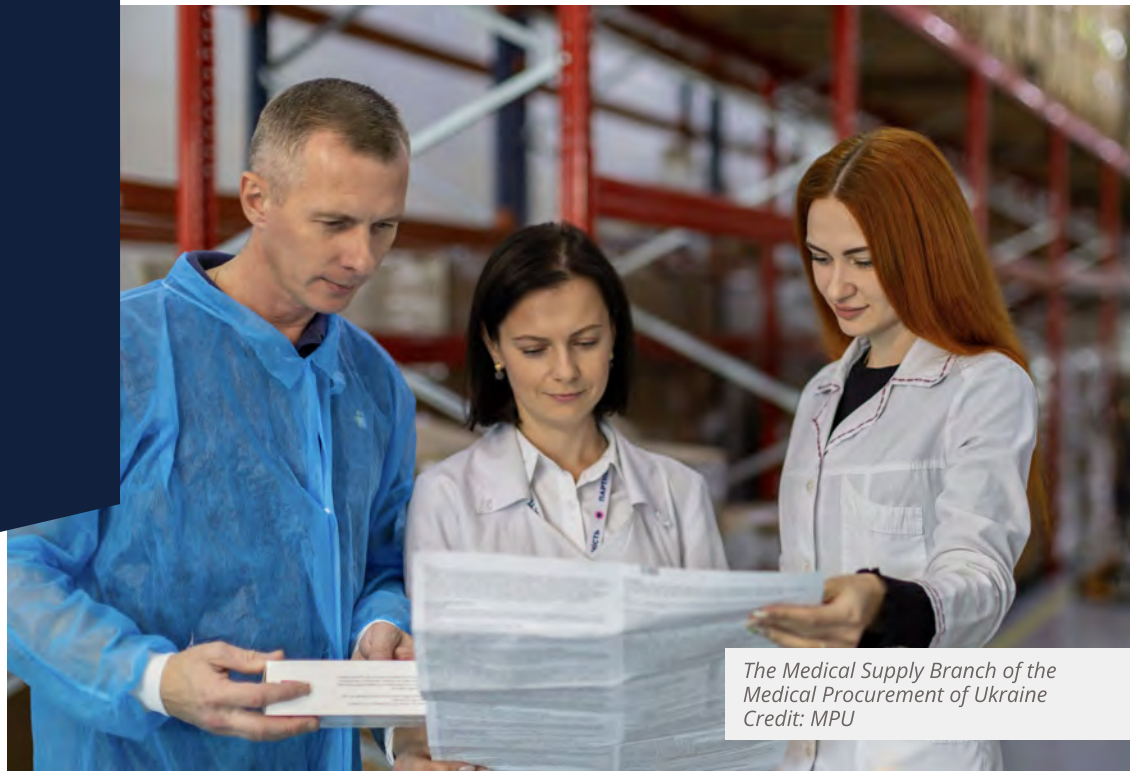




# SAFEMed

## TECHNICAL BRIEF

JANUARY 2026



The Medical Supply Branch of the Medical Procurement of Ukraine  
Credit: MPU

## UKRAINE'S MEDICAL PROCUREMENT LANDSCAPE: THE JOURNEY TO SAFE, AFFORDABLE MEDICINES

### About SAFEMed

*Improving access to safe and affordable medicines for the Ukrainian population is one of the Government of Ukraine's (GOU) top priorities, with ambitious health reforms underway. The Safe, Affordable, and Effective Medicines for Ukrainians (SAFEMed) Activity (2017-2026) funded by the U.S. Government and implemented by Management Sciences for Health (MSH) with the Ukrainian LA Law firm applies health system best practices and evidence-based interventions by working to institutionalize rational medicine selection; systematize public procurement of pharmaceuticals and commodities; support sustainable public-sector pharmaceutical financing; and strengthen the pharmaceutical supply chain in collaboration with the government, civil society, and the private sector.*

### BACKGROUND

Since gaining independence in 1991, Ukraine has faced persistent challenges in ensuring access to safe, effective, and affordable medicines. Prior to reforms in the mid-2010s, out-of-pocket medicine expenditures reached 86% of total spending on medicines, severely undermining equitable access. The high financial burden was driven by fragmented procurement, limited public funding, systemic inefficiencies, corruption, and a lack of transparency<sup>1</sup>. Recognizing medicine procurement as a corruption hotspot, the Government of Ukraine's (GOU) in 2015 temporarily transferred centralized procurement to international organizations, including UNDP, UNICEF, and Crown Agents, while planning to establish a national agency to eventually assume these responsibilities. According to the Accounting Chamber of Ukraine, this reform saved up to 40% of state funding<sup>2</sup>. Following these initial reforms, the country recognized that creation of a national procurement body would be more sustainable, bring even greater savings, and lead to more timely delivery of commodities.

