



Delivering Health: How Ukraine Builds a Medical Supply Chain

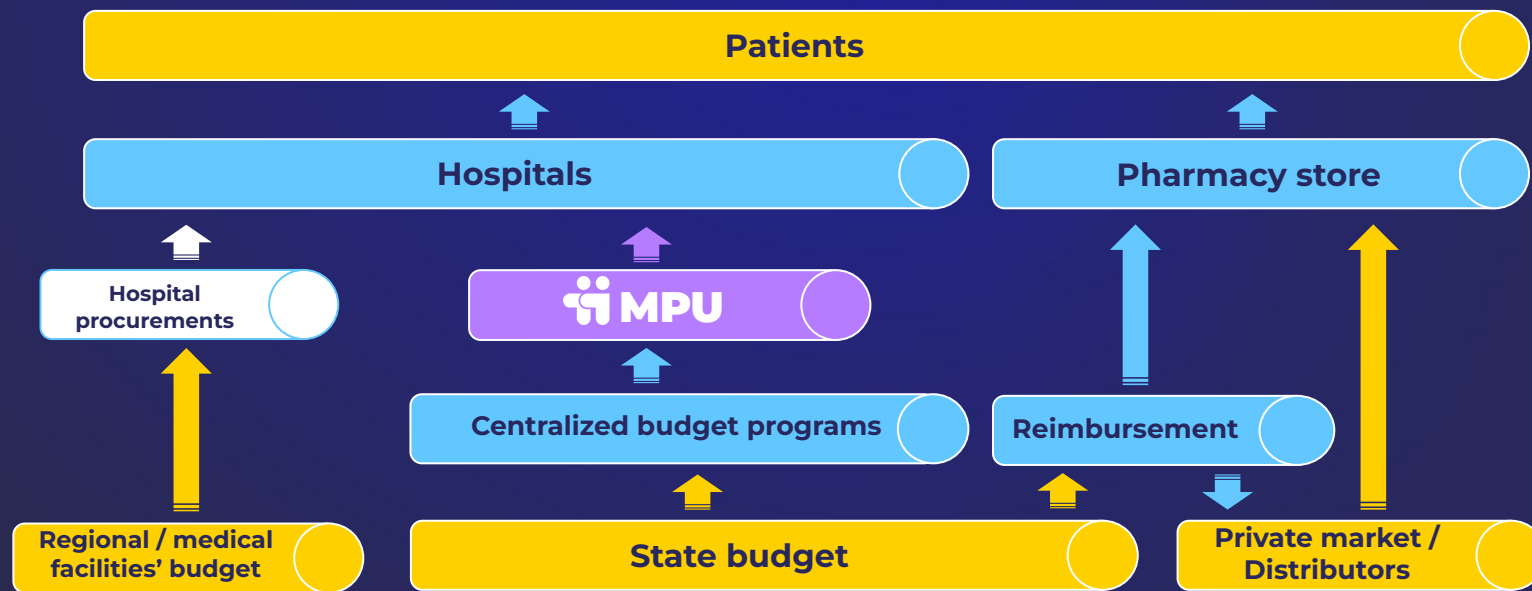
**Kateryna
Nekrasova**

Deputy General Manager of
Medical Procurement of Ukraine





National medical supply system in Ukraine





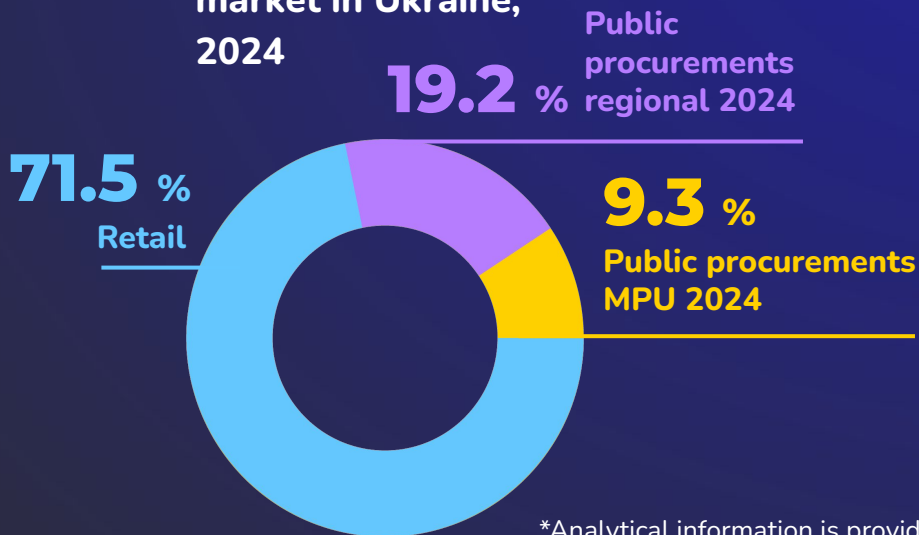
Ukrainian pharmaceutical market

2024*



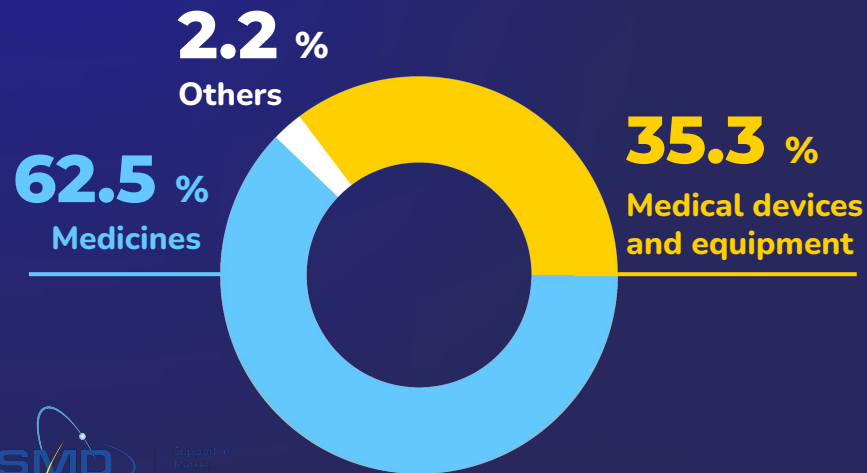
111.4 bln UAH

Pharmaceutical
market in Ukraine,
2024



31.7 bln UAH

Public procurement market
in Ukraine, 2024



*Analytical information is provided by



Support in
Public
Procurement



Medical Procurement of Ukraine



In **2025**, MPU was assigned **26** areas of diagnostics and treatment of serious diseases (oncology, cardiovascular diseases, multiple sclerosis, autism, hepatitis etc.)

Complete list of medical goods for purchase: [link](#)



