



Food and Agriculture
Organization of the
United Nations



World Health
Organization



World Organisation
for Animal Health
Founded as OIE

NBW Roadmap for One Health Capitalizing on IHR and PVS



Ukraine

18-20 September 2024 - Lviv, Ukraine



Difficulty of implementation: Low +, Moderate ++, Very difficult +++

Impact: Low impact +, Moderate impact ++, High impact +++

Action	Timeline	Difficulty (1-3 scale)	Impact (1-3 scale)	Responsibility	Process
COORDINATION AND LEGISLATION					
Objective 1: To introduce one health approach into Ukrainian legislation (46 priority dots)					
1.1 To submit the draft law of Ukraine "On biosafety and biosecurity" for the consideration of the Cabinet of Ministers of Ukraine	Till the end of 2024	+++	+++	MoH	<ol style="list-style-type: none"> The draft law is developed To conduct the procedure of intergovernmental agreement with the central executive bodies and other social partners To receive the compliance conclusion from the Ministry of Justice, Ministry of Finance, Ministry of Digitalization and a Secretariate of the Cabinet of Ministers of Ukraine Finalise the draft law and submit to the Cabinet of Ministers
1.2 To update the resolution of the cabinet of ministers of Ukraine No 893 "On the sanitary protection of the territory of Ukraine"	Till the end of 2024	+++	+++	Dept of Public Health, State Border Service, Ministry of Foreign Affairs, Ministry of Environmental Protection, State Custom Service, SSUFSCP	<ol style="list-style-type: none"> To develop amendments to the resolution To conduct the procedure of intergovernmental agreement with the central executive bodies and other social partners To receive the compliance conclusion from the Ministry of Justice, Ministry of Finance, Ministry of Digitalization and a Secretariate of the Cabinet of Ministers of Ukraine
1.3 To introduce amendments to the Resolutions of the Cabinet of Ministers of Ukraine No 1056 of 06.10.2023 and No 479 dated of 19.04.2022 "On the approval of the terms of reference of the State Emergency Antiepidemiological Commission at the CMU level, and the typical terms of reference of the local State Emergency Antiepidemiological Commission"	Till the end of 2024	++	+++	Cabinet of Ministers of Ukraine, MoH, SSUFSCP, Ministry of Agrarian Policy and Food of Ukraine,	<ol style="list-style-type: none"> MoH to initiate and draft amendments in particular "to include Chief Sanitary Doctor of the Oblast/region to the list of the State Emergency Antiepidemiological Commission (representative of the regional Center for Disease Control and Prevention) To conduct the procedure of intergovernmental agreement with the central executive bodies and other social partners To receive the compliance conclusion from the Ministry of Justice, Ministry of Finance, Ministry of Digitalization and a Secretariate of the Cabinet of Ministers of Ukraine
1.4 To adapt Ukrainian legislation on by security to the international standards	3 years (2024-2026)	+++	+++	MoH, MoAPF, Ministry of Environmental Protection, State Border Service	<ol style="list-style-type: none"> To conduct evaluation/audit of the national legislation jointly with international experts (WHO, CDC etc) to obtain conclusion and suggestions to improve preparedness and response on the emergency (zoonosis) to improve intersectoral cooperation
1.5 To develop the Memorandum of Understanding between 3 ministries on regularly data exchange and surveillance results	December 2025	+	+++	MoH, PHC, MoAPF, SSUFSCP, MoEP	<ol style="list-style-type: none"> to organize a meeting with representatives of the three sectors to establish a coordination working group to develop a MoU between 3 ministries on surveillance for prioritized zoonotic diseases to organize a working meeting for official approval signing of the MoU To initiate the development of unified methodologies for laboratory testing and surveillance procedure

