Funding opportunities for Swedish life science in Ukraine 2024

A report by Swecare within the project "Support to Sustainable Healthcare in Ukraine" funded by the Swedish Government.



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UKRAINE

summary of health status (CIA|WB|USAID)

Population	35,661,826*					
Median age	44.9 years					
Birth rate	6/1,000 (world lowest)					
Death rate	18.6/1,000 (world highest)					
Urbanisation	70.1%					
Sex ratio at birth 1.06 male(s)/female						
At 65 plus	0.53 male(s)/female					
LE male	65.4 years					
LE female	75.8 years					

Health expenditureca. 8% GDPPhysician density ca. 3/1,000Hospital beds7.5 beds/1,000Obesity prevalence24.1% (2016)Tobacco use male40%

* this number reflects the population of Ukraine within its borders, minus the temporarily occupied territories and refugees settled abroad since the start of the Russian invasion in 2022

Major challenges

 HIV rate
 ca. 1%

 TB
 31000

31000 cases (2021)

War-related injury and death; uncertainty of healthcare provision for IDPs and immigrants General mistrust for healthcare system, including vaccines Tobacco misuse, stress-related disease, communicable diseases due to infrastructure disruptions

Abstract

Since February 2022 Ukraine has borne the brunt of Russia's assault on Europe, accompanied by loss of territories, active ground as well as aerial warfare, and large-scale displacement of people. Nevertheless, supported by international partnerships and aid, Ukraine has been able to maintain its solvency and continued support of both the healthcare reform and the healthcare infrastructure. The infrastructure is represented by a network of over 3000 facilities, both state and locally-funded institutions, as well as a robust network of private care centres. Even as between 46 and 49% of healthcare expenses are still paid out of pocket, there is a growing trend for public funding of centralised and local procurement, as well as agency and NGO-led procurement. Understanding these fiscal flows is essential in planning a market entry, and in this report we have sought to provide guidelines for precisely this. Our hope for an outcome of this report is the understanding that the Ukrainian healthcare solution market, despite its unique challenges, is resilient, dynamic and has a capacity and acceptance of Swedish solutions, for many of which there will be no domestic alternatives in the nearest future. It is our privilege, as part of Team Sweden, to give you this "lazy dog" (lathund) with a perspective of opening your new "business case Ukraine".

General understanding of financial flows

The Ukrainian healthcare system is complex, building on a legacy of its Soviet past, as well as on the free capitalist development in the 1990s and early 2000s. As far as procurement is concerned, requests for products are formed at the level of healthcare institutions and, partly, the Medical Procurement Agency (MPU) of Ukraine, as well as by private actors.

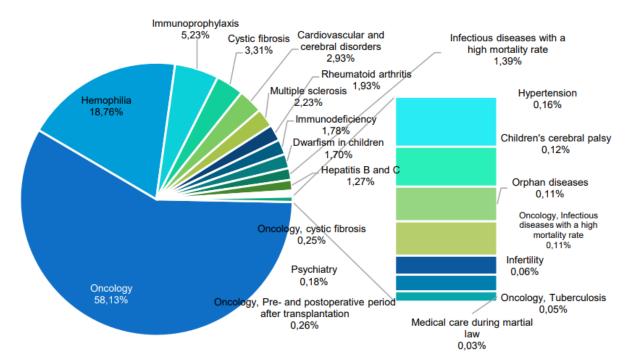
The requests formed in the state-reimbursed system are met via public procurement (initiated by the institutions themselves in a system called Prozorro, and MPU's own purchase), as well as via targeted projects, grants or loans from international agencies. Private actors, such as privately-owned medical centres and NGOs, play a significant role and are an own and distinct procurement pathway. They have more flexibility in choosing a product basing on value rather than price.



Figure 1. Financing overview of medical sales to Ukraine

We look into each of the main funnels from Figure 1 below.

Procurement via MPU. Medical Procurement of Ukraine is a relatively new agency, launched in 2018 with USAID and other international support. Using best practices, it conducts centralized procurement under Ministry of Health programs (such as the ones for HIV, tuberculosis and vaccines), administers the Prozorro Market medical catalogue, and procures products under the presidential initiative <u>UNITED24</u>, the "official fundraising platform of Ukraine". The organisation's mission is to make affordable, effective, essential medicines available for patients with serious socially important diseases.



