

AFRICA'S PUBLIC  
HEALTH SUPPLY CHAIN  
INSTITUTION

SENEGAL



# Country Report Annual 2025

February 2026





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## ACRONYMS

TERM	DEFINITION
<b>ARC</b>	Africa Resource Centre
<b>ARP</b>	Senegalese Pharmaceutical Regulatory Agency
<b>DRP</b>	Distribution Requirement Planning
<b>DSD</b>	Differentiated Service Delivery
<b>DSME</b>	Directorate of Maternal and Child Health in Senegal
<b>ERP</b>	Enterprise Resource Planning
<b>FP</b>	Family Planning
<b>FTPs</b>	Financial and Technical Partners
<b>IP</b>	Implementation Partner
<b>IT</b>	Information Technologies
<b>KPI</b>	Key Performance Indicator
<b>MoH</b>	Ministry of Health
<b>MoU</b>	Memorandum of Understanding
<b>MRP</b>	Material Requirement Planning
<b>PHC</b>	Primary Health Care
<b>PHSC</b>	Public Health Supply Chain
<b>PLHIV</b>	People Living with HIV
<b>PNDSS</b>	National Health and Social Development Plan in Senegal
<b>RH</b>	Reproductive Health
<b>RMNCH</b>	Reproductive, Maternal, Newborn and Child Health Fund
<b>S&amp;OP</b>	Sale and Operations
<b>SC</b>	Supply Chain
<b>SCM</b>	Supply Chain Management
<b>SCSM</b>	Supply Chain Sustainability Model
<b>SEN-PNA</b>	Central Medical Store of Senegal
<b>SOP</b>	Standard Operating Procedure
<b>ToR</b>	Terms of Reference
<b>UHC</b>	Universal Health Coverage
<b>UNFPA</b>	United Nations Population Fund
<b>UNICEF</b>	United Nations Children's Fund
<b>USAID</b>	United States Agency for International Development
<b>WHO</b>	World Health Organization



## COUNTRY CONTEXT AND STRATEGIC FOUNDATION

### Country Context

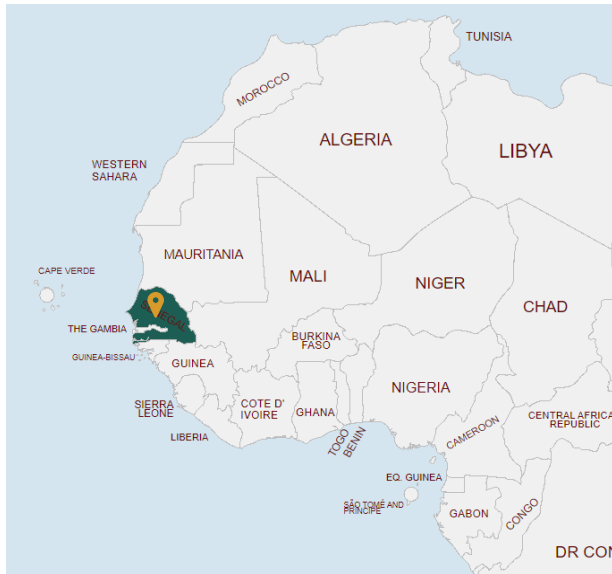


Figure 1: Senegal Map & Geographical Position

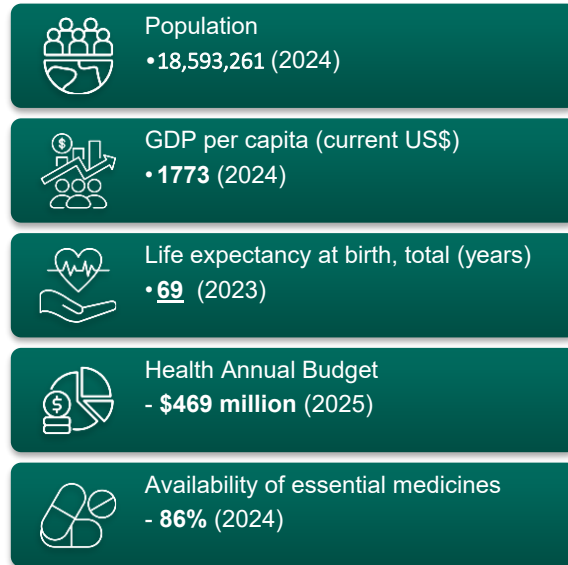


Figure 2: Key Indicators

Equitable access to quality health services is a top priority for the Ministry of Health and Public Hygiene (MoH) through the National Health Development Plan. It reflects Senegal's ambition for Universal Health Coverage (UHC) and its implementation is oriented around four (04) axes: governance and digitalization (including financing and private sector engagement), health promotion and prevention, quality healthcare service offer (including pharmaceutical supply chain) and social protection.

Since 2021, the Senegalese Ministry of Health has initiated significant reforms to enhance the local manufacturing of pharmaceuticals and ensure the accessibility of medicines and health products. Key developments include the establishment of the Senegalese Pharmaceutical Regulatory Agency (ARP), the establishment of the Local Manufacturing Project Management Unit, and the transition of PNA (the Central Medical Store) to a public industrial and commercial. Furthermore, the country has achieved WHO Maturity Level 3 in 2024, a critical milestone for advancing local pharmaceutical production.

