGO’s and government agencies are not eligible).</p> <p>If UCDC is part of an eligible global or regional network, it could receive funding indirectly, if the network is approved for a grant.</p>

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			definitions of eligible global and regional networks and consortia of networks.	
AKDN The Aga Khan Development Network (AKDN)	Works in 30 countries, mainly in sub-Saharan Africa, Central and South Asia, and the Middle East	Group of private, non-denominational development agencies that seek to improve living conditions and opportunities for the poor. Founded and guided by Prince Karim Aga Khan IV, the network focuses on health , education, culture, rural development, institution-building and the promotion of economic development. Its annual budget for not-for-profit endeavours exceeds US\$500 million. Employs over 80,000 paid staff, mostly in developing countries. Prince Karim Aga Khan IV met with the former President of Ukraine Yushenko in Berlin in 2008		No likely funding opportunity
Mercury Phoenix Trust www.mercuryphoenixtrust.com For further information on funding and to obtain an application form contact funding@mercuryphoenixtrust.com .	UK-based, supporting projects worldwide, including Ukraine.	UK-registered charity whose work concentrates on fighting HIV/AIDS in the developing world by funding programs focusing on education and awareness, particularly aiming at young people in and out of school and projects to help children orphaned by AIDS.	Not available	No funding opportunity for government agencies. MPT only funds registered charities.
International Lesbian, Gay, Bisexual, Trans and Intersex Association. (ILGA-Europe) www.ilga-europe.org	Europe	International Association bringing together more than 750 LGBT and intersex groups campaigning for LGBT rights and intersex rights on the international human rights and civil rights scene, and regularly petitions the United Nations and governments.	Grant funding is provided to combat discrimination against the LGBT community.	Direct funding for UCDC's activities is unlikely, but website includes lists of other possible funding organizations. www.ilga-

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ILGA-Europe rue Belliard straat 12 Brussels B-1040 Belgium Tel: + 32 2 609 54 10		In health, ILGA-Europe has two main long-term objectives: 1) to secure effective legal protection against discrimination in the enjoyment of the right to health and in access to health services; and 2) to end the pathologisation of trans identities, so it is no longer being classified as a mental disorder.		europe.org/home/how_we_work/developing_funding_other_funding_opportunities
Center for Strategic and International Studies (CSIS) 1616 Rhode Island Avenue, NW, Washington, DC 20036 Tel: 202-887-0200 www.csis.org	US, international	CSIS Global Health Policy Center conducts research on international health issues and policy, with support from Gates Foundation. Other centers work on defense, national security, etc.	Not a funding organization, focus is policy research and analysis	No opportunity
AIDS Foundation East West (AFEW) www.afew.org HEADQUARTERS Herengracht 208 1016 BS Amsterdam The Netherlands Tel: +31 20 638 1718 Fax: + 31 20 330 5560 REGIONAL OFFICE FOR UKRAINE, MOLDOVA AND BELARUS 30 Saksaganskogo Str.,	Based in the Netherlands, with projects in Eastern Europe (including Ukraine) and Central Asia	AFEW is a non-governmental, public health organization working to reduce the impact of HIV among vulnerable populations. AFEW implements a range of programme activities, including training, communication, social services, diagnosis, treatment, prevention.	AFEW co-manages UNAID's Technical Support Facility (TSF) for Eastern Europe and Central Asia. Implemented 4 or 5 projects in Ukraine supported by various donors.	Potential partnership opportunity. Recommended action is to contact AFEW-Ukraine to discuss common interests.

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office 9 01033 Kyiv, Ukraine Tel/Fax: +38(044) 287-20-26, 289-27-34				
<p>The Canada Ukraine Foundation (CUF) www.cufoundation.ca</p> <p>203-952 Main Street Winnipeg, Manitoba R2W 3P4 Canada Tel:(204) 942-4627 Fax: (204) 947-3882</p> <p>Victor Hetmanczuk – President Email: vhetmanczuk@bell.net</p>	Ukraine	<p>CUF is a charitable foundation that supports, funds and manages humanitarian, economic development, governance and rule of law projects that focus on Ukraine.</p> <p>Objectives include: -Relief of poverty; -Advancement of Education; -Advancement of Religion; -Other Purposes beneficial to the Community; -Providing Election observers to assist in carrying out elections in a lawful manner.</p> <p>Current list of projects includes several health programs including a fundraising effort for UNICEF to implement program for preventing spread of HIV among youth in Ukraine, together with International Centre for Infectious Disease (ICID).</p>	<p>CUF provides grants, supplies and technical support.</p> <p>Amounts and values are not available. No specific eligibility criteria are listed on the website.</p>	<p>Possible funding opportunity.</p> <p>Current projects suggests that CUF supports requests for very specific funding need (e.g. not ongoing)</p>
<p>Canadian Friends of Ukraine (CFU) www.canadianfriendsofukraine.ca</p>	Ukraine	<p>CFU is a non-profit, non-governmental organization originally established in 1990 to promote democracy and reform in Ukraine.</p> <p>From the website: CUF has provided technical assistance and institutional support for hospitals, educational</p>	<p>Details on project funding and eligibility criteria are not available from the website.</p>	<p>Possible funding opportunity.</p>

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<p>620 Spadina Ave. Toronto, Ontario M5S 2H4 Ph: (416) 964-6644 Fax: (416) 964-6085 Email: canfun@interlog.com Margareta Shpir – President</p>		<p>institutions, libraries, government institutions, and non-governmental organizations in Ukraine.</p> <p>CFU implements projects that promote international awareness of issues that strengthen democracy by focusing on: open access to information; cultural sovereignty; the empowerment of non-governmental institutions; and the transparency of governmental structures.</p> <p>CFU projects include programs that promote human rights; legislative reform; inter-parliamentary cooperation; government-to-government dialogue; public access to information; and educational outreach and public awareness.</p>		
<p>Canadian Lemkos Association Inc. (CLA) www.lemko-olk.com</p> <p>17 High Park Gardens Toronto, Ontario M6R 1S8 email: info@lemko-olk.com</p> <p>Roman Stefan Kolos – President email: skolos@trebnet.com</p>	<p>Canada and Ukraine</p>	<p>Objectives:</p> <ul style="list-style-type: none"> -To preserve and develop the cultural traditions of Ukrainian Lemkos in Canada and to cultivate the use and study of the Ukrainian language; -To support Ukrainian Lemkos, particularly those arriving as landed immigrants in Canada, in integrating into Canadian society; -To assist in publishing historical, sociological and cultural studies of Ukrainian Lemkos; 	<p>Not available.</p>	<p>No apparent funding opportunity</p>

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		<p>-To organize, establish and support cultural events and institutions, such as museums, art collections, exhibitions and shows;</p> <p>-To support or join other Canadian-Ukrainian organizations in Canada and Ukrainian organizations outside Canada.</p>		
<p>Children Of Chernobyl Canadian Fund (CCCF) www.chornobyl.ca</p> <p>2118-A Bloor Street West, Suite 200, Toronto, Ontario, M6S 1M8, Canada Tel.: (416) 604-4611 Fax: (416) 604-1688 E-mail: cccf@bellnet.ca</p>	Ukraine	<p>Originally established to provide assistance to children affected by the Chernobyl disaster, CCCF now sponsors a variety of projects to improve health care and the general well-being of disadvantaged and ill children in Ukraine.</p> <p>Objectives include: Provide ongoing humanitarian aid to Ukrainian children suffering from diseases and environmentally caused illnesses; Investigate and continually analyze the specific needs of victims of the Chernobyl disaster; Increase international awareness of Ukraine's health care status; Through education and aid continue to improve health care in Ukraine; and Provide medical, dental and nutritional assistance to strengthen the children of Ukraine.</p>	<p>No details on funding opportunities or eligibility criteria are available.</p> <p>From the website: CCCF, through its various projects, distributes medication, medical and technical equipment, supplies and food to clinics, treatment centres, hospitals and orphanages. Primary focus is on facilities and areas most affected by the Chernobyl disaster.</p>	<p>Could be funding opportunity associated with CCCF's main focus of supporting children affected by Chernobyl disaster.</p>
<p>League of Ukrainian Canadians (LUC) and League of Ukrainian Canadian Women (LUCW) www.lucorg.com</p>	Canada and Ukraine	<p>Mission for both organizations is to preserve and promote the Ukrainian and Ukrainian Canadian heritage, facilitate the integration of new immigrants into Canada, and safeguard and further develop the multicultural identity, civic institutions, and democratic values at the core of Canadian society.</p>	Not available	<p>Funding opportunity unlikely. (Predominantly cultural and educational foundations)</p>

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<p>(Affiliated foundations that share the same offices and website) National Executive 9 Plastics Ave. Toronto, ON M8Z 4B6 Tel.: 416-516-8223 E-mail: luc@lucorg.com</p>		<p>Another focus of the mission is to share the Ukrainian Canadian historical experience and Canadian values with the people and Government of Ukraine.</p>		
<p>Ukrainian Canadian Foundation of Taras Shevchenko “Shevchenko Foundation” (SF)</p> <p>www.shevchenkofoundation.com</p>	<p>Ukraine</p>	<p>SF supports and advances the preservation and promotion of the Ukrainian Canadian cultural heritage and the development of a flourishing Ukrainian community for the enrichment of Canada.</p> <p>Areas of focus include: -Arts Program -Community Development Program -Education Program -Heritage Program</p>	<p>SF fulfills its mandate by disbursing grants to organizations, groups and individuals in support of Ukrainian Canadian cultural development.</p> <p>Grants are allocated within a framework of specific criteria and specific disciplines. The general granting criteria, eligibility and restrictions on applications, as well as the objectives and descriptions of each grant program are explained on the website.</p>	<p>No apparent funding opportunity.</p> <p>SF supports Ukrainian culture in Canada.</p>
<p>Ukrainian Canadian Professional & Business Federation (UCPBF)</p> <p>85 Humberview Drive</p>	<p>Canada & Ukraine</p>	<p>Ukrainian business networking in Canada</p>	<p>Not applicable. Not a grant making organization</p>	<p>No apparent funding or partnership opportunity</p>

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Toronto ON M6S 1W9 Ph: (416) 762-4854 Michael Wawryshyn – President wawryshyn@rogers.com				
The Ukrainian Catholic Women’s League of Canada (UCWLC) www.ucwlc.ca	Canada	The fundamental aims of the UCWLC are aimed at strengthening: Catholic faith in Canada; Ukrainian culture in Canada; Canadian citizenship (family values); and local charitable activities.	Not applicable. Not a grant making organization	No apparent funding or partnership opportunity
Ukrainian Women's Association of Canada (UWAC) www.uwac-national.ca	Canada	Main goal is to support and execute all manner of deeds and acts that contribute to the continual growth of the Ukrainian Orthodox Church of Canada, and encourage members to practice and live by the Christian principles as enunciated by the Ukrainian Orthodox Church of Canada.	Not applicable. Not a grant making organization	No funding or partnership opportunity
Shevchenko Scientific Society (SSS) www.ntsh.ca 79013, Lviv, vul. General Chuprynka, 21, Tel(032) 237-12-29 e-mail: ntshoffice@gmail.com , ntsh@mail.lviv.ua	Canada, US, and Ukraine	Ukrainian scientific society devoted to the promotion of scholarly research and publication.	Non-applicable	No funding or partnership opportunity
Bilateral Government Organizations				

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Department for International Development of UK (DFID) https://www.gov.uk/government/organisations/department-for-international-development	International. No work in Ukraine. Kyrgyzstan and Tajikistan in CIS region (not in health)	Work in health , education, economic growth & private sector, governance & conflict, climate & environment, water & sanitation.	Funds organizations working to combat poverty. Provides emergency humanitarian response funding, funds for health and poverty alleviation in poor countries. Support for availability and financing of immunizations, access to medicines	Very low potential, as they don't work in Ukraine, and work in CIS region is not in health sector. But may be worth exploring, as part of new EU support to Ukraine. DFID has undergone budget cuts, however.
US Centers for Disease Control and Prevention (CDC) www.cdc.gov/	Worldwide, but main focus is US health and safety	A US federal agency under the Department of Health and Human Services with a main goal of protecting public health and safety through the control and prevention of disease, injury, and disability. A founding member of the International Association of National Public Health Institutes. Mission: protect America from health, safety and security threats, both foreign and in the U.S. Whether diseases start at home or abroad, are chronic or acute, curable or preventable, human error or deliberate attack, CDC fights disease and supports communities and citizens to do the same	Recent CDC grants in Ukraine: - \$1.6 million to All Ukrainian Network of People living with HIV (2014) - \$1.9 million to International HIV/AIDS Alliance In Ukraine. (2014) -\$246,894 to Ukrainian Institute on Public Health Policy (2013) -\$1.6 million to MoH for M&E and Surveillance systems (2010-2013) Has been collaborating with MoH since 2010, when CDC opened Kiev Division of Global HIV/AIDS office.	Awards grants and contracts for solicited and unsolicited proposals. Contracting info is described on www.cdc.gov/contracts/ website. CDC emphasizes high impact, transformative investments to maximize an NPHI's self-reliance and leverages existing partnerships and scientific expertise through time-limited engagement (3 to 5 years).