The 2024 procurement budget is UAH 12 billion, covering 24 disease groups including adult oncology, paediatric oncology, cardiovascular diseases, haemophilia etc.

Figure 2. Structure of MPU's procurement budget for 2024

Participation in competitive procurement initiated by state-funded institutions. In order to purchase that MRI machine or that batch of pharmaceuticals, a hospital will place a tender announcement in the procurement system Prozorro. Prozorro has been in place since 2016, and its use is mandatory for all state-owned medical institutions and those that have a service agreement with the state. All procurement is meant to be competitive, and though reality differs somewhat, a lion's share of medical procurement is conducted via competitive bidding. Tender requests are submitted by the institutions themselves, followed by a period when potential bidders are expected to become familiar with the technical specifications. If your entity – or a business partner acting on your behalf – submit the most competitive bid in terms of price and value, you will be allowed to supply with a negligible risk of non-payment.

Competitive procurement via international agencies. International support to Ukraine, whether via grants or loans, usually travels along the following pathway:

governments \rightarrow international agency \rightarrow UA state budget or charity organizations

Occasionally, the pathway is longer:



international agency \rightarrow agency-led project \rightarrow project implementer \rightarrow subcontractor \rightarrow UA beneficiary

While requests are always formed at the recipient level (institutions and their budgets), procurement is sometimes managed by the international agencies themselves, such as World Bank, EBRD, USAID or GIZ. This will be covered in the chapters to follow.

Direct procurement by charities and NGOs. In many cases, when state procurement is insufficiently expedited or falls short of a hospital's needs, charitable foundations are involved. Their support ranges from the purchase of medicines and consumables to

complex prosthetics and infrastructural projects. The advantage of selling to an NGO is that they do not have the competitive price constraints of state procurement. Thus, if your product is considered to be the most beneficial, it will be purchased even if it also happens to be the most expensive.

Private purchase. Before 2017 (the launch of the healthcare reform) 49% (according to SAFEmed estimates, up to 67%) of healthcare expenses in the country were out-of-pocket. Private household funding is still common both for simple measures such as blood tests and dental procedures, as well as for the most highly technological interventions, such as cancer treatment. The need to privately fund the latter may lead to catastrophic healthcare expenses. Whilst the GDP share of health care expenditure in the national budget has been stable at 7%-8%, the average monthly household spending on health care has tripled, with many households <u>facing very high costs</u>.

This high demand for private healthcare, combined with inherent weaknesses of the state-funded healthcare system, has given rise to a versatile network of private actors providing services from anything as relatively simple as diagnostics to cutting-edge fertility treatments and multidisciplinary team-led oncology interventions.

The first linear accelerator used in Ukraine – a product of the company Elekta – was purchased by a private hospital. The largest foreign employer in Ukrainian healthcare is Swedish Synevo / Medicover, which operates mostly on a B2C basis.

	in 2023
Hospitals (in total)	1369
Including MoH subordination	1096
Other ministries and authorities	97
Privately owned	176
Free-standing institutions and structural units providing outpatient and ambulatory-polyclinic support	9426
Including MoH subordination	7671
Other ministries and authorities	175
Privately owned	1580
Additionally, private practices	4799

Figure 3: Structure of healthcare facilities in Ukraine, 2023. Source

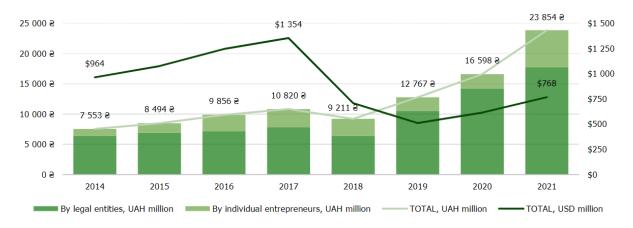


Figure 4: Revenues of healthcare facilities in Ukraine, 2021. Source

The figures above show that the private segment can be of interest for new market entry, especially when it comes to high-margin products.

Pro bono donation. The challenges posed by wartime injury, psychological trauma and related negative externalities have created an active, responsive and efficient network of NGOs and charity foundations. Some of them raise funds to support patients and health institutions, while others will solicit in-kind donations of medicines and equipment. In addition to the humanitarian value of donating your product, consider evaluating whether providing samples or compassionate use schemes can be a point of entry or a way to raise awareness of your product among key opinion leaders. The less technologically complex and in need of aftercare your equipment is, the more it makes sense to explore pro bono donation. Still, some level of control may be recommended to minimize the risk of abuse, misuse and resulting potential reputational damage.

