

CROWN AGENTS /
PROCUREMENT
IN UKRAINE

**PERFORMANCE
AND RESULTS**



CROWN AGENTS
ACCELERATING SELF-SUFFICIENCY & PROSPERITY

WE WORK IN OVER 100 COUNTRIES /

PROVIDING HIGH IMPACT CHANGES
ACROSS 5 CORE AREAS





RUSSIA

KAZAKHSTAN

MONGOLIA

JAPAN

CHINA

PHILIPPINES

INDONESIA

AUSTRALIA

FINLAND

BELARUS

UKRAINE

ROMANIA

GREECE

TURKEY

SYRIA

IRAQ

IRAN

AFGHANISTAN

PAKISTAN

TURKMENISTAN

UZBEKISTAN

KYRGYZSTAN

YEMEN

EGYPT

SAUDI ARABIA

OMAN

INDIA

MYANMAR (BURMA)

THAILAND

CAMBODIA

YEMEN

SUDAN

YEMEN

SOUTH SUDAN

ETHIOPIA

SOMALIA

MALAYSIA

DR CONGO

KENYA

TANZANIA

ZAMBIA

ZIMBABWE

MOZAMBIQUE

MADAGASCAR

BOTSWANA

SOUTH AFRICA

CROWN AGENTS AT A GLANCE /

Crown Agents works with leaders to accelerate self-sufficiency and prosperity of communities where they live and work. We offer supply chain, fund management, programme design and evaluation, training, institutional efficiency and revenue generation expertise. We do this across health, humanitarian, stabilisation, governance and public administration, prosperity and renewable energy. We are a registered social enterprise, 100% owned by the Crown Agents Foundation.

We empower leaders to enable them to drive progress in their communities, businesses, institutions and countries. These leaders could be heads of state or school teachers, global companies or local entrepreneurs, partners or donors. We believe that for nations to successfully shape their future, and for citizens to take control of their lives, projects need to have a life of their own, beyond our input.

Throughout our 185 year history we have worked across the globe to drive change and grow prosperity.

We are proud to have been a reliable partner of the Ukrainian government supporting Ukraine's development for over twenty years across 15 projects and programmes.

“We're a trusted partner in achieving efficiency, value and, most importantly, impact.”

MARIE STAUNTON, CHAIR

“Crown Agents has always been about transforming the future for people around the world. Our strength lies in our deep knowledge of local context and in the quality of our local relationships. We support and develop the self-sufficiency of individuals, communities and institutions.”

FERGUS DRAKE, CEO



20 YEARS OF SUPPORTING UKRAINE'S DEVELOPMENT /

For the past 20 years, Crown Agents have been implementing projects in Ukraine ranging from reforming customs systems, managing projects in the Chernobyl Exclusion Zone, training Ukraine's public and private sector leaders and providing end-to-end supply chain and procurement services.

Our first EU-sponsored programme for the improvement of nuclear power plants for CIS countries in 1997 represented the beginning of a long-lasting and exciting collaboration with international donors and government bodies in Ukraine, across more than 15 projects.





1997 - 2008

Programme on the improvement of nuclear power plants operation for CIS countries

Set up of full procurement cycle, inspection of technical standards and evaluation criteria
European Commission

2004

Training on the best international practices in public procurement

Holding a series of training sessions
The Ministry of Economic Development & Trade of Ukraine

2005

Training on the development of Ukrainian public procurement system

Development of training programmes and materials
The Ministry of Economic Development & Trade of Ukraine

2004 - 2005

Introduction of Customs Mobile Anti-Smuggling Commands (FASTS) to the Eastern Border

Holding a seminar on organization of effective border control in high risk areas with the help of FASTS
United Kingdom's Foreign & Commonwealth Office

2005 - 2008

Agency procurement under Japanese Non-Project Grant Aid for Ukrainian SMEs

Acting as procurement agent in order to support the small and medium business of Ukraine
Government of Japan

2006 - 2009

Fast Trains Project

Providing consultancy and procurement support to State Administration of Railway Transport of Ukraine within the reconstruction of the Beskydy Tunnel
EBRD

2014 - 2016

Agency procurement for the Ministry of Defence

Acting as procurement agent to provide the Ministry with emergency procurements
DFID and OSCE