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			<p>-CDC Jointly conducted Global Adult Tobacco Survey with MoH and WHO in 2009 and 2010.</p> <p>-CDC with WHO provides immunization technical and laboratory assistance to MoH.</p> <p>- CDC is building the capacity of GOU institutions by improving the information used for planning HIV control and treatment measures and improving the quality of laboratory testing.</p> <p>-\$394 million budgeted for Global Health activities in FY 2014, but no specific amount identified for Ukraine.</p>	<p>Unsolicited proposals must contribute to CDC's mission through health information dissemination, preparedness, prevention, research, and surveillance.</p> <p>Application process for unsolicited proposals must comply with Fed Acq Regs, Subpart 15.6.</p> <p>From CDC website: 'Before expending extensive efforts in preparing unsolicited proposals, potential offerors should make preliminary contact with appropriate personnel to ensure there is a general need for the type of task or effort contemplated'.</p>
US National Institutes of	Global	Part of the US government and the only arm of the National Institutes of Health (NIH) whose	\$66 M in research, training, and capacity-building in more	Potential opportunities. Signed

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<p>Health – Fogarty International Center http://www.fic.nih.gov/Pages/Default.aspx</p> <p><u>Inquiries:</u></p> <p>Dr. Joshua Rosenthal, Ph.D. Acting Director, Division of International Training and Research (DITR) Fogarty International Center National Institutes of Health Email: FICENQ@mail.nih.gov</p>		<p>sole mission is to support global health. It addresses global health challenges through innovative and collaborative research and training programs and supports and advances the NIH mission through international partnerships. Part of the NIH, under the U.S. Department of Health and Human Services. Formally established in 1968. HQ in Bethesda, Maryland. Provides support for international biomedical and behavioral research and research training</p>	<p>than 100 countries and involving some 5,000 scientists in the U.S. and internationally. \$70M annual budget. Provides research and training grants, including an international AIDS training program</p>	<p>up Denys (Communications and Business Dev Mgr of UCDC) on Oct 28 to receive email alerts from Fogarty Center</p>
<p>European Centre for Disease Prevention and Control (ECDC) www.ecdc.europa.eu Tomtebodavägen 11a 171 83 Stockholm, Sweden Tel : +46 (0)8 586 010 00 E-mail: info@ecdc.europa.eu</p>	Europe	<p>ECDC is an independent agency of the European Union (EU) whose mission is to strengthen Europe's defenses against infectious diseases.</p>	<p>Grants are generally below € 200,000 and are awarded to EU organizations only.</p>	<p>No funding opportunity, although potential to partner with ECDC for capacity building, TA (especially with Ukraine signing EU Association Agreement June 28)</p>
<p>US President's Emergency Plan for AIDS Relief (PEPFAR) www.pepfar.gov</p> <p>Office of the Global AIDS</p>	Worldwide, including Ukraine	<p>PEPFAR is a US Government Initiative to support global efforts to fight the global HIV/AIDS pandemic. The initiative is implemented by several USG Departments and Agencies and is coordinated by the Office of the U.S. Global AIDS Coordinator (OGAC).</p>	<p>Through PEPFAR, Ukraine received \$42.2 million to support comprehensive HIV/AIDS prevention, treatment and care programs from FY 2009 to FY 2011.</p>	<p>No direct opportunity for funding. PEPFAR does not implement projects or provide funding. PEPFAR does coordinate support</p>

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<p>Coordinator SA-29, 2nd floor 2201 C. Street NW Washington, DC 20522-2920</p> <p>Street Address: Office of the Global AIDS Coordinator 2100 Pennsylvania Avenue Suite 200 Washington, DC 20522 Telephone: +1-202-663-2440</p> <p>PEPFAR COUNTRY COORDINATOR FOR UKRAINE U.S. Embassy in Ukraine 4 A.I. Sikorsky St. (formerly Tankova) 04112 Kyiv, Ukraine</p>		<p>PEPFAR support in Ukraine is guided by the HIV/AIDS Partnership Framework between the USG and the Government of Ukraine (2011-2015), the over-arching goals of which are to: reduce the level of HIV transmission among PWIDs and other most-at-risk-populations; improve the quality and cost effectiveness of HIV prevention, care and treatment services for key populations, particularly PWIDs and their sexual partners; and strengthen national and local leadership, capacity, institutions, systems, policies and resources to support the achievement of national AIDS program objectives.</p> <p>www.pepfar.gov/documents/organization/157295.pdf</p> <p>PEPFAR supports programs to develop public sector and NGO institutional leadership and capacity to plan, manage and monitor the national AIDS Program, to deliver HIV/AIDS services, and to engage and coordinate on key issues in HIV/AIDS. PEPFAR supports the strengthening of national, regional and local coordination councils and HIV/AIDS monitoring and evaluation centers. PEPFAR supports the National HIV/TB/IDU Training Center and the Ukrainian AIDS Center to improve clinical mentoring and support training needs for further expansion of treatment and integrated HIV care.</p>	<p>Nearly all of this support has been provided by CDC and USAID.</p>	<p>from USG implementing partners such as the US Department of Health and Human Services and USAID, so the PEPFAR Country Coordinator may be a good source of information.</p>

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		PEPFAR also supports programs providing comprehensive prevention services for IDUs, including medication assisted treatment. With CDC PEPFAR is supporting activities addressing blood safety; TB/HIV; human capacity development related to HIV treatment, lab services, surveillance, and monitoring and evaluation; and strengthening lab and SI capacity.		
Norway Agency for Development (NORAD) www.norad.no Ruselokkveien 260251 Oslo, Norway Postal: Pb 8034, Dep. 0030, Oslo, Norway Tel: +47-23-98-0000 Email: postmottak@norad.no	International, not working in Ukraine. (Only Bosnia, Serbia, Kosovo only in EE)	Climate change, energy, macroeconomics and public administration, global health , education and research, democracy and governance. In health, the agency's policy is "health for all", and NORAD has a special focus on maternal and child health	Funding depends on allocations from Norway's Ministry of Foreign Affairs. 2581 million NOK in health funding in 2013 (\$435M), mostly in Africa and Asia (only \$5M in Europe)	Low probability of any opportunity
Swedish International Development Agency (SIDA) Stockholm - headquarters Valhallavägen 199 105 25 Stockholm SWEDEN Phone: +46 8 698 50 00 E-mail: sida@sida.se http://www.sida.se/English/ Embassy in Ukraine: Ivana Franka St, 34/33, 3 rd	Global, including Ukraine (in recent years, SIDA has started to phase out of assistance in various countries)	Sweden's development assistance to Ukraine is focused on supporting its adjustment to the EU. An Association Agreement with the EU, including a free trade component with the EU, is seen as one step on the way. SIDA support is concentrated on democracy/human rights, environment and civil society. One project is focused on radiation protection from Chernobyl.	160.5M Swedish Krona (\$24.5M USD @6.55) spent in Ukraine in 2013: on education (3.6M); democracy, human rights & gender equality (64.3M); sustainable infrastructure & services (68.5M); market development (9M); environment (14.9M). EU Twinning and TAIEX are EU-funded programs to	Potential to apply to Twinning or TAIEX programs – as EU candidate country and neighboring state Also UCDC may wish to apply to SIDA training programs in institutional development, business management,

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floor, Kyiv Tel: +38044-494-4270 Email: ambassaden.kiev@gov.se			establish contacts and support exchange between EU Member States. The programs also aim to supporting mutual exchange in candidate countries, potential candidate countries and EU neighboring states (www.twinning@sida.se) +46 8 698 50 00 Tel	private sector growth strategies
Denmark - Danish International Development Agency (DANIDA) Ministry of Foreign Affairs of Denmark, Asiatisk Plads 2 DK-1448 Copenhagen K Tel. +45 33 92 00 00 um@um.dk Embassy of Denmark in Ukraine 8 Gogolivska str.01054Kyiv, Ukraine Tel +380 44 200 1260 ievamb@um.dk Visum: kievvisa@um.dk	Worldwide, including Ukraine	Denmark's development cooperation aims to fight poverty with human rights and economic growth. The aim of Denmark's development cooperation is to reduce poverty through the promotion of human rights and economic growth. It is focused on some of the poorest countries in the world. The Neighbourhood Programme is Denmark's bilateral development programme for EU's neighbouring countries to the east and southeast. The overall objective of the Neighbourhood Programme is to promote human rights, democracy and economic development.	Denmark's development engagement is based on partnerships. The cooperation involves implementing programmes as well as developing new and better methods. Partners include international organizations, civil society, humanitarian organizations, other ministries, research organizations and think tanks	Potential opportunity for partnership
German Society for International Cooperation (GIZ,	Worldwide (working in 130+	Focus areas globally are: Economic Development and Employment; Government, Democracy and Poverty Reduction; Education, Health and Social	Over €2 billion worldwide in 2012.	Potential to work with HIV project, partner with GIZ on prevention

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<p>formerly GTZ)</p> <p>Office address GIZ Office Ukraine 44, Chervonoarmiyska Street 01004 Kyiv Phone: +380 44581 19-56/57 Email: giz-ukraine@giz.de Country Director: Holger Neuweger Email: holger.neuweger@giz.de</p>	countries)	<p>Security (including education, development-oriented drug control, promotion of children and young people, HIV prevention); Environment and Infrastructure; Agriculture, Fisheries and Food.</p> <p>GIZ has worked with Ukraine since 1993. Cooperation is designed to bring Ukraine closer to the EU and bring improvements to the political, social, economic and ecological situation, through sustainable development. Assistance in Ukraine focuses on sustainable economic development, energy efficiency, and the HIV/AIDS response</p>	<p>GIZ gave UCDC €200,000 in 2013 for renovation of UCDC premises</p> <p>“HIV/AIDS Advisory Services and Institutional Capacity Building” project in Ukraine is from 2013 through 2015, focuses on knowledge and awareness of HIV/AIDS especially among youth and port workers (contact: Martin Kade martin.kade@giz.de)</p>	and communication activities
<p>KfW - German Development Bank</p> <p>KfW Office Kyiv Velyka Vasylkivska Str. 44, Office 1 01004 Kyiv, Ukraine +38 04 45 81 19 55 Kfw.kiew@kfw.de</p>	Worldwide, Office in Kyiv	The main sectors of financial cooperation are water supply and sanitation, renewable energy and energy efficiency, and development of the financial sector. KfW development bank also works in health , education, agriculture, forestry, solid waste management.	<p>KfW provided €3.7bn in loans and grants in 2008</p> <p>German-Ukrainian Fund is non-profit entity formed by National Bank of Ukraine, Ministry of Finance, and KfW to promote MSME's in Ukraine. GUF offers long-term financial resources for selected Ukrainian partner banks to increase lending to local MSMEs and helps to develop technologies and processes for lending to MSMEs</p>	No real opportunity for UCDC, although potential for partnership through UCDC's bank in Ukraine, to obtain KfW funding support?

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<p>Dutch Development Cooperation Agency Netherlands Embassy in Ukraine Kontraktova Ploshcha 7 04070 Kiev Tel: +38 044 4908 200 http://www.government.nl/issues/development-cooperation/the-development-policy-of-the-netherlands</p>	<p>Worldwide, focus on poorest countries</p>	<p>Focus on water management, food security, security and rule of law, and sexual and reproductive health and rights (SRHR). Under SRHR, they are supporting work in countries to meet MDG's 5 (improving maternal health) and 6 (combating HIV/AIDS, malaria and other diseases). These efforts include:</p> <ol style="list-style-type: none"> 1. sex education and services for young people; 2. better access to contraceptives, ARVs and other medicines; 3. sexual and reproductive health care as part of an accessible, affordable basic healthcare system; 4. more respect for the sexual health and rights of discriminated and vulnerable groups such as lesbians and gays, drug users, prostitutes and child brides. 	<p>€3.7B for development cooperation in 2014, on direct support to poor countries, businesses and organizations such as UN and World Bank, as well as the EU and GF and regional development banks. The Dutch Govt has 15 partner countries, and 3 kinds of relationships with countries: 1) aid – for poorest and fragile states (e.g. Afghanistan, Burundi); 2) transitional – for countries to reduce poverty and increase economic growth (e.g. Mozambique, Ghana, Indonesia); and 3) trade – mostly with OECD countries, to boost trade and employment for Netherlands (e.g. Vietnam, South Africa).</p> <p>Matchmaking Facility for companies looking for Dutch partners is available to 40 countries (including several in Eastern Europe), but not Ukraine.</p> <p>Grant programs (e.g. MDG</p>	<p>No likely opportunity, unless Ukraine becomes a partner country of the Netherlands</p>

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			<p>Fund; SRHR Fund) are available for Dutch partner countries (those with bilateral relationship).</p> <p>Direct budget support is only provided to certain countries, which must meet stringent anti-corruption and other policies.</p> <p>Dutch Govt has undergone funding cuts to foreign aid during the Rutte administration</p>	
<p>Japan International Cooperation Agency (JICA) http://www.jica.go.jp/english/</p> <p>JICA Research Institute 10-5, Ichigaya Honmura-cho, Shinjuku-ku, Tokyo 162-8433, Japan Tel +81-3-3269-2911</p> <p>No office in Ukraine (closest are France, Serbia, Turkey) Serbia office: Business Centre USCE, 17th</p>	<p>Worldwide, no office or work in Ukraine. (Albania, Balkans, Turkey are closest)</p>	<p>Focus areas are reducing poverty through equitable growth; improving governance; achieving human security; partnerships; research and knowledge sharing.</p> <p>JICA states that it will make full use of Japan's experience and technologies as it works in concert with international society to address the various globalization-related issues developing countries face in a comprehensive manner.</p> <p>New JICA brings together a wide variety of aid approaches to provide seamless assistance that spans everything from prevention of armed conflict and natural disasters to emergency aid following a conflict or disaster, assistance for</p>	<p>Three modalities of assistance—technical cooperation, ODA loans, and grant aid</p>	<p>Limited opportunity, but may be potential to reach out to JICA to seek support for governance and institution building in Ukraine</p>

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Floor, Bulevar Mihajla Pupina 6, 11070 Beograd, Serbia Tel: +381-11-2200-750		prompt recovery, and mid- to long-term development assistance.		
Belgium - Ministry of Foreign Affairs, Foreign Trade and Development Belgian Embassy in Ukraine: ul Mykoly Rayevskoho, 4B UA-01042 Kiev Ukraine +38 044 239 18 51 (Trade Office)	Worldwide	Belgian Policy Plan for Development Cooperation, Belgian Technical Cooperation - BTCCTB Foreign Trade and Development Cooperation deploys its expertise and knowledge of the international environment in order to defend Belgian interests abroad, promote the advent of a more stable, fairer and more prosperous world, and combat global poverty.		Unlikely
Regional Organizations (in Eastern Europe and Former Soviet region)				
Georgia's NCDC -- National Center for Disease Control and Public Health www.ncdc.ge 9 AM. Asatiani St., Tbilisi Georgia Tel: + (995 32) 239 89 46	Georgia, region	NCDC is a national agency of the country of Georgia, located within the Ministry of Labor, Health and Social Affairs that is tasked with protecting and enhancing the public health of Georgia's population. Major activities include: PUBLIC HEALTH STATE PROGRAMS (immunization, safe blood, TB/HIV/AIDS Screening, Surveillance, Mother and Child Health, Occupational Health.) COMMUNICABLE DISEASE SURVEILLANCE NON - COMMUNICABLE DISEASE SURVEILLANCE	NCDC has received support from/or partnered with several international organizations including: WHO, CDC, DTRA / DoD (WRAIR, CH2MHILL, USAMRIID), EU, UNICEF, UNFPA, UNDP, UNICRI, NIH/NIAID, GFTAM, ISTC, STCU, GAVI, USAID, BP, University of Oslo, University of Maryland, University of Florida, Louisiana State University, Lawrence	Examine potential ways to partner with CDC Georgia Recommended action is to develop contacts with NCDC to possibly identify joint areas of interest, learn from NCDC's development experience, and/or identify possible funding partners.