Objective 2: To enhance coordination and cooperation between stakeholders (17 priority dots)					
2.1 To develop legislative act one cooperation and organization of work in the points of entry through the state border	1 year	+++	+++	MoH, MoAPF, MoEP, State Border Service, SSUFSCP, State Custom Service	<ol style="list-style-type: none"> To establish an expert working group (MoH, SBS SSUFSCP, SCS) To detect the list of participants To develop the terms of reference on the expert working group To conduct working meetings on the monthly basis online and/ or offline To develop a working plan To develop a draft legal act with a strict algorithm of interaction and organization of work in the points of entry through the state border for each service/institution
2.2 To Create an expert group on drafting the National Program of Cooperation and Coordination of Actions on the Prioritized Zoonotic Diseases	2025	++	+++	Dept of Public Health of the MoH, MoAPF, MoEP, Ministry of Finance, SSUFSCP, State Border Service,	<ol style="list-style-type: none"> MoH to initiate the creation of the expert working group to determine the list of the group of experts to draft the terms of reference of the expert working group to develop the plan of actions for the expert working group (tasks deadline functions involvement of other responsible organizations) to develop the national program of cooperation and coordination (objective, vision, tasks, responsible actors, deadlines, expected outcomes, financial support, risks/threats, pplan of actions)
2.3 To develop educational curriculum/programs to integrate One Health	2025	+++	+++	MoH, MoES, MoAPF, MoEP, SSUFSCP	<ol style="list-style-type: none"> MoH to initiate the development process to draft joint educational curriculums/ disciplines according to needs of the universities/ higher education To provide methodological support to educational institutions in implementing One Health modules in curricula and program
Objective 3: To finance programs linked to One Health (26 priority dots)					
3.1 To create the single joint budget program for financial support of activities concerning prioritized zoonotic diseases	2025-2026	+++	+++	CMU, Ministry of Finance, Ministry of Economy, MoH, MoAPF, MoEP, SSUFSCP, SBS	<ol style="list-style-type: none"> Institutions and Ministries to submit the request on calculations on the amount of funding with division for articles To draft and submit the explanatory note with clarifications and ground funding on the financial support and the amount of funding of the planned actions To discuss the draft of the budget program to follow the procedure of adoption To receive the conclusions and agreements of the Ministry of Finance and the Ministry of Justice
3.2 While formulate the State Budget to foresee the compensation for emergency response from the reserved fund (prioritized zoonotic diseases)	Annually while formulate the State Budget	+++	+++	Dept of PH of the MoH (initiate), CMU, MoF, MoEconomy, MoEP, SSUFSCP, SBS	<ol style="list-style-type: none"> Institutions and Ministries to submit the request on calculations on the amount of funding with division for articles To draft and submit the explanatory note with clarifications and ground funding on the financial support and the amount of funding of the emergency response actions To discuss the draft of the budget program to follow the procedure of adoption To receive the conclusions and agreements of the Ministry of Finance and the Ministry of Justice To approve

SURVEILLANCE, LABORATORY, RISK ASSESSMENT

Objective 4: To enhance cooperation for unified surveillance between PH, AH, EH sectors (29 priority dots)

4.1 to develop a national program on the improvement of material and technical base (MTB) laboratory network of PH, SSUFSCP, MoEP	December 2026	+++	+++	MoH, PHC, MoAPF, SSUFSCP, MoEP	<ol style="list-style-type: none"> 1. to create a working group including three sectors representation 2. to conduct the assessment of the current MTB and identify prioritized needs 2 enhance capacity linking to tasks of laboratory testing and avoiding overlapping 3. to select the financial system 4. to approve the program
4.2 To conduct an audit of the current IT systems, to evaluate the capacity and to develop a plan of integration	December 2026	+++	+++	Unit of Digital development digital transformations and digitalization of the MOH, SSUFSCP, MoEP	<ol style="list-style-type: none"> 1. To establish a working group with representatives from three sectors 2. to conduct an audit of the current IT systems 3. to identify the financial sources 4. to develop the terms of reference and SOP 5. to draft sub legal act to coordinate the exchange of information between the sectors 6. to conduct the bidding to select the technical implementing partner of the program 7. to select pilot regions to test the program and to correct uncertainties 8. to conduct training of staff using the program and implement the program
4.3 To improve the program of the external quality assessment for national regional laboratories	December 2026	++	++	PHC, MoH, SSUFSCP	<ol style="list-style-type: none"> 1. to conduct accreditation of the regional laboratories in compliance with ISO 17043, 17034 2. To improve cooperation between national regional laboratories and international regional centers in the scope of external quality assessment (regarding certain nosologies) 3. To develop mechanism of external quality assessment
4.4 To create joint training program of PH, AH, EH staff in the system of the continuous professional development	II Q 2025	+++	+++	Working group (MoH, MoAPF, MoEP, PHC, SSUFSCP)	<ol style="list-style-type: none"> 1. to establish a working group (MoH, MoAPF, MoEP, PHC, SSUFSCP) to evaluate current resources and current programs of continuous professional development of three sectors at the national level 2. to develop a certification program to be used jointly for three sectors over the prioritized zoonotic diseases applying the One Health approach 3. to implement program of joint trainings of continuous professional development for PH, AH, EH at the basis of the PHC