With support from international partners, including the U.S. Government funded SAFEMed Activity, the GOU established the State Enterprise Medical Procurement of Ukraine (MPU) in October 2018. Leveraging Ukraine's successful introduction of the nationwide ProZorro<sup>3</sup> electronic procurement platform in 2015, this initiative aimed to institutionalize transparent, competitive, and efficient procurement practices.

This technical brief describes the transformation of Ukraine's medical procurement and supply chain system over the past eight years, highlighting MPU's central role. SAFEMed has supported these reforms since its start in 2017, working closely with the GOU and MPU to strengthen procurement systems and advance shared reform objectives.

<sup>1</sup> For Example, in 2014, Ukraine ranked 142 among 175 nations in Transparency International Corruption Index (CPI), and by 2024, Ukraine dropped to 105 among 180 nations. - CPI, Transparency.org  
<sup>2</sup> [https://rpf.gov.ua/upload-files/Activity/Collegium/2017/17-1\\_2017/Zvit\\_17-1\\_2017.pdf](https://rpf.gov.ua/upload-files/Activity/Collegium/2017/17-1_2017/Zvit_17-1_2017.pdf)

<sup>3</sup> ProZorro is Ukraine's national electronic public procurement platform that ensures transparent and competitive purchasing for all governmental bodies. In the healthcare sector, it is used by central and local authorities to procure medicines, medical devices, and healthcare services, enabling open tendering, price comparison, and public oversight of procurement processes.



Russia's open military aggression against Ukraine started on Feb 24, 2022, and is ongoing

Timeline of Key Achievements

SAFEMED’S APPROACH

SAFEMed applies a systems thinking, needs-based approach to strengthen the transparency, efficiency, and sustainability of Ukraine's public procurement and supply chain system. This is achieved by supporting the establishment and ongoing institutional growth of MPU and helping create an enabling environment for MPU to continue to thrive. SAFEMed’s technical support has included strategic stakeholder convening to align on a shared reform agenda; embedding consultants to provide hands-on support and skill transfer; conducting legal analysis and drafting legal acts to establish clear mandates and policy; training and other capacity strengthening programs to build the skills needed for effective, transparent procurement; and developing new digital solutions to improve efficiency and accountability. As MPU has matured into a highly professional organization, SAFEMed’s support has been structured around five interdependent areas: procurement, full-cycle supply chain, organizational strengthening, anticorruption, and digitalization. These areas collectively reinforce one another and form the backbone of MPU’s transformation.

INNOVATIVE PROCUREMENT TO DRIVE SUSTAINABILITY, RESILIENCE AND SAVINGS

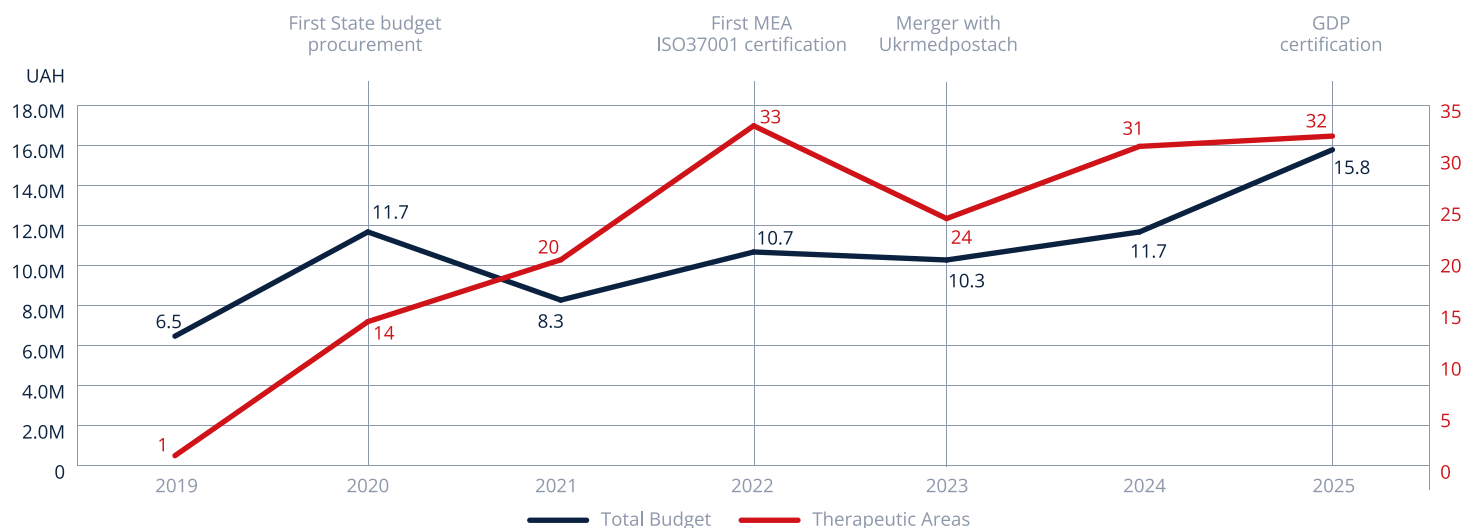
Supported by SAFEMed, procurement and supply chain transformation are central to MPU's evolution. Initially a centralized procurement body, MPU became a full-cycle supply chain agency, managing category planning, procurement, warehousing, and distribution. This transformation included streamlined procurement procedures and the introduction of Managed Entry Agreements (MEAs) and other innovative procurement tools, strengthening market access and generating substantial budget savings, even amid wartime disruptions.