Procurement pathway	Opportunity	Challenge
Medical Procurement of Ukraine	Predictable and relatively large procurement budget that will always be there. UNITED24 initiatives are also significant in value, with access to large infrastructural projects	The list for centralized procurement is limited and focus is on larger volume and lower margin (with exceptions). More for price-takers, and the pathway to introducing new solutions can be long.
Competitive procurement by state-funded entities via Prozorro	Access to the vast majority of competitive opportunities posted on behalf of municipalities and individual facilities. Integration with DREAM portal for infrastructural projects.	Stiff price competition from established sellers. Need to understand the language to follow tender requirements. Usually, need to establish local presence or partnership.
Competitive procurement via international agencies	Transparent systems open to international bidders. Opportunity to liaise with UA entity and form tender request together (individual cases).	Support may come as a loan (not grant), reflects upon willingness to borrow for the UA side. Need to actively monitor individual agency tenders, as requests tend to be "a bit of everything".

Direct procurement via charities and NGOs	Lead time and openness to new solutions is often more optimal.	Volumes are rather small and list of required goods limited.
		You will have less control of
	Even if tendering can be competitive, pricing is often	how your product is used.
	not decisive.	No guarantee for continuity of relationship.
	Many NGOs have solutions for import and customs.	
Private purchase	Can generate significant revenue.	Risk of non-payment will need to be carefully managed and assessed.
	More flexible pricing.	
Pro bono donation	Can be a good point for awareness raising and first	No revenue.
	experience of product use.	Limited control on the performance of your product
	Reputational benefits for your company.	> not a long-term solution.

Prozorro, the platform for public procurement

Prozorro is the World Bank-certified system for Ukrainian public procurement. Trading is conducted at over a dozen separate marketplaces, slightly configured for industry or purpose – but all the tendering procedures are gathered at <u>www.prozorro.org.ua</u>. Use of this procurement system is mandatory for all state, regional and municipal procuring entities, as well as for individual healthcare entities. A few specific types of procurement, such as military or emergency supplies, are exempt from Prozorro publication, even though there is more and more transparency there, too.

The following chart illustrates just how much Prozorro dominates public procurement, underpinning the relevance of knowing this channel well:

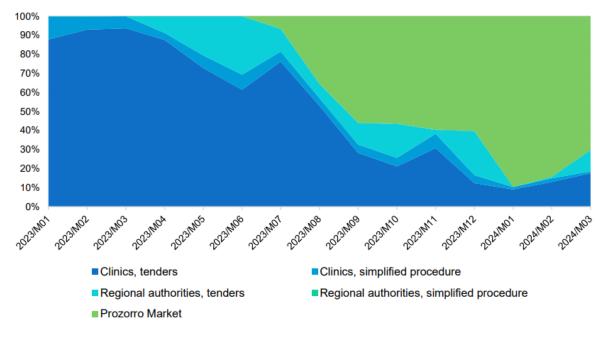


Figure 4. Split of decentralized procurement, by channel. Source: <u>SMD</u>

All procurement is meant to be competitive, excluding small purchases under USD 1000 in value. Currently there are 196k suppliers active in Prozorro, and 37k are involved in competitive bidding.

Historically, only 124 agreements have been concluded with non-residents, though the value of the contracts is disproportionately large at UAH 8,7 bil. The top category – good to know for the purpose of this report – was medical equipment and products.

To participate you need to register as a supplier, find a tender, apply for participation and offer the best price to secure a winning bid. What sounds like an easy and straightforward process is in practice difficult to manage from abroad. It presupposes knowledge of Ukrainian and the ability to respond to queries.

Generally, the process is governed by the <u>Law on Public Procurement of Ukraine</u>. It envisages the possibility to use the following evaluation criteria for tender bids: 1) lowest price only; 2) lowest price and other criteria (multi-criteria evaluation) where lowest price

cannot be less than 70 % of weight (except for competitive dialogue procedure where there are no limitations for weight of price).

From April 2020 it is also possible to use <u>life-cycle cost evaluation criteria/approach</u> reflecting the purchase price plus other costs that will be directly incurred by the contracting entity in the use, maintenance or disposal be of the procurement item. As with the lowest price criterion, the life-cycle costs can be used solely or in combination with other criteria and in the latter case (combination with other criteria) life-cycle costs cannot be less than 70% of weight (except for competitive dialogue).