The availability and affordability of medicines and health products have been identified as a key health sector challenge by the Sectoral Policy Letter 2025-2029 and local manufacturing is the main area of focus to address this challenge as the country produces less than 10% of national needs<sup>1</sup>. The Jegesina and Yeksina distribution models have effectively reduced stock-outs of family planning products; however, several structural challenges impede their operational success. Key issues include a lack of strategic coordination and centralized planning exacerbated by the vertical nature of health programs and donor interventions, unharmonized supply chain information systems coupled with fragmented health databases, limited number of qualified human resources in supply chain management, limited performance management framework and visibility on supply chain costs compounded by complex funding mechanisms.

<sup>1</sup> Lettre de Politique sectorielle de la Santé et de l'Action sociale 2025-2029. Page 38



The Ministry of health, with the support of donors and partners, is committed to addressing these challenges for the sustainability of PHSC initiatives and to build a resilient and self-sustained supply chain, in alignment with the government engagement for pharmaceutical sovereignty.

### Strategic Areas of Focus and 2021-2025 Evolution

From 2021 to 2025, Africa Resource Centre (ARC) has been instrumental in transforming Senegal's Public Health Supply Chain (PHSC) landscape. Working closely with the Ministry of Health and key stakeholders, ARC has delivered comprehensive technical assistance across flagship projects, touching every aspect of the supply chain from governance to last-mile delivery.

The graph below highlights a remarkable journey of institutional strengthening, capacity building, and innovative solutions implementation. Through strategic interventions in governance, planning, data management, and service delivery, ARC has helped position Senegal's PHSC for sustainable transformation aligned with the country's pharmaceutical sovereignty ambitions and Universal Health Coverage goals.



Figure 3 2021-2025 Results Summary in Senegal



## STRATEGIC ENGAGEMENTS AND PARTNERSHIPS

### Government Engagement

In Senegal, ARC is strategically positioned within the Cabinet of the Ministry of Health (MoH) to enhance the governance, funding, and visibility of the public health supply chain, ultimately addressing stock-out issues and ensuring the availability and affordability of medicines for the population. The organization focuses on high-level collaboration with the MoH Minister and Cabinet since its inception in 2017, aligning interventions with sector priorities and integrating new initiatives such as pharmaceutical sovereignty and supply chain visibility. Additionally, strong partnerships have been developed with the MoH Technical Advisor for Pharmacy, from 2022 to 2024, working on strategic project oversight and alignment to tackle challenges regarding non-communicable disease (NCD) products and equipment.



*Picture 1 Engagement with the Minister of Health (2024), Secretary General and Delivery Unit Coordinator (2025)*

Technical assistance in tactical areas is provided to:

- SEN-PNA (Central Medical Store) on supply chain planning (demand and supply), data governance, workforce development, and last mile distribution strengthening (relaunch of Yeksi naa),
- ARP (Pharmaceutical Regulation Agency) on PHSC Strategy and data governance (PHSC Dashboards),



- DSME (Directorate of Maternal and Child Health) on the implementation of a Differentiated Service Delivery for maternal and child health products through Community Health Workers
- Regional Directorates of Health on the implementation of a Differentiated Service Delivery for maternal and child health products through Community Health Workers
- DPRS (Directorate of Planning, Research and Statistics) on supply chain interventions mapping and funding mechanisms.

### Partners Engagement

ARC is member of the Health Partners' Group led by WHO and is member of the Sub-Groups on PHSC (Medicine, Healthcare Products and Laboratories), Finance, RMNCH and Emergency. This coordination mechanism facilitates the alignment of partners' interventions in the country.

ARC participates in all partners meetings and contributes to the development of the workplans and reports. These engagements enable the alignment of partners interventions and joint planning of technical assistance / funding to MoH PHSC entities. has been the focus partner when it relates to Yeksina and PHSC governance and strategy.

Partners' contribution to ARC work has been instrumental to the Yeksina complementary studies as these were members of the Strategic Advisory Group set up to that effect.

In 2025, specific engagement included discussions on data retention challenge, alignment of support to SEN-PNA, ARP and Local Manufacturing PMU and follow up on the development of the strengthening plan following the assessment of the supply chain maturity with WHO using UNICEF's Maturity Model. They also included support on the PNDSS resource mapping and preparation for the World Bank planning sessions.

ARC has advocated support on PHSC governance and strategy and presented the concept note for the 2025-2026 mapping of PHSC partners' interventions and PHSC costs analysis.

### Private Sector Engagement

Private sector engagement is key element of ARC enablement approach:

- From 2017 to 2019, ARC, through fellowship programs with MSD and Pfizer supported SEN-PNA and former DPM in warehouse improvement and process optimization.
- MSD has further supported technically the Yeksina complementary study on Planning and has availed a Planning expert to share experience on the design and set up of S&OP framework to support SEN-PNA.
- In 2022, ARC organized a private sector roundtable convening all PHSC private sector organization, MoH PHSC entities, financial and technical partners, academia and regional organizations to discuss key supply chain issues and how these can be addressed inclusively.