Centralized Procurement

MPU has rapidly evolved into a data-driven national agency, with its procurement portfolio and budget nearly tripling since 2019 to reach 15.7 billion UAH (~376.8 million USD<sup>4</sup>) in 2025, covering close to 900 product positions across more than 30 therapeutic areas<sup>5</sup> and achieving a 97% execution rate. Enabled by SAFEMed's technical expertise, MPU introduced standardized product categorization, forecasting, supplier segmentation, and digital planning tools, including integrated MedData and eStock modules, performance dashboards, and components for their SAP-enabled Enterprise Resource Package (ERP). The shift in 2024 from annual to multi-year planning with three-year contracts reduced demand-consolidation time threefold, accelerated Ministry of Health approvals, and shortened procurement cycles, enabling faster delivery of medicines to patients. Throughout this expansion, MPU consistently demonstrated strong operational resilience during the COVID-19 pandemic and the full-scale Russian invasion, solidifying its role as a reliable and technically proficient national procurement agency.

MPU has proven highly effective and proactive during crises, readily assuming responsibilities, suggesting solutions, and earning the government’s trust as a capable organization able to respond to population needs.

<sup>4</sup> For clarity, the equivalent is provided using the average annual exchange rate for the year described.  
<sup>5</sup> The therapeutic area of treatment refers to the branch of healthcare focused on the prevention, diagnosis, and pharmacological management of common internal (non-surgical) diseases, primarily in outpatient and inpatient settings. Under the centralized procurement program of MPU, this area typically includes essential medicines for cardiovascular diseases, oncology, hepatitis, rare diseases, multiple sclerosis, cerebral palsy, autism, cystic fibrosis, etc.



*MPU annual budget trends and growth of therapeutic areas 2019-2025 (state budget only\*)*

Systematic planning allowed MPU to maintain regional stock levels and form safety reserves of 149 medical products valued at 519.3 million UAH (~12.36 million USD), preventing shortages and treatment interruptions even during supply-chain disruptions caused by the war. Between 2019 and 2025, MPU's centralized procurements generated cumulative savings exceeding 12.5 billion UAH (~360 million USD).

MEAs enable the procurement of high-cost innovative medicines through direct, confidential negotiations with original manufacturers, securing significantly lower prices and faster patient access. This innovative tool was introduced in Ukraine in 2022 as a result of two years of SAFEMed advocacy and national legislation adaptation. Since then, the Ministry of Health of Ukraine (MOH) has approved medicines to be procured through MEA, exclusively for products that have successfully passed a Health Technology Assessment and received separate, case-specific approval from the Ministry, and MPU has pioneered their implementation. By 2025, MPU maintained 20 active MEA contracts worth 1.28 billion UAH (30.5 million USD), covering rare and complex conditions such as hemophilia, Fabry disease, juvenile arthritis, non-small cell lung cancer, advanced breast cancer, aggressive forms of leukemia, as well as for commodities with a small number of producers such as HPV vaccines, providing new treatment options for patients. Legislative amendments in 2025 further strengthened this mechanism, allowing MPU to pool central and regional budgets and use tax exemptions for in-kind transfers, positioning MEAs as a flagship instrument in Ukraine's centralized procurement portfolio, expanding access to lifesaving, innovative therapies while ensuring sustainable use of public healthcare funds.