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		<p>ENVIRONMENTAL HEALTH MEDICAL STATISTICS PUBLIC HEALTH LABORATORIES</p> <p>The Center has developed a network of regional offices that work throughout Georgia. The Center increased efficiency through retrofitting the National Center in Tbilisi and regional offices with modern laboratory and technological equipment, the latest IT, and staff training. The National Laboratory Center is currently the most advanced in the former Soviet Union, certified under all of the highest criteria of laboratories and biosafety level BSL3. The National Center currently performs all the health-related functions defined by the Government of Georgia for the country and is involved in dozens of projects funded by various international donors, both for Georgia and for the Transcaucasia region.</p>	Livermore National Laboratory	
<p>Moldova's National Public Health Centre (NPHC) www.cnsp.md</p> <p>Tel: +373 22 574 501 Fax: +373 22 729 725 str. Gh. Asachi 67/a Chisinau, Moldova</p> <p>Ion Bahnarel - Director</p>	Moldova	<p>Moldova's NPHC focuses on health promotion and disease prevention by overseeing activities in preventive field medicine and sanitation, public health surveillance and capacity building, and policy development.</p> <p>NPHC's five departments include: health promotion and NCD control; epidemiology, public health management and relations, research, and HIV/AIDS prophylaxis.</p> <p>NPHC's activities include vaccinations,</p>	N/A	<p>Possible opportunity to share information.</p> <p>Moldova's NPHC is a member of the International Association of National Public Health Institutes (IANPHI)</p>

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(MINIMAL INFORMATION ON WEBSITE)		organization and public health policy, nuclear safety, national programs for disease prevention and control, and health promotion education.		
Curatio International Foundation 37d I. Chavchavadze ave., Tbilisi, 0162, Georgia P.O Box 56 Tbilisi -79 0179, Georgia Phone:(+995 32) 2253104; 2251344; 2253196 Fax: (+995 32) 2995540 E-mail: mailto:k.chkhatrashvili@curatio.com www.curatiofoundation.org	Georgia, international. Countries of the Former Soviet Union and specifically Southern Caucasus. Central Asia, North Africa and Middle East	CIF was founded in 1994 as a non-profit NGO to improve health through better functioning health systems - supporting health care sector reforms in transitional economies, and assisting various countries in shaping effective and high quality healthcare systems. Their aim is to influence public policy with the purpose of increasing the efficiency and sustainability of healthcare systems by improving management, financial access, and quality of healthcare. CIF works in health policy, health financing, health research, health information and management systems, reproductive health and maternal and child health, HIV/AIDS and disease surveillance , project design and implementation, M&E	Partner with numerous international donors and partners. Project sizes and funding amounts are not clear. CIF has worked in Ukraine with funding provided by Global Fund and other donors.	Possible opportunities to partner? UCDC could seek ways to collaborate with Curatio on health research, etc. in Ukraine
Ukrainian Organizations – Potential Funders or Partners				
Rinat Akhmetov Foundation for Ukraine (FDU) www.fdu.org.ua 8 Ilyinska Street	Ukraine (offices in Kyiv and Donetsk)	FDU is a Ukrainian NGO established in 2005 to address the causes of social problems of Ukrainian society, to move from acts of good will to a consistent strategy of social development. Focus areas include: Health (TB, Cancer & e-health); “Family warmth” (Social services for	-Former PR under GF R9 TB grant (now with UCDC) -FDU has provided partial support to UCDC to become a PR, seconded staff, provided support for salaries	UCDC should build on relationship with FDU as partner and funder

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04070, Kyiv, Ukraine Tel: +38 044 502 52 14 Fax: +38 044 502 52 15		orphans & abandoned children, family adoption services, family support services), Targeted Assistance (emergency financial support for individual medical treatment, or children's health facilities, animal shelter); Dynamic culture (support for film, literature, visual arts, theater, museums, and traditional culture); Modern Education		
Victor Pinchuk Foundation (VPF) www.pinchukfund.org 2 Mechnikova Str., 01601, Kyiv, Ukraine Tel.: +380 44 490 48 35 e-mail: info@pinchukfund.org	Ukraine	VPF is an independent Ukrainian philanthropic organization which supports projects to modernize Ukraine and foster a new generation of leaders. Its mission is to empower future generations to become the change makers of tomorrow. The foundation is active in the fields of health , education, culture, international affairs, human rights and local communities.	-Partially funds CHAI activities in Ukraine	Could be potential funding opportunity. Financial support is given to a range of recipients. Website does not mention details for requesting support.
Elena Pinchuk Anti-AIDS Foundation www.antiids.org Parus Business Centre Mechnikova str., 2, 17th floor 01601, Kyiv, Ukraine Phone +380 44 490 4805 Fax +380 44 490 4885 Email info@antiids.org	Ukraine	Youth, prevention, behavior change communications. Founded and run by ex-Pres Kuchma's daughter (Elena)	A stated priority of the foundation is to draw attention of international leaders and communities towards the HIV/AIDS problem in Ukraine and bringing the best international experience to the country. Has collaborated with a range of partners including CHAI, Elton John Foundation, UNAIDS, and others on high visibility events and projects.	Could be a helpful partner for finding financial support from international donors. Could partner with UCDC on prevention efforts (?)

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<p>Petro Poroshenko Fund (PPF) Фонд Петра Порошенка (Roshen chocolates founder, now President of Ukraine)</p> <p>www.facebook.com/PetroPoroshenkoFoundation/info</p> <p>St. Gleb Uspensky, 8 Vinnitsa, 21003 Tel (0432) 27-99-10 petroporoshenkofoundation@gmail.com</p> <p>PPF Facebook and PPF Twitter pages list web contact for PPF as www.poroshenko.com but site is not available.</p>	<p>Ukraine & Russia Base is in Vinnytsia in central Ukraine</p>	<p>PPF is a charitable organization. Facebook page says: “The Foundation carries out its charitable activities within targeted programs approved by the Program Board and the Supervisory Board of the Fund. The Foundation does not provide financial assistance to individuals. Approval of programs and projects for further financial support comes collectively at the monthly meetings of the Fund on the proposals from the Board of the Foundation Program.”</p> <p>No details the “targeted programs” are provided on the FB page and website is not accessible.</p>	<p>Details on Poroshenko: Worth \$1.3B http://www.reuters.com/article/2014/03/30/us-ukraine-crisis-president-idUSBREA2T08P20140330 -Former economy minister -Former Secretary of National Defense and Security council (2005) -Top 10 richest in Ukraine -Supporter of Maidan movement -Owns “5th Channel” TV station (?)</p>	<p>Unclear what effect Poroshenko’s election as President will have on the foundation.</p> <p>Suggested action is to contact PPF by tel or email to get more details on PPF’s grant program and on the “targeted programs” in particular.</p>
<p>Ukrainian Foundation for Public Health (UFPH) www.healthright.org.ua</p> <p>Subsidiary of HealthRight International.</p> <p>See HealthRight details</p>	<p>Ukraine</p>	<p>UFPH is a Ukrainian charitable organization that provides social support and assistance to pregnant women, woman recently confined and young mothers with children, and to other vulnerable groups of women, children, youth and theirs family members.</p>	<p>Se HealthRight Foundation</p>	<p>Possible Partnership opportunity. Contact HealthRight Foundation-Ukraine.</p>

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
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International AIDS Alliance in Ukraine (Alliance) www.aidsalliance.org.ua 9th floor, building 10A, 5 Dymytrova str., Kyiv 03680, Ukraine Tel.: (+38044) 490-5485 Fax: (+38044) 490-5489 E-mail: office@aidalliance.org.ua	Ukrainian affiliate of international organization based in UK.	Alliance Ukraine is a non-governmental organization focusing on HIV/AIDS prevention, voluntary counselling and testing, treatment, care and support, and stigma and discrimination. Global Fund Principal Recipient since 2004— currently working on Round10 for HIV/AIDS. Also a Sub-Recipient to the Global Fund TB grant in round 9 to lead the HIV/TB co-infection component as well as to be responsible for the procurement and supply management of the entire program.	\$69 Million GF Grant for HIV/AIDS.(Round 10-ongoing) \$99Million GF grant for HIV/AIDS (Round 1) \$78 million GF grant for HIV/AIDS (Round 6)	UCDC should seek ways to partner with Alliance on GF and other programs
All Ukrainian Network of People living with HIV (NETWORK) www.network.org.ua Volodymyr, Zhovtyak Executive Director / Head of Coordination Council 87-A Mezhygirska Str. 04080 Kyiv Tel: +380 44 467 7567 Fax: +380 44 467 7566 Email: vladimir@network.org.ua	Ukraine	NETWORK is non-governmental organization that is an activist organization fighting for the rights of people living with HIV/AIDS, a provider of services to the PLWA community and an implementing partner on GF grants and other donor funded projects. A Global Fund Principal Recipient since Round 6 (2007)	\$57 million GF grant for care and treatment of people with HIV/AIDS. (Round 10-ongoing) \$52 million GF grant for care and treatment of people with HIV/AIDS. (Round 6) Partner on USAID-funded “Scaling Up the National Response to HIV/AIDS through Information and Services” (SUNRISE) Project. Implementing partner on USAID-funded project “Reducing HIV-related Stigma	UCDC should seek ways to partner with Alliance on GF and other programs

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			and Discrimination for Most at Risk Populations in Health Care Facilities”	
Ukrainian Institute on Public Health Policy http://www.uiphp.org.ua/ua/home	Ukraine	Non-governmental, non-profit organization that was established by doctors and psychologists to develop and implement modern approaches to public health, especially to HIV/AIDS and drug abuse, and drug rehabilitation, including for people living with HIV/AIDS .	Mostly gets funding for research projects from US-based institutions (National Institute of Drug Abuse). Some funding was also provided by the International AIDS Society	Possible opportunity for partnership and collaboration on research projects and training programs to build research capacity within UCDC
The Association of Substitution Treatment Advocates of Ukraine (ASTAU) www.astau.org.ua Furmanova, 3/44 Dnepropetrovsk 49005 Ukraine Tel: +38-0562-47-05-11 Email: yusyuk@astau.org.ua	Ukraine	The main purpose of the Association is the realization and protection of social, economic, health and other legitimate rights and fundamental freedoms of its members. The main objectives of the Association: - Facilitate the development of confidence of each member in their ability to actively participate in events to protect and represent their rights and interests; - Help to overcome the stigma and discrimination towards people who use drugs and protect their civil rights and freedoms, and recognize people who use drugs as equal members of society in order to obtain medical, legal, and social state and private assistance and create a positive image of harm reduction and substitution therapy; - Promote the development and implementation of innovative projects aimed at understanding	Not available Unclear what are their sources of funding	Possible opportunity for partnership.

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		<p>the application of advanced methods of modern medical support for people who use drugs as well as their social and psychological adaptation for addicts and people with HIV/AIDS, hepatitis, tuberculosis and other diseases;</p> <ul style="list-style-type: none"> - Facilitate rehabilitation and formation of state programs and practices and help people who use drugs to attract the attention of governments and other public and private agencies to drug related issues including addiction; - To promote increased awareness of the Association by organizing and conducting research, educational activities, the participation of members of the Association 		
Potential International Partners/Collaborators on Projects				
<p>Futures Group www.futuresgroup.com</p> <p>HEADQUARTERS Futures Group GRM International One Thomas Circle, NW Suite 200 Washington, DC 20005 U.S.A. tel: +1.202.775.9680 fax: +1.202.775.9698</p>	Global, office in Ukraine	<p>Futures Group is a US-based for-profit international development consulting organization that focuses on health and gender issues.</p> <p>Program areas include: Population and Family Planning, Sexual and Reproductive Health, Maternal and Child Health, HIV and AIDS, Infectious Diseases, and Gender.</p> <p>In Ukraine, through the global USAID-funded Health Policy Project, The Futures Group conducted an assessment of the HIV policy and regulatory environment.</p>	Futures Group provides consulting services for a range of clients and implements small task orders as well as multi-year multimillion dollar projects worldwide.	No likely opportunity, unless Futures wins a big new project. UCDC may wish to contact the Futures Group to discuss possible future collaboration and/or partnership.
FHI 360	Worldwide,	FHI 360 (formerly Family Health International) is	In Ukraine, FHI 360 is	UCDC could

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<p>www.fhi360.org</p> <p>Headquarters 359 Blackwell Street, Ste 200 Durham, NC 27701 USA Tel 1.919.544.7040 Fax 1.919.544.7261</p> <p>Ukraine Mick Mullay, Chief of Party Email: mmullay@fhi360.org</p>	including Ukraine	<p>a nonprofit human development organization dedicated to “improving lives in lasting ways by advancing integrated, locally driven solutions.”</p> <p>Areas of practice include civil society, communication and social marketing, economic development, education, the environment, gender equality, health, nutrition, research, technology and youth.</p> <p>Expertise in the Health Practice includes: Family planning, Reproductive and sexual health, HIV and AIDS, Infectious and tropical diseases, Chronic and noncommunicable diseases, Maternal, newborn and child health, Communication and social marketing, Water, sanitation and hygiene, Epidemiological studies, Health research, Health systems strengthening, Laboratory strengthening, Cost-effectiveness, Laboratory quality assurance, Clinical trials design and implementation, Health surveillance, Technical quality and technical assistance, Quantitative sciences, biostatistics and data management, Product quality and compliance, Research utilization, Ethical and responsible conduct of research.</p>	<p>implementing the USAID-funded RESPOND project in partnership with PACT and UCDC.</p> <p>www.respond.org.ua</p>	investigate potential partnership with FHI 360 and explore new opportunities to work together.
<p>Program for Appropriate Technology in Health (PATH) www.path.org</p>	Worldwide, including Ukraine	PATH is an international nonprofit organization that strives to transform global health through technology and innovation. PATH is known for developing and adapting technologies, such as improved vaccination devices to address the	PATH implements projects for a range of clients worldwide, and is an SR under the Round 9 TB grant (mainly focusing on providing TB training	UCDC should contact PATH to discuss possible future collaboration and/or partnership.