2012 - 2018

Non-Project Grant Aid funded by the Official Development Assistance (ODA) Programme

Acting as procurement agent to provide Ukrainian hospitals with necessary medical equipment – endoscope and X-ray systems
Government of Japan

2013 - 2017

Harmonizing Ukraine's public procurement with EU standards

Supporting the development of public procurement system and creation of public aid system in Ukraine
European Union

2007

Debt management and budgetary forecasting support

Helping to develop technical specifications for Twinning programme in order to improve public finance management in Ukraine
European Commission

2008 - 2015

Centralized store for spent radioactive sources (SRS)

Contribution to the design and construction of a centralized depository for SRS
UK Government

2009 - 2010

Procurement audit of EBRD energy projects

Provision of procurement efficiency, transparency, accountability and compliance with EBRD procurement procedures
EBRD

2016

Scoping Study for State Customs Service

Provision of risk management capacity assessment and recommendations for improvements
Customs Service of Ukraine

2016

Supply chain function review and redesign for the oil and gas company Ukrnafta

Provision of supply chain management assessment and recommendations for its improvement
DFID

2017 - ONGOING

Invictus Games Team Ukraine Government's initiative

Provision Invictus Games Team Ukraine with training equipment and communication support
The Ministry of Defence of Ukraine

2015 - ONGOING

Agency procurement for the Ministry of Health of Ukraine

Acting as procurement agent to provide the Ministry with necessary medicines and medical devices and supporting an introduction of an effective mechanisms and modern international standards of medical procurements in Ukraine
Government of Ukraine

PROCUREMENT 2016 IN FIGURES /

PROCUREMENT FUNDS

\$40.8 mln
procurement budget

UP TO 40%
budget savings under separate
programmes, for additional
procurements

PROCURED QUANTITY

397
items procured

35,8 mln
pharmaceuticals and
medical devices procured

HIGHEST QUALITY MEDICINES

65 %
SRA approved

35 %
GMP certified

100 %
of the requirements contracted
to Crown Agents completed

INCREASED COVERAGE OF MEDICINES FOR THE PEOPLE OF UKRAINE

Our effective international procurement procedures allowed us to save money which are used to purchase more life-saving drugs and medical devices for more Ukrainian citizens

MOH PROCUREMENT PROGRAMMES FOR 2016 BUDGET /



12 programmes	Budget
IV Donation of blood and its components	\$6.1 mln [UAH 160.9 mln]
XIX Cardiovascular and cerebrovascular diseases	\$13.8 mln [UAH 357.2 mln]
XX Peritoneal dialysis	\$5.4 mln [UAH 143.8 mln]
XXI Endoprostheses and sets of implantation instruments	\$1.7 mln [UAH 44.9 mln]
XXIII The glucose level in the blood, glycosylated haemoglobin	\$749.2 k [UAH 19.7 mln]
XXIV Viral Hepatitis B and C	\$4.6 mln [UAH 121.5 mln]
XXVI HIV/AIDS testing	\$3.8 mln [UAH 101.1 mln]
XXVII Contraceptives for women with serious diseases	\$47 k [UAH 1.2 mln]
XXVIII Medicines for emergency medical care in case of bleeding	\$631 k [UAH 16.6 mln]
XXIX Medicines for neonatal respiratory distress syndrome	\$1.9 mln [UAH 51.1 mln]
XXXIII Paediatric dialysis	\$1.3 mln [UAH 35.6 mln]
XXXVII Substitution therapy	\$494.3 k [UAH 13 mln]

FEATURES OF HEALTH PROCUREMENT /

1

DETERMINING QUANTITIES NEEDED

The first step requires meticulous work to gather and process medical statistics from across Ukraine to determine the nomenclature – specifications, performance standards and to quantify the national needs for medicines/ medical devices

2

BUDGETING/ PLANNING

The MoH of Ukraine balances the quantified needs with the budgets available to allocate a fund for each programme and agree a procurement schedule



3

BIDDING

Crown Agents starts the procurement procedure with a procurement notice advising potential suppliers that the procurement has now started. This will be followed by the competitive procurement process to select the most appropriate suppliers

4

DUE DILIGENCE QUALIFICATION PROCEDURE

All bidders are qualified equally and transparently on their compliance with our ethical, legal and regulatory requirements

FEATURES OF HEALTH PROCUREMENT /

5

BID EVALUATION PROCEDURE

All bids received undergo a four-stage evaluation procedure:

I Preliminary evaluation – has the bid been received complete and in accordance with the terms and conditions of the tender document?