- Private sector engagement in PHSC has been strengthened with the inclusion of private wholesalers and industries in the development of the PHSC strategy, as these organizations are also members of the PHSC governance committees



Picture 2 MSD & Pfizer Fellowship Programs from 2017 to 2019

### Academia Engagement

As an element of ARC enablement approach, ARC has worked closely with academic institutions to contribute to the studies and design of adapted solutions for supply chain strengthening on Senegal. In this prospect, ARS has,

- Developed and set up the Master Program in Supply Chain Management at the African Institute of Management complemented by the organization of seminar series to debate on key PHSC issues.
- Worked with the Harvard University on a case study on the Informed Push Model in Senegal, transitioned to Yeksina in 2017.
- Supported the University of Michigan study on the use of data to support planning, in collaboration with SEN-PNA central and regional offices.



- Worked with Professors for the University of Dakar to draft articles on the challenges of pharmaceutical regulations at a regional level and on local manufacturing in Senegal.
- Developed the Master Program in Supply Chain Management through an inclusive approach with the Local Manufacturing PMU and partner private universities.
- ARC partnered for 4 consecutive years to the Galien Forum to support pharmaceutical research and scientific discussions towards finding sustainable solutions to women access to quality and affordable health products.

## KEY RESULTS AND ACHIEVEMENTS

### Country Maturity using ARC Supply Chain Sustainability Model

Between 2021 and 2025, ARC achieved significant progress across all elements of the Supply Chain Sustainability Model (SCSM). The maturity assessment reveals outstanding advancement in governance, policies and research, and solutions proposals, with continued development needed in strategy validation and investment mobilization.

The SCSM assessment demonstrates ARC's success in establishing foundational elements for sustainable PHSC transformation. The Ministry of Health's buy-in on integrated strategy, governance structures, and innovative solutions positions Senegal for continued advancement toward pharmaceutical sovereignty and universal health coverage goals.

The graph below shows the assessment of Senegal progress as per ARC supply Chain sustainability model.

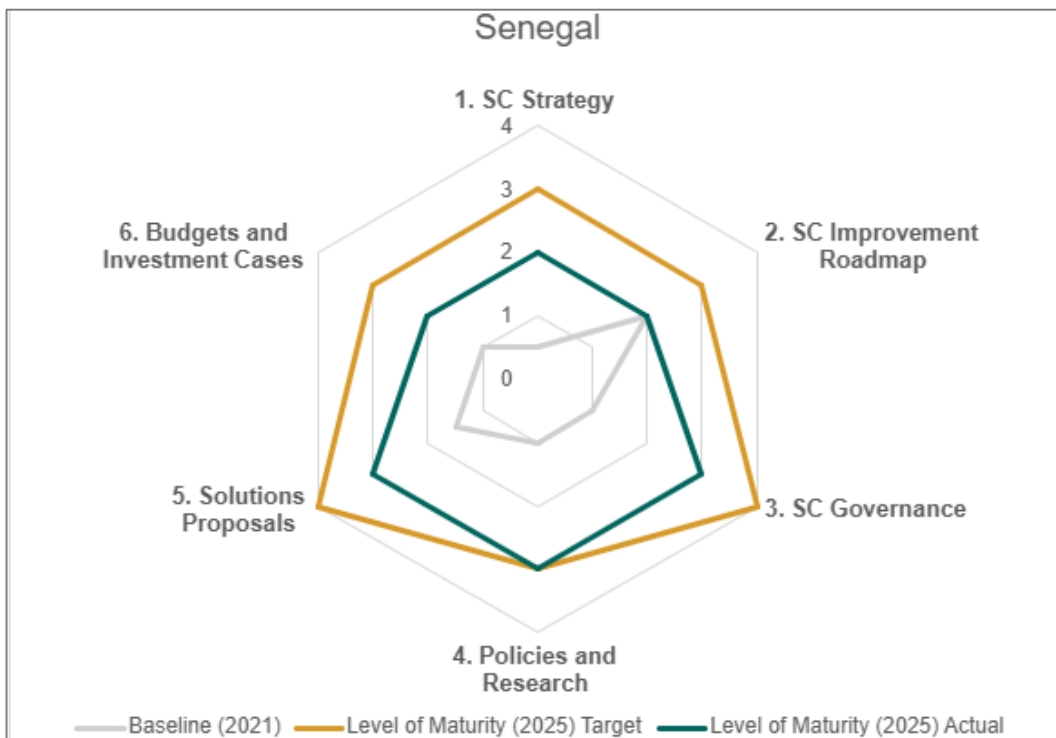


Figure 4 Senegal Supply Chain Sustainability status – 2025



ARC has made significant progress from 2021 to 2025 in achieving its enablement and solutions implementation goals, especially in governance, policies, and research. Notable accomplishments include the Ministry of Health's (MoH) endorsement of an integrated supply chain strategy to meet population needs, the establishment of Public Health Supply Chain (PHSC) governance entities, and the development of policies that drive innovative solutions. Additionally, ARC has designed and implemented four major projects, including strengthening supply chain planning, data governance, and the SCM Program, while supporting the development of a budgeted roadmap for strategic implementation and transparency in interventions.

