

# ARC

AFRICA'S PUBLIC  
HEALTH SUPPLY CHAIN  
INSTITUTION

## IMPACT REPORT 2024



The background of the entire page is a photograph of a woman holding a baby. The image is overlaid with a large, stylized 'V' shape composed of several overlapping translucent bands in shades of teal and yellow. The woman is wearing a dark t-shirt with a graphic that includes the word 'super' and 'MOM'. The baby is looking up and smiling.

# IMPACT REPORT 2024

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# ACRONYMES

| N° | TERM             | DEFINITION                                                                       |
|----|------------------|----------------------------------------------------------------------------------|
| 1  | ARC              | Africa Resource Centre NPC                                                       |
| 2  | ARP              | Senegalese Pharmaceutical Regulatory Agency                                      |
| 3  | CAMEG-TOGO       | Central Medical Store for essential and Generic Medicines in Togo                |
| 4  | CMAM             | Medicines and Medical Articles Central / Central Medical Stores in Mozambique    |
| 5  | CNLFAM           | National Council for Pharmaceutical and Medical Articles Logistics in Mozambique |
| 6  | DDS              | Departmental Directorate of Health in Benin                                      |
| 7  | DHPT             | Directorate of Health Products of Technology in Kenya                            |
| 8  | DMEG             | Health Facility's Store for Essential Medicines in Burkina Faso                  |
| 9  | DMPA-SC          | Subcutaneous Depot Medroxyprogesterone Acetate Self-Injection                    |
| 10 | DRP              | Distribution Requirement Planning                                                |
| 11 | DSD              | Differentiated Service Delivery                                                  |
| 12 | DSME             | Directorate of Maternal and Child Health in Senegal                              |
| 13 | EPSS             | Ethiopian Pharmaceutical and Supply Services                                     |
| 14 | ERP              | Enterprise Resource Planning                                                     |
| 15 | FP               | Family planning                                                                  |
| 16 | FTP <sub>s</sub> | Financial and technical partners                                                 |
| 17 | GHSC-PSM         | Global health supply chain – Procurement and supply management in Burkina Faso   |
| 18 | GTCAL            | Supply Chain and Logistics Thematic Group in Mozambique                          |
| 19 | IT               | Information Technologies                                                         |
| 20 | JSI              | John Snow Incorporates                                                           |
| 21 | KEMSA            | Kenya Medical Supplies Authority                                                 |
| 22 | KPI              | Key Performance Indicator                                                        |
| 23 | MoH              | Ministry of Health                                                               |

| N° | TERM      | DEFINITION                                                                 |
|----|-----------|----------------------------------------------------------------------------|
| 24 | MoU       | Memorandum of Understanding                                                |
| 25 | MRP       | Material Requirement Planning                                              |
| 26 | nSIMAM    | new Medicines and Medical Articles Information System (LMIS) in Mozambique |
| 27 | OSTK      | Outsourcing Tool Kit                                                       |
| 28 | PELF      | Strategic Plan for Pharmaceutical Logistics in Mozambique                  |
| 29 | PHC       | Primary Health Care                                                        |
| 30 | PHSC      | Public Health Supply Chain                                                 |
| 31 | PLHIV     | People Living with HIV                                                     |
| 32 | RH        | Reproductive Health                                                        |
| 33 | RMNCH     | Reproductive, Maternal, Newborn and Child Health Fund                      |
| 34 | ROC       | Recipient of Care                                                          |
| 35 | S&OP      | Sale and Operations                                                        |
| 36 | SC        | Supply Chain                                                               |
| 37 | SCM       | Supply Chain Management                                                    |
| 38 | SCSM      | Supply Chain Sustainability Model                                          |
| 39 | SEN-PNA   | Central Medical Store of Senegal                                           |
| 40 | SLA       | Service Level Agreement                                                    |
| 41 | SoBAPS SA | Beninese Company for the Supply of Health Products                         |
| 42 | SVDL      | Logistics Data Visualization System in Benin                               |
| 43 | UHC       | Universal Health Coverage                                                  |
| 44 | UN        | United Nations                                                             |
| 45 | UNFPA     | United Nations Population Fund                                             |
| 46 | UNICEF    | United Nations Children's Fund                                             |
| 47 | USAID     | United States Agency for International Development                         |
| 48 | VR        | VillageReach                                                               |
| 49 | WAHO      | West African Health Organization                                           |
| 50 | WHO       | World Health Organization                                                  |

# FROM THE EXECUTIVE OFFICE

**Dear Stakeholders, Partners,  
Supporters and Colleagues,**

Notre institution, l'Africa Resource Centre (ARC),  
Our institution, Africa Resource Centre (ARC), is  
dedicated to transforming public health systems  
across Africa by driving innovation, fostering  
collaboration and enabling sustainable public  
health supply chains. Our work is guided by our  
mission of

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*shaping and implementing forward-  
thinking supply chain policies,  
partnering with governments and  
regional organizations to achieve uni-  
versal health coverage and ensure a  
healthier future*

”

The expected outcome of our intervention is that the health systems benefit from a resilient supply chain framework that secures the availability of medicines and other health products relevant to each health programme. Broadly, such improvement in supply chain services should secure a country's commitment on key strategic impactful goals that include: advancing Universal Health Coverage (UHC), enhancing Domestic Supply Chain Financing and strengthening Reproductive, Maternal, Newborn, and Child Health (RMNCH). In this spirit, ARC continues to empower Ministries of Health to deliver equitable, high-quality healthcare for all.

**Dr Ibnou Khadim DIAW**  
CO-CEO  
Africa Resource Centre



**Dr Bonface FUNDAFUNDA**  
CO-CEO  
Africa Resource Centre

In 2024, ARC achieved significant milestones across its three strategic priorities, showing our focused commitment to enabling sustainable and impactful health outcomes in public health. Key projects included the successful relaunch of the Yeksina distribution model in Senegal, which reduced stock-outs of essential medicines from 45% to 12% in targeted districts, and the significant contribution to the implementation of real-time supply chain dashboards in Côte d'Ivoire, that resulted in increasing the availability of essential medicines from 67% to 81% over three years. In Mozambique, ARC supported the optimization of the operations of the Central Medical Store, ensuring efficient last-mile delivery of health products to underserved communities. In Kenya and Ethiopia, ARC supported the strengthening of supply chain governance and policies towards sustainability and resilience.

ARC's partnerships remained central to its success. Collaborations with Ministries of Health, donors such as the Gates Foundation (GF), USAID and several private sector entities enabled ARC to amplify its impact. Notably, ARC's advocacy efforts and technical advisory helped improve governance frameworks and operational efficiency of the national health supply chain. Innovation and capacity building were critical drivers of ARC's work this year. By leveraging digital tools, exploring the feasibility of drone delivery to reach remote areas, and implementing Differentiated Service Delivery (DSD) models in Uganda, Kenya, Senegal and Burkina Faso, ARC's support enhanced healthcare delivery systems and expanded access to life-saving interventions. Over 1,400 healthcare professionals across West Africa were trained in supply chain management and leadership, leading to strengthened local expertise to sustain and scale improvements from strategic to peripheral level.