Objective 5: To ensure joint risk assessment for all One Health sectors in order to develop preventive measures (11 priority dots)

5.1 To create joint working group on the risk assessment at the national level regarding the prioritized zoonotic diseases in order to ensure the systematic approach on the periodical risk assessment involving academia and scientific experts	December 2025	+	+++	Dept PH of the MoH, PHC of the MoH, Unit of the Coordination of the SSUFSCP, MoEP	<ol style="list-style-type: none"> 1. to engage responsible staff who was trained on the risk assessment to be included to the working group at the level of ministries and scientific institutions 2. To identify the chairman, the secretary and institutions who will coordinate the wo working activity 3. To develop tasks, deadlines to conduct risk assessment (planned and the circumstances for unplanned) 4. to develop a methodology and algorithms on risk assessment 5. to ensure advocacy implementation of the risk assessment system in fields
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5.2 To conduct training of trainers (cascade training) at the international and national levels on laboratory diagnostic, risk assessment of prioritized zoonotic diseases	December 2026	+++	+++	Int Coop Dept of the MoH, Dept PH of the MoH, International Expert Center of the MoH, Unit of the Coordination of the SSUFSCP, HR of the SSUFSCP, MoEP,	<ol style="list-style-type: none"> 1. to engage international partners and donors to organize and conduct ToT 2. to select representatives of the three sectors to be trained as trainers 3. to elaborate the training program 4. to conduct the cascade trainings, workshops at the national and sub-national levels
5.3 To approve the list of risks based on the results of joint risk assessments in terms of intersectoral cooperation in the following areas: AMR (antimicrobial resistance), endemic zoonoses, food safety, emergency response, outbreak response and ensure the preparation of communication packages	I Q 2025	++	+++	Dept of PH MoH, Dept of food safety and veterinary medicine SSUFSCP, SEI	<ol style="list-style-type: none"> 1. to establish a working group out of senior leadership and detect technical staff (Dept of PH MoH, Dept of food safety and veterinary medicine SSUFSCP, SEI) to identify and approve the list of risks as a result of conducted risk assessments 2. to bring the list of risks to the attention of the responsible ministries for the development of appropriate communication interventions to approve the list of risks by the joint order of the ministries 3. create expert multisectoral groups to develop communication materials for the identified risk groups 4. conduct trainings for communication specialists of the MoH, PHC, the CDCPs, SSUFSCP, and the SEI on communication of identified risks 5. to develop and initiate communication campaigns
Objective 6: To create and set up the production of biological products in Ukraine (7 priority dots)					
6.1 To create and set up the production of diagnostical products in Ukraine	December 2027	+++	+++	CMU, MoH, MoAPF, MoEP, SSUFSCP	<ol style="list-style-type: none"> 1. to create the coordination group 2. to determine the list of diagnostic products, test systems, other consumables which are not produced in Ukraine or those in need to improve the production process 3. To identify the financial sources 4. to select the industrial bases for the production process 5. to set up the production process to conduct testings and registration of the biological products in compliance with the current national legislation 6. to list new biological products into legal acts (instructions, resolutions)

FIELD INVESTIGATION AND RESPONSE

Objective 7: Improved response at multisectoral level (26 priority dots)