### **SUPPLY CHAIN STRATEGY & IMPROVEMENT ROADMAP - SUPPLY CHAIN STRATEGY: BUILDING THE FOUNDATION**

**National Supply Chain Strategy:** The development of Senegal's first integrated national strategy for the supply chain of medicines and health products represents a critical milestone in establishing a unified vision for PHSC transformation. Launched in February 2023 under the leadership of the Senegalese Pharmaceutical Regulatory Agency (ARP) and in close collaboration with Chemonics/USAID BSSR, the strategy development process exemplified ARC's inclusive, stakeholder-driven approach to building sustainable systems.

The strategy aims to establish a comprehensive supply chain management framework involving all stakeholders, including cross-sectoral actors, private sector and local authorities. It aligns with the Sectoral Policy Letter 2025-2029, emphasizing local manufacturing to tackle medicine availability challenges. Although pending final validation due to institutional changes, it is recognized by key stakeholders as essential for achieving public health objectives. The process has fostered consensus on the importance of integrated planning, harmonized information systems, and coordinated investments for strengthening the supply chain.

**National Health System Transformation Strategy:** Senegal, through its National Transformation Agenda 2050 has committed to a systemic transformation of its public policies. In this context, the health sector is a central pillar of axis 2: "Quality Human Capital and Social Protection." The National Health System Transformation Strategy (SNTSS) 2025–2034 serves as a strategic instrument for operationalizing this Agenda in the health sector. The development of the SNTSS aims to consolidate achievements, correct imbalances, and prepare the health system for the demands of sustainability, sovereignty, and digital transformation.

As a member of the pharmaceutical sovereignty working group, ARC has contributed to defining key objectives and areas of intervention, leveraging its ongoing advocacy for strong pharmaceutical governance and the validation and adoption of the integrated supply chain strategy.

### **KEY OUTPUTS AND OUTCOMES:**

- *The national health supply chain strategy is recognized by key stakeholders to be a critical lever for achieving public health supply chain objectives in terms of accessibility and affordability.*
- *New approaches (model design) to transform the supply chain with a specific focus on centralized planning, information system and distribution are being implemented.*



- *Clarity on the respective roles and responsibilities of each player that should be based on a full, time-bound accountability framework for stakeholders, to ensure impact on the SC has been identified in the stakeholder mapping.*



**100% Stakeholder Inclusiveness**

Cross-sectoral actors, private sector, and local authorities convened



**\$30.3M Implementation Budget**

5-year transformation roadmap for Public Health Supply Chain



Picture 3 Technical Committee Meeting for the Draft Strategy Review, 2024

## GOVERNANCE: COORDINATION FOR COLLECTIVE ACTION

**Establishment of PHSC Governance Entities:** The establishment of robust supply chain governance has been ARC's foundational achievement in Senegal, addressing the critical need for strategic coordination across fragmented health programs and donor interventions. From 2021 to 2022, ARC developed compelling technical notes advocating for a dedicated governance structure, securing Ministry of Health buy-in and the creation of a new budget line specifically for PHSC financing. Besides, in 2023, ARC in collaboration with the World Food Program, facilitated a regional knowledge sharing workshop with Cote d'Ivoire and Guinea on PHSC Governance and Visibility.

In collaboration with partners, ARC adopted a holistic approach for cross-functional and cross-sectoral governance, which will facilitate PHSC performance management and alignment on PHSC interventions (technical and financial), the definition of sustainable financing mechanisms and the mobilization of resources (domestic and partners) in order to achieve the objective of sustainable transformation of the supply chain.

In October 2025, ARC organized a PHSC governance advocacy workshop convening all key PHSC Directors to discuss and align on the way forward for the operationalization of the governance entities. It was agreed to organize a workshop to review and revise the PHSC



governance entities orders for strengthening and potential integration with the local manufacturing entities.

**KEY OUTPUTS AND OUTCOMES**

- *Multi-stakeholder and cross-ministerial supply chain governance structure has been set up by the Minister of Health to oversee PHSC.*
- *ARC strongly contributed to raising awareness on the need to put a dedicated governance structure and to the design of the structure.*



**Formal Establishment**

Ministerial decree provides legal mandate for governance framework with representation from public sector, private sector, local authorities, financial and technical partners, and other ministries



**Steering Committee for Strategic Oversight**

Steering Committee sets policy direction and ensures alignment with national priorities



**Technical Committee for Technical Guidance**

Technical Committee provides operational expertise and reviews implementation approaches



**Expected Cross-sectoral Implementation**

Multi-sector and multi-functional teams execute programs at community level with local authorities



Picture 4 High-level Advocacy Workshop on PHSC governance, 2025



## POLICIES & RESEARCH: EVIDENCE-BASED FRAMEWORKS

**Technical Support for the Relaunch of Yeksina:** In 2017, ARC supported the MoH in the institutionalization of Yeksi naa that was adopted as the distribution model between the Districts and Service Delivery Points (SDPs) and reduced the stock-outs to 2%. In 2019, the model was stopped due to complex planning and funding mechanisms, and ARC was mandated by MoH and partners to conduct the assessment in 2019 and complementary studies in 2021. The recommendations of the studies constitute the reference that drives PHSC transformation initiatives in Senegal as they captured the essential activities advocated by ARC.