Additionally, there is place for Direct Contracts and Framework Agreements, long-term agreements with suppliers for recurring purchases. The intent is to streamline procurement processes for regularly needed supplies by pre-negotiating terms and conditions.

Agency procurement: World Bank

The World Bank generally focuses its support onto areas such as energy, sanitation and recycling. Nevertheless, the HEAL project presents significant opportunity for Swedish healthcare businesses. Its objectives are wide and fit very broad criteria of healthcare system strengthening and restoration of essential services. Always worth remembering is that this support comes in the form of loans to Ukraine, explaining its relatively low disbursement as of today.

To see a current list of projects, go to projects.worldbank.org. To access procurement notices: <u>Procurement Notices (worldbank.org)</u>, and filter to "Ukraine". Some RFQs mention the project name, such as HOPE or HEAL. To see if your organisation fits the criteria to be a supplier, consult the document "<u>finding</u> <u>business opportunities and winning contracts financed by the WB</u>".

Sweden has not been very strong in applying for World Bank projects, and in the past 3 years has not been in the top 20 of providers (according to Dmytro Donets, World Bank Ukraine Country Office Procurement Specialist). Only in the region of 12 contracts have been awarded to Swedish companies at the value of USD 38 million. Swedish companies cooperate with WB most actively in Southeast Asia, and to date have not received any funding for Ukraine projects.

Objectives of the World Bank's <u>HEAL Ukraine project</u>, currently active until 31 December 2024 but a likely candidate for both extension and expansion, are to (i) restore and improve access to essential health care, (ii) address new and urgent needs for health services, and (iii) provide financial protection in an emergency context.

As of now, 53% of funds within HEAL remain undisbursed.

On the project page you can see key deliverables / KPIs and gauge whether your offering is a potential fit.

Number of mobile mental health teams deployed	Date	October 24, 2022	September 1, 2023	December 31, 2024	
	Comment				
	Value	0.00 3076709.00 5000		500000.00	
Number of vaccinations received by children under the age of 7 according to the national vaccination schedule	Date	March 1, 2022	September 1, 2023	December 31, 2024	
	Comment				
	Value	0.00	0.00	40.00	
Number of designs for renovating hospitals in line with the hospital network optimization strategy	Value	0.00 October 24, 2022	0.00 September 1, 2023	40.00 December 31, 2024 Feedback Survey	

Figure 5: Screenshot of HEAL project intermediate result indicators.

The application process for HEAL funding goes via <u>the website of the Ukrainian Ministry</u> <u>of Health</u>, and can only be initiated by the following actors, qualified to apply for infrastructure projects:

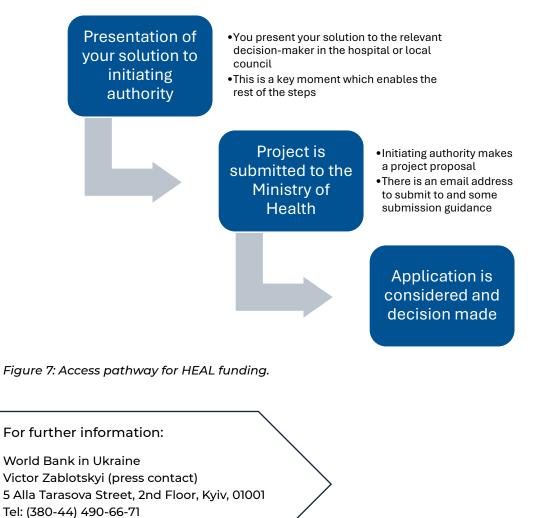
- Military administrations

- City councils

vzablotskyi@worldbank.org

- State and communal medical enterprises

Those will be your potential partners, and below the possible path to follow:



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Agency procurement: USAID

USAID, the international development agency of the USA, has since the start of the war provided \$2 billion in humanitarian aid, \$2.9 billion in development assistance, and \$22.9 billion in direct budget support to Ukraine. USAID involvement in Ukraine is very broad, encompassing support to good governance and sustainable development, but also a significant commitment to supporting health. National Health Service of Ukraine, Medical Procurement of Ukraine and the national HTA authority were established with USAID support. It is also a key donor to major projects such as the <u>ZDOROVI</u>, a national agency for humanitarian aid with the status of critically important enterprise.