zakon.rada.gov.ua



In **2025**, the budget for the procurement of medicines and medical devices has increased

by **27.8%**

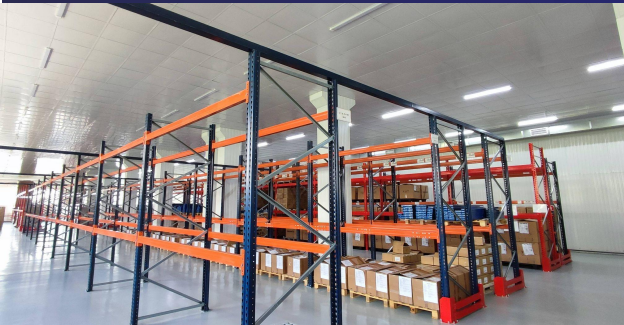
to **10,986 bln UAH**

compared to **7,935 bln UAH** in 2024

Medical Procurement of Ukraine



The national agency that transforms the medical supply system to improve the quality of life of Ukrainians





Anti-Corruption Policy



Basics of policy

- regularly internal vetting and training of staff;
- managing conflicts of interest and corruption risks;
- ensuring cooperation only with verified partners and suppliers;
- implemented compliance control system for reporting potential violations.

ISO 37001:2016

In 2022, the MPU has been certified according to the anti-bribery standard ISO 37001:2016.