7.1 To Create a Joint Emergency Response Plan for the multiple threats in the context of One Health (include the specified annex for the prioritized zoonotic diseases)	2025	++	+++	MoH, MoAPF, MoEP, SSUFSCP, State Border Service, State Emergency Service, local communities	<ol style="list-style-type: none"> 1. to create an intersectoral working group to develop and summarize the proposals of the draft joint response plan 2. to develop a response plan (define tasks for each involved institution of the Ministry, timelines, risks, financial support, expected results) 3. to approve the response plan 4. to develop proposals for budget planning 5. to conduct post-action analysis and make appropriate adjustments to the plan
7.2 To establish a standing multisectoral emergency joint rapid response group in the context of One Health	6 months	++	+++	Unit for emergency response and monitoring of the oCDC, Unit of organization of the antiepidemiologic activities of the Regional SSUFSCPS, Unit of the operational Control (ecology)	<ol style="list-style-type: none"> 1. define the goals, purpose and objectives of the inter-sectoral joint emergency response team in the context of the "One Health" concept 2. define the list of positions for the rapid response team in accordance with the legislative framework or by making a decision at the local emergency response commissions 3. approve the list of the group by a joint order 4. formulate the group's work plan and frequency of meetings 5. ensure documentation and monitoring of the group's decisions implementation
7.3 To adapt multisectoral SOPs for the emergency joint rapid response group with a strict division of responsibilities and tasks	December 2025	++	+++	Staff authorized by Director of the oCDC, Regional SSUFSCP, Directors of the Regional Ecological Inspections	<ol style="list-style-type: none"> 1. to establish a standing working group 2. to organize a meeting with representatives of three sectors at regional level 3. to develop SOPs per certain topics identified in advance 4. following the trials, to conduct the after action reviews and correct the SOP, to approve the SOP by director of OCDC and oblast SSUFSCP, Ecological Inspection 5. To share sops with the emergency joint rapid response group representatives 6. To review SOPs periodically, including after SimEx (annually or if applicable)
7.4 To conduct trainings of staff of the local level regarding SOP	Periodically, once every 6 months	+	+++	oCDC, Regional SSUFSCP, Regional Ecological Inspections	<ol style="list-style-type: none"> 1. to select the responsible person within the scope of authority 2. to develop a training plan 3. to conduct a training (TTX, field/functional) 4. to conduct a test (evaluation) of the local staff regarding the conducted training
7.5 To introduce and to institutionalize the after action review following the outbreak (emergency)	Periodically annually	+++	+++	All interested stakeholders (agencies, ministries)	<ol style="list-style-type: none"> 1. develop a unified methodological approach for the implementation of post-action response analysis 2. conduct trainings on conducting after-action analysis 3. conduct after-action analysis and generate reports with relevant recommendations to inform actions to address identified gaps and/or disseminate best practices

Objective 8: To enhance the competencies of staff in emergency response (6 priority dots)					
8.1 To do a training of national experts on how to conduct the simulation exercises	Up to 6 months	+	+++	Intersectoral working group, oCDCs, MpH, PHC, SSUFSCP, SEI,	<ol style="list-style-type: none"> to select a list of responsible staff within the scope of authority to become a national expert to conduct a training on SimEx To calculate and approve the budget for the training To identify national and if needed international experts for facilitation to develop a plan of trainings for national experts to conduct a thematical trainings to conduct an evaluation of the quality of trainings
8.2 To conduct simulation exercises for multi sectoral teams of rapid response (RRT)	during the first quarter after creation of the rapid response group	++	+++	Deputy Director of the oCDC (authorized staff), oblast SSUFSCP, SEI	<ol style="list-style-type: none"> to develop a thematical training plan with a selection of participants, timeline and responsible persons To develop materials for trainings (scenario, injects presentations, valid epidemiological information) considering recommendations of WHO and WOAHA To select venues for trainings to conduct trainings by the lead of the rapid response group at the national level To identify gaps and find the way for improvement
8.3 To conduct joint simulation exercises of the emergency rapid response group and field epidemiology (operational-based: drills)	1 year	+++	+++	oCDC (epidemiologist), Regional SSUFSCP, Unit for operational control (SEI), National Police, State Emergency Service, SBS, State Forestry Agency	<ol style="list-style-type: none"> to establish a multi sectoral joint working group of experts to develop the plan for a joint simulation exercise To develop the training plan to approve training plans to conduct trainings once every six months to calculate the budget jointly to conduct simulation exercises to analyze the conducted trainings and share the proposals for improvements
8.4 To conduct joint full scale field intersectoral exercises with the facilitation of international experts	Periodically once a year	+++	+++	MoH, PHC, SSUFSCP, National Police, State Emergency Service, SBS, State Forestry Agency	<ol style="list-style-type: none"> create a group to plan, conduct simulation exercises and analyze the results and formulate recommendations (different types of SimEx, including TTX) develop a training plan to prepare groups of trainers/facilitators develop plans for simulation exercises and calculate the budget integrate the plans of simulation exercises into the annual national plan of major civil protection measures of Ukraine (to be approved by the CMU) conduct simulation exercises Analyze the results of the conducted simulation exercises, develop an improvement plan to address identified gaps
Objective 9: To train (prepare) rapid response groups (17 priority dots)					
9.1 To institutionalise the programme of the field epidemiology for PH, AH experts	Up to 2 years	+++	++++	MoES, MoH, PHC, MoAP, other executive bodies and higher education	<ol style="list-style-type: none"> to develop and approve a certified 6 months' program of the field epidemiology on the basis of higher education at the PH and AH faculties To develop and approve a master curriculum 1,5 year of field epidemiology