II Technical evaluation – is each item offered compliant with the technical specifications and of the required quality and is the correct quantity offered?

III Commercial evaluation – is the delivery lead time of each offered item acceptable and does the bidder accept all the proposed terms and conditions of the proposed contract?

IV Financial evaluation – comparison of the prices offered for all items that have satisfied parts **I** to **III** of the evaluation

6

PROCURING FROM MANUFACTURERS OR DISTRIBUTORS

Manufacturers do not (usually) keep large stocks of products and their production process is based on global forecasts for the needs of their products and the likely quantities. When the delivery lead-time for items of fresh manufacture is not acceptable or impossible (there is insufficient quantity required to justify a production run), the procurement is made from a distributor who holds stocks. The quantity available and/or the shelf life of the product may be less than the optimum required by the Ministry



7

DELIVERY AND CLEARANCE

Crown Agents provides timely delivery to the designated consignee, SE Ukrmedpostach, which is responsible for clearance and receiving the products and confirming to Crown Agents the integrity of the delivery – quality and quantity. The compliance of delivered products is thoroughly checked to confirm compliance with the contracted terms and standards

8

PAYING SUPPLIERS

Upon delivery, Crown Agents pays the suppliers, signs the act of acceptance with the MoH of Ukraine, and, finally, charges its own fee

FEATURES OF HEALTH PROCUREMENT /

9

WAREHOUSING, DISTRIBUTING TO REGIONS

SE Ukrmedpostach carries out warehousing of the products and onward distribution to regions

10-11

UTILISATION BY END-USER / MONITORING AND EVALUATION

The MoH of Ukraine undertakes continual analysis of the procurement processes, which enables them to better manage budgeting and spending throughout the entire healthcare system. This improves decision making at every level



TENDER PROCESS TIMELINE /

1

PROCUREMENT NOTICE

2 weeks

Upon signing of the agreement with the Ministry of Health of Ukraine, and receipt of the funds, Crown Agents publish a procurement notice on their website and on the website of the Ministry. Suppliers register their interest and are added to the Crown Agents' supplier database

2

TENDER

3-4 weeks

A tender document is prepared and issued to the suppliers. The tender period depends on complexity of the requirement and number of items included. Please note that not all tenders for all items can be launched together at the start of week three. When there are a number of tenders for a number of programmes where the same suppliers have expressed interest, the launch of the tenders needs to be spaced out to allow suppliers the time to make complete and compliant bids for each tender



3

EVALUATION OF BIDS

2-6 weeks

All bids received go through comprehensive technical and commercial evaluation. A due diligence check is conducted on all bidders to ensure their compliance with ethical standards. The evaluation process ensures the best quality products are supplied by the most reliable suppliers. This time estimate varies according to the number of bids received, the complexity of the items and if any clarifications are required, either with the bidders or with MOH

4

PREPARATION AND SUBMISSION OF STATEMENT OF COSTS (SOC) TO MOH

1-2 weeks

Details of the winning bid are submitted to MOH in the form of a statement of costs, which includes information on goods' unit price, quantities, origin, shelf-life, production lead time and manufacturer's details. No further actions are undertaken by Crown Agents prior to MOH's approval of the recommended bid

TENDER PROCESS TIMELINE /

5

SOC APPROVAL BY MOH

2-4 weeks

A technical working group (TWG) within MOH assesses the SOC's submitted by Crown Agents for approval. There is a separate TWG for each Programme. Repetitive procurements and procurement of pharmaceutical products are straight forward in comparison with medical devices or new medicines offered in the SOC. Therefore, the approval period will vary. The TWGs make a final decision, accepting or declining the submitted offer. If the SOC is rejected the TWG is required to give substantial reasons that are within the terms of the procurement process. On receipt of a rejection Crown Agents will review the other bids received