Here you will find <u>the list</u> of current USAID-funded health projects in Ukraine. The current focus rests heavily on the health reform and governance, HIV and tuberculosis prevention and control, as well as mental health and vaccines. If you are active in one of these areas, approach the project implementer directly for cooperation opportunities. Centrally-managed USAID procurement opportunities may be found at the portal <u>SAM.gov</u> (apply the keyword "Ukraine").

As an example, the SAFEmed project works to secure the availability of qualityassured medicines and medical devices for Ukrainian patients. Its work includes strengthening health supply chains by supporting strong and transparent governance, promoting corruption-free procurement processes, enhancing the visibility and use of data for decision-making, and supporting sustainable public health financing.

Among direct beneficiaries and partners on the Ukrainian side are MPU and NHSU. Implementer is <u>Management Sciences for Health</u>.

Another example is Rehab4U, with a running time until 2029 and implemented by <u>Momentum Wheels for Humanity</u>.

As a first, sign up for alerts on official portals <u>www.sam.gov</u> and <u>www.grants.gov</u>, and:

- review the agency's Business Forecast (<u>https://www.usaid.gov/business-forecast</u>).
- study the Funding Feed (https://www.workwithusaid.gov/funding-opportunities).
- explore the sub-opportunities portal (<u>https://www.workwithusaid.gov/sub-opportunities</u>) to learn more about different funding opportunities.
- follow the project implementers; alternatively, see if your organization can bid to implement a USAID project in the future.

USAID also accepts unsolicited submissions in the Unsolicited Submissions portal (<u>https://www.workwithusaid.gov/unsolicited-submissions</u>). At this time, USAID is only accepting submissions in English and only digitally via the portal.

USAID Ukraine also <u>posts its Ukraine procurement on Prozorro</u> – a good way to keep track of smaller-scale opportunities.

For further information: 4 Igor Sikorsky St, Kyiv, Ukraine Tel: +380 44 521 5000 kyvinfo@usaid.gov

Agency procurement: GIZ

GIZ, the German Agency for International Cooperation, conducts work on behalf of five German ministries, the EU and <u>SECO</u>, the Swiss State Secretariat for Economic Affairs. Focus areas are good governance, resilient society, economic development and energy, health and climate.

GIZ does its own procurement, just like the World Bank. Tender notices are published on <u>www.ted.europa.eu</u>. Filtering the search to Ukraine will show you the current opportunities, e.g. in the GIZ project "No reconstruction without healthcare".

On ted.europa.eu searching by "GIZ" will allow you to see all procurement opportunities related to the agency. Apply filter "Ukraine" additionally or use the project identifier.

Similarly to other national European cooperation agencies, GIZ does have a focus on procuring services and goods from the sponsor country – Germany. There are exceptions, however. In tender notices, look at "Place of Performance" – this may be Germany or EU. Should this criterion be set to "EU", you may be eligible for application. If your company has a German subsidiary or partnership, you should be eligible for all the relevant opportunities.

For further information:

24 Bulvarno-Kudriavska Str. 01601 Kyiv, Ukraine <u>giz-ukraine@giz.de</u> www.giz.de\en\worldwide\302.html

Agency procurement: other relevant actors

EBRD

EBRD is a long-standing partner in Ukrainian development projects, and since the beginning of the war has pledged <u>over EUR 4.2 billon in support</u>. Most of the amount comes in the form of loans for infrastructural projects, provided to cities and territorial administrations.

A cooperation with EBRD may be relevant if your solution contributes to infrastructure and energy rebuilding, and the relevant actors and potential clients to approach would comprise regions and municipalities, or municipality-owned enterprises.

EBRD is one of the very few actors who issue trade guarantees, taking the risk onto their balance sheets.

United Nations

Procurement in health for Ukraine is done mostly under auspices of UNFPA and UNICEF. Focus areas include children's health, gender violence and family planning. Procurement notices for all UN operations in Ukraine may be found <u>here</u>. Use the <u>Tender Alert Service</u> to stay informed.

Procurement via NGOs and charities

The historic low level of trust for the public healthcare system, as well as its failure to provide timely and equitable support to patients with life-threatening illnesses requiring long-term management, have caused the development of a unique ecosystem of NGOs in Ukraine. Since the full-scale invasion began, many existing NGOs, both domestic and international, have been tasked with the additional work of catering for internally displaced persons, vulnerable population groups, civilians and military personnel recovering from war-related injuries, as well as the fallout from a worsened access to healthcare services countrywide.