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<p>Headquarters PATH PO Box 900922 Seattle, WA 98109 USA</p> <p>Street address: PATH 2201 Westlake Ave, Suite 200 Seattle, WA 98121 USA Tel: 206.285.3500 Fax: 206.285.6619</p> <p>Ukraine Office: Public Health and Development Foundation 25B Shota Rustaveli St. Kyiv 01033 Ukraine Phone: 38.044.496.2628 Fax: 38.044.496.2627</p>		<p>health needs of developing countries.</p> <p>PATH's work spans five platforms: vaccines, devices, diagnostics, drugs, and system and service innovations.</p> <p>In Ukraine, PATH has been providing technical assistance to Ukraine's TB control efforts since 2001. PATH is also a subrecipient (SR) for Ukraine's round 9 Global Fund TB grant.</p> <p>PATH also assisted with the establishment of a surveillance system for influenza-like illness and severe acute respiratory infection from influenza, and provided national guidelines and training toward that end.</p>	<p>activities), for which UCDC is now PR.</p>	<p>PATH may be a competitor in UCDC's desire to become focal point for HIV and TB trainings.</p>
<p>I-TECH – International Training and Education Center for Health</p> <p>Global Health Resource Center <i>Events, Advising, Fieldwork</i> tel: 206.685.7362 ghrc@u.washington.edu</p> <p><i>Global Health Projects and</i></p>	<p>HQ'd in US, working worldwide, Including projects in Ukraine, working on HIV training, capacity assessment on health</p>	<p>I-TECH is a center in the University of Washington's Department of Global Health and has offices throughout Africa, Asia, and the Caribbean. I-TECH's 700 worldwide staff work in partnership with local ministries of health, universities, non-governmental organizations (NGOs), medical facilities, and other organizations to support the development of a skilled health work force and well-organized national health delivery systems.</p>		<p>Communicate with contacts working on I-TECH's Ukraine projects, seek areas for potential support. Could be a partner on areas of training, capacity assessments of health workers, etc.</p>

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<p><i>Expertise Map, Photos, General Queries</i> Bobbi Nodell Communications Manager tel: 206.543.7129 bnodell@uw.edu http://globalhealth.washington.edu/organization/international-training-education-center-health-i-tech</p>	<p>facilities on HIV treatment</p>			
<p>Health Action International HAI Overtoom 60/II 1054 HK Amsterdam The Netherlands Tel: + 31 20 683 3684 e-mail: info@haiweb.org http://haiweb.org/ http://haieurope.org/</p>	<p>Based in Amsterdam, working in 70 countries</p>	<p>Stichting Health Action International is a Dutch civil society NGO, with a coordinating office (HAI Global) in Amsterdam and partner regional offices in Africa (Nairobi), Asia Pacific (Penang), Latin America (Lima) and Europe (Amsterdam). Although primarily a Dutch organization, HAI is recognised for its global medicines policy expertise and as a non-profit, independent, worldwide network of over 200 members including consumer groups, public interest NGOs, health care providers, academics, media and individuals in more than 70 countries. Focus is on access and rational use to medicines.</p>		<p>Mentioned by UCDC staff in Oct 2014 workshop as a known entity in Ukraine. UCDC should reach out to contacts there. Perhaps HAI could provide support on matters of PSM, drugs mgmt</p>
<p>Millennium Challenge Corporation (MCC) www.mcc.gov 875 Fifteenth Street NW Washington, DC 20005-2221 USA</p>	<p>Worldwide, including Ukraine</p>	<p>MCC is a US Government foreign aid agency that provides country grants for reducing poverty through sustainable economic growth. MCC is an independent agency, separate from the US State Department or USAID. MCC grants complement other U.S. and international development programs.</p>	<p>MCC provides two types of grants: Compacts: Large, five-year grants for countries that pass MCC's eligibility criteria. Threshold programs. Smaller grants awarded to countries</p>	<p>No opportunity. Ukraine is not currently eligible for MCC Compacts or Threshold programs.</p>

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Tel: 202-521-3600		<p>Competitive Selection: Countries must meet certain criteria regarding policy performance to be eligible for MCC “Compacts” (grants).</p> <p>Country-Led Solutions: Countries must identify their own priorities and develop proposals for MCC grants in broad consultation with country stakeholders.</p> <p>Country-led implementation: Countries are responsible for setting up a local organization that manages and oversees all aspects of implementation.</p> <p>Monitoring of funds is rigorous and transparent, often through independent fiscal agents.</p> <p>MCC funds can be applied to any challenge that the country identifies as impacting sustainable economic growth including health related challenges. Health areas that are specifically identified by MCC include HIV/AIDS prevention and treatment, MCH, Non-communicable Disease and Injury and water and sanitation.</p>	<p>that come close to passing these criteria and are firmly committed to improving their policy performance.</p> <p>Ukraine has not met the minimum criteria to be eligible for an MCC Compact, but received a threshold grant of \$44 million in 2006 for a two year program to address corruption in the government.</p>	
<p>Deloitte</p> <p>www.deloitte.com</p> <p>Ukraine office:</p>	Global, office in Ukraine	<p>New HSS program in Ukraine, started in 2014, under USAID funding.</p> <p>The purpose of this project is to strengthen Ukraine’s health systems to ensure effective and sustainable delivery of HIV/AIDS prevention, care</p>	Not a funder, but could provide TA or other support to UCDC	UCDC should contact Deloitte in Ukraine to discuss possible TA or support under the new USAID project.

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48-50A Zhylyanska St. Kyiv 01033 Ukraine Tel.: +38 (044) 490 90 00 Fax.:+38 (044) 490 90 01 e-mail::ukraine@deloitte.ua		and treatment services to key populations. The project is going to focus on three main objectives: 1) Enhance national leadership and capacity of evidence-based and gender-based HIV policy programming and implementation, 2) Improve and optimize resource allocation and financing for the national and selected regional HIV/AIDS programs targeting key populations, and 3) Optimize and strengthen human resources for health (HRH) for the delivery and scale-up gender-sensitive HIV/AIDS services targeting key populations		Deloitte has expressed interest in UCDC's new web site as health information portal
Chemonics International www.chemonics.com 1717 H Street, NW Washington, D.C. 20006 United States Tel: 202-955-3300 Fax: 202-955-3400	Worldwide, including Ukraine	Chemonics is a US-based for-profit consulting firm with expertise in Health as well as Agriculture, Conflict and Crisis, Democracy and Governance, Economic Growth and Trade, Education and Youth, Environment and Natural Resources, Gender, Management Solutions for Development, Sustainable Energy, Water and Sanitation. Chemonics' health work focuses on health systems strengthening and specifically on building in-country leadership capacity, strengthening organizations, and promoting policies and innovative financing solutions. Their projects include combatting HIV/AIDS ,	Chemonics provides services to a range of clients and implements small task orders as well as multiyear multimillion dollar projects. In Ukraine, Chemonics is currently implementing a USAID-funded \$1.1 million 5-year project for strengthening tuberculosis (TB) control. http://www.chemonics.com/OurWork/OurProjects/Pages/Strengthening-TB-Control-in-Ukraine.aspx	UCDC is a local partner on Strengthening TB Control in Ukraine project....? Chemonics has expressed interest in having a TB "knowledge hub" on UCDC's new web site

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
		community mobilization, MCH, FP, Fighting malaria and TB , Management information systems, Private sector solutions, and Strengthening local capacity.		
<p>John Snow International (JSI) www.jsi.com</p> <p>Headquarters: John Snow, Inc. 44 Farnsworth Street Boston, MA 02210, USA Tel: 617.482.9485 Fax: 617.482.0617 E-mail: jsinfo@jsi.com</p> <p>In Ukraine: JSI/Kyiv 18 Pavlivska Street Office 100 Kyiv, Ukraine Phone: 380.44.498-2492 Fax: 380.44.498-2493</p>	Worldwide, including Ukraine	<p>JSI and its nonprofit JSI Research & Training Institute, Inc are public health management consulting and research organizations dedicated to improving the health of individuals and communities throughout the world.</p> <p>JSI's work includes the following technical areas:</p> <p>Child and Newborn Health, Emergency Preparedness, Environmental Health, Family Planning/Reproductive Health, Health Care Financing, Health Care Waste Management Health Communication, Health Service Delivery Health Supply Chain Management, Health Systems Strengthening, HIV Human Resources Management, Immunization, Infectious Diseases, Information and Communications Technology, Maternal Health, Monitoring and Evaluation, Non-Communicable Diseases, Nutrition, Youth & Adolescent Health/OVC</p>	<p>JSI provides services to a range of clients and implements small task orders as well as multiyear multimillion dollar projects.</p> <p>In Ukraine, JSI Research & Training Institute, Inc. is implementing the five-year \$8.2 million, USAID-funded Cooperative Agreement for the Healthy Women of Ukraine Program (HWUP) to protect and promote the RH of Ukrainian women and couples by increasing appropriate and effective use of modern methods of contraception, particularly as an alternative to unwanted pregnancies and subsequent abortions. HWUP is working with selected Ukrainian NGOs to strengthen their capacity and support them in their behavior change and advocacy efforts for policy</p>	<p>JSI is not a funding organization and does not provide donations or grants.</p> <p>However, there may be opportunities to partner with JSI on health activities.</p>

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
			change at the national and local levels.	
<p>PACT 828 L Street, NW, Suite 300 Washington, DC 20036</p> <p>Tel: 1-202-466-5666 info@pactworld.org</p>	Worldwide, including Ukraine	<p>PACT is a US-based non-profit development assistance organization whose stated mission is to help build strong communities globally that provide people with an opportunity to earn a dignified living, raise healthy families, and participate in democratic life. PACT's work focuses on three areas: health, livelihoods, and natural resource management; and uses three core approaches: capacity building, governance, and business and markets. PACT emphasizes partnerships with local organizations.</p> <p>In Ukraine, PACT is implementing the USAID-funded RESPOND project with FHI-360 to assist the Government of Ukraine and civil society organizations to reduce the HIV transmission among key populations in Ukraine.</p>	PACT provides grants and technical, organizational and institutional capacity-building to community based organizations and engages with stakeholders to create supportive policy environments.	UCDC is a local partner?
<p>University Research Co., LLC (URC) www.unc-chs.com</p> <p>7200 Wisconsin Avenue, Suite 600 Bethesda, MD 20814 US Tel: 1-301-654-8338 Fax: 1-301-941-8427 communications@unc-chs.com</p>	Worldwide, including Ukraine	<p>URC is a US-based for-profit consulting firm whose stated mission is to provide innovative, evidence-based solutions to health and social challenges worldwide. Areas of expertise include: maternal, newborn, and child health; infectious diseases including HIV/AIDS, TB, and malaria; reproductive health and family planning; food and nutrition; and vulnerable children and families.</p> <p>URC' has non-profit affiliate, the Center for Human Services (CHS).</p>	<p>URC provides consulting services and implements large global projects for a range of clients that include USAID, The Global Fund, WHO, UNICEF, Foundations such as the Bill and Melinda Gates Foundation, and others.</p> <p>In Ukraine, URC, through the USAID-funded ASSIST project, is providing training to health</p>	To discuss possible partnering/business alliances, contact Douglas Kerr, Vice President for Opportunity Development and Communications. dkerr@unc-chs.com

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
			care providers through Sept 2014 for counseling patients on cessation of alcohol and tobacco use.	
<p>Abt Associates Inc. (Abt) www.abtassociates.com</p> <p>Headquarters: Abt Associates 55 Wheeler Street Cambridge, MA 02138-1168 Tel: 617-492-7100 Fax: 617-492-5219</p> <p>(Not clear if Abt has health project office and/or representative in Ukraine)</p>	<p>US-based with projects worldwide.</p>	<p>Abt is a US-based for-profit consulting firm that conducts research and implements projects for US government agencies, private sector clients, and international organizations worldwide.</p> <p>Practice areas include: Education, Environment and Climate Change, Food Security and Agriculture, Health—U.S. and International, Housing and Communities, and Income Security and Workforce</p> <p>Specific technical areas within the International Health Practice include: Health Systems Strengthening, HIV and AIDS, Malaria, Maternal, Neonatal & Child Health, Non-communicable Diseases, Other Infectious Diseases, Private Sector Health, Family Planning & Reproductive Health, Research, Monitoring & Evaluation.</p> <p>Expertise areas include: Implementation and Technical Assistance, Information Technology Applications, Analytical Computing, Research, Monitoring and Evaluation, Social Marketing and Behavior Change, and Survey and Data Collection.</p> <p>Abt’s US health practice includes work in Public Health and Epidemiology, for CDC and other</p>	<p>Abt provides consulting services for a range of clients and implements small task orders as well as multiyear multimillion dollar projects worldwide.</p> <p>In Ukraine, under the USAID-funded Health Finance and Governance Project, Abt is working with State Services for HIV, TB and Other Socially Dangerous Diseases on implementation of pilot programs for HIV testing, counseling, and treatment through the integration into primary health care centers in selected areas.</p> <p>www.hfgproject.org/where-we-work/europe-and-eurasia/ukraine</p> <p>Abt also implements the global USAID-funded Health Systems 20/20 project that</p>	<p>Recommended course of action is to contact Abt to discuss possible future collaboration and/or partnership.</p>

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
		clients.	conducted an assessment of the health sector in Ukraine in 2011.	
<p>Project Hope (Health Opportunities for People Everywhere) www.projecthope.org</p> <p>Project HOPE 255 Carter Hall Lane PO Box 250 Millwood, VA 22646 USA Tel: (540) 837-2100</p> <p>Email: HOPE@projecthope.org</p>	<p>US-based, has worked in 120 countries worldwide, including Ukraine</p>	<p>International health care organization whose stated mission is: To achieve sustainable advances in health care around the world by implementing health education programs and providing humanitarian assistance in areas of need.</p> <p>Areas of assistance include: -Health Systems Strengthening -Humanitarian Assistance and Disaster Relief -Infectious Diseases -Noncommunicable Diseases -Women's and Children's Health -Health Affairs</p> <p>Project HOPE started working in Ukraine in 2002, starting with a life-skills program for drug-use and HIV/AIDS prevention. In 2007, Project HOPE collaborated with the Futures Group on a five-year, USAID-funded HIV/AIDS Service Capacity project in Ukraine, focusing on community mobilization for the most-at-risk populations. Since 2012, Project HOPE has been implementing a five-year, USAID-funded Strengthening Tuberculosis Control in Ukraine project in partnership with Chemonics in ten regions of Ukraine. Through this program, Project HOPE is providing technical expertise in the areas of</p>	<p>Implements a wide range of projects from its own funds and in collaboration with donors and other partners.</p>	<p>Possible partnership opportunity. Direct funding opportunity is not clear.</p> <p>Has offered support to UCDC in developing a TB Training Center.</p>

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
		infection control at the hospital level, improving access to TB/HIV co-infection services, building capacity for multi-drug-resistant TB treatment, strengthening laboratories and training public health providers in case detection and treatment.		
Private Corporations				
<p>Johnson & Johnson</p> <p>Main Office: One Johnson & Johnson Plaza New Brunswick, New Jersey 08933 USA Tel 1 (732) 524-0400</p> <p>Link to website online email https://www.ccc-consumercarecenter.com/universals-contact-us/us-jnj-ucu/www.jnj.com</p>	Worldwide, including Ukraine	<p>Charitable giving from the headquarters focus on: Saving and Improving Lives of Women & Children; Preventing Disease in Vulnerable Populations; Strengthening the Health Care Workforce.</p> <p>A Corporate Contributions Committee provides overall strategic guidance, and regional committees meet regularly to make “local” funding decisions based on a global strategy and unique needs in their communities.</p> <p>JNJ’s 250 operating companies around the world also participate in charitable giving. These companies may support local voluntary health groups, arts associations, service or civic organizations and many other types of non-profit organizations.</p>	Most grants range between \$10,000 – \$250,000	Contact Local Johnson& Johnson company in Kiev to ask about funding possibilities.