6

CONTRACT SIGNING WITH THE WINNING BIDDER

1-2 weeks

Upon receipt of approval of the SOC from MOH, contract negotiations are made with the approved bidder to finalise pack sizes, numbers of consignments and the actual delivery date. A contract is prepared and signed with the approved bidder



7

DELIVERY LEAD TIME

Up to 26 weeks

The lead time depends on the availability of the goods and their production schedule as well as on the delivery (transit) period. The supplier provides Crown Agents with a set of shipping documents 15 working days prior to despatch of the goods to the consignee

8

DELIVERY, HANDOVER AND SUPPLIER PAYMENT

2-4 weeks

Prior to the arrival of goods, a set of supporting documents is prepared and submitted to the MOH designated consignee for processing. Upon delivery of the goods, a Delivery Certificate is signed and the goods are handed over to the consignee for further distribution to the health facilities. The supplier of goods is paid within 14 days of the Delivery Certificate date

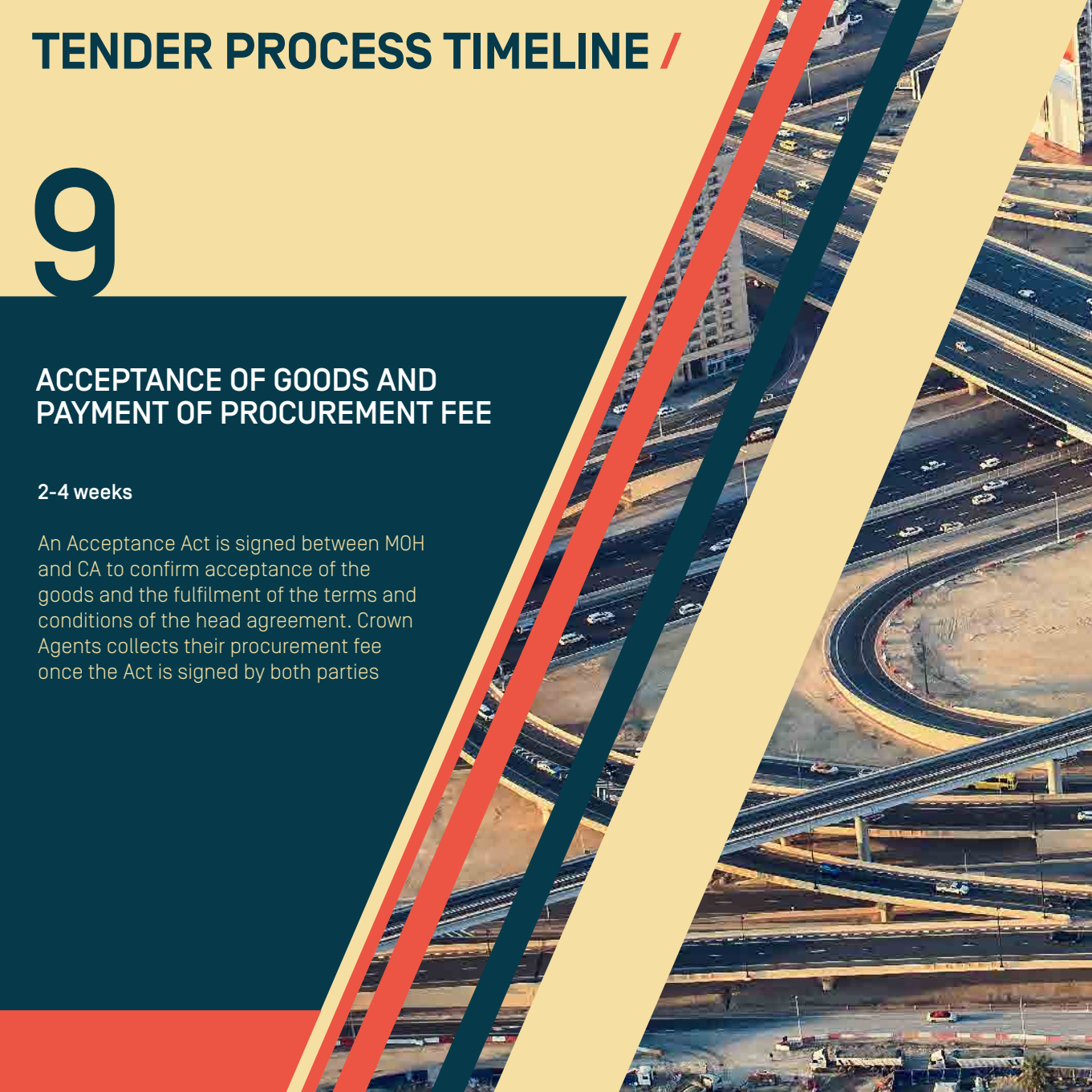
TENDER PROCESS TIMELINE /

9

ACCEPTANCE OF GOODS AND PAYMENT OF PROCUREMENT FEE

2-4 weeks

An Acceptance Act is signed between MOH and CA to confirm acceptance of the goods and the fulfilment of the terms and conditions of the head agreement. Crown Agents collects their procurement fee once the Act is signed by both parties





TENDER RESULTS /



92 suppliers were involved in bidding.

The participants represented 17 countries:
Belgium, Canada, China, Czech Republic, Germany, India, South Korea, Latvia, Lithuania, the Netherlands, Poland, Spain, Switzerland, Taiwan, Great Britain, Ukraine, and UAE.

We performed technical and commercial evaluation of the 131 bids received, choosing the highest quality medicines and consumables for delivery.

92

participants

17

countries

131

bids



COUNTRIES-PARTICIPANTS



THE ANNUAL NEED OF STENTS IS ALMOST COMPLETELY MET FOR THE FIRST TIME /



The Ministry of Health of Ukraine allocated a budget of UAH 357.2 mln [\$13.8 mln] for procurement of medicines and medical devices for the treatment of cardiovascular and cerebrovascular diseases. According to the budget, UAH 282 mln [\$10.8 mln] was contracted, while savings under the programme amounted to UAH 75.6 mln [\$3 mln], which were used for additional procurements.

