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100%LIFE



Forging Local Networks to Distribute Life-saving Health Supplies in Ukraine

During Russia's war against Ukraine, local organization 100% LIFE identified alternate distribution networks to deliver life-saving HIV treatments to all areas, including war zones.

BACKGROUND

100% LIFE is the largest patient-led nongovernmental organization (NGO) in Ukraine. Its mission is to provide access to antiretroviral therapy for all people living with HIV, and to advocate for increased access to HIV, tuberculosis (TB), and hepatitis treatments. Since 2001, 100% LIFE has implemented programs funded by the Global Fund to Fight Aids, Tuberculosis and Malaria; USAID; the United Nations World Food Programme; and others. After the Russian invasion in 2022, 100% LIFE began also supporting emergency programs for reproductive health care and other health services.

PRACTICE

Prior to the war, 100% LIFE had put preparedness plans in place, mapping out scenarios that included searching for alternative warehouses in western Ukraine to move products away from Kyiv. If war broke out, 100% LIFE planned to find companies to provide alternate logistics services and contact government authorities to understand their emergency procedures.

As the risk of war increased, 100% LIFE's staff and their families moved to western Ukraine on the recommendation of 100% LIFE's board of directors. The early relocation of staff meant that they were able to keep working during the 2–3 weeks just after the war started, which was critical. Even before the COVID-19 pandemic, the organization had digitized its work flow, which eliminated any need to move physical documents. Even with preparedness plans in place, most emergency actions were adapted during the first month of the war, as it became clear that none of the regular logistics companies were able to operate.

Transportation complexities during the beginning of the war presented many supply chain uncertainties. All airports were immediately closed and flights were cancelled. Logistics companies stopped making deliveries, and warehouses that 100% LIFE used were closed and could not receive health products.



Photo: 100% LIFE

Evgeniya Rudenka leads 100% LIFE's PSM team. She has been instrumental in identifying new distribution options for delivering life-saving health supplies.

Location: Ukraine

Organization: 100% LIFE

Setting: Complex war zones

Supply chain management practice area: Warehousing and distribution

HR cadres involved:

Supply chain, pharmacy, and warehouse managers

This series of learning briefs focuses on health supply chain practices that can be implemented by humanitarian partners to resolve common challenges and improve the delivery of pharmaceutical and medical commodities.

Photo: 100% LIFE



Distributing health supplies in March 2022.

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Since the beginning of the war, 100% LIFE has worked hand in hand with government and private networks to distribute medicines to save Ukrainian lives. In areas where the essential health infrastructure was destroyed and people were trapped in war zones, 100% LIFE continued to distribute health supplies by proactively setting up new distribution channels.



Photo: 100% LIFE

In April 2022, medicines were brought across the river by boat after all of Chernihiv's bridges were destroyed.

100% LIFE's long-standing experience delivering HIV-related supplies placed the organization in a leadership role for rapidly responding to a call to distribute health supplies with funding from the U.S. President's Emergency Plan for AIDS Relief. The distribution options that 100% Life facilitated brought HIV treatment to more than 120,000 patients in Ukraine, averting treatment interruption for many.

To continue its deliveries, 100% LIFE's Procurement and Supply Management (PSM) team found potential alternate logistics partners for importation, storage, and delivery, and signed contracts with companies that could fill the gaps during the initial disruptions. For each service, 100% LIFE signed contracts with 2–4 companies to have options for switching when needed. In addition, the PSM team contacted government authorities in Ukraine and surrounding countries to help create transportation mechanisms. This included customs and railway services, Ukraine's Ministry of Foreign Affairs, the Polish Governmental Agency of Strategic Reserves (GASRP), and Ukraine's Ministry of Health and State Service on Drug Control.