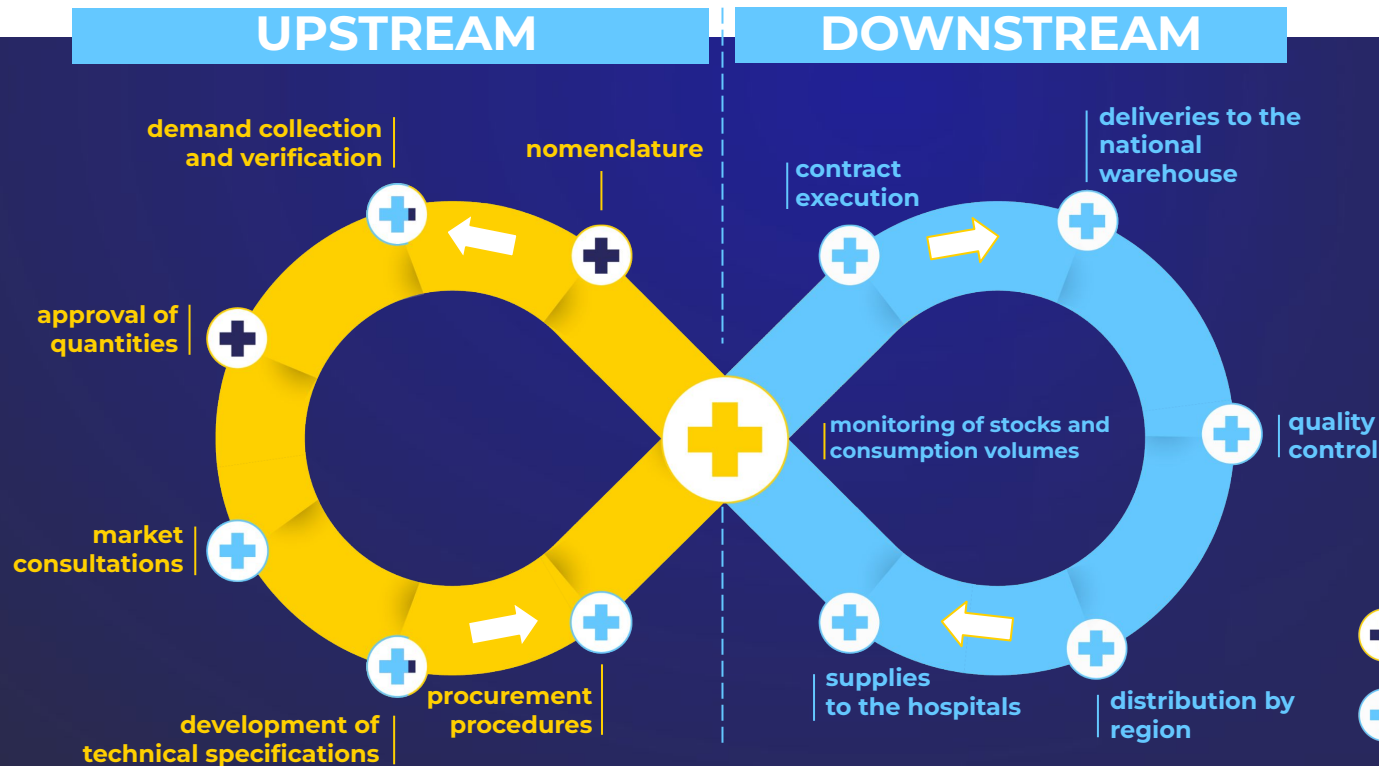
In 2023-2024, MPU successfully underwent the annual audits and confirmed compliance with the ISO 37001 requirements.

Compliance with the standard confirms the implementation of the best global practices in the field of anti-corruption.





Centralized supply chain



Open data: **to streamline the monitoring of medical supply needs, MPU launched IT system in 2018**