As a result, thanks to the savings made during the procurement, 13,165 more stent systems were procured in addition to initially required by the MoH 10,354 stents for emergency implantation to patients in the first hours of acute heart attack. Thus, for the first time in the history of Ukraine, almost all patients who require this treatment, representing nearly 25,000 people annually will be able to receive this necessary treatment for free.

The coronary vessels stenting subprogramme in figures

ORDER BY MOH

Nomenclature items

29

Procurement budget

\$6 MLN

Medical products

63,626 PCS*

BIDDERS

11
countries

18
offers

* Including 10,354 stent systems

Medicines and medical devices for the treatment of cardiovascular and cerebrovascular diseases

BUDGET

\$13.8 MLN

OUTCOME

\$2.9 MLN

used for additional
procurement

Comparison of procurement results using 2015 and 2016 state budgets

Used from 2015
state budget

\$6.1 MLN

Procured

34,121 PCS
of medical products

Used from 2016
state budget

\$3,3 MLN

Procured

63,608 PCS
of medical products

Economy in comparison
(2015 and 2016 state budgets)

\$3 MLN

Procured volume rose by

54% = 29,487 PCS

Stent systems for coronary vessels stenting



10,354
STENTS ORDERED

23,519
STENTS PROCURED

OUTCOME

95%

of annual need
for stents covered*

*Almost 25,000 of Ukrainians require urgent coronary stenting procedures in cases of acute myocardial infarction annually, in accordance with the MoH of Ukraine statistics

PROCUREMENT OF DIPSTICKS FOR GLUCOMETERS FOR DIABETIC CHILDREN AND PREGNANT WOMEN IS OVERFULFILLED /



During the procurement, \$197.3 K [UAH 5.2 mln] from the allocated \$749.2 K [UAH 19.7 mln] was saved. These funds were directed to additional procurements for this programme.

The initial requirement from MoH of Ukraine required the procurement of 6,207,459 dipsticks for individual glucometers; however, the supply was increased by 36% and 8,427,450 dipsticks for individual glucometers were procured. As a result, each diabetic child and pregnant woman are able to receive at least 949 dipsticks instead of the planned 700.