PREVENTION, RISK COMMUNICATION

Objective 10: Development and implementation of the National Communication Strategy (19 priority dots)

10.1 To develop the Joint National Communication Strategy for 2026-2030	December 2025	+++	+++	Dept PH MoH, MoAPF, MoEP, PHC, Dept of Food Safety and Veterinary Medicine SSUFSCP, SEI	<ol style="list-style-type: none"> 1. to establish a standing working group to coordinate activities and prepare strategy 2. to organize a meeting with representatives of all sectors to develop a strategy 3. to develop the draft strategy and the operational plan of its implementation with the responsible offices and deadlines by the standing working group 4. to send the draft strategy and its operational plan for the intergovernmental agreement to all involved ministries 5. to submit the draft strategy and its operational plan for the approval by the cabinet of ministers of Ukraine
10.2 To develop and implement the joint SOPs on communication with media, local government, general public	I Q 2025	+++	+++	Dept of PH MoH, Dept of food safety and veterinary medicine SSUFSCP, SEI	<ol style="list-style-type: none"> 1. to create working group out of unit leads on communication 2. The draft joint SOP 3. to share SOP for approval to the responsible ministries 4. to conduct training with senior leadership, unit leads on communication of the oblast level 5. do select responsible staff for implementation of SOP at the regional level - you need leads on communication

Objective 11: To build capacity of human resources on communication (6 priority dots)

11.1 To select 2 staff (main and alternate) from each sector responsible for communication	December 2024	++	+++	Directors of oCDCs, Heads of oblast SSUFSCPs, Heads of oblast SEI	<ol style="list-style-type: none"> 1. to draft and issue the order at the regional levels of oCDCs, oSSUFSCPs, oSEIs that provide a list of responsible staff for communication and their tasks and responsibilities 2. To develop or amend job descriptions of thy selected staff
11.2 To conduct joint certified trainings on communication 2 times a year	March 2025, September 2025 and on the annual basis	+	++	Directors of oCDCs, Heads of oblast SSUFSCPs, Heads of oblast SEI	<ol style="list-style-type: none"> 1. to develop joint training program by the working group for the period of three years covering the selected list of risks 2. To invite international organizations, NGO, associations to conduct and organize joint trainings 3. to conduct joint trainings of trainers on risk communication and prevention 4. to conduct cascade certified trainings of staff at the regional level by trainers
11.3 To integrate to the higher educational program the discipline on risk communication	Up to 01.07.2025	++	+++	MoES, MoH, SSUFSCP, MoEP	<ol style="list-style-type: none"> 1. to establish a working group with representatives of all stakeholders 2. to develop suggestions to the educational program plans 3. to send draft educational program plans for consideration and comments to all interested institutions 4. To revise the educational program plans and submit for approval to the MoES 5. To prepare educational materials by MoES 6. To implement program

Objective 12: To improve public awareness and enhance prevention (34 priority dots)

<p>12.1 To conduct joint briefings each quarter</p>	<p>Quarterly 2026-2030</p>	<p>+</p>	<p>+++</p>	<p>Unit leads on communication oCDCs, oSSUFSCPs, oSEIs</p>	<p>1. to organize and conduct quarterly meetings at the platform of oblast government sharing the actual problems and issues on prevention</p>
<p>12.2 To organize informational campaign on preventive measures</p>	<p>On a monthly basis 2026-2030</p>	<p>++</p>	<p>+++</p>	<p>Certified staff (trainers). oCDCs, oSSUFSCPs, oSEIs</p>	<p>1. to develop program for different target groups of joint informational campaign by selected and trained staff 2. do share problematic issues in the media, in the social media add the websites following the main objective on preventive measures of the different target groups 3. do distribute printed copies of informational materials for the specific target groups 4. to conduct joined field visits to communicate with the general public.</p>