100% LIFE developed distribution scenarios according to the logistics constraints and updated the document flow, including licensing and registration/declaration for medical products under conditions of war. The Ukrainian Government centralized all humanitarian deliveries in a warehouse in Kyiv for redistribution to the regions. This arrangement was not feasible for HIV medicines because humanitarian supply delivery can take up to a month and treatment interruption is dangerous for people living with HIV. By continuously analyzing distribution options early on, 100% LIFE implemented the distribution options below:

Importation:

- **Delivery from Poland to Lviv through GASRP and the Ukrainian railway service:** With no transit charges or payments in Poland, this was the best option during the first months of the war. The goods could be picked up by an NGO and distributed immediately.
- **Delivery from a Polish airport via truck to Lviv:** This option began in April 2022, when supplies were exempt from transit charges and payments including cargo not forwarded to the GASRP.
- **Delivery from a Polish airport via truck to Kyiv:** This option began in September 2022.



PRACTICE AREA ESSENTIALS

Risk Management

Risk management is a formal approach to identifying and mitigating sources of disruption and dysfunction within a supply chain, helping managers devote attention where it is most needed.

The supply chain manager needs to know:

- The basic components of supply chain risk and why it's important to actively manage
- The benefits of supply chain risk management
- How to identify, evaluate, and prioritize risks to supply chain performance
- How to identify approaches to manage, monitor, and respond to risk events

[Learn more about Supply Chain Risk Management](#)

[Webinar: A Review of Good Warehousing and Handling Practices in Emergency Settings](#)

[The Supply Chain Managers Handbook](#)

In-country delivery:

- During the first months of the war, transportation to cities near active war zones such as Mykolaiv and Sumy was conducted in close collaboration with local government authorities, which monitored and coordinated road safety. 100% LIFE contracted two transportation companies that were not licensed for the delivery of medicines but had refrigerators and were able to track temperature conditions during transportation. The decision to use non-licensed companies was necessitated by the lack of licensed companies ready to make deliveries.
- To make deliveries to occupied territories in Chernihiv and Mykolaiv, 100% LIFE collaborated with volunteers who were willing to deliver small quantities of medicines to hospitals. The deliveries were organized in close collaboration with doctors.

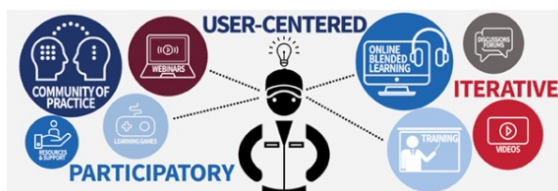
Through these options, 100% LIFE, with persistence and proactivity, avoided interruption in HIV treatments and other health supplies for most patients. By September 2022, the Ukrainian army and local authorities guaranteed road safety in every region, and health supply distribution returned to normal.

Key Lessons Learned

- Undertake risk management and have a preparedness plan in place, with detailed worst-case scenarios, even if they are difficult to predict. Identifying alternative logistics mechanisms ahead of a crisis is helpful.
- Remain flexible during problem solving and be ready to adapt to emergency government resolutions to expedite importation.
- Develop relationships with suppliers and communicate closely and frequently with all partners to share information and find alternate transportation options. This includes engaging with humanitarian coordination mechanisms such as Logistics Cluster meetings and connecting with government organizations and private sector partners.
- Manage the safety of staff and protect critical data and documentation.

100% LIFE's preparedness and actions during the crisis helped identify a variety of distribution options to overcome supply chain disruptions caused by the war. Such practices can secure continuity of operations in emergencies.

Building Capacity to Improve Pharmaceutical and Medical Commodity Management in Humanitarian and Disaster Settings Project



The Building Capacity to Improve Pharmaceutical and Medical Commodity Management in Humanitarian and Disaster Settings Project improves the capacity of people who manage health supply chains in humanitarian settings. It helps staff from international organizations and local NGOs to manage pharmaceutical and medical commodities by equipping them with training, guidance, resources, and follow-up support. JSI manages the project, which is funded by USAID's Bureau for Humanitarian Assistance.

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