Organization & contact details	Geographical focus	Technical focus	Funding types and amounts	Opportunity? Timing, details for outreach/proposals (shaded = most likely potential opportunities for UCDC)
<p>Levi Strauss Foundation (LSF) www.levistrauss.com/levi-strauss-foundation/</p>	<p>US-based, with grants awarded worldwide.</p>	<p>LSF supports non-governmental, community-focused organizations working in the following areas:</p> <ul style="list-style-type: none"> - HIV/AIDS - Asset Building (programs to help low-income working people save) - Worker Rights and Well-being - Social Justice and Human Rights <p>LSF does not make grants to individuals, nor does it fund the following:</p> <ul style="list-style-type: none"> • Capital or endowment campaigns or building funds • Recreational activities, sporting events or athletic associations • Advertising • Sectarian or religious activities • Political campaigns or causes • Organizations that do not comply with the Foundation’s non-discrimination policy 	<p>Provides grants, the range of amounts not available, but several grants are \$100,000.</p> <p>Strategic choices about target communities and selection of grantees are based on the following considerations:</p> <ul style="list-style-type: none"> • LS&Co.business presence (sourcing and/or marketing); • Magnitude of community need in relation to Foundation giving areas; • Opportunity to drive innovation and deep impact in Foundation giving areas; and • Grantmaking history (ability to build on existing momentum). 	<p>No current funding opportunity as UCDC is a government agency.</p> <p>LSF does not accept unsolicited proposals, but works closely with partners across a wide variety of sectors to identify opportunities that will create the greatest impact.</p>
Other pharmaceutical or health care corporations?				
Oil and gas companies?				
Other corporations?				
OTHERS....				

COMMON COMPONENTS FOR FUNDING PROPOSALS – GUIDE FOR UCDC

Requests for proposals (RFPs) and grant submission instructions generally provide detailed descriptions of the information that must be included in a solicited or unsolicited proposal. These instructions will vary by funding opportunity, but below are common components for a funding proposal and descriptions of what the components often include.

COVER LETTER OR INTRODUCTION TO PROPOSAL

Generally, a proposal starts with a signed cover letter. This letter should be short (one page if possible) and generally includes the following:

- Identification of the submission in some way (e.g., response to Request for Proposal #xx, unsolicited proposal for grants program, etc.)
- Name of organization or team of organizations submitting the proposal.
- Name, contact details and signature of person who is submitting the offer, with a sentence confirming that this person has authority to negotiate on behalf of UCDC
- Expiration date of the proposal offer, if requested in the RFP. The selection and award process can sometimes take months, so confirmation of the validity period for the proposal is often requested. Also, proposals, once accepted, will often become a part of the subsequent contract or agreement so UCDC (the offering organization) should be certain that the budget, staffing and teaming specified in the proposal can be delivered as proposed.

TECHNICAL APPROACH (or TECHNICAL PROPOSAL)

This technical proposal includes several subsections. RFP's often limit the total number of pages in the technical approach. It is best to be brief and very direct and use active verb tense.

- **UNDERSTANDING OF THE PROBLEM**

Explain the problem as UCDC understands it. For solicited proposals, this section often rewords the problem that was described in the RFP and expands on it. For unsolicited proposals, this section should NOT describe an internal problem of UCDC (such as a need for more staff members or equipment), but should describe the external challenge that your organization is trying or would like to address (e.g., the growing number of patients with HIV/AIDS, the growing need for integration of HIV and TB services in oblasts and requisite training of health workers, etc). This section should be direct, clear, and fairly brief and most importantly demonstrate that UCDC has strong insights into the context and problem. For unsolicited proposals, this section should correspond and match well with the UCDC mission statement and institutional strategy.

- **STRATEGY**

Explain UCDC’s proposed strategy for addressing the stated or identified problem or problems in broad terms. A strategy is NOT a list of specific tasks or activities that an organization proposes to do, but is the thinking underlying the proposed approach for addressing the problem. The strategy essentially is the “what” the organization needs to accomplish to address the problem, not the “how” things will be accomplished. For instance, strategies to address the problem of a growing population with HIV/AIDS might include strengthening early detection systems, reducing stigma, and changing behavior. Strategies can be broadly described, and there is usually more than one way to implement a strategy. If possible, the overall strategy should be divided into small easily understandable components. For unsolicited requests for funding that are not responding to a set RFP, the strategy might include UCDC’s plan for expansion, or adoption of a new approach to serving patients or training health workers. If the strategy involves working with other organizations, the arrangements and expected contributions from the other organizations should be carefully described.

The strategy might also include a description of an exit or transition strategy that explains how results from the project will be sustained after the project is over or when the proposed funding has been fully used.

- **WORK PLAN**

The work plan identifies the major tasks or activities that UCDC will undertake for each strategic component. In proposals, work plans are commonly presented in table format to graphically depict when each task will be implemented and in what sequence (not unlike Global Fund grant program work plans). Tasks are presented in the rows of the table. The columns of the table indicate time periods, such as months, calendar quarters or years. Additional columns might be added to indicate names of deliverables for each task, expected outcomes, or person(s) responsible. The level of detail required varies with each proposal, but generally, only major tasks that lead to a measureable outcome should be listed on the work plan. Minor tasks that contribute to a larger task need not be listed separately. After the project or funding is awarded, the funder may require a more detailed work plan with supporting text. The work plan may also be subsequently used as a management tool by the donor to monitor implementation and performance. Below is one example of a work plan table.

Broad Areas of Activities	Estimated Timeframe for Activities (MM/YY-MM/YY)	Expected Outputs	Outcome Indicators & Expected Outcomes	Outcomes Data Source
Objective #1: Increase use of modern family planning methods and reduce abortion by developing approaches at national and local levels to ensure access to methods and an improved health care delivery system to enable women to address their reproductive health needs.				
1.1) Train family physicians in modern family approaches.	10/04 – 12/05	1.1.a) X# of family physicians trained 1.1.b) X# of training provided	1.1.a – 1.2.a) Outcome: increased number of targeted family physicians utilizing new skills and services Indicator: % of targeted family physicians demonstrating new skills and services	1.1.a – 1.2.a) Direct observation
1.2) Introduce new services for women	10/04 – 12/05	1.2.a) X# of new services		
1.3) Conduct education workshops for women of reproductive age.	10/04 – 12/05	1.3.a) # of women trained 1.3.b) # of workshops conducted	1.3.a – 1.3.b) Outcome: family planning visits increased by 25% Indicator: % increase in family planning visits	1.3.a – 1.3.b) Center's records
Objective #2:				
2.1)		2.1a)		
Objective #3:				
3.1)		3.1a)		

- LOGICAL FRAMEWORK (LOGFRAME)**

The Logframe is a table used by many international donor organizations that shows the important linkages between proposed activities and the underlying goals, purpose, expected outputs, indicators for evaluation and benchmarks. Logframes may also list potential risks for each activity, and measures that will be undertaken to mitigate any potential risks. For many international donors, the logframe is used to tie the underlying goals of the proposed activity to the goals of the international donor. The logframe is an effective tool for designing projects and is also subsequently used as a management tool for evaluating performance. Below is a table depicting the elements of a logical framework.

LOGFRAME TABLE

Project Description	Indicators	Source of Verification	Assumptions
Overall objective: The broad development impact to which the project contributes – at a national or sectoral level (provides the link to the policy and/or sector programme context)	Measures the extent to which a contribution to the overall objective has been made. Used during evaluation. However, it is often not appropriate for the project itself to try and collect this information.	Sources of information and methods used to collect and report it (including who and when/how frequently).	
Purpose: The development outcome at the end of the project – more specifically the expected benefits to the target group(s)	Helps answer the question 'How will we know if the purpose has been achieved'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the purpose-objective linkage
Results: The direct/tangible results (good and services) that the project delivers, and which are largely under project management's control	Helps answer the question 'How will we know if the results have been delivered'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the result-purpose linkage
Activities: The tasks (work programme) that need to be carried out to deliver the planned results <i>(optional within the matrix itself)</i>	<i>(sometimes a summary of resources/means is provided in this box)</i>	<i>(sometimes a summary of costs/budget is provided in this box)</i>	Assumptions (factors outside project management's control) that may impact on the activity-result linkage

Source: www.unuftp.is/static/...sri.../D3_L1_DevelopingtheLogframematrix.ppt

- **MANAGEMENT PLAN**

This section should describe basic information on how the project or activity will be managed. The range of information to provide will depend on the nature of the activity, but generally, international donors often would like to know:

- ✓ the plans for starting up a project, such as timing and details of initial meetings with key stakeholders, hiring new staff, moving into new office space, etc.;
- ✓ basic information on the systems to manage finances and financial reporting;
- ✓ details on regular activity reporting to the donor, such as format, content and frequency;
- ✓ plans for ongoing monitoring and evaluation (M&E). M&E may also be described separately from the management plan (see below); and
- ✓ standards for notifying donor of any significant variation from the technical approach.

- **MONITORING AND EVALUATION (M&E) PLAN**

The proposal should include a description of how performance of the project or activity will be measured and reported to the funder. The M&E plan is closely linked to the logframe mentioned above. A monitoring plan typically includes the following:

- ✓ List of proposed indicators that follow the S.M.A.R.T. criteria:
 - **S**pecific (focused and clear), **M**easurable (quantifiable and reflecting change), **A**ttainable (reasonable in scope and achievable within set time-frame), **R**elevant (pertinent to the review of performance), and **T**ime-Bound/Trackable (progress can be charted chronologically)
- ✓ Realistic Targets and benchmark data.
- ✓ Source, method, and time-frame for collecting indicator data;
- ✓ Person or team responsible for monitoring-related tasks; and
- ✓ Procedures that will be used to verify and validate the reported measures of actual performance.

Ongoing monitoring is a normal management task that is handled internally and on a regular basis throughout the project or activity. In addition to regular M&E, donor organizations often require formal evaluations to be undertaken by an independent entity at the end and sometimes midway through a project to examine and document impact and general performance of a project.

- **PROPOSED STAFFING**

In this section, identify the proposed key staffing positions in generic terms that are needed for implementing the proposed project or activity. This section might include an organization chart and, for new positions, very brief position descriptions, including roles, responsibilities and reporting hierarchy. Time commitment required for each position (e.g., full or part-time) should also be identified. The organizational chart may list names of the candidates for each position.

- **KEY PERSONNEL CAPABILITY STATEMENT**

Key personnel are specific individuals who are integral to the execution of the project or proposed activity and are identified in the proposal by name. RFP's may list the positions that are considered key positions for the work, or may ask the proposing organization (UCDC) to identify the key positions that are appropriate for the technical approach. For solicited proposals, a portion of total possible evaluation points of the proposal are commonly awarded for the capabilities of the proposed key personnel.

In this section, explain how each of the proposed candidates for key personnel positions meets or exceeds any qualifications that are specifically identified in the RFP. This section must go beyond a generic listing of skills and general qualifications. Past job experiences that are particularly relevant to the proposed work and to the key personnel position must be clearly described. Essentially, this

section should convince the reader that the proposed candidates are the best people for the positions and the proposed work.

It is important to remember that individuals listed as key personnel in the proposal are considered integral factors for awarding the grant or contract. These individuals will become part of any subsequent agreement or contract with the funder and as such, generally cannot be changed later without the written consent of the funder. Telling the funder after a grant or contract has been awarded that a key individual proposed is no longer available may not be well received by the funder, and could be grounds for cancelling the funding award.

- **ORGANIZATIONAL CAPABILITY STATEMENT**

For solicited proposals, a portion of total possible evaluation points of the proposal are commonly awarded for the capabilities of the organization or organizations that will implement the work/project. As with the key personnel capability statement, this section must go beyond listing generic information about the organization (UCDC). This section should describe past experience of UCDC that is relevant to the proposed work. In particular, past experiences that addressed a similar problem, had similar value/size, worked with the same or similar target groups, or were funded by the same or a similar donor should be described here. The relevance of the past work to the proposed work should be explained directly. If the evaluation criteria identify specific capabilities, this section should mention very directly how UCDC fulfills the required capabilities.

If the proposal includes funding for, or working, with partner organizations, the capabilities of the partner organizations should also be described.

This section should essentially convince the reader that the proposed organization (UCDC) or organizations have the managerial, financial and technical abilities to successfully implement the activity proposed and are worthy of the funding. This section should highlight past projects that were particularly successful. If possible, sentences should be added that draw parallels of the proposed work with past work and that demonstrate any lessons learned or insights.