In 2023, ARC supported the MoH through SEN-PNA on the development of the Yeksi naa relaunch strategy & budget (Business Case) and the revision of Yeksi naa procedures manual. The relaunch started in August 2023 in one district out of 79, with the reduction of stock-out rate from 45% to 12% and 100% cost recovery rate in 2024.

To support the process, University of Michigan conducted a research study on the use of data to improve PHSC planning. The research team finalized and shared the study report to SEN-PNA on the public health supply chain planning leveraging the use of data, formulating strategic recommendations to improve data quality and visibility, promoting enrolment in Yeksina program and optimizing the cost recovery mechanism.

The advocacy for the scale up of Yeksina is an integral part of the advocacy for the scale up of the Differentiated Service Delivery (DSD) for Reproductive, Maternal, Neonatal and Child Health (RMNCH) as the two distribution models are complementary and will drastically reduce stock-outs of RMNCH products.

**Supporting Pharmaceutical Research and Advancing Pooled Procurement with the Galien Forum:** As a valued partner of the Galien Forum Africa for four years, ARC supports pharmaceutical research and scientific discussions on sustainable solutions for women's access to quality, affordable health products. In 2025, ARC continued its advocacy for pooled procurement mechanisms as the most adapted approach to reduce procurement costs, improve rapid access to essential products, strengthen the security and resilience of the supply chain, foster better coordination between the public and private sectors.

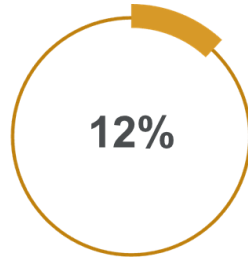
## KEY OUTPUTS AND OUTCOMES

- *Formulated strategic recommendations to improve supply chain planning, data governance and visibility, and enhance distribution at community level, integrating academic perspective.*
- *All stakeholders recognize the need for an integrated strategy and supply planning and an integrated information system for improves visibility on supply chain performances and sustainability of initiatives such as Yeksina.*
- *Increased visibility on the PHSC projects timelines and budget amounting to \$14.6 m for the relaunch of Yeksina*
- *The Phase 1 of the relaunch of Yeksina is effective and operational guided by the strategy developed with the support of ARC.*
- *Effectively supported pharmaceutical research as a key Galien Forum Africa partner*



**Phased Relaunch Budget**

Investment for effective relaunch of Yeksina programme



**Stock-Out Rate**

Reduced from 45% in pilot district following August 2023 relaunch



**Cost Recovery**

Full logistics cost recovery achieved in Phase 1 during 2024



Picture 5 Yeksina Relaunch Prep Workshop during which PHSC governance structure was reviewed and stabilized, June 2022



Picture 6 Galien Forum Engagement from 2022 to 2025



**SOLUTIONS PROPOSAL**

***Improved Supply Chain Planning Functions***

The objective pursued is to increase visibility on the needs of health products expressed by the healthcare network along the health pyramid on the one hand, and the development of the supply plans on the other hand. This will ultimately contribute to achieving universal health coverage goals and improve supply chain financing.

In 2024, ARC has designed a Sales and Operations Planning (S&OP) Framework for SEN-PNA to support the integration of all plans (demand, supply, warehousing, material, human, technical and financial resources). It includes the revision of SEN-PNA standard operating procedures and performance management framework supported by the setting up of decision-making dashboards.

In 2025, ARC has supported the review of key planning and reporting processes for the optimization of key areas through the efficient use of the ERPX3 system: optimizing planning process by shifting to a predictive approach with advanced stock policies; automating processes through the digitalization of workflows, and proactive alerts; strengthening data governance via comprehensive data cleansing initiatives to ensure quality and consistency; and improving logistics performance with real-time stock visibility, FEFO compliance, and integrated non-conformity management. A series of working sessions were held to agree on the gaps and to develop a roadmap and guidance for SEN-PNA to fully automate its planning and reporting processes.