BUDGET

\$749.2 K

ECONOMY

\$197.3 K

ORDER

6.2 MLN PCS

PROCURED

8.4 MLN PCS

OUTCOME

**THE ORDER
OVERFULFILLED**

949 dipsticks instead of planned 700* for each diabetic child and pregnant woman

* According to the Order by the Ministry of Health of Ukraine dated 07.10.2013 #864, the need for testing for one child under the age of 17 inclusively is 4-6 trials per day, therefore, at least 1,460 dipsticks per year are demanded

PAEDIATRIC DIALYSIS /

SAVED 41% OF BUDGET WILL BE ALLOCATED FOR ADDITIONAL PROCUREMENT OF MEDICINES AND MEDICAL PRODUCTS

When procuring for the programme on paediatric dialysis, only 59% of \$1.3 mln (UAH 35.6 mln) for procurement was used after the first procurement exercise. The \$559.8 K (UAH 14.7 mln) that was saved are allocated for additional procurements for this programme in accordance with the needs and instructions of the Ministry of Health.

The initial requirement of 93,516 medicines are exceeded by 71%.



BUDGET

\$1.3 MLN

ECONOMY

\$559.5 K

OUTCOME

100%

of the order procured

71%

potential overfulfilment
after additional procurement

PERITONEAL DIALYSIS /

\$829 K SAVINGS FOR ADDITIONAL PROCUREMENT

For the total amount of UAH 143 mln (\$5.4 mln) allocated, the programme has been 100% completed with savings, which were directed for additional procurements in this area. After this additional procurement \$81 K remains and we await further instructions from MoH

ORDER OF MEDICINES FOR TREATMENT OF NEONATAL RESPIRATORY DISTRESS SYNDROME IS 100% COMPLETE /



\$1.9 mln [UAH 51.1 mln] was allocated by MoH to this programme. On completion of the initial procurements, \$36.2 K [UAH 953.5 K] was saved.

The requirement for the treatment of respiratory distress syndrome, which is one of the major causes of death among newborns in the first weeks of their lives, is 100% satisfied.

BUDGET

\$ 1.9 MLN

ECONOMY

\$ 36.2 K

OUTCOME

100%

of the order procured

2%

of funds were saved



THE PROCUREMENT OF MEDICINES FOR TREATMENT OF HEPATITIS B AND C IS COMPLETED WITH FUNDS SAVED FOR ADDITIONAL PROCUREMENTS /

Overall, from the total amount of \$4.6 mln [UAH 121.5 mln] allocated for this programme, \$7.4 K [UAH 194.2 K] of budget funds were saved.

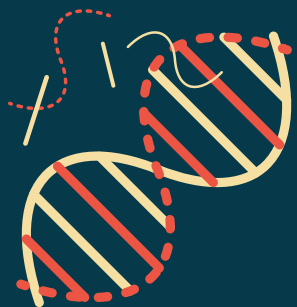
Having saved funds and completed the initial requirement by 100% with the procurement of 1.6 mln medicines, we also fulfilled an updated nomenclature which requested the procurement of newer and more effective medicines which are more expensive drugs than the previously established treatments.

ECONOMY

\$7.4 K

BUDGET

\$4.6 MLN



OUTCOME

100%

of the order procured

More effective
Peginterferon a-2a*
has been procured
for the first time

*For the treatment of the viral hepatitis B

INDEPENDENT EVALUATION AS A QUALITY TEST /



This is the second time that Crown Agents has commissioned an independent evaluation of its procurement performance when undertaking work for MoH of Ukraine. Crown Agents always applies such self-regulation to ensure we are adhering to the high international business standards. This helps us to maintain standards of quality, improve performance and provide credibility as a reliable partner. We share this report, in its entirety, with our partners to show complete transparency.

Crown Agents' procurement performance across all 12 procurement programmes for 2016 was independently reviewed by a leading health economist David Tordrup.

EVALUATION METHODOLOGY /

For pharmaceuticals, the analysis evaluates changes in prices from 2015 to 2016, as well as changes in variables that could influence finished product prices in Ukraine: exchange rate fluctuation, cost of Active Pharmaceutical Ingredients (API), quality of finished products, volume of finished product procured. It also compares prices obtained in Ukraine in 2016 with other countries in the region: Moldova, Romania, Slovenia, Armenia and Kazakhstan.

For medical devices, where international comparison is mostly not feasible, the analysis focuses on price and procurement volume changes from 2015-2016 in Ukraine only.