CONCLUSION/SUMMARY

This closing statement should briefly summarize a few of the main points from each of the main sections, essentially to remind the reader what he or she has already read. For solicited proposals, the conclusion may be organized around the evaluation criteria and directly summarize how the proposal fulfills or exceeds each of evaluation criteria.

ANNEXES

RFPs for solicited proposals may require additional supporting information that is often included as an Annex to the main part of the proposal. Some common items that are included as annexes include:

- List of past project experience, including date, descriptive paragraph, name and contact information for clients, and value for projects);
- Resumes or CVs for key personnel - the format should follow any guidance provided by the funding agency;
- Letters of Commitment or Collaboration from partner organizations - Letters of commitment should be included from all partner organizations identified in the proposal and should be signed by an authorized contractual representative;
- List of references, including name and contact details for past clients and/or funders who have agreed to be contacted by potential funders; and
- Signed forms, certifications or assurances.

COST PROPOSAL

The cost proposal is often submitted separately and evaluated separately from the technical proposal. Cost proposals often have three parts: the summary budget, the detailed itemized budget and the budget notes or budget narrative.

The summary budget is simply a list of the total costs for each line item (main cost category). An example of a simple summary budget is depicted below.

SAMPLE SUMMARY BUDGET FORMAT	
Salaries and Wages	\$100,000.00
Fringe Benefits (Indirect charge- usually charged as a percentage of salaries)	\$20,000.00
Travel & Transportation	\$15,000.00
Workshop/Meetings	\$8,000.00
Office Equipment/Vehicles	\$18,000.00
Other Direct Costs	\$7,500.00
Subcontracts	\$4,000.00
Total Estimated Cost	\$172,500.00

The summary budget takes its figures for the main cost categories from the detailed itemized budget. The level of detail required in the itemized budget can vary with the funding opportunity, but generally, the detailed budget must be presented in sufficient detail for the person evaluating the budget to understand how cost figures were calculated and to determine whether the numbers are reasonable. The detailed budget is often presented in a spreadsheet format with cost items listed in the rows. The columns are used to identify the size of the unit for each of the cost items (per month, per kilogram, per trip, etc), the price of a single unit for each cost item, the number of units budgeted for each cost item, and the total cost (price x number of units) for each cost item. For multiyear activities, the detailed

budget may also be broken down by year. Similarly, some RFPs require the budget to be broken down by goal. The table below depicts the format of a very simple detailed budget.

SAMPLE DETAILED BUDGET FORMAT				
Item	Price per unit	Unit	Number of Units	Total Cost
SALARIES				
Project Director	\$5,000.00	Month	24	\$120,000.00
Secretary	\$1,000.00	Month	24	\$24,000.00
EQUIPMENT				
Computer	\$1,000.00	each	2	\$2,000.00
Vehicle	\$40,000	each	1	\$40,000.00
TRAVEL				
Airfare	\$500.00	trip	4	\$2,000.00
Hotel	\$150.00	night	16	\$2,400.00
TOTAL				\$190,400.00

Budget notes accompany the detailed budget and are often presented in a narrative fashion. The notes are used to explain in sentence form any underlying assumptions, sources for the unit costs, or other information about the budget that would be helpful for the evaluator to understand and examine the budget. Sample budget notes are listed below:

SAMPLE BUDGET NOTES
<ul style="list-style-type: none"> • Full-time Medical Officer whose time will be fully devoted to Objective #1 (Health), at \$ X per month for total X days/months. This rate represents his/her current salary, which is consistent with the NGO personnel policies and the rate set for this position. • Full-time WASH Officer whose time will be fully devoted to Objective #2 (WASH). [Name of Prime (or sub) NGO] also operates a Country Office in Ukraine, located in Kyiv, which will support the project. Specifically, it is estimated that the following individuals from the Country Office will expend the following time in support of the project: • Part-time Country Director who will devote the number of X days/months, at \$X p/day, for total \$X, which will be evenly divided between both objectives. • Part-time Country Financial Officer who will devote full 5 days per month for this project at \$X p/day, for total \$X, which will be evenly divided between both objectives. <p>All salaries are in accordance with [Name of Prime NGO (or sub)] regular practices and policies, which are consistently applied to all donors/programs. All salaries are based on current earnings, salary history, etc.</p>

It is also important to understand how cost is considered in the evaluation process. For solicited proposals, evaluation criteria for some RFPs give higher points for low cost, so the lowest cost proposal has an advantage over higher cost proposals for the same project. Other RFPs may specify that cost proposals are evaluated on a “best value” basis. For best value evaluations, a higher cost proposal may be selected for funding if the quality of the associated technical approach makes it a better value in the eyes of the evaluator.

GENERAL TIPS FOR PREPARING PROPOSALS

All proposals are unique, but below are some general tips for preparing proposals that apply to most solicited and unsolicited proposals.

- Use active voice and provide details whenever possible.
- Keep the proposal short and direct. Quality not quantity.
- Highlight key sentences in bold or upper case letters so they stand out and are more likely to be remembered by the reader.
- Read the request for proposals (RFP) several times to get a full understanding of what the funder is expecting from a technical perspective.
- Make sure to review the RFP closely to have an accurate and complete understanding of what the proposal must include and make a list of any format restrictions.
- For unsolicited proposals, obtain information from the funder on the submission process and eligibility criteria before writing the proposal.
- The detailed budget should accurately reflect the technical approach.
- Write the proposal with the evaluation criteria in mind.
- The proposal must show that your organization has insight into the problem and understands the context.
- Have an editor reread the final proposal for errors and typos before submitting.
- Designate someone who is not involved in preparing the proposal to review the draft and final versions of the proposal for compliance with the RFP or funder's grant submission instructions.
- Your organization's experience and successes should be highlighted but not overstated.

ADDITIONAL RESOURCES FOR PREPARING PROPOSALS

The internet has many resources and guides for preparing grant proposals. Below are links to just a few examples.

<http://foundationcenter.org/getstarted/faqs/>

http://www.nsf.gov/pubs/2004/nsf04016/nsf04016_5.htm

http://www.cdc.gov/od/pgo/funding/contracts/dobiz_main.shtm

<http://www.ociwins.com/Unsolicited-Proposals/what-should-be-included-in-any-unsolicited-proposal.html>

http://www.usaid.gov/sites/default/files/documents/1866/guidelines_for_proposals_2012.pdf

http://hsd.luc.edu/research_services/sites/default/files/site_hsd_research/developing-budget-grant-applications.pdf

http://gametlibrary.worldbank.org/FILES/440_Logical%20Framework%20Handbook%20-%20World%20Bank.pdf

<http://www.ngoconnect.net/>

UCDC FUNDRAISING LETTER TEMPLATE – DRAFT

NOTE TO UCDC:

A letter to potential funders or partners must be tailored to that organization, to their needs/objectives, and to the details of the program/project or potential activity to be funded. In drafting a letter, which should be brief and clear, UCDC should make sure to:

- *Define the capacity and offerings/strengths of UCDC (harmonize with Capabilities Statement, which will be attached)*
- *State why UCDC would be a strong implementer/partner*
- *Describe briefly how the funds would be used, benefits & expected outcomes/results*
- *Explain the financial transparency, audits, systems in place at UCDC*
- *Define the expected outcomes of the program/activity*

And may wish to:

- *Note rapid changes in Ukraine, health reforms moving to a more primary & preventive health model and patient-centered approach (with UCDC at the center of these efforts)*
- *Express the need to continue the fight against infectious disease, especially during these difficult economic/political times in Ukraine*

Date:

Dear.....

With this letter, we would like to introduce UCDC (**The Ukrainian Center for Socially Dangerous Diseases Control of the Ministry of Health of Ukraine**), to explain our role and offer our collaboration in combatting infectious disease and improving the health of the Ukrainian people.

UCDC was established by Order of the Ministry of Health of Ukraine in October 2012, from the original Ukrainian Center for AIDS Prevention and the National TB Center, to manage national efforts to combat HIV, Tuberculosis and other serious diseases in Ukraine. UCDC is now the country's main body in the fight against infectious disease, responding to ongoing health issues and emerging threats in the country. **Add more here, tailored to specific donor/partner being contacted.....**

If relevant here (if this is an unsolicited request for support, not a response to a specific RFP), note specifics on funding needed – how much are you asking for, and for what? \$10,000 for new piece of lab equipment? \$50,000 for two new researchers to conduct year-long study? Etc...? Explain, and define the need for the funds being requested, if appropriate...

During this time of rapid change and transformation in Ukraine, there is an important opportunity to make needed reforms in the health system, to restructure it and re-orient it toward primary and preventive health care, and expand access to care for all the people of Ukraine. HIV, Tuberculosis, and other infectious diseases are a critical problem in Ukraine, which has some of the highest incidence and growth rates of these diseases in the European and former Soviet region. The system is reforming to focus more on prevention and health lifestyles, while also ensuring access to high-quality diagnostics, care and treatment. Ukraine is following the example of Georgia, Moldova, and other countries in the

region that have developed CDC-type entities to manage public health, and is working (with WHO, and other partners) toward an improved public health system, with UCDC taking a leading role in these efforts toward a healthier Ukraine.

UCDC is the Principal Recipient implementing Global Fund grant programs in HIV and TB across Ukraine. In managing these and other large Global Fund grants and other international programs, UCDC has developed the financial mechanisms and controls to ensure transparency and sound management of funds, as well as efficient and technically sound implementation of programs. UCDC has 56 professional staff (many with decades of health experience) in several departments (HIV, TB, M&E, PSM), conducting activities in data collection, analysis and reporting; training; M&E; laboratory testing; and collaborative efforts with NGOs and community-based organizations.

UCDC is seeking additional partners and collaborators, to expand its reach, and further build its capacity to manage important public health activities.... Get into specifics here.....

UCDC would welcome the opportunity to partner with your organization ininsert specifics here... We look forward to discussing with you opportunities for potential collaboration.

Please see our web site atand the attached capabilities statement for additional information on UCDC.

Sincerely,

Xxxx,
UCDC

ABSTRACTS FOR POTENTIAL UCDC M&E/RESEARCH PROPOSALS

1) PRISONS – a study to examine barriers to services in prison, continuity of service after prison, and “compassionate release” of AIDS patients from prison (under law)

Although the Penitentiary system (State Penitentiary Service of Ukraine - SPSU) has been a Sub-Recipient on the Round 9 TB grant of the Global Fund (first to FDU in Phase 1, and now to UCDC in Phase 2), they have been less active and less communicative as an SR than hoped/planned, given the importance of the prison population as a key affected population for both HIV and TB in Ukraine. SPSU, with some 149 prisons and 32 pre-detention centers, falls under the Ministry of Justice in Ukraine, and has its own parallel health system with prison hospitals and clinics, outside of the MOH system. This verticality makes relationships and collaboration difficult to broach between UCDC (part of the MOH system) and Prisons. Given the strict and conservative stance of Justice toward issues such as Opioid Substitution Therapy (OST), the prisons also have been reluctant to institute policies that are now active in the rest of Ukraine, including OST, needle exchange, prevention efforts geared toward MSM, etc. In fact, OST is reported not to be implemented currently in the prisons, despite the progress toward instituting this important harm reduction activity in the rest of Ukraine.

UCDC are, however, working with the prisons, forging relationships with their management, and attempting to ensure open communication channels, and flow of critical medicines and services to prisons for the incarcerated population, which has vastly higher rates of TB and HIV than in the general population in Ukraine. The “Analysis of HIV/AIDS Response in Penitentiary System of Ukraine – Summary Report on the Comprehensive Study” of 2012 (Ukrainian Institute for Social Research and UNODC) notes that “According to the 2011 bio-behavioural survey, HIV prevalence among prisoners is 13,6%”. This same report notes that AIDS is the leading cause of death among prisoners (exceeding rates from cardiovascular diseases and TB) and is responsible for one third of all deaths. MSF estimates that rates of TB in the Donetsk region of Ukraine are 10 times higher in prisons than in the general population. (<http://www.msf.org/article/ukraine-challenges-treating-prisoners-drug-resistant-tb>). An estimated 10,000 prisoners are living with HIV in Ukraine, as high as 26% of the prison population (WHO - <http://www.euro.who.int/en/health-topics/communicable-diseases/hivaids/policy/policy-guidance-for-key-populations-most-at-risk2/hiv-in-prisons>). It is well known that the prisons in Ukraine are a hotbed for TB infections including multi-drug resistant (MDR) and extremely drug resistant (XDR) TB. An estimated 16% of the male population in the Donetsk region have been in prison at one time (*Tuberculosis and HIV in Ukraine, a Photo Reportage by Misha Friedman – StopTB.org*). The area surrounding prisons, and crowded areas such as commuter buses in high-TB areas are also known as hot spots for TB transmission, spreading it easily beyond the prison and clinic walls. The prison population also includes numerous injecting drug users (IDUs), sex workers, and other at-risk groups who often continue their behaviors in prison (and once they are released), thereby increasing the risk to the entire prison population and beyond.

In prisons, there are known barriers to ART and TB services, and there is a substantial risk of lack of continuity of services once prisoners are released. By law, ART and condoms are provided in prisons. It is unclear in reality how consistent and certain access to services is for prisoners. It is also unclear how and whether HIV- and TB-affected prisoners are tracked after they leave prison, and the effects that this lack of follow-up may have on the public health.

UCDC proposes a study to:

- Examine the **levels of access** to services (ART, TB diagnosis and treatment, treatment for opportunistic infections, Hep C, and other services) among prisoners in Ukraine, and identify **reasons for any barriers to access**
- Examine the **rate of treatment seeking behavior** (at AIDS and TB centers) among released prisoners and mechanisms that are currently in place (or not) to ensure continuity of services in prison and post-release, and any existing barriers to such continuity
- Examine the **frequency/use of “compassionate release”** of prisoners with late-stage AIDS (which is the law of Ukraine, but which in reality is not being implemented in an adequate fashion due to court and other delays), and **barriers to timely implementation of this policy**, as well as **potential perverse incentives** this policy may be having on prisoners who reportedly become infected or reject treatment in order to become more ill to gain release

This study would be conducted by:

- Interviewing health staff and managers in the Penitentiary system
- Analyzing health data provided by the Penitentiary system
- Contrasting data from other research on Ukraine’s prison populations and their estimated rates of TB and HIV, with the prisons’ data on patient numbers and treatment
- Interviewing staff of regional AIDS and TB centers, reviewing their data on previously incarcerated patients (**does this exist? Do the RACs know/have such data on their patients?**)
- Interviewing MSF and other NGOs working with prisoners and former prisoners, who have been recently released

UCDC is well positioned to conduct this study because:

- UCDC has a **relationship (as PR on the Global Fund TB grant) with the State Penitentiary Service** (as SR on this grant), and has begun to open new communications/cooperation channels with the prisons
- UCDC has **relationships and ongoing communications/networking with the Regional AIDS Centers and TB Centers** all over Ukraine. These regional centers collect and retain data on their patients and share this data with UCDC, as the national repository and manager of HIV and TB data
- UCDC has a **strong M&E unit/team of 15 experts**, who have conducted numerous studies to date under the Global Fund grants, as well as USAID, CDC and other projects.