The NGOs and charitable foundations below vary in scope, source of funding, donations received (cash or in-kind) and in the level of transparency. We have sought to limit ourselves to those who have a health focus and experience with relatively more complex technologies.

The general tendency is that there is no competitive procurement. Foundations are reactive, which means they respond to requests from hospitals and other actors: another reason to factor direct communication with these entities into your market entry plan.

Americares



Americares has been active in Ukraine since 1992. Currently it works with local organisations and healthcare institutions <u>to gauge need</u>, then doing fundraising to help meet that need. As well as providing supplies, Americares is a giver of grants, boosting capacity of many Ukrainian charities in the field. Procurement opportunities are <u>listed here</u>.

Visit this portal to see which medicines and equipment Americares currently provides on request.

Dopomagaty Prosto





The foundation, in translation "To Help is Easy", is funded from the individual contributions of PrivatBank customers and the bank's revenues. To date, it has collected over UAH176 mil in contributions towards its work within healthcare. Support is directed primarily at purchase of equipment for Ukrainian hospitals – see a rolling list of recipients and amounts <u>here</u>.

Insamlingsstiftelse Sverige Ukraina



This is a <u>Swedish charity organisation</u> supporting exclusively the topic of health and medtech. They have, among other projects, provided life-saving equipment to Ternopil Regional Hospital.

KSE Foundation



Kyiv School of Economics has a widespread network of alumni in business, enabling fundraising in the areas of education and health. Procurement within the health domain looks to be demanddriven; two medevac helicopters and the <u>restoration of an outpatient clinic</u> were financed within a short span of time.

Nova Ukraine



Another US-based foundation, Nova Ukraine has a track record of supporting Ukrainian healthcare establishments with equipment such as X-ray machines and musculoskeletal mobility rehabilitation systems (an example of cooperation with the Okhmatdyt clinic may be found <u>here</u>). Nova cooperates with EBRD and liaises closest with hospitals to ensure charitable activity meets demand.

Okhmatdyt Foundation



Okhmatdyt is the largest specialized paediatric hospital in Ukraine. It received global attention in July 2024 when it was subject of direct attack by a Russian long-range missile. As a state institution, Okhmatdyt receives the bulk of its funding via the state budget. In a number of cases equipment is purchased by the <u>Okhmatdyt Healthy Childhood foundation</u>, which does direct fundraising and liaises with other initiatives.

Razom for Ukraine



This US-based foundation has a <u>Health</u> component which supports Ukrainian hospitals with singleuse items and mobility solutions. Healthcare institutions may use <u>a form to apply</u>. There is an opportunity to provide in-kind donations, though limited purchase may be possible.

Tabletochki foundation

Tabletochki

Tabletochki provides support to paediatric oncology patients, as well as to hospitals. <u>Here</u> is an overview of the types of equipment they tend to procure. Zdorovi



Ukrainian <u>NGO</u> serving more than 1200 Ukrainian hospitals, member of the Strategic Advisory Group at OCHA. They have their own <u>grant hub</u>, where healthcare institutions, after relevant coaching, submit proposals that are then presented to donors of interest.

The list of charitable foundations is by no means exhaustive. The information they make public presupposes the same important initial step for you as manufacturer: good contact with hospitals and other local actors to verify a match between their needs and your product.

Locating the right partner for a good start

As became clear from our analysis above, procurement in Ukraine is demand-driven. Locating and engaging the drivers of this demand – local hospitals and administrative units on all levels – is the foundation for raising awareness of Swedish solutions and giving them a pathway into national, international or NGO-driven procurement.

Finding a distributor or agent can speed up your market entry. Help in setting up this kind of relationship is available, for example, via the Ukraine office of <u>Business Sweden</u>. Such a local partner will often have existing connections with hospitals and established routines to present your product to the right stakeholder at the right time.

If you are missing a distributor, you can do a number of things:

- Do early market research to identify the potential for your product. Reliable statistics on the Ukrainian healthcare system, available from providers, will be useful;
- Attend networking opportunities or conferences organized by Swecare or other stakeholders, such as ReBuild Ukraine;
- Enlist the help of Team Sweden organizations, such as the Swedish Embassy in Ukraine or EKN;
- Do your own research. Start with the <u>dashboard of the National Health Service of</u> <u>Ukraine</u>, which lists every healthcare institution with a service agreement respective to the state budget.