While challenges remain, ARC's accomplishments in 2024 underscore its role as a leader and enabler in strengthening public health systems across Africa. By aligning its projects with national priorities and global health goals, ARC continues to create sustainable, transformative change, building resilient systems that deliver equitable healthcare for next generations.

This impact report, while not comprehensive, provides some highlights that reflects ARC's capabilities, activities, achievements, financial standing and impact over the 2024 period. The report shows our accountability for the donor support we receive, stakeholder engagement, and strategic planning to reach our goal set in our 2030 vision.

*We cannot close this chapter without addressing our warmest congratulations to all colleagues for their commitment to this noble cause, with our sincere thanks to :*

**Mrs Yacine Fatime Ndao**  
(Senegal Country Lead)

**Natty Stelle Kokolo**  
(Communication Lead)

*for coordinating the efforts to this impact report.*

***Join ARC in its service to governments in the creation of resilient supply chains that will secure public healthcare services.***

## WHO WE ARE AND WHAT WE DO ?

**ARC is a pan-African organization dedicated to transforming public health systems by empowering Ministries of Health to achieve sustainable, equitable, and high-quality healthcare for all.**

ARC envisions a continent where no community is left behind, and healthcare services are accessible, affordable, and patient-centric. Its mission is to advance healthcare systems across Africa by driving innovation, fostering collaboration, and enabling sustainable public health supply chains.

ARC's initiatives align with three strategic priorities: advancing Universal Health Coverage (UHC), enhancing Domestic Supply Chain Financing for improved resource mobilization, and strengthening Reproductive, Maternal, Newborn, and Child Health (RMNCH). By working with governments, donors, and private sector partners, ARC ensures impactful and inclusive health interventions that address systemic challenges and improve healthcare outcomes across Africa.

### Our Strategic Goals

ARC's strategic goals reflect its commitment to address critical African public health challenges by fostering sustainable, resilient, and equitable healthcare systems.

*These goals guide ARC's efforts to transform supply chains, enhance healthcare access, and empower local stakeholders in achieving lasting improvements in health outcomes.*

- **Universal Health Coverage (UHC):** AARC strives to ensure that all individuals have access to essential healthcare services without financial hardship. This includes improving the availability and affordability of medicines, optimizing health product delivery and enhancing last-mile distribution in underserved regions.



- **Domestic Supply Chain Financing:** ARC is dedicated to mobilizing resources to create resilient and sustainable supply chains. By advocating for increased domestic funding and introducing innovative financing mechanisms, ARC's efforts aim to reduce dependency on external support and strengthens the financial foundations of public health systems.
- **Reproductive, Maternal, Newborn, and Child Health (RMNCH):** AARC works to improve maternal and child health outcomes by supporting programs that expand access to essential health services. ARC targets the most vulnerable populations through community-based models and Differentiated Service Delivery approaches.
- **Strengthened Governance and Oversight :** ARC establishes robust governance frameworks to ensure stakeholder accountability, transparency, and alignment. These efforts are designed to foster effective decision-making, streamline processes and improve health outcomes.
- **Innovation and Digital Transformation :** ARC prioritizes integrating digital solutions and innovative technologies to optimize supply chains, enhance data visibility, and support evidence-based decision-making across healthcare systems.
- **Capacity Building and Sustainability :** AARC focuses on empowering local institutions and stakeholders through training, mentorship and skills transfer. By strengthening local capacities, ARC ensures that health systems can sustain and scale improvements independently.

## Our Approach

ARC aims to enable governments in Africa and their development partners to have resilient supply chain systems that underpin primary healthcare services by:

- Providing strategic advisory and technical expertise to strengthening supply chain policies and key functions for supply chain long term transformation.
- Facilitating engagement between governments, donors and implementing partners with local experts, private sector and academic partners to catalyse innovative solutions to Africa's public health systems.
- Engaging with regional communities and bodies to support the continental public health agenda on access to medicines and health products.

This enablement approach is underpinned by our Supply Chain Sustainability Model (SCSM) built on 6 pillars:

### Strategy

A robust, comprehensive supply chain strategy that incorporates modern supply chain best practices and has the buy-in from the ministry of health, other government departments, donors, private sector and implementing partners supporting national health objectives.

### Solutions Proposals

An exploration and recommendation to governments leveraging supply chain experts and private sector partners to shape **new thinking, ideas** and solutions to transform the supply chain.

### Improvement Roadmap

A detailed and comprehensive roadmap that outlines **all coordinated actions** by partners, major supply **chain investments**, and initiatives to achieve a country's strategic objectives and targets.



### Governance

A **multi-disciplinary governance** structure that ensures the alignment of all stakeholders and regular ongoing coordination of supply chain investments and projects to improve the ministry of health ownership, oversight and accountability for supply chain performance and outcomes.

### Policies and Research

Updated and enhanced policies that enable the achievement of the supply chain strategy, guide all stakeholders in funding and implementation, and incorporate best practices through **evidence-based research** and proven private sector input.

### Budgets and Investment Cases

Detailed budgets, business and investment cases for targeted interventions that follow the supply chain strategy, align with the roadmap and provide **clear guidance** to government and donors' funding requirements.

**Figure 1 :** Key elements of ARC's Supply Chain Sustainability Model for improving and sustaining supply chain services

## ARC Capability Statement

ARC has been operating as an advisor to governments and development partners since 2017. In this period, we have established ourselves as an organization that is trusted to work at high level with governments, donors and other stakeholders in formulating solutions that result in policies, strategies and commitments to action for transformation of the health sector supply chains. As an advisor to governments, our role is to enable planning, policy development, support evidenced-based decision-making. We achieve this through our capability to convene stakeholders, help pooling technical and financial resources to align to government agenda and create partnerships for joint implementation of activities, thereby creating efficiency and preventing duplication.

This Impact Report highlights how this capability is put into action resulting in enabling governments to move closer to achieving their commitments to Universal Health Coverage. Thus, we have capability to:

- Work at high level of engagement of decision-makers at government level, based on trust and confidence in our ability to secure government interest
- Building confidence and trust in ARC by being a critical and independent adviser to both governments and donors in relation to formulation or implementation of innovative solutions at country, regional and global levels
- Help governments to review and develop policies and strategies towards creation of patient-centred, resilient and sustainable supply chains for effective access to medicines and other products
- Engage and work with the private sector to support development of efficient, cost-effective supply chain solutions and promote public-private partnerships
- Work with academia to support government reviews and development of supply chain- related policies, strategies, implementation plans and help in formulation and development of business cases
- Work across the continent to enable the formulation of impactful solutions in support of health policy reforms by leveraging Regional Economic Communities and the African Union agencies
- Share knowledge, experiences, best practices to all stakeholders to enable rapid access to innovative and adapted solutions.