Existing studies:

- “Analysis of HIV/AIDS Response in Penitentiary System of Ukraine – Summary Report on the Comprehensive Study”, by Olga O.M. Balakireva, Ph.D. in Sociology, A.V. Sudakova, N.V. Salabai, A.I. Kryvoruk. USAID-funded study (2012) with Ukrainian Institute for Social Research and UNODC.
- MSF on line reports (www.msf.org)
- PATH (www.path.org/publications)

Potential funders:

- UNODC?
- WHO?
- Stop TB Partnership?
- TB Europe Coalition?
- Others?

2) ESTABLISHING A TRAINING CENTER AT UCDC

In line with its plans to develop a bigger Training Coordination and Training Provision Center at UCDC (building on its experience in conducting HIV and TB trainings nationwide under the Global Fund grants since 2010), UCDC seeks additional resources to build its capacity to provide trainings in 4 areas for which training is lacking for health workers and health professionals/managers in Ukraine. These are:

- HIV/TB co-infection
- M&E
- Epidemiological surveillance
- Bioethics

There remain knowledge gaps and separation between **HIV and TB care and treatment**, since these have been treated separately, through AIDS centers and TB centers, and integration of care poses ongoing challenges as TB specialists are not always available in AIDS centers, and HIV or infectious disease specialists are not always available in TB centers. More importantly, integration of services also requires a fundamental change in a care provider’s mind set, in order to *think* integrated care. Health workers require additional training to ensure proper care, diagnostic tracking, treatment, referral, and follow-up of HIV-TB co-infected patients, especially as 55% of new HIV patients are diagnosed with TB, and WHO estimates that 75% of TB patients were confirmed HIV positive in 2013 (*TB/HIV Co-Infection Services Gap Analysis – Analytical Report – USAID Ukraine, 2014*). This report also concludes that “in some cases, knowledge of clinical aspects of TB and HIV, diagnosis, linkages with TB and HIV services, and patient sensitivity is low among PHC specialists.”

There are gaps in knowledge/skills related to health **M&E** and research studies that can inform the government's policies around infectious disease. Within the Ukrainian government civil service ("staff matrix"), the position of "M&E expert" does not even exist (?).

Epidemiological surveillance is also a field requiring additional training and capacity building in Ukraine. There is inadequate training of health program managers to ensure comprehensive and constant monitoring and reporting on disease incidence, trends, risk factors, patterns using morbidity and mortality data and analyzing and disseminating findings to policymakers and decision-makers. Health information systems are inadequate to ensure data reliability and accuracy and completeness, although there are efforts under way now to improve the HIS and the quality of data in the public health system.

Bioethics is another field with very limited capacity or training in Ukraine. If Ukraine intends to conduct clinical trials or other health interventions or research involving human subjects, the country needs to build its base of skills in this area. It could be argued that, in any case, as Ukraine's health system begins to reform and to adopt a more patient-centered, human rights based approach, there is a need throughout the health system for greater awareness and observance of ethics, and a need for training of health workers (and health facility managers, and health policy makers) in this area.

Following a separate study (see Study # 5 below) to assess health worker knowledge and skills related to HIV and TB infection, UCDC will also work to address identified gaps in knowledge through training courses, using its own staff, and consultants/medical experts to whom the Center has access.

UCDC is well positioned to provide trainings in these areas, using its strengths as follows:

- It is the central government body managing HIV and TB response in Ukraine
- It has a network of regional AIDS Centers and TB Centers and ongoing relationships with staff of these centers
- It is a host to a Single National Monitoring Centre for HIV and TB in Ukraine, which coordinates and implements national HIV surveillance and serves as a national focal point for HIV and TB data collection, processing and dissemination
- It has technical staff and expert consultants who can be mobilized to provide specific technical trainings
- It has experience (and a collection of materials) providing training for health workers throughout Ukraine, under the Global Fund HIV and TB grants.
- UCDC has established two training centers within the regional AIDS centers in Vinnitsia and Zaporozh'ye, with two more under development (in Harkov and Lviv).
- UCDC has a roster of experts who provide training on HIV and TB, and plans to build on this pool of experts, and develop an electronic database

Potential funders:

- USAID
- Global Tuberculosis Institute at Rutgers, The State University of New Jersey

- EpiNorth (www.Epinorth.org)
- NIH Fogarty Center
- Others?

3) CHILDREN -- Study on morbidity of children of HIV positive mothers

Under the Global Fund HIV grant, UCDC is currently developing an electronic database, on HIV positive mother-child pairs, to track data on behavior, socio-demographic situations, medicines history, care history, prevention efforts, infections, breastfeeding patterns, diagnostic monitoring history, etc. Since the MOH issued a decree in 2012 mandating the monitoring of HIV mother-child pairs, approximately 500 such pairs have been registered in the public health system. UCDC is the holder of this database. UCDC plans to conduct a study, using this data and its access to the regional AIDS centers, of the health status of the children of HIV positive mothers and investigate possible correlations with biomedical, social and demographic and other characteristics of mothers. Among other things, UCDC would investigate the incidence of opportunistic infections and other illnesses in these children, their patterns of CD4 and viral load status, and will record and contrast those whose mothers had any PMTCT, and those which had early infant diagnosis. UCDC will look at health status of these (500) children over the course of 2013-2014 (two years) (?). This important study will help to identify some important patterns and will raise questions for future research.

UCDC is well positioned to conduct this study because:

- It is the central government body managing HIV and TB response in Ukraine
- It has a network of regional AIDS Centers and TB Centers and ongoing relationships with staff of these centers
- UCDC has a **strong M&E unit/team of 15 experts**, who have conducted numerous studies to date under the Global Fund grants, as well as USAID, CDC and other projects.
- UCDC is populating with data an electronic database on HIV positive mother-child pairs, which should be completed by April 2015

Existing studies:

- "Treatment and disease progression in a birth cohort of vertically HIV-1 infected children in Ukraine" (2010) - Saboura Mahdavi, Ruslan Malyuta, Igor Semenenko, Tatyana Pilipenko, and Claire Thorne. Ukraine European Collaborative Study Group. c.thorne@ich.ucl.ac.uk
- UNICEF study on social, demographic and medical determinants of risk of HIV transmission from mother to child in Ukraine (2013)
- **Others?**

Potential funders:

- UNICEF

- Elena Franchuk Anti-AIDS Foundation – (initiated symposium in Moscow in 2006 on problems of AIDS and HIV- positive children, where representatives from the region gathered to discuss their countries' governmental and other organisations' involvement in resolving these issues).
- WHO
- Others?

4) ART ADHERENCE – Study on adherence and defaulting on ART & on Status of Ukraine in implementing the Treatment 2.0 (new WHO ART guidelines)

UCDC proposes a study on rates and reasons for adherence and defaulting among ART patients in Ukraine, and to assess Ukraine’s progress toward implementing the updated 2014 ART guidelines published by WHO. There is currently little data or information on adherence to ART in Ukraine. UCDC would examine adherence **among different risk groups, across oblasts (regions), and at different stages in their treatment** (This could be too broad? Too big a study to undertake?) - to assess whether defaulting is happening more in certain regions or through certain health facilities or because of lack of integration with other services (especially opioid substitution therapy), among particular groups, at particular stages of their treatment. UCDC will also assess progress in the national HIV program toward compliance with new and improved treatment guidelines as recommended by WHO in 2013 and amended in 2014.

According to a 2013 WHO Report, “PLHIV are lost to follow-up at every stage of HIV care: Not all PLHIV register for HIV care; not all who register for HIV care once, come for regular check-ups or are seen at least once a year; not all who access care regularly and are eligible for ART have access to ART; not all who start ART continue it” (*HIV/AIDS Care and Treatment in Ukraine – Evaluation Report April 2013, WHO*). UCDC will examine the prevalence of ART defaulting, and attempt to evaluate the reasons for this lack of retention on ART, whether from lack of constant supply or ARVs in health facilities, lack of patient counseling or information/awareness, behavioral issues or marginalized status of patients, lack of integrated care, side effects and resistance issues, cost issues, lack of transport, record keeping gaps, communication or referral gaps, etc.

UCDC will analyze data on ART patients across Ukraine which it obtains through monitoring visits to the regional AIDS centers, and through routine reports coming in from these facilities. The data will be probed and analyzed in greater depth through interviews with health workers in a number of these facilities as well as other sites which provide ART (e.g., OST program sites which also provide ART), and also through interviews with a random sample of ART patients across Ukraine.

UCDC is well positioned to conduct this study because:

- It has an **ongoing relationship and communications with the network of regional AIDS Centers** across Ukraine
- It is the **central repository of HIV/AIDS diagnostic and treatment information** for the state

- UCDC has a **strong M&E unit/team of 15 experts**, who have conducted numerous studies to date under the Global Fund grants, as well as USAID, CDC and other projects.

-

Existing studies:

- “HIV/AIDS Care and Treatment in Ukraine – Evaluation Report” – World Health Organization, April 2013
- “Adherence to antiretroviral therapy during pregnancy and the first year postpartum among HIV-positive women in Ukraine” – by Heather Bailey, Claire Thorne, Ruslan Malyuta, Claire L Townsend, Igor Semenenko, Mario Cortina-Borja, and the Ukraine European Collaborative Study Group in EuroCoord
- Survey of community based HIV treatment adherence support programmes – Adherence to antiretroviral therapy among HIV patients in Donetsk area, Ukraine: a survey of community based HIV treatment adherence support programmes. Kyiv Svitanok Club (www.club-svitanok.org.ua/projects/)

Potential funders:

- WHO
- Access Project
- Others?

5) Assessing the level of HIV and TB knowledge among Health Workers

It is critical to gain a better and up-to-date assessment of the levels of skills and understanding of HIV and TB care and treatment issues among Ukraine’s front-line health workers. As HIV was not a topic of study in Ukraine’s medical schools (is this still the case?), and medical curricula and texts are severely lacking in this field, most doctors and other health workers have had to learn about HIV “on the job” and through ad hoc courses and workshops provided by the government and partners. Knowledge and skills vary among health workers and across regions of Ukraine.

In line with UCDC’s plans to build its capacity as a Training Coordination Center and Training Provider, it is essential to conduct a thorough study of health worker knowledge, attitudes, and practices around HIV, TB, opportunistic infections, and HIV/TB co-infection.

UCDC proposes a study to assess current levels of knowledge among health service providers working in the regional AIDS and TB centers. This mix-method research study will be conducted through key informant interviews, a KAP (knowledge, attitudes and practices) survey, and an on-line questionnaire to be completed by a random sample of health workers (doctors, nurses, pharmacists, social workers) across all oblasts, ensuring that all regions/districts are covered, and that the health workers surveyed comprise a representative sample of health workers of different levels of seniority, across all categories of job positions.

UCDC is well positioned to conduct this study because:

- UCDC works with the nationwide network of HIV and TB centers, with ongoing communications (and monitoring visits) to meet with health workers in these centers
- UCDC coordinates trainings of health workers around HIV and TB (in cooperation with medical universities, to provide the accreditation), under the Global Fund grants, and coordinated some 40 training sessions in 2013
- UCDC has developed a large volume of training materials for these trainings, which it has at its disposal
- UCDC has a roster of experts who provide training on HIV and TB, and plans to build on this pool of experts, and develop an electronic database
- UCDC has established two training centers within the regional AIDS centers in Vinnitsia and Zaporozh'ye, with two more under development (in Harkov and Lviv).
- UCDC plans to further build on its experience and capacity as a Training Coordinator and Training Provider, and plans to obtain the necessary documentation/certification in 2015 to have their training centers accredited
-

Existing studies:

- ILO study from 2010 (?)
- USAID funded Project "Respect" (?) implementing a study now (??)
- Others?

Potential funders:

- USAID? Through Health System Strengthening project? Respect Project?
- STBCU (supporting Lviv training center)?
- GIZ?
- Others?

6) Assessment of the HIV Epidemiological Surveillance System in Ukraine: Transition to a Sustainable Approach

Surveillance of HIV infection through integrated bio-behavioural surveys (IBBSs) at various sites has been initiated in Ukraine in XXXX through funding from XXXX. At present XX sites in XX regions are part of the HIV epidemiological surveillance system in Ukraine. Integrated bio-behavioural surveys are conducted on annual (?) basis and are coordinated by the Ukrainian Centre for Socially Dangerous Disease Control (UCDC). These surveys are conducted among various key populations such as people who inject drugs, female sex workers, men who have sex with men, prison inmates, military personnel (?) and pregnant women (?). However, to date, these IBBSs were funded exclusively through external donor funding. As Ukraine continues the process of transition to

sustainable /public/ financing of the national HIV response and one of the main donors, the Global Fund to Fight HIV, Tuberculosis and Malaria, envisages a continuously increasing share of public funding for HIV prevention activities in the next three years, it becomes increasingly important to examine different components of the national HIV response that would need to be sustained by the Government of Ukraine and to estimate financial and other resources that would need to be covered through public funding as support from international grants dries up.