Changes in procurement price from 2015 to 2016 were modelled as a function of changes in procurement volume and API cost in univariate models separately, and correlation coefficients (R²) were derived. A 5% significance level was applied.

Price comparisons are undertaken in United States Dollars (USD), while the budget of the Ministry of Health of Ukraine is allocated in Hryvnia (UAH).

RESULTS OF EVALUATION IN FIGURES /

UP TO 30%

PRICE DECREASE*

for majority of pharmaceuticals

-8%

UNIT MEDIAN DECREASE*

for pharmaceuticals across all
procurement programmes

77%

**PHARMACEUTICALS
PROCURED AT
LOWER PRICES***

-18%

MEDIAN DECREASE*

for medical devices across all
procurement programmes

**HIGHEST QUALITY
MEDICINES**

SRA* APPROVED

65%

GMP* CERTIFIED

35%

* SRA is the regulatory authority for medicines
in the United Kingdom, EU, USA and Japan

* GMP certification ensures that the products
are manufactured with best level of safety
and hygiene and are completely healthy
for the consumers

* In 2016 in comparison with 2015

HIGH EFFICIENCY PROCUREMENT /



- PROCUREMENT EFFICIENCY



- ORDER VOLUME
- API COST
- PRODUCT QUALITY



YEAR ON YEAR PRICE CHANGES BY PROCUREMENT PROGRAMME AND PART/SUBSECTION BETWEEN 2015 AND 2016

Part/ subsection	Items (n)	Mean price change [%]	Median price change [%]
Programme IV - Centralized procurement of medications and medical products for the development of blood donation and its components			
	52	-5%	-30%
Programme XIX - Centralized procurement of medicines and medical products for healthcare institutions for treatment of patients with cardiovascular and cerebrovascular diseases			
All parts/subsections	106	-21%	-18%
Part 2 - Medical device for electrophysiology and cardiac stimulation	18	-11%	-11%
Part 3 - Oxygenators and heart valves	26	-9%	-12%
Part 4 - Medical devices for the surgical treatment of cerebrovascular diseases	16	-29%	-30%
Part 5 - Medical devices for coronary stenting	24	-46%	-44%
Part 6 - Other supplies	22	-11%	-10%
Programme XX - Centralized procurement of consumables for peritoneal dialysis			
	10	-15%	-6%
Programme XXI - Centralized procurement of endoprostheses and sets of implantation instruments			
Endoprostheses for oncology patients	2	61%	61%
Programme XXIII - Centralized procurement of consumables to determine the glucose level in the blood, glycosylated hemoglobin			
	1	-26%	-26%



Part/ subsection	Items [n]	Mean price change [%]	Median price change [%]
Programme XXVI - Centralized procurement of test-systems for HIV diagnostics, ART follow-up and monitoring patients for HIV infection progression, determination of HIV resistance to antiviral drugs, conducting reference studies			
All parts/subsections	39	-19%	-19%
Donation safety measures	1	-9%	-9%
Measures for prevention of mother-to-child transmission of HIV	2	-16%	-16%
Reagents and consumables compatible with Architect i1000sr	11	7%	-5%
Reagents and consumables compatible with Cobas e14	12	-45%	-41%
Measures for conducting confirmatory tests in case antibodies to HIV are detected	5	-48%	-38%
Reagents and consumables for determining the level of HIV-1 viral load compatible with AmpliPrep/Cobas	6	6%	7%
The system of external quality control of HIV diagnostics and quality assessment of test-systems for HIV diagnostics	2	-20%	-20%
Programme XXXIII - Centralized procurement of medicines and medical devices for paediatric dialysis			
	23	34%	-4%
TOTAL SAMPLE	233	-11%	-18%

AUTHOR OF THE EVALUATION /

David Lindhard-Tordrup is a health economist with a background in life sciences (Utrecht University, Netherlands), who provides insights and analysis in the interface between life science, economics and policy.

David has managed and implemented a range of health economic projects during his time at the London School of Economics and the World Health Organization, covering a broad selection of therapeutic areas including infectious-, non-communicable and orphan diseases, and publishing results in reputable international journals.

David Lindhard-Tordrup's official website is www.davidtordrup.dk

The full text of evaluation report is available at WWW.CROWNAGENTS.COM

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