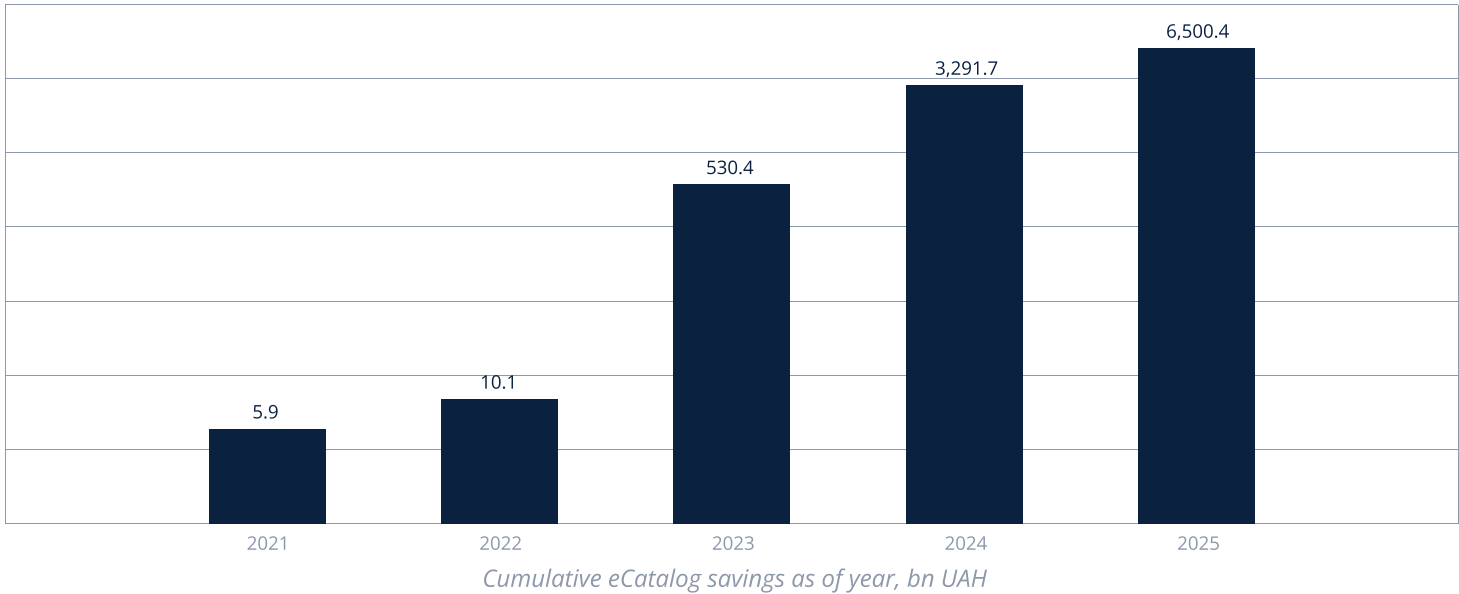
## Regional Procurement (eCatalog)

MPU played a key role in developing the medical products component of the Prozorro MarketPlace, a public sector online platform that enables transparent, efficient, and cost-saving procurement. Starting in 2019, MPU managed all health products and signed a memorandum with Prozorro and Marketplace partners to create an electronic catalog (eCatalog) for hospitals, simplifying and speeding up the procurement process. With SAFEMed and other U.S. Government partners' support, the first version of the eCatalog was launched, offering an easy-to-use interface for purchases of medical products under 200,000 UAH (~7,812 USD). SAFEMed helped MPU develop over 200 product categories and 2,800 items and gather user feedback to guide continuous improvement of eCatalog.

Despite wartime challenges, regional procurements conducted through the eCatalog tool demonstrated savings of 13% for 2022-2025. A Cabinet of Ministers of Ukraine (CMU) resolution №686 in 2023 mandated the use of the eCatalog for purchasing 128 categories of essential medicines and 36 categories of medical devices. Combined with MPU's strengthened technical capacity supported by SAFEMed, the number of healthcare facilities using the platform increased from 514 in 2022 to more than 2,800 in 2025, and the value of orders rose from UAH 16 million to 22.8 billion UAH (~USD 0.6 to 450 million). Average savings reached ~14%, while total savings over seven years reached 6.5 billion UAH (~161 million USD).

In 2024, SAFEMed and MPU expanded eCatalog in-person training and user engagement across 17 regions, followed by online training reaching approximately 1,800 participants. This interactive program guided procurement specialists through the purchasing process, boosting awareness, supplier participation, and purchasing efficiency, resulting in 2025 in sales growth to 14.2 billion UAH (~344 million USD) and annual savings of 2.56 billion UAH (~62 million USD). Annual nationwide forums "Evolution of Prozorro Market" in 2023 through 2025 highlighted these

results and demonstrated the system’s role in improving transparency and aligning Ukraine’s procurement practices with global best practices.