Proposed Approach: In a proposed study, we will start with (a) detailed analysis of the scope and scale of external financial support that is currently provided to enable the conduct of annual (?) integrated bio-behavioural surveys in Ukraine. This analysis will be complemented by (b) a thorough technical evaluation of the HIV epidemiological surveillance system in Ukraine in order to identify areas for potential improvement. We will then focus on (c) to identify transition options, strategies and processes to reduce the risk of dependency on external funding sources by utilizing existing domestic health financing mechanisms on national and sub-national levels. As part of this, we will be looking at three potential scenarios. Scenario 1 ('maintaining status quo') will assume a one-to-one replacement of currently externally funded components of national HIV surveillance system by domestic financing mechanisms. Under this scenario the budget slots of domestic financing mechanisms (at national and sub-national levels) will be identified, an estimate of the relative allocative increase of the respective domestic budget slots will be provided, and critical steps for transition processes will be highlighted. Scenario 2 ('realising efficiencies under the same resource envelope') will aim to demonstrate potential additional benefits that could be gained by increasing allocative and technical efficiency during the transition process from external to domestic funding sources. Under this scenario the potential to achieve greater benefits within the current level of spending through efficiency gains will be evaluated. Scenario 3 will take into account the findings of a technical evaluation of the HIV epidemiological surveillance system in Ukraine that will be conducted by our team. Under this scenario we will examine the level of domestic funding that would be necessary in order to implement all the required improvements and to sustain an advanced surveillance system that addresses the gaps identified during the technical evaluation.

7) Using Data for Discrepancy Detection: Promoting Transparency and Accountability in Health Systems through analysis of expenses in HIV/AIDS facilities

Health sector financial discrepancies are often difficult to uncover as they may take many forms, including intentional attempts to camouflage them and to hide tracks. While internal controls and audits are important for strengthening financial discipline, standard financial monitoring is limited in what it can uncover. It is critical, therefore, to analyze linkages between financial flows and service delivery through what is called "financial performance monitoring." Once such systems for financial performance monitoring are put in place and functioning, they can increase transparency and promote accountability in health systems in ways that deter abuse. A good example of successful implementation of this approach is presented by the case study of South Africa in a publication by David Collins and Taryn Vian, "Using Financial Performance Monitoring to Promote Transparency and Accountability in Health Systems" (2010).

Despite these potential benefits, financial monitoring in Ukraine is often limited to comparing actual expenditures with budgets. This rarely detects corruption or waste because budgets do not generally indicate how funds are related to service delivery targets. Furthermore, the budgets themselves may be deliberately shaped to facilitate inappropriate use of funds. Traditional financial monitoring will not raise the necessary questions and will not identify such misuses.

To effectively monitor financial performance, we need information on how resources have been used to achieve results. By combining financial data with service statistics, performance indicators such as cost per service can be produced and compared with targets or standards, or with equivalent performance indicators at other facilities. The results can help raise important questions, prompt discussion and action.

Proposed Approach: The Ukrainian Centre for Socially Dangerous Disease Control provides quality assurance and technical oversight to the national network of regional and city-level HIV/AIDS Centers in Ukraine. In a proposed study, we will examine the relationship between how resources are allocated and how they are used to produce services at all Regional HIV/AIDS Centers. The key to increasing accountability at oblast- and city-level management of HIV/AIDS facilities would be to link planned and actual services to the resources used to achieve them and to compare performance over time, with targets and across similar facilities (within- and between- facility comparative analysis). The implementation of this study in Ukraine is feasible because data on both financial resources used and services delivered are available and can be disaggregated and calculated down to the case level.

The project will envisage the implementation of the following key components in a phased approach: Phase I – detailed analysis of the available data, development of key indicators (such as the number of services per day (in total and per health care worker), cost per patient visit, cost of staff, drugs, and maintenance etc.), approval of the study by regional and city HIV/AIDS Centers' administration; Phase II – development of the educational models and provision of training to site-level data analysts; Phase III – data collection and analysis; Phase IV – generation of the report, validation of findings with HIV/AIDS Centers' health administrators and key staff, discussion of further actions required, publication and dissemination of the report; Phase V – institutionalization of financial performance monitoring system for the national network of HIV/AIDS Centers.

8) Improving Efficiency of Opioid Substitution Program in Ukraine

Background and Problem Statement: In 2014, the World Bank published a report on improving value for money in HIV service delivery in Ukraine. The study funded by multiple donors and coordinated by the World Bank focused geographically on one city and two oblasts in Ukraine (Kyiv city, Dnipropetrovsk Oblast and Mykolaiv Oblast). The technical scope of the study was to examine implementation modalities and costs of delivering three key services – Needle and Syringe Program (NSP), Opioid Substitution Therapy (OST) and Antiretroviral Therapy (ART) – that contribute to harm reduction and prevention of HIV among people who inject drugs. The following analyses were

carried out for each of the three intervention programs: (i) mapping of service provision processes; (ii) identification of key issues relevant to the efficiency of service provision; (iii) calculation of service provision unit costs; and (iv) analysis of service provision efficiency. The data collection process for this study was organized by the UCDC Director, the head of M&E Department and implemented by M&E specialists from oblast AIDS Centers. The key findings of this study in relation to OST suggested that: (a) low coverage and limited access to OST services was a major constraint; (b) legislation and regulations were the key issues affecting the overall delivery of OST services in Ukraine; (c) there was considerable variation in the cost of OST services; (d) the program staff costs constituted the highest proportion of costs of OST services; and (e) OST sites were less consistent in providing referrals to ART services.

Proposed Approach: In this study, we propose expanding the World Bank-coordinated study to cover all regions of Ukraine and to look particularly at one key intervention – opioid substitution therapy. UCDC is well-positioned to do this study because data on HIV prevention services and treatment are routinely compiled by the Ukrainian CDC through combining data from special medical forms from all AIDS Centers, OST sites, Narcology Centers, TB and general hospitals in the country. Data are also routinely collected by Ukrainian CDC from all medical facilities which have an integrated HIV treatment and OST site. These data are site-level and collected monthly. They include numbers of individuals on OST, including average dosing, new admissions, discharges etc. Detailed OST service cost data is also available. This study would make use of the already existing data without the need to invest substantial funds into collection of ‘new’ data. Expanding the World Bank study to cover all regions of Ukraine would enable to estimate the cost of OST services country-wide and develop site- and region-specific recommendations for improving the efficiency with which the OST program is implemented in the country.

UCDC SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p><u>Role/Structure:</u></p> <ul style="list-style-type: none"> - Status as a state institution, attractive partner for some donors - Focal point for HIV/TB co-infection (two of most significant diseases in Ukraine), plays critical role in developing national policy - Host institution for national M&E for HIV and TB - As a state institution, good access to other state institutions (access that NGOs do not have) and represents state leadership - Strong organizational structure at operational level, with cross-sectional units for PSM and M&E - Strong leader <p><u>Experience/Track Record:</u></p> <ul style="list-style-type: none"> - Experience implementing Global Fund grants (A2 rating at present) - Experience conducting regular monitoring visits to HIV and TB centers and regions (for PSM, M&E) - Collection (monthly) and analysis of consumption data for medicines and health commodities (for quantification) - Coordination and re-allocation of medicines across the country (State and GF procured), to avoid stock-outs and ensure continuity of treatment - Providing advice and guidance at regional level and national level, on pharmaceutical management <p><u>Core competence/in-house technical ability:</u></p> <ul style="list-style-type: none"> - Unique vision of HIV and TB problem from many angles, which other organizations do not have - Strong in monitoring of treatment data, drugs, stocks, patients/cases (gathered from oblasts, who obtain from rayons) - Developed capacity in financial management, project implementation and reporting, transparency - Experienced and productive staff (many of whom have undergone various trainings), many of whom speak English, with capacity in management, analysis, epidemiology, HIV, TB expertise, PSM, M&E, law, laboratory - Staff who are resourceful in a constrained 	<p><u>Financial:</u></p> <ul style="list-style-type: none"> - Funding gaps, uncertain GoU funding - Lack of financial independence (over-reliance on donors for funding) - Human resources gaps (due to lack of funding, GoU salary levels), loss of some experienced staff - Financial management weaknesses <p><u>Management challenges:</u></p> <ul style="list-style-type: none"> - Management challenges; some heads of units may lack sufficient managerial skills/experience - Crisis management approach has hindered ability to move forward – time management is impossible for staff who must react to the latest crises or urgent requests - Lack of administrative management oversight relationship between UCDC and regional AIDS and TB Centers - Need to simplify internal communication, and delegate more authority to staff - UCDC’s management style and leadership may not always encourage growth of potential among staff - Need to reduce bureaucracy - Need to transition more (fine-tune) to electronic from paper-based internal and external communications, paperwork - Rapid staff turnover and rotation - UCDC is not strong at presenting themselves publically, and showing their strengths (PR & communication skills) <p><u>Structural challenges within health system:</u></p> <ul style="list-style-type: none"> - As part of GoU, UCDC cannot adopt changes quickly, adapt quickly - UCDC lacks the authority for final decision making and implementation in HIV and TB areas - Organization cannot make decisions independently, because of dependence on State Service and MOH - State Service is seen as an unnecessary added layer, which sometimes blocks information or data that UCDC needs, hindering them - Cumbersome funds flow mechanism through Treasury slows UCDC’s ability to pay on time - As public institution UCDC is hindered by numerous regulations, limited and slow decision making - UCDC should avoid being similar to other state

<p>environment, have good ideas</p> <ul style="list-style-type: none"> - Work with all regional centers (nationwide) to ensure rational use of medicines and stock management (expiry and registration issues) <p><u>Competitive advantages:</u></p> <ul style="list-style-type: none"> - Sole source of verified strategic information in Ukraine on HIV & TB - Relationships with and support from international partners as focal point for HIV & TB in Ukraine - Experience working with all AIDS and TB centers in oblasts and municipalities around Ukraine, established relationships for reporting, data capture, etc (and network of qualified staff at regional & district levels) - Ability to conduct teleconferences with regional AIDS and TB Centers and obtain up-to-date information from the field - Strong partnerships with NGOs (can collaborate on future projects) - UCDC has electronic tools for data collection on ARV and TB medicines consumption and stock levels (and some case data) - Ability to attract qualified staff (although funding cuts will hinder this) - Working to adopt international best practices 	<p>institutions, part of the same bureaucratic machinery</p> <ul style="list-style-type: none"> - Current lack of harmonization between UCDC and MOH registration systems for medicines and medical commodities - Duplication of functions across several institutions <p><u>Technical capacity challenges:</u></p> <ul style="list-style-type: none"> - Insufficient capabilities of clinical specialists, some of whom may lack sufficient clinical practice - Need for more training in HR, training coordination and TA provision, finance - Need for talent management approach, to train and retain good staff - Reference lab is weak, poorly equipped. New lab was destroyed by old regime; now lower standards (qualified lab staff “won’t work there”) - Some gaps in data, data verification (UCDC working to address this, e.g. through supervision visits, helping oblasts verify the data from rayons) <p><u>Mindset/historical way of doing things:</u></p> <ul style="list-style-type: none"> - Lack of business culture, ability to market the organization and proactively seek new business
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<p><u>Health reforms in Ukraine:</u></p> <ul style="list-style-type: none"> - Moves to reform health system in Ukraine could open new doors for UCDC – preventive health and wellness initiatives, primary and preventive care, NCDs, etc. - Time of change in health policy in Ukraine, potential opportunity for UCDC to advance and consolidate its position - New health insurance law? (could bring new opportunities or resources to UCDC?) <p><u>New support following Ukraine crisis:</u></p> <ul style="list-style-type: none"> - Crisis in Ukraine has brought new support from EU, other Western partners – opportunity for UCDC to promote themselves as focal point for public health - Good time to build partnerships and relationships with all HIV/TB stakeholders <p><u>International Partners supporting larger role for UCDC:</u></p> <ul style="list-style-type: none"> - WHO Euro remains major supporter of UCDC and health reforms in Ukraine 	<p><u>Political situation:</u></p> <ul style="list-style-type: none"> - Political uncertainty, loss of former Minister of Health (supporter of UCDC), uncertain future under new Minister - UCDC must depend on the will and personality of the Minister and deputies -- now uncertain - Lack of strong MOH support for UCDC <p><u>Financial crisis in Ukraine:</u></p> <ul style="list-style-type: none"> - State budget deficits, inadequate funding for UCDC and other state bodies <p><u>Reductions in donor funding:</u></p> <ul style="list-style-type: none"> - Diminishing level of external funding, combined with uncertain GoU funding threatens UCDC’s ability to retain qualified staff and implement programs (some staff are leaving) <p><u>Health system weaknesses:</u></p> <ul style="list-style-type: none"> - Soviet style of management of health service restricts UCDC’s potential - Continuing focus on specialist based care and relative lack of attention or prestige for general practitioners

- Need and interest in coordinated response and responsibility for public health in Ukraine makes UCDC most likely agency to fill this role
- As a “CDC entity”, UCDC has opportunity to become a partner with other European/ Eastern European CDCs (network)
- As a state entity, UCDC is seen as attractive by Global Fund, which wants a governmental PR

New activities/areas of work:

- Opportunity to become more active in HIV and TB training area (coordination, technical, etc). UCDC could do trainings on HIV and TB, M&E, PSM, management, etc. for regional and local health managers (UCDC does some now, but more often on an ad hoc basis)
- UCDC should use strengths to become more active at national level, and become the key agency (not the State Service) to develop and adapt protocols, guidelines, recommendations, and provide quality assurance
- Build on relationships with AIDS and TB Centers to make them more than reporting relationships (ensure they rely on UCDC for policy, guidance)
- UCDC should conduct regular brainstorming sessions with key staff and aim to look “outside the box” and think of innovative ways to work outside their usual routine, new fields of activity
- Viral hepatitis – under discussion at UCDC, as an area where no organization currently has the “big picture” for Ukraine; UCDC could take the lead nationally, get data from narcological centers, AIDS centers, infectious disease hospitals, etc.
- UCDC should work to play a leading role in the field of pharmaceutical management

New status or entity for UCDC:

- UCDC should try to change its status and become more autonomous in decision making and financially

- and primary & preventive health care in Ukraine
- Inconsistency of MOH in reforming the health system

Competition, rival organizations, lack of support:

- Rival organizations and individuals who want to diminish UCDC or make UCDC subordinate to them, including through decrees/legislation, etc.
- Some organizations attempting to make UCDC do their work, while claiming credit themselves (shifting responsibility to UCDC), discrediting UCDC when things go wrong
- UCDC faces threat of being merged, liquidated, broken apart into pieces, or closed down, or their work paralyzed
- Political games in MOH are a threat
- Preference given to State Service is a threat
- Open confrontation with institutions such as State Service is a threat

Threats to staff well-being:

- Poor motivation of staff (including financial motivation)
- Psychological and emotional stress among staff (including stress caused by the need to respond urgently to crises that arise regularly, and by the management-staff communication), leads to loss of staff