***Expected Outcomes of the Integrated Planning***

<p><b>Advanced Planning Process</b></p> <p>Machine learning models precisely forecast demand, ensuring critical supplies are always available by preventing stockouts and overstock.</p>	<p><b>Workflow Digitalisation</b></p> <p>Automated supply chain processes boosts efficiency and reduces human error, proactively addressing issues before they impact patient care.</p>	<p><b>Data Quality</b></p> <p>Comprehensive data cleansing provides accurate and reliable supply chain information, crucial for effective forecasting and informed decisions.</p>	<p><b>Real-Time Tracking</b></p> <p>Advanced tracking offers end-to-end visibility, enabling immediate identification of deviations and rapid corrective actions and enhanced transparency.</p>
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***Improved Data Analytics and Visibility***

Informed by the assessment of PHSC data quality and mapping of data sources, ARC designed for SEN-PNA a data governance framework to set the prerequisites for the automation of planning processes and further facilitate the use of artificial intelligence to optimize planning processes. The development of the governance policies and mechanisms are in progress, in parallel with the design of the collaborative platform to improve data management and sharing between the different processes, and the technical assistance in the deployment and migration of ERP X3. This migration will facilitate the deployment of Mobile Inventory to cover the SDPs with an information system, making effective the end-to-end coverage of PHSC with a unique information system.



To enhance data analytics and performance management, ARC is supporting SEN-PNA and ARP in the design and setting up of monitoring and decision-making dashboards.

These initiatives are meant to ultimately support and inform the design and setting up of an integrated PHSC data warehouse integrated PHSC data for improved visibility and data-driven decision making.



*Picture 7 ARP ARC Project Steering Committee Meeting, 2025*

### ***Last-Mile Delivery Enhancements for Improved RMNCH/Nutrition***

Following the assessment of existing Differentiated Service Delivery models in Senegal, ARC has designed, in collaboration with the MoH, a private sector-based model, leveraging locally based implementing partners to build Community Health Workers (CHWs) capacities to deliver basic health services, in support of Districts. The project is designed to get RMNCH/Nutrition products closer to the target population (women at reproductive age and women with children under 5) and promote health to improve the population health conditions and decrease women and child mortality.

The pilot of 6 months (June – December 2024) covered 30 sites, delivering RMNCH Healthcare package and promoting health. 50 community actors, 17 midwives trained for RMNCH/FP services and 45 professionals capacitated, which helped increase contraceptive prevalence rate by 2% increase and reduced acute malnutrition by 9.6% decrease.

The project is currently being transitioned to the MoH and expanded to all the Districts of the two initial regions (Tambacounda and Diourbel), covering a total of 237 community sites.



During the 2025 Global Health Supply Chain Summit, ARC showcased the DSD model in Senegal as a Poster, highlighting the results and impact made possible by strong government commitment and ownership enabling sustainability of the model. The DSD model raised interest from partners with potential areas of collaboration at country and regional level.



Picture 8 DSD Senegal Poster Session at the Global Health Supply Chain Summit, 2025

## KEY OUTPUTS AND OUTCOMES

- *Facilitated planning process integration leveraging ERP X3 to facilitate integrated planning following the S&OP approach, particularly with the deployment of the budget management module*
- *Increased capacities on data governance and information system upgrade: migration of ERPX3, design of collaborative platform, reduction of paperwork and integrated data management (logistics, finance, HR, commercial, etc.)*
- *Contributed to information system coverage (50%) throughout the health pyramid with the support on the deployment and migration of the ERPX3 system*
- *Decentralized the provision of maternal and child health services in community sites with the support of community health workers, contributing to the strengthening of community sites (targeted 237 sites across 2 regions)*
- *Integrated the DSD model activities into the budgeted workplans of the targeted regions to facilitate institutionalization and domestic resource mobilization*

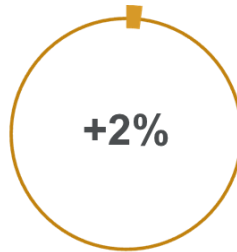


- *Advocated for the integration of nutrition supply chain into the normal PHSC circuit under SEN-PNA*
- *Advocated for other partners' contribution and further resource mobilisation for the scale-up to all 14 regions.*
- *Advocated for the adoption of Yeksina in the target regions to increase the availability of maternal and child health products at SDP level.*



**People Reached**

Through community mobilisation activities



**CPR Increase**

Contraceptive prevalence rate in Tambacounda: 11.7% to 13.7%



**Malnutrition Reduced**

Acute malnutrition in Diourbel: 15.5% to 5.8%



Picture 9 DSD Community engagement activities, 2024



**CAPACITY BUILDING & KNOWLEDGE SHARING**

**Workforce Development:** For the sustainability of supply chain transformation, ARC has been advocating since 2017 for the development of a Supply Chain Management (SCM) Program for Pharmacy students to ensure the sustainability of PHSC with the development of local talent. The first program developed was open to all and done with the African Institute of Management (IAM), a Senegalese private institute, in collaboration with the William Davidson Institute, further supported by thematic seminar series to bring together students and key PHSC stakeholders including the private sector. In 2025, ARC has developed a SCM program with the University of Dakar/ISMED, dedicated for Pharmacy students and expected to be launched in January 2026.