These approaches have been applied and have proven to be effective in our service to governments and stakeholders supporting development of supply chains that enable health programmes to achieve their results towards universal health coverage and positive health outcomes. The following highlights of our work in 2024, speak to this strength at ARC.

## STRATEGIC PARTNERSHIPS AND COLLABORATIONS

Through the enablement approach, ARC is collaborating with various organizations to improve public health supply chains, enhance access to medicines, and promote sustainable health solutions across Africa. These partnerships work towards promoting regional innovative platforms, advocating for PHSC sustainable funding, pooling efforts with other partners for increased impact, building ARC sustainability, promoting public-private partnerships and conducting academic research for support our work.

### Government Engagement

ARC is physically present in 12 countries and positions Senior Strategic Advisors at high level of the Ministries of Health to help develop effective supply chain strategies to build resilience and respond to patient needs.

For the effective and efficient delivery of advisory and advocacy services, ARC's advisors foster strategic engagement with senior leadership of national ministries of health, directorates and agencies for health products and technologies as well supply chains, central medical stores and national regulatory authorities.

ARC ensures that its interventions are aligned to national health and supply chain priorities articulated in national health development plans. Further, ARC facilitates alignment of stakeholders from conceptualisation to implementation of interventions whilst advocating for embedding local support for sustainability.



## In-Country Partners Engagement

Across all countries, ARC is invited to support sector engagement frameworks led by the Ministry of Health (MoH). These platforms bring together the Ministry of Health, donors and implementing partners. These coordination mechanisms facilitate the alignment of partners' interventions in the country and enable collaboration between partners to jointly design and implement solutions, avoiding duplication of efforts and thereby optimizing resources.

Through these platforms, ARC strongly contributes to the development of government and partner workplans together with supporting the MoH in resource mobilization to fund key supply chain projects.

ARC collaborates with implementing partners to support MoH in key supply chain activities. For example, ARC worked with Chemonics in Senegal and Benin for the development of the supply chain strategy and strengthening of governance; and in Ethiopia and Mozambique, ARC worked in collaboration with GHSC-PSM and VillageReach on the development of outsourcing of transportation services.

In Kenya, ARC has collaborated with a multitude of implementing partners that are either Gates Foundation or USAID grantees. These include, Management Sciences for Health, Clinton Health Action Initiative, Population Services Kenya, Palladium, inSupply, Thinkwell, Chartered Institute of Procurement and Supply among others.



**Dr Matar CAMARA**

Chemonics – Head of Mission of  
the Building a Resilient Health  
System (BSSR) program

“

*Knowing each other's roles in the supply chain, has allowed our organisations to establish a harmonious collaboration, avoiding overlapping activities and fostering strategic synergies to support the development of the supply chain.*

”



**Dr. Aline KANE**

Supply Chain Advisor  
BSSR Project

“

*Our collaboration is built on a shared vision of the supply chain and a commitment to improving its governance. Through our workshops, we successfully developed decrees that clearly define the roles and responsibilities of stakeholders. For the first time in Senegal, the management of the steering and technical committees has been entrusted to the ARP. We have been working with ARC for a long time, and this partnership has been instrumental in strengthening the health system.*

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**Angelina CUMBA**

Outsourcing logistics  
expert at VillageReach

*Working with ARC and EPSS has been highly productive and educational special for me during this year. We are looking forward to continue our support for EPSS in 2025*

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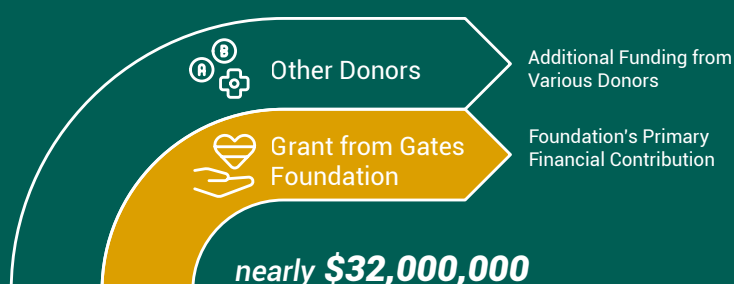
## Donors Engagement

This is an essential engagement in ARC enablement approach that ensures the effective provision of ARC advisory services to MoH, and the design and implementation of catalytic projects across the countries such as the Strategic Planning Framework, the Differentiated Service Delivery and the Outsourcing strategies among other projects.

The development of partnerships with various donors (The Gates Foundation, USAID, SANOFI Global Health Unit, among others) makes possible the flexibility and agility of ARC to extend its geographical scope to reach more populations.

Since 2023, ARC has been providing technical assistance to Djibouti and Benin in strategy development, warehouse upgrade and capacity building in Good Warehousing Practices and information management systems.

ARC Operational Funding Breakdown Over the past 5 years



to support directly 14 countries and regional economic communities. These funds were expended to support interventions responding to calls from the countries directly or through regional organizations to establish resilient and sustainable supply chain infrastructure across Africa.

The interventions towards that goal address development of effective supply chain strategies and implementation plans that ensure reduction in stock-outs, increase in access to essential medicines and other health products and technologies.

Besides, it enables building government capabilities in framing support to local manufacturing for improvement in availability of access to essential medicines and other health products, including increased domestic resource for financing supply chain services.



## Regional Organizations Engagement

At regional level, ARC continued to support the African Union, and its specialized bodies as indicated below.

Further, ARC supported the World Health Organization – Africa Region Office on Supply Chain Leaders Collaboration and Alignment. This support resulted in a resolution supporting establishment of collaboration to ensure effective use of resources dedicated to supply chain improvements.

ARC's engagement with Regional Economic Communities (RECs) such as COMESA, ECOWAS / WAHO and the ECA, is crucial to its sustainability as it aims to position the organization at the forefront of policy and strategy formulation and supporting of decision-makers.

**In the Eastern Region, ARC has provided technical assistance to the United Nations Economic Commission for Africa (UNECA)** for the development of a Centralized Pooled Procurement Mechanism (CPPM) with a pilot phase targeting 10 Eastern and Southern African countries.

Core activities included developing the framework document, facilitating discussions and decision-making processes, providing technical support in the UNECA developed Information Platform and Market Information Tool.

In April 2024, the decision was made between Africa CDC and UNECA to transition this mechanism to an Africa CDC-managed pooled procurement mechanism under the label African Pooled Procurement Mechanism (APPM).

ARC's role as a critical partner to the development of solutions for sustained access to medicines and other health products, was publicly acknowledged by member states of the African Union attending the Ministerial meeting in Mombasa hosted by UNECA (May 2024).

For its work in supporting UNECA design the pooled procurement mechanism ARC was requested by UNECA and Africa CDC to avail its expertise to the consortium (Africa CDC, UNECA and Afrexim Bank) responsible for the implementation of the APPM, to keep the momentum.

The start-up phase of the APPM is critical to the continent as it is expected to be the Africa CDC «proof of concept» for pooled procurement and local manufacturing to improve access to quality and affordable medicines.