By 2025, the eCatalog transitioned to financing through MPU’s core operational budget and full management by MPU. SAFEMed-supported consultants were absorbed into MPU’s staff, and new functionalities, including automated product verification and support for TB diagnostics and kidney dialysis commodities, were introduced. To further strengthen accountability, MPU launched a public register of supplier complaints<sup>6</sup>, enhancing fairness and transparency.



*Nationwide eCatalog Forum "Evolution of Prozorro Market", in September 2024.  
Credit: MPU*

**FULL-CYCLE SUPPLY CHAIN**

SAFEMed assisted MPU to transform into a full-cycle supply chain agency aligned with its 2024-2026 strategy. This transformation integrates procurement, storage, distribution, quality management, and regulatory compliance under a single operational framework, ensuring medicines, including controlled substances, are managed according to international standards such as Good Distribution Practices (GDP) and Good Storage Practices (GSP), and national legislation. SAFEMed’s support, encompassing research, audits, procedural development, and technical guidance, has enabled the MPU to address systemic gaps and strengthen its operational capacity.

To support the merger in 2023 with another logistics state enterprise Ukrmedpostach, SAFEMed conducted detailed audits and procedural analyses to review past practices and current operational readiness, informing merger planning with a particular focus on risk identification and mitigation. The assesment examined existing practices, processes, and staff capacities to identify potential operational, compliance, and continuity risks associated with integration. Findings highlighted critical technical and organizational gaps, including limited quality control capacity, incomplete documentation, insufficient temperature monitoring systems, and gaps in staff expertise in handling controlled medicines and international import/export processes. Based on these findings, SAFEMed developed targeted support measures to mitigate identified risks and support a smooth merger, including accelerated implementation of quality management systems, creation and standardization of standard operating procedures,

<sup>6</sup> <https://mpu.gov.ua/en/complaints>

enhancement of temperature monitoring, and focused training programs to strengthen personnel competency. These interventions directly contributed to improved operational efficiency and regulatory compliance, while strengthening both processes alignment and workforce readiness, thereby enhancing MPU's overall preparedness to integrate into the supply chain network.

A key component of the transformation to a full cycle supply chain agency has been the development of a Category Tree to enhance procurement organization. This advanced supply chain management tool provides a structured framework for classifying products and suppliers, supporting better forecasting, inventory management, and supplier evaluation, while ensuring alignment with GDP and GSP standards. By standardizing procurement processes and embedding transparent, objective criteria for supplier selection, the Category Tree will strengthen operational efficiency and governance, mitigating risks associated with subjective decision-making and irregular procurement practices. The technical approach has emphasized integration of procurement with logistics, storage, and quality assurance functions to enable a cohesive, end-to-end supply chain model.



*Equipment handover to MPU, December 2024.*

*Credit: SAFEMed*

In December 2024, as part of MPU's strategy to modernize logistics and infrastructure, SAFEMed provided 3 million UAH (approximately \$72,000) in new warehouse equipment, procuring two Linde electric forklifts and five hydraulic trolleys, including one with scales.

During the dedication of the Medical Supply Branch of MPU, Oleg Klots, the General Manager of MPU noted:<sup>7</sup> “In less than two years, the branch has completed more than 600 trips across the entire country to deliver medicines and medical supplies to hospitals, including frontline regions — despite cases where vehicles have come under drone attacks. But patients everywhere are waiting for their medicines, and we must fulfill our mission.”

## **INSTITUTIONAL STRENGTHENING TO SUSTAIN MPU'S TRANSFORMATION AND RESILIENCE**

SAFEMed employed a structured, planned, and evidence-based approach to institutional strengthening to facilitate MPU's transformation into a full-cycle national medical supply agency. This approach was organized around six institutional development elements that together created a coherent and verifiable pathway for organizational reform, aligned with the GOU's health sector strategy and international best practices. This support, including organizational design, leadership development, and a pioneering Learning and Development Strategy (L&D), strengthens MPU's institutional resilience and cultivates a professional, data-literate workforce capable over the long term. This integrated approach has enabled MPU to progress toward becoming a self-reliant, transparent, and efficient national agency capable of managing Ukraine's critical medical supply chain functions according to international standards.

An important component of SAFEMed's technical approach was the use of embedded consultants—technical experts integrated into the agency to address immediate functional gaps and accelerate institutional development. This approach was particularly effective during MPU's formative stage, when new structures, processes, and management systems were being established.

As MPU's capacity matured, many consultants transitioned into permanent agency staff, ensuring continuity, knowledge retention, and long-term ownership of results.