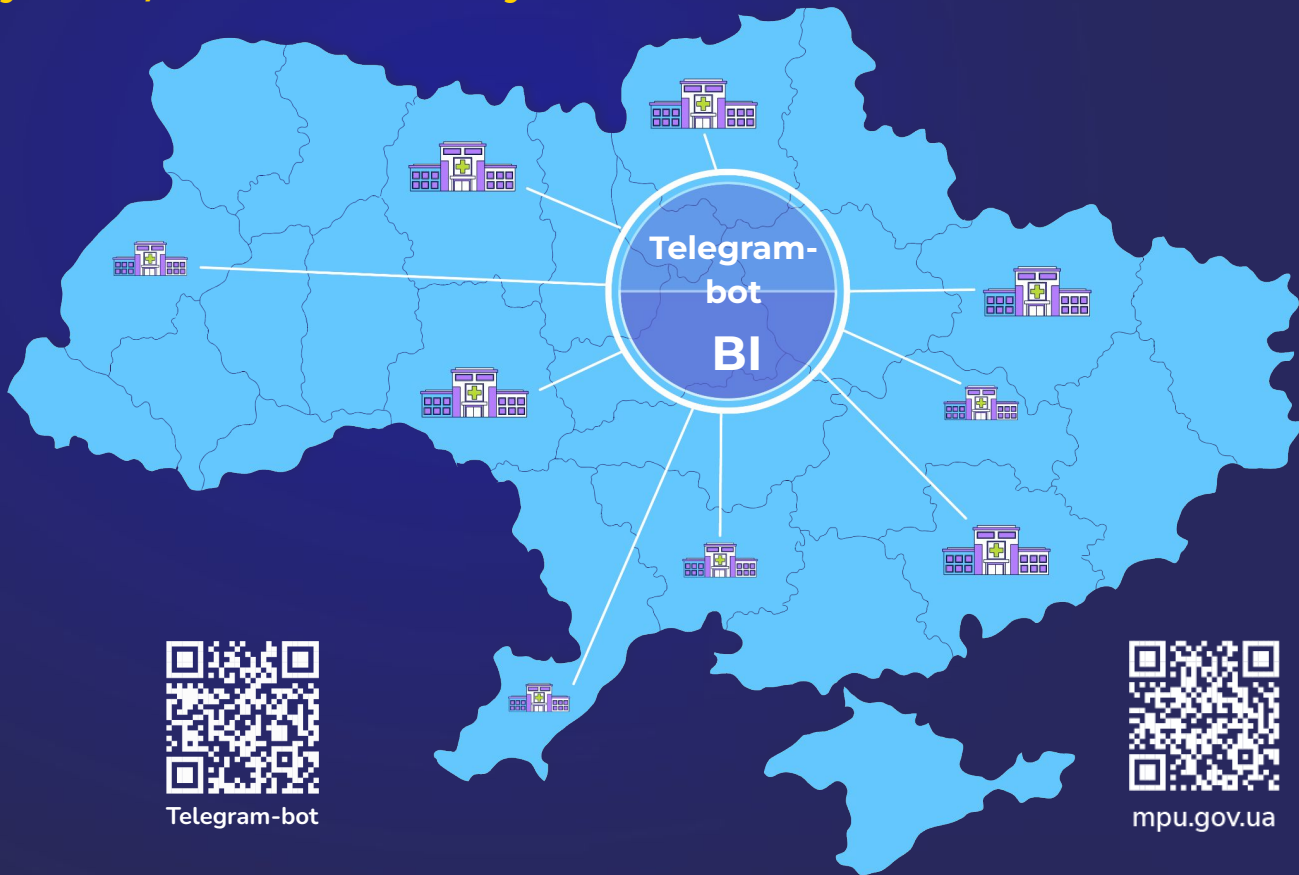


Open data:

Hospitals of Ukraine twice per month report to **IT system** about the stocks of medicines and medical devices

The number of **medical facilities** registered in the system:

2 thousand



Telegram-bot



mpu.gov.ua

How centralized procurement operates in Ukraine





Suppliers' engagement and procurement tools



**SAP Ariba: a secure tool for
interaction with suppliers
throughout the entire process**

It is used for market consultations with
suppliers, surveys, and contracting



Register in
SAP Ariba

service.ariba.com



**Bidding platform for tendering
processes**

Core principles:

- fair competition
- ensuring savings and efficiency
- openness and transparency
- non-discrimination of participants
- prevention of corruption



**Prozorro Market: an electronic
catalog for swiftly purchasing
standard goods**

It functions as a marketplace for
public customers, facilitating
purchases through the supplier
request for proposals tool



prozorro.gov.ua

The medical part of the
catalog is administered
by MPU

The current [list](#)
of authorized
electronic platforms



Contract execution with MPU



Important points for suppliers



Currency of the =contract is exclusively UAH

for non-residents MPU makes payment in selected currency equivalent (USD or EUR)