**In the Western Region, ARC is a key partner to WAHO and ACAME,** with MoUs signed in 2022 to establish a medical products revolving fund at WAHO and a setting up of the pooled procurement mechanism led through WAHO and ACAME to strengthen local pharmaceutical production and regulatory systems in the ECOWAS region.

ARC has supported advocacy for the setting up of a pooled procurement mechanism and the positioning of ACAME to support its members to participate in the pooled procurement mechanism. ARC has provided technical inputs to WAHO for the design of their pooled procurement mechanism and contributed to its technical validation before submission to the ECOWAS decision-making bodies for adoption. It is expected that ECOWAS region shall initiate implementation of its pooled procurement service in 2025.



Furthermore, ARC has been advocating for knowledge sharing on the pooled procurement across the continent with other organizations such as UNECA, Africa CDC and ACAME, to create synergies and share lessons from each experience and to ensure efficiency in such initiatives.



**In the Southern Africa region, as part of its MoU with the Common Market for Eastern and Southern Africa (COMESA),** ARC has provided a Public Health Expert to support the operationalization of the COMESA Health Desk, as directed by the Ministers of Health in June 2021. Key achievements include:

- The development of a two-year project charter, action plan, and Health Strategy, as well as the identification of Health Focal Points in member states.
- ARC has contributed to re-establishing the COMESA Pharmaceutical Committee, researching health needs related to cancer, and engaging with regional and international health organizations such as Africa CDC, PATH Africa Region, AMREF, ILO, WHO, IOM, UKHSA and others.
- Additionally, ARC support to the Health Desk is highly recognized through its role/ contributions in providing technical inputs to regional discussions. Other efforts include developing a Cross Border Surveillance Strategy, mobilizing resources through proposals, and conducting a situation analysis on disease burden and health security.



The successful delivery of technical advisory services to the COMESA Secretariat resulted in this achievement that shall now help the Secretariat to have a strong public health voice and be an avenue to reach its member states in development of public health solutions, including creation of resilient regional public supply chains



## Global Partnerships

ARC aims to secure long-term partnerships with global partners to help shift healthcare models to being patient-centred, while supporting partner alignment efforts in coordination with global health development agencies for efficient and optimized technical assistance to governments. We continue to pursue global partnerships financially and technically to secure ARC's sustainability as well as to support successful implementation of interventions across the continent.

**ARC has signed an MoU with UNFPA** for collaboration on the assessment of country needs for family planning products, and for the design and development of the country profiles to provide public health supply chain policy makers and donors/partners with an overview of countries supply chain strengths, weaknesses and priority areas of intervention. The collaboration also includes alignment on the design and implementation of innovations and solutions to enhance or improve provision of public health services such as Differentiated Service Delivery (DSD), pooled procurement mechanisms.





In 2024, **ARC and the Global Fund** began discussions and agreed to the undertaking of assessment of Public Health Supply Chain (PHSC) using the Maturity Model in targeted countries to inform the development of country profiles to serve as an advocacy tool for alignment of interventions on country priorities.

This collaboration, to be implemented in 2025, will provide visibility on key PHSC challenges, funding gaps and provide information on priority areas to address, with a view to enabling improvement in availability of medicines for priority health programs (HIV, TB, malaria, FP)

Similarly, in 2024, ARC agreed to partner with the Center for Global Development (CGD) on a policy and research project on the nexus of health sector financing and specific funding of

supply chain services. The project will look at funding mechanism that apply across the health supply chain framework.

The project aims to analyse evidence and theoretical arguments linking the two fields, develop a new conceptual framework, secure buy-in, and make policy recommendations at national, regional, and global levels. The project is expected to provide countries and their partners with a framework for innovative supply chain funding, increase use of domestic funding and ensure high impact of donors funding.

**ARC supported PtD Indaba Coalition in the organization of the 1<sup>st</sup> Edition of the Supply Chain Leaders Forum** by facilitating the engagement and mobilization of MoH representatives from **Senegal, Ethiopia, Kenya and Côte d'Ivoire**. The Supply Chain Leaders Forum gathers policymakers from Low- and Middle-Income Countries (LMICs) and donors to discuss how Procurement and Supply chain Management (PSM) programs can transition to a country-led approach, addressing healthcare challenges expected by 2040 and beyond. ARC shared insights and recommendations on the necessity to capacitate countries for the strengthening of their supply chain financing mechanisms.

Countries committed to engage with their respective authorities to invest in national systems to ensure sustainable, high-performing, and secure supply chains that are domestically financed, with the expected outcome of sustained improvement in access to and use of health products.



## Private Sector Engagement

ARC's Private Sector Engagement approach aims to strengthen government and private sector collaborations and focuses on exploring opportunities with private sector organizations to

- (i) fund catalytic projects or share expertise as part of their Corporate Social Responsibility; and
- (ii) develop public-private partnerships with the government for long-term supply chain transformation.

This initiative has been in place since 2019 with the formation of ARC Private Sector Advisory Board. Through this support framework, various countries have benefited from support provided by private sector players such as MSD, SANOFI Global Health Unit, among others.

## Strengthening pharmaceutical regulation across the continent

In 2024, ARC partnered with key organizations such as the West Africa Health Private Sector Federation, SANOFI GHU and the Brazzaville Foundation to advocate for stronger pharmaceutical regulation, health financing, capacity building on supply chain challenges based on a maturity assessment, and facilitating regional events to promote the integration of universal health coverage in supply chain transformation.

These partnerships will strengthen ARC's support to national regulatory agencies in their development of policies for new product introduction, considerations of health product price harmonization, exportation, local manufacturing and counterfeit medicines' control.



## Knowledge transfer for optimized supply chain processes

As a continuation of partnership with MSD/Merck, ARC is currently exploring opportunities for the deployment of experts to support:

- Distribution optimization analytics in Kenya
- Supply Planning/Sales & Operations Planning in Senegal
- Distribution route optimization and warehousing/distribution strengthening in Ethiopia

The aim is to support Ministries of Health through capacity building and knowledge transfer through close technical assistance for the optimization of supply chain process.

This initiative will lead to significant reduction of supply chain cost, efficiency in logistics operations and increase last mile availability of medicines.

Additionally, ARC also shared its cross-country experiences in strengthening supply chain governance as a panelist during a session moderated by Chemonics.

ARC offered insights on how governance can drive breakthrough solutions, domestic funding, and resource mobilization.

To further support the Ministry of Health, ARC sponsored representatives from South Africa and Kenya to share their experiences on PHSC governance and Market Access projects.

## Supporting the integration of the global health agenda amongst private sector priorities

ARC sponsored the 2024 SAPICS Annual Conference, bringing together global supply chain experts to foster strategic partnerships, private sector engagement and knowledge sharing. ARC facilitated a session on Market Access, highlighting its collaboration with Kenya and UNECA to enhance local capabilities in using market data to address medicine access issues across the supply chain.