Embedded consultants worked alongside MPU teams to:

- Design and implement internal procedures
- Conduct operational and strategic analyses
- Manage key reforms in procurement, supply chain, and digitalization

<sup>7</sup> Олег Кльоц: Сім років МЗУ — це підтвердження того, що смілива мета може змінити систему медзабезпечення України — ThePharma.Media

The six institutional development instruments included:

**Embedded and external consultants:** Providing targeted technical assistance to establish MPU's internal systems and functional architecture, including developing the organizational and staffing model, defining governance processes, and conducting a cross-functional competency assessment and a comprehensive logistics audit. These assessments formed the analytical basis for MPU's transformation and helped define internal roles, performance expectations, and a modernized operational model. As a result, MPU expanded from a small operational unit into a structured agency with almost 200 personnel by 2025.

**Sectoral engagement and communication:** SAFEMed supported MPU in conducting stakeholder consultations, technical workshops, and public communications, including creating and delivering MPU's communication strategy for the first years of operation, to ensure transparency of reforms, alignment with the MOH, engagement with other development partners, and broad understanding of MPU's evolving mandate. This outreach reinforced institutional credibility and enabled sector-wide alignment around Ukraine's centralized supply chain transformation.

**Strategic planning:** SAFEMed contributed to developing and implementing MPU's Strategy 2024–2026 and the Learning and Development (L&D) Strategy 2024–2026, ensuring they fully reflected the expansion to a Medical Supply Agency. SAFEMed also facilitated the development and implementation of the TO GO model<sup>8</sup> and the Supply Chain Strategy, both grounded in audit findings and international standards (GDP, GSP). These strategic documents provided a unified transformation roadmap and a consolidated framework for process and competency development.

**Workforce development and integration of international expertise:** SAFEMed supported MPU in establishing a comprehensive L&D system aligned with its human capital strategy. Through Project Year 7 and 8 training cycles, with 600 participants registered in total, most of the agency staff participated in several training courses on topics including supply chain management, leadership, data analysis, and anti-bribery compliance under ISO 37001:2016. A mixed-method capacity strengthening assessment<sup>9</sup> demonstrated that these trainings resulted in improvements in workforce performance and institutional resilience.

**Operational and infrastructure readiness:** SAFEMed supported MPU in defining warehouse, cold-chain, and distribution requirements in line with GDP/GSP standards and integrated these needs into the TO GO model and Supply Chain Strategy. This positioned MPU to manage increasing procurement volumes, including temperature-sensitive commodities.

**Legal and governance frameworks:** SAFEMed supported the establishment of MPU's Supervisory Board through a transparent competitive selection process and guided the implementation of the ISO 37001:2016 Anti-Bribery Management System. These reforms, described further below, enhanced institutional accountability, risk mitigation, and public trust.

## INSTITUTIONALIZING ANTICORRUPTION AND INDEPENDENT OVERSIGHT

Anticorruption efforts have been central to SAFEMed's support, aiding MPU to strengthen integrity, public trust, and transparency through a structured compliance approach. This included system audits, policy and procedure alignment with international anti-bribery and compliance standards, staff integrity training, and digital whistleblowing tools like the online Ethicontrol reporting platform and YouControl verification.

Embedded consultants worked with MPU throughout all stages, establishing internal control functions, coordinating audits, and integrating compliance standards into daily operations, ensuring sustainable implementation.



*MPU Team: Proudly Re-Certified for ISO 37001 Anti-Bribery Management System as of November 2025.*

*Credit: MPU*

<sup>8</sup> The TO GO model is a step-by-step transformation framework for turning the MPU into a full-cycle agency. It provides a detailed roadmap for changing operational business processes, management approaches, interactions, and other key functions to ensure a comprehensive institutional transformation

<sup>9</sup> <https://surl.li/pitaas>

In 2022, MPU achieved ISO 37001 Anti-Bribery Management System certification, confirmed by MSECBC, a Canadian accreditation certification body accredited by IAS (International Accreditation Service)<sup>10</sup>, becoming the first state-owned enterprise and public procurement agency in Ukraine to do so. SAFEMed facilitated a pre-certification audit to identify system gaps, guided the development of standard operating procedures, supported the establishment and training of MPU's Department of Compliance and Risk Management, and covered the costs of the initial certification and the subsequent re-certification audits, which MPU successfully passed again in November 2025. Key personnel also received ISO 31000 Risk Manager training to further strengthen risk identification, evaluation, and monitoring across MPU operations.