Picture 10 Research study from the University of Michigan on the use of data to improve PHSC planning, March 2024

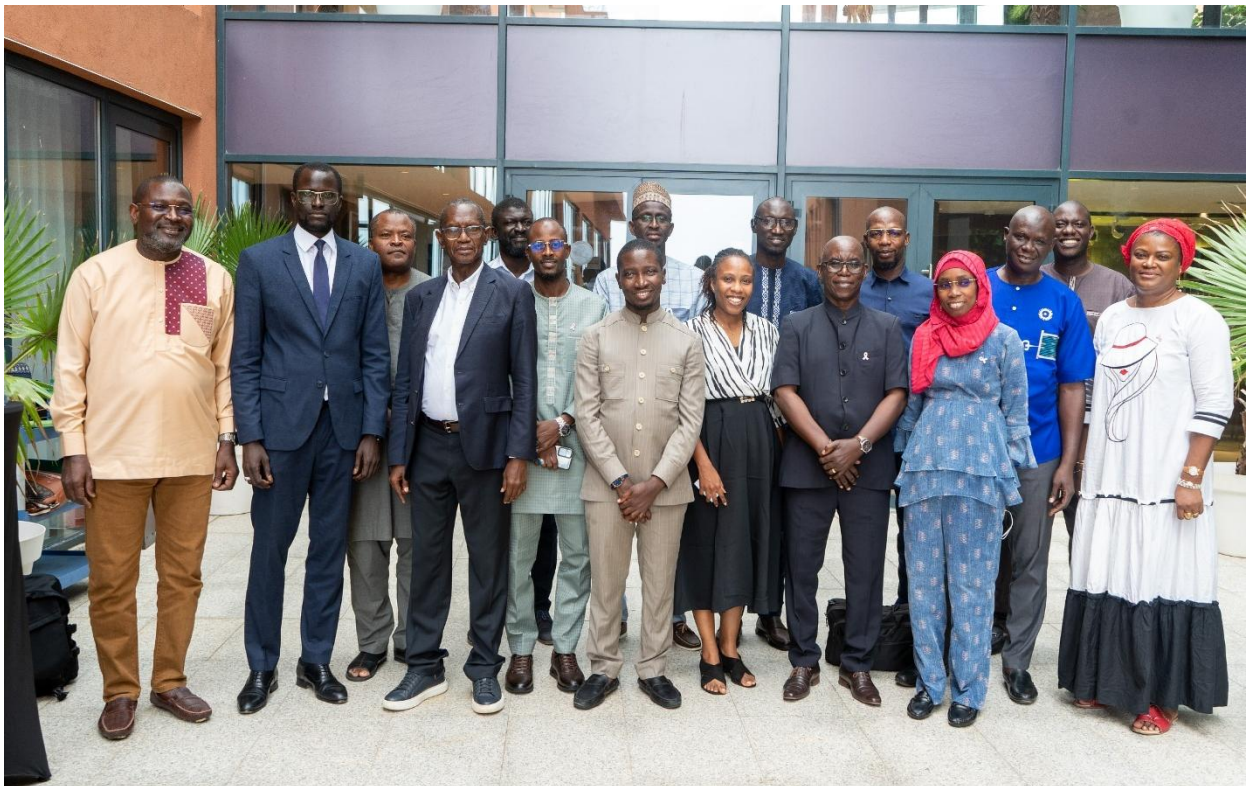


Picture 11 Meeting with Local Manufacturing PMU on the SCM Master Program, 2025



**Knowledge sharing and transfer:** Besides the development of the program, ARC adopts an inclusive approach of co-creation with the MoH when defining and designing solutions. With the deployment of Technical Assistants in Supply Chain Planning, Information System and Public Health, ARC ensures transfer of competencies and targeted trainings to build MoH entities' self-reliance to design, implement and monitor supply chain strengthening initiatives.

From 2021 to 2025, nearly 240 MoH and PHSC stakeholders are trained in Leadership, data governance and ERPX3, and nearly 67 community stakeholders are trained to provide reproductive, maternal, newborn, child, and nutrition (RMNCH/Nutrition) and family planning services.



Picture 12 MoH Senior Managers' Leadership Training, 2025



**Knowledge sharing with private sector:** MSD has appointed a technical expert to share knowledge on S&OP design and deployment. Besides, ARC facilitated a benchmarking visit with MSD Netherlands, CFI, and PharmAccess to share knowledge on data governance and warehouse design, demonstrating how learning from private sector and international organizations complements peer-to-peer government exchanges. These diverse learning modalities create comprehensive ecosystems for knowledge transfer that accelerate innovation adoption and continuous improvement



Picture 13 Knowledge Sharing Session with MSD on Data Governance, 2025

**KEY OUTPUTS AND OUTCOMES**

- *Trained 75 PHSC stakeholders involved in supply chain planning and MoH Top Management in Leadership and team management to help improve problem solving and decision-making.*
- *Reached over 300 participants in training and knowledge sharing sessions led and supported by ARC*



**Co-creation approach** with MoH ensures competency transfer and builds self-reliance for sustainable supply chain strengthening



## IMPACT ON STRATEGIC AREAS



### Improved Access

Enhancing the availability and distribution of resources.



#### Supply Innovations

Introducing new methods and technologies in the supply chain.

#### Health Gains

Achieving better health outcomes for the population.