## Academic and Research Collaborations

ARC continued to work with academic institutions to support development of interventions to improve supply chain systems, with academic institutions being linked, where applicable, with governments to support planning and decision- making.

**ARC partnered with the Ross Business School of the University of Michigan**, as part of the Multidisciplinary Action Project (MAP) Project, assigned a team of MBA students to develop case studies for selected countries on their specific supply chain challenges. In 2024, the planning project in Senegal was selected.

The goal of the study was to give long-term recommendations to improve supply chain planning to prevent future stockouts at every level of Public Health Supply Chain.

This analysis led to the identification of critical gaps in last mile human resources capacities to manage supply chain data fragmentation at peripheral health facilities level, The analysis also considered the completeness of supply chain data submitted and the timeliness of these submissions from all health programs.

The generated recommendations shared with the MoH/Sen-PNA (Senegal Central Medical Store), that included: strengthen supply chain human resources specifically for data collection, processing and entry at the Service Delivery Point; incentivize District health offices for enrolment in Yeksina strategy for improved data gathering and optimize the cost-recovery mechanism.

**In 2024, the support to Gates Foundation's work on regulatory and procurement interface,** resulted in ARC being invited to be co-author of a paper entitled *"Understanding the regulatory- procurement interface for medicines in Africa via publicly available information on standards, implementation and enforcement in five countries"* to be published in the Journal of Pharmaceutical Health Services Research. The academic institution involved was the University of Toronto, facilitated by Gates Foundation,

**In 2024, ARC entered into an agreement with the University of Nairobi** to give an academia perspective to ARC research and innovation work and to facilitate the conduction of case studies in supply chain financing and health financing. The agreement is expected to strongly support ARC research work in supply chain costing and financing, from a health financing perspective and reveal evidence-based gaps. It is worth noting recommendations to increase supply chain costs, funding visibility and significantly reduce stockouts and improve medicines affordability.

**ARC supported technically the Addis Ababa University** on in conducting national assessments and developing training materials for health facility budget allocation and utilization; facilitating industry linkage through the Senselet Project, involving universities and stakeholders to link academic experience with practical industry experience; participating in module development and training leadership coordination with focus on organizational culture and group dynamics affecting pharmaceutical management.

**In partnership with the Global Health Supply Chain Summit (GHSCS) and Chemonics,** ARC sponsored the 2024 Research Challenge, supporting the University of Ghana research team studying the *"Social and Behavioural Barriers to Advancing Sustainable e-Supply Chain Adoption in Ghana's Health System"*. The study aims to analyse social and behavioural factors influencing health commodity managers' utilization of GHiLMIS, examine SC decision makers' knowledge and perception, document interventions and develop a Social and Behaviour Change strategy for optimal utilization. The results of the research projects will be presented at the 2025 GHSCS.

**In 2024, Uganda continued its collaboration with Makerere University** (Infectious Diseases Institute) which has a track record of research work on DSD models and application within the HIV/AIDS space. This collaboration has enhanced the development of the DSD models through rigorous review of proposed plans and contributing to sector engagement on DSD programming.

#### Know more about ARC engagement work

- [AMMTECH https://africaresourcecentre.org/2025/02/24/african-medicines-manufacturing-trade-exhibition-and-conference-2024-ammtech/](https://africaresourcecentre.org/2025/02/24/african-medicines-manufacturing-trade-exhibition-and-conference-2024-ammtech/)
- [Global health supply chain https://africaresourcecentre.org/2025/02/17/arcs-participation-at-the-global-health-summit-conference-2024/](https://africaresourcecentre.org/2025/02/17/arcs-participation-at-the-global-health-summit-conference-2024/)
- [INTERNATIONAL PHARMACEUTICAL FORUM https://africaresourcecentre.org/2024/10/09/arc-sanofi-participation-at-the-23rd-international-pharmaceutical-forum-in-lome-togo/](https://africaresourcecentre.org/2024/10/09/arc-sanofi-participation-at-the-23rd-international-pharmaceutical-forum-in-lome-togo/)
- [Galien Forum – Senegal \(bellow\) https://africaresourcecentre.org/2025/02/24/the-galien-forum-africa-participation-2024/](https://africaresourcecentre.org/2025/02/24/the-galien-forum-africa-participation-2024/)
- [Forum Africain sur le Renforcement de la Chaîne d'Approvisionnement des Produits de Santé \(FARCAPS\) https://africaresourcecentre.org/2025/02/24/forum-africain-sur-le-renforcement-de-la-chaîne-dapprovisionnement-des-produits-de-sante-farcaps/](https://africaresourcecentre.org/2025/02/24/forum-africain-sur-le-renforcement-de-la-chaîne-dapprovisionnement-des-produits-de-sante-farcaps/)
- [Ethiopian Pharmaceutical Association Golden Jubilee https://africaresourcecentre.org/2025/02/25/arc-participates-in-the-ethiopia-pharmaceutical-association-epa-50th-golden-jubilee-celebration/](https://africaresourcecentre.org/2025/02/25/arc-participates-in-the-ethiopia-pharmaceutical-association-epa-50th-golden-jubilee-celebration/)

## RESULTS AND **ACHIEVEMENTS**

### Supply Chain Strategy

In 2024, ARC supported 7 countries in development, revision and review of their national health supply chain strategy. These included Senegal's development of its first PHSC Strategy; the progress implementation review of existing PHSC Strategies for Kenya, Côte d'Ivoire, Burkina Faso, Togo and Mozambique, and the revision of the Strategy for Ethiopia.

Evidence generated in development and review of these strategies, point to the progress made in strengthening supply chains across the continent.

Ethiopia's 2024 results highlight progress on integrating innovative practices, fostering public-private partnerships, and enhancing system-wide governance with the new EPSS Proclamation.





## Coordinated, Innovative and Multi-partnership Strategy

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Over the years, the Ethiopian Pharmaceutical Supply Services (EPSS) had sought to have autonomy in its decision-making process, operations and services to the public health sector.. Upon provision of ARC's advisor to EPSS in 2021, ARC began to contribute to the already established advocacy by EPSS for autonomy, resulting in the development of a new business case for autonomy. Within this framework, the support included the drafting of the new Human Resource Management directive leveraging on industry best practices; the EPSS organizational restructuring that would underpin an autonomous EPSS that would deliver services expected from this autonomy. The new Proclamation no 1354/2024 of EPSS Autonomy, which was formerly granted in December 2024 positions the entity as the Federal Government's central entity for procurement, importation and distribution of medicines and all other health products. Further, , this autonomy is expected to improve financial sustainability and performances enabling EPSS to offer cost-effective and efficient services to the public health facilities of the Federal Ministry of Health, and other clients

As a consequence of autonomy of the EPSS, it is expected that EPSS shall benefit from a higher resource allocation from the Federal Government, improvements in hiring and retaining skilled workforce, among other benefits.