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Figure 6: Dashboard of the National Health Service of Ukraine.

On the left side of the dashboard (available in Ukrainian only, and worth translating) there are filters to choose geographic locations, form of ownership and – of key importance – the group of services. When you select an institution, as in the example above, you see the

proportion in which budget funding is allocated for the various groups of activities the institution provides (the colour fields A and B) and the sums of their respective budgets.

Groups of activities (circled in the menu) include, for instance, *Emergency medical* assistance, Surgical operations for adults and children in hospital conditions, Inpatient care for adults and children without surgical operations, Medical care for acute cerebral stroke, Medical care for acute myocardial infarction, Medical assistance during childbirth, Medical care for newborns in complex neonatal cases and many other specialty areas. In that way, if you, for example, manufacture newborn incubators, you would filter the list to that last category, Medical care for newborns in complex neonatal cases and focus on the institutions that are located in geographical areas that you are able to focus on.

The names of institutions function as links leading to their webpages, which either have English versions or lend themselves to auto-translate plugins.

One specific way to locate the right partner if your solutions can support infrastructural restoration is the <u>Dream</u> portal. Filter the projects to "Health" and you will see which buildings are in need of restoration, which authorities initiate the contracting (example below).

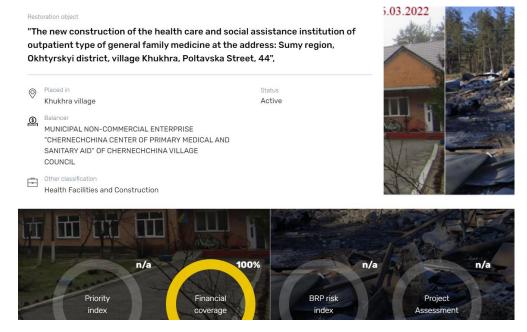
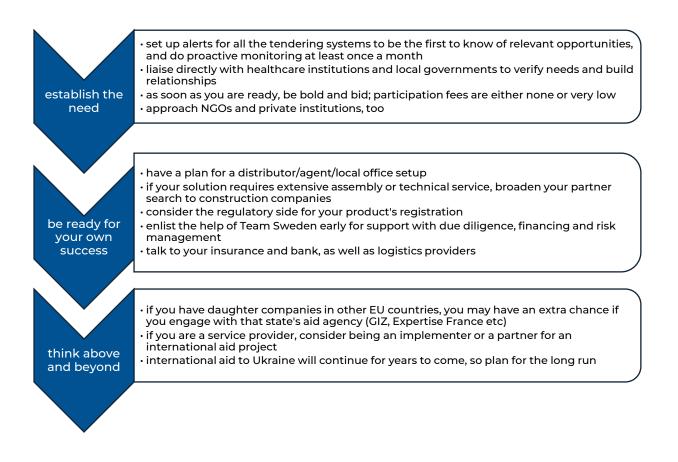


Figure 8: Example of a DREAM project.

You can see that the financial coverage of this project is 100%, looking further it becomes clear that the amount was fully covered from the national budget, and that procurement for each stage of the construction is done via Prozorro. Looking at the winning parties gives you a good idea of what type of companies tends to win such tenders, and that these construction actors may be good conversation partners, too.

If you have infrastructural solutions, consider also approaching local service partners in the construction industry, especially those with a history of winning tenders.

Recommendations







Business idea

Swecare creates meeting places where stakeholders within the Swedish life science sector can strengthen their international relations.



Members

Swecare has over 100 members consisting of companies, public operations and research actors in health and care.



Vision

Swecare's vision is a world where everyone has good and equal health and access to high quality sustainable care.



Mission

Swecare's mission is to contribute to increased export of Swedish products, services and knowledge in the area of health and care.



Financing

Swecare is financed through an annual grant from the Ministry of Social Affairs and service charges from members and partners.



Cooperation

Swecare has a large number of partners with special skills and cooperates with Business Sweden, embassies, consulates and chambers of commerce around the world.

Swecare Sveavägen 63, Stockholm <u>www.swecare.se</u> Author: Ana Flanagan, Project Manager For questions regarding content: <u>info@swecare.se</u>