Bank guarantee

MPU implements advance payment based on a bank guarantee after signing of the contract



Delivery terms DAP/DDP Kyiv region

this provision cannot be changed due to specific of state enterprise regulation



Term of delivery

MPU establishes the exact date of expected delivery at the time of the tender procedure based on the product's stocks, and it cannot be changed



Date of delivery

is the delivery of the products to the destination point and signature of Acceptance Certificate for the products (after visual or laboratory control if necessary)



Shelf life 70%

the general requirement for medicines is 70% of the total shelf life at the date of delivery, and for medical devices is 75% of the total shelf life at the date of delivery



International pack

for the military period, medicines registered in Ukraine can be supplied in original international packaging.








Ukraine Facility requirements

for the procurement of equipment



Ukraine Facility program requirements

-  Payments must not be made to any supplier or final beneficiary listed under EU sanctions;
-  Procurement must be carried out from specific “eligible” countries;
-  At the procurement announcement stage, the donor - Ukraine Facility - must be indicated.
-  All procured equipment and other goods must visibly bear the statement: “This action is financed/co-financed by the European Union – Ukraine Facility”;
-  All procurement-related documents must be retained for a period of five years.

Grounds for contract termination

- 1) The procurement winner has acquired the status of an entity registered in a country deemed ineligible
- 2) The procurement winner has become subject to restrictive measures in the form of European Union sanctions and has been listed in the EU sanctions registers
- 3) During the execution of payments under the contract, the procurement winner provided documentation indicating that the goods or material resources originated from a non-eligible country

Exceptions:

Contracting authorities may procure goods, works, or services without applying these requirements if open tender procedures, which include such requirements, did not take place.



Parallel import of medicines

Conditions for participation in procurement



Medicines supplied through parallel import will be eligible for procurement by MPU, in accordance with the procedure outlined in [Order No. 277 of the Ministry of Health of Ukraine](#), dated February 17, 2025 (which came into effect on April 15, 2025).

Participants eligible to take part in the procurement must hold

- a license for import and/or wholesale trade
- a permit for parallel import, or provide a commitment to obtain such a permit (within 90 days from the date of contract signing, but no later than the delivery term, if the term occurs earlier)

Regarding the medicines offered by the participants

1. If a parallel import permit for the medicines is available, the following documents must be submitted:
 - An import and/or wholesale trade license
 - A parallel import permit
2. If no parallel import permit is available at the time of the offer submission, the following must be submitted:
 - An import and/or wholesale trade license
 - Evidence of the registration of the medicines in a European Union member state or an EFTA country that is a party to the European Economic Area Agreement
 - Confirmation of the registration of the reference medicine in Ukraine



Regional procurement of medical goods

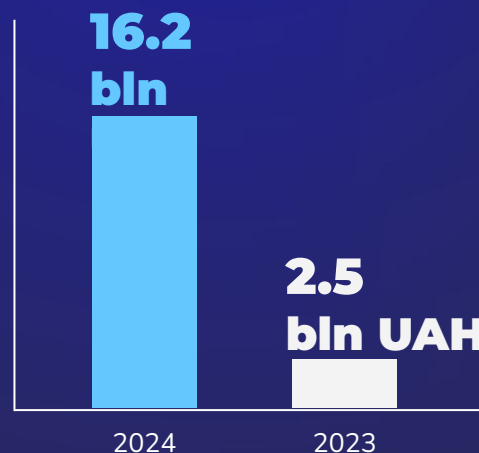


E-catalog Prozorro Market

is a tool that has been operating in Ukraine for 6 years as an online store for public regional procurement

In **2025**, the medical section of e-catalog Prozorro Market was expanded to include [427 medicines and 134 medical devices](#), which hospitals must purchase exclusively through the platform according to the legislation

Medical goods sales through Prozorro Market 2024



Volume of medical goods sales through e-catalog
Prozorro Market represented a 6.5-fold growth

In **2024**, hospitals saved an average of **16 %**

or **2.7 bln UAH** thanks to the high level of competition in Prozorro Market



Q&A session



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"Medical Procurement of Ukraine"**

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