### **Outcomes and Impact**

The consequence of technical advice to EPSS over the period of 2024, has contributed to the achievement of the following outcomes:

- o *The revised policies, directives and manuals will strategically guide the management of pharmaceuticals and medical devices,*
- o *The autonomy gained by EPSS will significantly improve its operational efficiency and ensures financial sustainability which ensures sustainable availability of health medicines and health products to last mile and improve Universal Health Coverage (UHC). .*
- o *The proclamation provisions enable EPSS to strengthen the credit collection and enforce the committed demand and supply system. Consequently, the financial sustainability of EPSS will improve, procurement lead time will be minimized, and wastage will be reduced which will result in cost optimization and increased financial flow.*

**Abdulkedir Gelgelo**  
Director General, Ethiopian  
Pharmaceutical Supply Service

«As you know, many partners operate within their own vertical programs. However, ARC stands out by supporting the overall EPS system. Their support directly aligns with the sector's strategic initiatives and objectives, making it both comprehensive and fully in line with our strategic goals.»

## Supply Chain Governance

In 2024, ARC supported 8 countries in strengthening various aspects of their PHSC Governance. For example, this support entailed:

- advocacy for the operationalization of the approved supply chain governance structure in Senegal;
- the development and establishment of governance tools such as functionality assessment scorecards in Ethiopia, Kenya and Côte d'Ivoire;
- support to the monitoring and coordination of supply chain activities in Burkina Faso, Togo and Mozambique; and development of a Supply Chain governance strengthening plan for Benin.





## Strengthening health system governance and resilience

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In 2024, ARC Kenya focused on strengthening supply chain governance, advancing the policy environment, and boosting strategic implementation to enhance the resilience of Kenya's Health Products and Technologies (HPT) supply chain.

ARC's interventions have continued to support the implementation of the national supply chain strategy and implementation plan for a resilient supply chain system able to respond to public health emergencies and support Government in achieving Universal Health Coverage.

ARC supported the establishment of maturity scorecards for application by County Health Products Technology Units (County HPTUs), the responsible functional units for coordinating health supply chain functions in the 47 devolved county health departments and that liaise closely with the national MOH directorate of HPT on matters of policy, standards and capacity building.

These scorecards evaluate governance maturity against six pillars: leadership, financing, human resources, service delivery, information management, and health products. This tool empowers the Directorate of Health Products and Technologies (DHPT) to monitor and improve county-level supply chain capabilities. A centralized dashboard was developed to guide strategic planning and coordination efforts, ensuring resources are equitably allocated.

By integrating governance improvements and market access strategies, the scorecards provide a platform for advancing equitable distribution of health products, which is only possible from a resilient supply chain infrastructure.

### **Outcomes and Impact**

- o *Effective advisory provided to MoH key entities to support the strengthening of policies for sustainable supply chain of health products and technologies.*
- o *Enhanced coordination and harmonization of investments and activities through structured consultative processes.*
- o *Facilitated targeted actions to optimize governance structures and outcomes.*

**Dr. Eunice Gathitu**  
Deputy Director of  
pharmaceutical services –  
Ministry of health Kenya

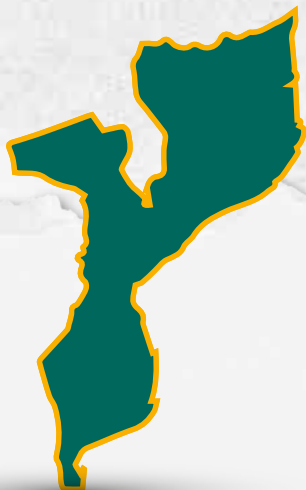
*The scorecard helps to highlight areas of strength and also bring out a real gaps that the unit may be facing. we are able to identify them as national level in conjunction with the county, and see how to support them in terms of Technical Support*

## Supply Chain Improvement Roadmap

Using the elements indicated in Figure 1, the PHSC strategies supported by ARC and applied in our countries include an implementation roadmap for long-term PHSC transformation. This roadmap outlines budgeted projects and activities that facilitate resource mobilization from government and donors to build strong and resilient supply chains.

As an example, in Mozambique, ARC supported the development of a supportive legal framework for PHSC and an investment plan to drive pharmaceutical services reforms including supply chain infrastructure.





# Mozambique

## Strengthened Investment plan for effective Strategy Implementation

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The supply chain strategy in Mozambique emphasizes a comprehensive approach to reforming logistics and pharmaceutical management. ARC supported the review of the roadmap to guide reform implementation outlining key steps in coordination with donors and implementation partners.

The roadmap for Mozambique's supply chain reform outlines a phased approach to addressing capacity gaps and optimizing resources. Key elements include legal framework, infrastructure development, workforce training, and the integration of advanced information systems. Coordination among donors and implementation partners ensures alignment with national priorities.

### **Outcomes and Impact**

- o *Implementation of the current roadmap has resulted in improved stock availability, enhanced governance structures, and strengthened policy that align with global best practices. Client satisfaction rates for product availability at central levels rose from 48% in 2023 to 67% in 2024. The successful implementation of these reforms underscores the transformative impact of a cohesive supply chain strategy.*
- o *These advancements have improved end-to-end visibility and operational efficiency, laying a strong foundation for sustained progress.*
- o *Further, these developments resulted in increased donor confidence and support to the public health sector, demonstrated by donors providing additional support to the CMAM initiatives.*

## Policies & Research

As part of its enablement approach, ARC initiates assessments, studies and thorough analysis of PHSC policies and strategies to support Ministries of Health in identifying gaps and solutions for PHSC improvement.

In 2024, ARC supported assessment of PHSC performance in Benin and Burkina Faso with a focus on availability, quality, and accessibility of medicines and health products.

ARC also supported development of various policies, frameworks and guidelines for supply chain operationalization in Côte d'Ivoire, Ethiopia, Mozambique, Senegal and Togo, and the engagement with universities for strengthening operational research on key supply chain challenges in Kenya, Senegal, Ethiopia.





## Advancing Supply chain Resilience

ARC conducted the “Analysis of Inefficiencies in the Public Health Supply Chain in Burkina Faso” and facilitated the dissemination of results. The objective was to analyse the public supply health chain in Burkina Faso, in terms of investments, functions, and inefficiencies from 2010-2023, focusing on availability, quality, and accessibility, examining various health system levels, and formulate recommendations for improvement. Conducted from January to April 2024, the study involved 40 experts from different sectors, including the public health sector, the private health sector, universities, financial and technical partners.

ARC also led an elaboration of the Burkina Faso Supply Chain Risk Mapping and Mitigation Strategies in 2024.