### Universal Health Coverage

ARC's interventions have generated measurable improvements across critical health areas, demonstrating the direct link between supply chain strengthening and health outcomes. The most breakthrough results have been in maternal and child health, where the Differentiated Service Delivery project has delivered breakthrough improvements in contraceptive prevalence and malnutrition rates.

The improvement in tracer medicine availability from 78% to 86% nationally reflects the cumulative effect of multiple interventions including Yeksi Naa relaunch, emergency cabinet establishment, and improved planning processes. While not all improvements can be attributed solely to ARC interventions, the organization's technical assistance on governance, strategy, planning, and data management has created an enabling environment for these gains to be achieved and sustained.



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## Maternal and Child Health

Invested \$ 250,000 to scale up the DSD model in the region of Tambacounda and Diourbel to contribute to the increase of the national contraceptive prevalence rate, with targeted increases in Diourbel (5% to 6%) and Tambacounda (10% to 11%) through DSD interventions.

The pilot helped increase contraceptive prevalence rate by 2% in the region of Tambacounda. While appearing modest in percentage points, represent significant progress in regions with historically low family planning uptake. The 1-2 percentage point increases translate to thousands of additional women accessing modern contraception, with cascading effects on maternal health, birth spacing, and women's economic empowerment.

Contributed to the reduction of acute malnutrition rate, with dramatic reduction in Tambacounda from by 9.6% (from 19.4% to 9.8%), directly attributable to improved access to nutrition products and health promotion activities at the community level. This demonstrates how supply chain innovations that bring products closer to populations can generate substantial health improvements, especially for vulnerable groups like children under five.

These outcomes validate the DSD model's effectiveness and support the case for scale-up to all 14 regions.



## TESTIMONIALS



*"An institution cannot move and achieve its goals without leadership! We commend the quality of the cooperation with ARC, for the contribution made and for the support provided."*

— Serigne Mbaye – Secretary General of the Ministry of Health and Public Hygiene.



*"Leadership workshops should be conducted regularly to allow teams to make improvements of the Supply Chain"*

— Dr Seydou Diallo – Director General of SEN-PNA



The Workshop is *"participative and inclusive; we communicate with our peers and, above all, it's free because everyone is given the opportunity to say what they think but also to improve day by day as the training goes on. Our thanks to ARC and all the colleagues present in this workshop"*

— Dr Alioune Ibnou Abou Talib Diouf – Director General of the Senegalese Pharmaceutical Regulatory Agency



*"[...] we have a lot to learn about essential and specific behaviours, depending on the scope of the vision and the complexity of the missions that must support the development of the pharmaceutical industry. [...] we will be much better prepared to improve the quality of our listening and our engaging coordination, and to support government decision-making. Because the development of the pharmaceutical industry is underpinned by reforms, and we need to have a holistic vision and good strategic coordination to ensure that political decisions are taken based on slightly technical arguments"*

— Pr Mbagnick Diop - Coordinator of the Local Manufacturing Program Management Unit



## WHAT NEXT?

The foundation laid from 2021-2025 positions Senegal for transformative progress in public health supply chain performance over the coming years. With governance structures established, strategic frameworks developed, planning capabilities strengthened, data infrastructure modernized, and innovative delivery models proven, the country is poised to achieve its pharmaceutical sovereignty objectives while ensuring universal access to quality, affordable health products.



### Operationalize Governance

Finalize review and revision of governance entity orders. Integrate with local manufacturing structures. Establish regular meeting schedules and decision-making protocols for steering and technical committees.



### Validate PHSC Strategy

Complete final validation of 2024-2028 national strategy. Launch implementation using budgeted roadmap. Establish monitoring and evaluation mechanisms to track progress against strategic objectives.



### Mobilize Resources

Conduct comprehensive PHSC cost analysis. Develop sustainable financing mechanisms. Leverage strategy and governance structures to mobilize domestic and partner resources for transformation initiatives.



### Scale Proven Models

Expand Yeksina relaunch to additional districts. Scale DSD model to all 14 regions. Institutionalize S&OP framework and data governance mechanisms across PHSC entities.



### Strengthen Capacity

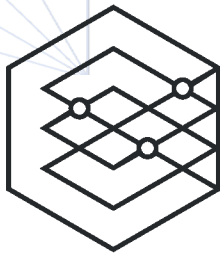
Launch SCM Master's Program at UCAD/ISMED. Continue leadership and technical training. Ensure knowledge transfer and local ownership of all systems and processes.



### Integrate Systems

Complete ERP X3 migration and Mobile Inventory deployment. Operationalize collaborative platform. Design and implement integrated PHSC data warehouse for end-to-end visibility.

The journey from 2021 to 2025 demonstrates that transformative change is possible when strategic vision, technical expertise, stakeholder engagement, and sustained commitment align. Senegal's PHSC is positioned for continued advancement toward pharmaceutical sovereignty, universal health coverage, and improved health outcomes for all citizens. The frameworks, systems, and capacities established through ARC's partnership with the Ministry of Health provide a solid foundation for the next phase of this critical journey.



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