To ensure continued compliance and meet a key requirement of the State Anticorruption Program for 2023–2025 (Cabinet of Ministers of Ukraine Resolution No. 220, dated March 4, 2023), MPU established an independent Supervisory Board in late 2024. Initiated in 2020 with SAFEMed support but initially delayed due to martial law restrictions, MPU formally reactivated the initiative, submitting updated Statutes and a funding request. SAFEMed provided technical guidance, structuring governance functions, defining reporting lines, and planning a Nomination Committee with state and international stakeholder representation.

As of February 2025, the Supervisory Board was formally constituted and operational, with a mandate including oversight of strategic development, approval of key corporate documents, evaluation of executive performance, and monitoring of internal controls. Committees on Audit, Strategy, and Appointments & Remuneration were established, applying OECD corporate governance principles. The Supervisory Board's composition incorporates independent experts with international and domestic experience alongside state representatives.

SAFEMed's interventions have formalized anti-bribery policies, strengthened risk management frameworks, and operationalized independent governance mechanisms, embedding integrity and transparency into MPU's daily operations.

## Building an Integrated, Data-Driven Digital Supply Chain Ecosystem

Digital transformation has been central to MPU's institutional growth and evolution into an efficient full-cycle procurement and supply chain agency, directly improving medicine access, emergency response, and public health functions. This approach emphasizes resilient data systems, real-time operational intelligence, and automated processes to reduce risk and improve transparency across Ukraine's medical supply chain.

MPU's digital transformation involved the creation and expansion of key platforms:

- **MedData:** An agile information system that began with annual demand collection and commodity tracking. It expanded to include 18 operational modules covering emergency response and the national immunization program. Key expansions included:
  - In 2020, a COVID-19 module for monitoring hospital readiness and supply availability across 2,500+ healthcare facilities, tracking key indicators like oxygen levels, bed capacity, personal protective equipment (PPE) stock, staffing, and urgent needs to guide decision-making and emergency support.
  - In 2021, a vaccination management module for real-time monitoring of COVID-19 vaccine inventory, distribution, and uptake across 1,500+ vaccination sites to improve allocation, reduce wastage, and ensure timely delivery to priority groups.
  - In 2022, a humanitarian aid tracking module, later expanded to include all vaccines within Ukraine's National Immunization Program, providing visibility and accountability for medical donations, from registration and warehouse intake to healthcare facility distribution. The module monitored hundreds of millions of dollars in supplies, enabling tracking, delivery validation, and prioritized distribution. Transparency features supported supplier auctions and SAP Business Network integration, connecting MPU to 8M+ potential suppliers.
  - In 2022, a blood components inventory module standardized tracking of blood products across regional blood centers and hospitals, providing real-time visibility, streamlining redistribution, reducing wastage, and ensuring availability for critical care.
  - MedSupply is an automated tool designed to track inventory, forecast demand, verify receipts, and manage redistribution across 25 regional centers and over 4,000 healthcare facilities, which report their needs monthly. In 2021, MedSupply was integrated into MedData, creating a unified platform for managing medicines and medical devices.
- **eStock:** A centralized platform for real-time stock management of medicines and medical commodities, initiated under Cabinet of Ministers of Ukraine Resolution No. 1483 (30 December 2022) and linking to Ukraine's broader eHealth ecosystem. Its modular architecture enabled phased deployment and includes:
  - A Demand Collection module automating aggregation of facility-level demand from over 1,500 healthcare facilities and 25 regional warehouses.
  - A Procurement module visualizing supplier engagement and tender management, integrating with the SAP Ariba.

<sup>10</sup> <https://pecb.com.ua/en/home/en>

- A Logistics module tracking inventory flows, automating verification of deliveries, transfers, and distribution, reducing processing times by 40–50%.
- An Accounting module reconciling inventory with financial records and supporting integration with MPU's SAP Business Network.

Following development, SAFEMed transitioned ownership of eStock to the Ministry of Health, with MPU serving as the operational steward, creating a foundation for national medicines management.

- **SAP Business Network:** To reinforce institutional control, SAFEMed supported the start of implementation of SAP ERP (discovery phase), consolidating finance, procurement, HR, and supply chain operations. This enables strategic planning and data-driven decision-making, with further phases underway with support from the Ministry of Health, the World Bank, and other donors.

Together, MedData, eStock, and SAP ERP created a fully digitalized, data-driven environment. By 2025, MPU oversaw stock levels, distribution, and demand across over 2,500 facilities and 40 region-focused warehouses, supporting emergency responses, vaccination campaigns, and humanitarian aid. Analytics dashboards inform management and policymakers with information from healthcare facility requests to delivery schedules, enabling faster, evidence-based decisions, while supplier network integrations ensure timely procurement.