### **Outcomes and Impact**

- o *The study reveals that Burkina Faso’s Public Health Supply Chain faces numerous challenges, including excessive dependence on the international pharmaceutical market, low local production, administrative costs, and low purchasing power (10%). Medicine shortages occur at all levels of the supply chain, and financial resources are limited.*
- o *Solutions to these issues include improved PHSC governance and coordination, addressing issues like irrational use of medicines, financing difficulties, and weak incentives for DMEG Managers. The main reason for these inefficiencies is perceived as the weakness of pharmaceutical governance.*
- o *The most significant risks in the supply chain in Burkina Faso are concentrated at the level of governance and leadership, health products financing (high dependence on financing from donors and partners, landlocked state of the country), storage and stock management and irrational use of medicines.*

**Dr Zakariya Yabre**  
DGAPS Burkina Faso

*We have been working with ARC since 2018, a highly strategic partner for us. Their commitment to implementing innovative strategies strengthens our collaboration, and we will continue to work together in this direction*

## Solutions Proposal

As part of the results of the various assessments conducted from 2017 to 2023, ARC proposes PHSC strengthening solutions to address key challenges and build the public health supply chains sustainably based on Ministry of Health priorities.

With catalytic funding from donors, ARC supports the design and implement pilot projects on supply chain planning and data intelligence in Senegal, Côte d'Ivoire, Kenya and Ethiopia; last mile distribution enhancement in Ethiopia, Kenya, Senegal and Burkina Faso); market assessment and shaping in support of local manufacturing in Kenya.

with a view to test solutions and innovations, build evidence on feasibility and support advocacy for adoption and potential scale up, such initiatives included the following in 2024:





## Enabling Public-private partnership for Network Optimization

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ARC has provided technical support in outsourcing of transport of pharmaceuticals and medical devices from Central EPSS to the 19 EPSS regional hubs by private sector service providers, using the Outsourcing Tool Kit (OSTK) developed with ARC support in collaboration with other partners.

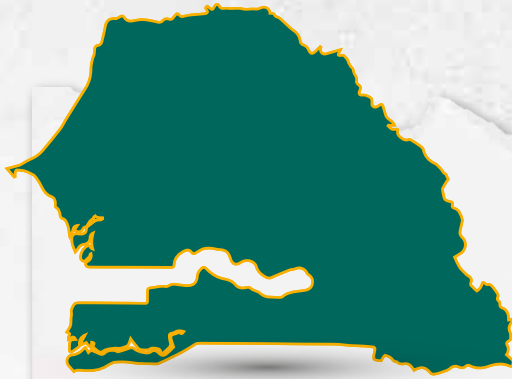
This initiative, delivered in collaboration with Village Reach, aims at increasing transportation efficiency and minimizing logistics costs so that medicines become more available and affordable to people in need.

This solution also contributes to timely delivery, availability of and access to health products at service delivery points at the last mile. Use of contracted service providers should result in compliance to national delivery schedules.

### **Outcomes/Impact**

- o *Outsourcing EPSS transport and fleet management is expected to improve the last mile availability, reduce inefficiencies, and costs. ARC's support for EPSS's decision to outsource medicine and medical supplies from central to branches impacted the procurement of trucks by changing the specification of trucks to fit to final delivery to the peripheral health facilities.*
- o *Consequently, more than 107 fit-to-purpose, double cabs, and refrigerated trucks were acquired and distributed for the last mile delivery, resulting in a significant increase in the delivery coverage from 46% to 58%.*
- o *This change in strategic thinking has also increased the availability of essential medicines and vaccines, saving lives and reducing suffering for mothers and children.*





## Improving Strategic Planning to meet phsc Demand

Leveraging the Yeksina studies results, conducted from 2019 to 2021 by ARC under the lead of MoH and in collaboration with donors (the Gates Foundation, Merck for Mothers, the World Bank) to strengthen the last mile distribution strategy, ARC initiated the setting up of a Sales & Operations Planning (S&OP) framework at SEN-PNA. The objective pursued is to have an integrated demand, supply and financial planning for increased visibility on the needs in health products expressed across the healthcare pyramid.

The planning framework includes the setting up of data governance framework for improved data management and visibility, integrating automated planning process tools (Material Requirement Planning- MRP/Distribution Requirement Planning - DRP); and setting up Power BI dashboards to enhance decision-making in supply chain planning.

Additionally, linking this work to the distribution planning integrated into the planning framework, ARC has supported SEN-PNA in the finalization of the Yeksina Relaunch Strategy and contribution to the operational manual, which includes leveraging the District level logistics capacities to ensure optimized last mile distribution strategy and alignment on cost recovery margins to cover distribution costs, while facilitating the deployment of the ERP X3 system..

### Outcomes/Impact

- o Raised awareness to key PHSC stakeholders and co-designed with SEN-PNA the S&OP Framework, the decision-making dashboards, and the data governance structure.
- o Improved data capturing and visibility to strengthen the planning framework with ARC support to the deployment and training of ERPX3 in 38 hospitals across the country, contributing to the ERPX3 coverage of 50% of the facilities.
- o To ensure transfer of competencies and sustainability of solutions being implemented, 50 PHSC stakeholders involved in supply chain planning were trained in Leadership skills and team management to help improve decision-making and performances.
- o ARC technical support in the finalization of Yeksina Relaunch Strategy contributes to reducing stock-outs from 45% in 2023 to 12% 2024 in the districts covered by Phase.





## Market Shaping for Self-reliance and Resilience

ARC supported the Ministry of Health in developing an evidence-based Health Products and Technologies (HPT) market-shaping framework leveraging learnings from other market shaping successes and failures. This was done by co-creating a roadmap for operationalizing the market shaping framework with an initial focus on local manufacturing as a priority.

This catalytic work supported an existing political will to strengthen local manufacturing guided by a Presidential declaration for Kenya targeting to meet 50% of its needs for essential health products through local production. Therefore, the market shaping initiative set the foundation for coordinating a diagnostic activity to integrate, size and understand Kenya's HPT market from a Supply and Demand side thereby positioning supply chain activities and its value chain as critical for last mile delivery and access. ARC technical support in the diagnostics phase included supporting a government led capacity assessment of the local pharmaceutical industry to meet essential HPT needs.

### Outcomes/Impact

- o *MOH has prioritized and is implementing market-shaping interventions that address key aspects of market failures (integrate Trade and Health) through a level of care e.g. Primary Health Care (PHC) archetype approach, and/ or selecting HPT product category essential for Universal Health Coverage (UHC).*
- o *Informed by the findings of the assessment of the capacity for local manufacturing of medicines in Kenya, 223 medicines have been forwarded for inclusion in the Kenya Master Roll of 2024 that informs preferential procurement from local manufacturers.*
- o *Strengthened governance structure and coordination with other Ministerial departments: Ministry of Health (DHPT, RH), Finance and Trade driven by "data governance" and routing data for policy making.*
- o *Strengthened Private Sector Dialogue and Roundtable for trust and sharing of data thus laying ground for sharing market intelligence*

**Dr. Stephen NJUGUNA**  
Kenya, Head of Division of Market  
Shaping at MOH

*every manufacturer now knows what they should be able to manufacture in what capacities and what the markets are. This was made possible by ARC support together with the Ministry of Health*





## Improving Remote areas access through enhanced Distribution

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In 2024, ARC conducted a feasibility study on medicines delivery with medical drones as a complementary strategy for medicines distribution. The feasibility study is meant to provide evidence to the government regarding the feasibility for medicines delivery with medical drones including developing an investment case. The main objective is to define optimal distribution strategies to ensure the effective distribution of medicines in hard-to-reach areas. Targeted products include vaccines, labile blood products, sexual and reproductive health products. ARC conducted the feasibility study through the validation of the list of data collection targeted stakeholders, the development of a timetable for conducting interviews with the targeted stakeholders, the introduction of the consultant to the targeted stakeholders, the conduct of interviews and the analysis of the collected information.