## LESSONS LEARNED

**Integrated Systems Approach:** SAFEMed's success demonstrates that integrated systems strengthen organizational capabilities. A holistic approach that combines procurement, supply chain management, digital systems, and organizational strengthening leads to comprehensive improvements in operations and governance.

**Collaborative Partnerships:** Collaboration between government entities, international organizations, and the private sector significantly amplifies the impact of health system reforms. SAFEMed's engagement of multiple stakeholders fostered a supportive environment for systemic changes, enabling shared ownership and sustainability.

**Supply Structure Rationalization:** Rationalizing supply structures by consolidating procurement activities and creating full-cycle supply chain frameworks enhances operational efficiency and resource utilization. SAFEMed support to transform MPU from a centralized procurement body to a comprehensive supply chain agency illustrates the benefits of strategically aligning supply functions, ensuring streamlined procurement processes, better category management, and enhanced supplier relationships. This ultimately led to significant cost savings and improved access to lifesaving medicines, even during supply chain disruptions.

**Institutional Strengthening Focus:** Emphasizing workforce development through training and embedding consultants enhances institutional resilience and ensures sustainable growth. By integrating expert consultants and conducting comprehensive training, SAFEMed successfully transitioned knowledge to permanent staff, retaining expertise and enabling continued progress.

**Importance of Digitalization:** Digital transformation has been crucial in improving transparency and efficiency. Implementing robust digital platforms like MedData, eStock, and SAP ERP streamlined processes, enhanced data accuracy, and improved decision-making. These digital solutions are pivotal in ensuring real-time insights and effective management across healthcare networks. SAFEMed's also provided critical reliance on specialized software development and access to highly trained, in-demand IT experts—talent that government bodies would not normally be able to attract or retain while building such advanced systems.

**Adaptability and Resilience:** SAFEMed's ability to adapt during crises, such as wartime disruptions and the COVID-19 pandemic, highlights the importance of building resilient systems. This resilience is rooted in the project's design and flexibility. Further, support from the U.S. Government has been instrumental in enabling the SAFEMed contract to adapt to evolving needs, ensure continuity of operations, respond rapidly to emerging challenges, and sustain delivery of critical services across Ukraine's healthcare system. Flexible infrastructure and a readiness to embrace new strategies, like MEAs, were key in addressing immediate challenges without derailing long-term goals.

## WAY FORWARD

To ensure SAFEMed's continued value in enabling Ukraine procurement and supply chain institutions to consolidate achievements to date and meet the challenges of the evolving healthcare landscape for years to come, our efforts will focus on the following key areas:

**Institutional Development:** We will continue to equip MPU staff with the skills and knowledge necessary to maintain high standards beyond the life of the project. This includes advancing training programs in supply chain management,

compliance, and data analysis to foster continuous improvement. Looking ahead, we will also support MPU in revising its corporate governance structure in line with new GOU legislation and in strengthening its financial sustainability, ensuring the agency is well-positioned to operate effectively in the long term.

**Digital Integration:** Continued emphasis on digitalization will optimize the sustainability of supply chain operations. Expanding functionalities within MedData, eStock, and SAP ERP will improve real-time monitoring, automate procurement, and facilitate better inventory management. Future development will focus on integrating emerging technologies to enhance data-driven decision-making and operational efficiency.

**Collaborative Networks:** Strengthening existing partnerships with international organizations, civil society, and the private sector is essential for fostering a resilient healthcare system, and enabling the GOU and MPU to leverage additional partnerships as it grows its capabilities. We will increase stakeholder engagement through regular consultations and workshops to promote transparency, facilitate information sharing, and align efforts towards common goals in healthcare access and quality.

**Anticorruption Policies:** Upholding integrity and transparency in procurement processes remains a priority. We will strengthen compliance mechanisms, such as the ISO 37001 Anti-Bribery Management System, to enhance public trust through ongoing monitoring and evaluation that ensures accountability and mitigates the risk of corruption.

**Adapting to Challenges:** The ability to respond effectively to emerging challenges, such as the ongoing war and public health emergencies, is critical. We will develop contingency plans and risk management frameworks to enable MPU to maintain operational resilience by leveraging lessons learned from past crises to inform future strategies and enhance the agency's preparedness.

Learn more at [msh.org/projects/safe-affordable-and-effective-medicines-for-ukrainians/](https://msh.org/projects/safe-affordable-and-effective-medicines-for-ukrainians/)

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SAFEMed - UKRAINE  
Email: [ua-safemed@safemedua.org](mailto:ua-safemed@safemedua.org)