### **Outcomes/Impact**

- o *The Ministry of Health of Burkina Faso now has elements guiding decisions making regarding alternative solution for medicines distribution in hard-to-reach areas, in a context of Security crisis as defined by the Government.*
- o *The economic analysis of medicines distribution with drones identifies three possible implementation scenarios: government, private operator or public-private partnership. An investment cost of \$ 5,720,400 has been defined from a logistic perspective.*
- o *The project is considered as feasible by the Committee, in the view of its critical social objectives, the country's current security context justifying its implementation and its overall economics and socio-economic benefits.*





## Enhancing Women's Health in rural Areas

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ARC is supporting the piloting and institutionalization of the subcutaneous DMPA Self-Injection model in the health Districts of Boromo and Yako, under the supervision of Community Health Workers. This pilot is using the DSD model for accessing health products.

The objective of the DSD project is to contribute to improving the accessibility of contraceptive products at the community level. Specifically, the DSD model will help improve access and affordability, reduce distances for women, improve stock management and improve visibility.

An external evaluation is planned in 2025 to measure the impact of the standard model of Differentiated Service Delivery of health products in Burkina Faso.

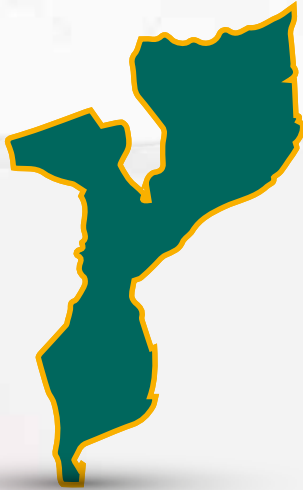
### **Outcomes/Impact**

- o *Harmonized management of the DSD model in Burkina Faso for women Subcutaneous Depot Medroxyprogesterone Acetate Self-Injection (DMPA-SC) under the supervision of CHWs*
- o *111 head nurses, 99 maternity ward managers and 497 community-based health workers have been trained to support women in the DMPA-SC and to provide family planning services in support of health facilities.*
- o *As an expected impact, access to family planning services for women in rural areas will be improved. The medium-term objective is to significantly reduce unwanted pregnancies and empower women to manage their contraception.*



## Supply Chain Budgets and Investments

Linked with the PHSC Strategy and Implementation Roadmap, the Budgets and Investments element highlights the effective securing of financial resources to support the implementation of the projects and activities of the roadmap. To provide visibility on such available budgets and investments, ARC supports PHSC interventions' mapping to identify funding gaps and increase funding opportunities from governments and donors. ARC enablement and catalytic projects contributed to providing ministries of health with visibility on required investments to address supply chain challenges in Burkina Faso, Côte d'Ivoire, Ethiopia, Mozambique and Togo.



### Mozambique

#### Securing Funding for Supply chain Investments

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In prior years, work had been undertaken as part of the reforms of the procurement and supply chain services for the public health sector. These works were carried by stakeholders under funding from World Bank, the Global Fund and other partners, resulting in recommendations for supply chain systems and infrastructure improvement. Thereafter, ARC supported the development of a comprehensive central medical stores investment plan to secure funding for an optimized warehouse network infrastructure. ARC also supported the development of a Strategic Plan for IT system. Key allocations include \$ 9.7 million for supply chain upgrades and \$ 5.2 million for digital system upgrade and integration.

Additionally, with funding from the Global Fund, through Project Last Mile (PLM) – Next Mile and PESI Project (NM&PESI), ARC was able to support CMAM's in development of a funding proposal to the Global Fund for the period 2024 – 2025, implementation of the new operating model and information systems which consolidated Monitoring and Evaluation function.

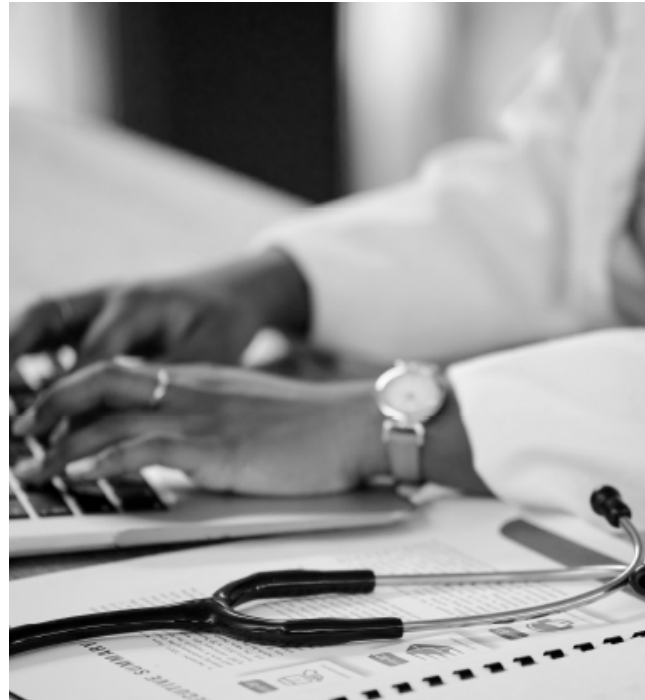
#### **Outcomes/Impact**

- o Enabled CMAM to secure \$33 million in donor funding (The Global Fund) for supply chain improvement projects described in the business case.
- o The secured funding has facilitated the construction of critical infrastructure (CMAM's headquarters, 1 Central Warehouse and 1 Intermediary Warehouses or hubs) and the deployment of integrated digital systems at 1,940 locations, enabling real-time monitoring and pointing to improved operational efficiency across the supply chain that will be measured in the course of 2025.
- o Secured donor alignment on national supply chain priorities and reporting processes

## ARC IMPACT ON STRATEGIC PRIORITY AREAS

As indicated on the use of the six elements of the Supply Chain Sustainability model as the guiding principle in the provision of ARC technical advisory and enablement services, improvement in these areas through a holistic approach should result in increasing the availability of medicines and other health products, , impacting positively on health outcomes in the countries.

These improvements would be moving a country towards achieving its commitments to Universal Health Coverage (UHC), increased Domestic Funding and improved Maternal and Child Health. To that end, this section interprets the impacted areas based on the 2024 results and achievements.



### Advancing Universal Health Coverage (UHC)

Achieving Universal Health Coverage requires resilient health systems, equitable access to essential medicines, and strengthened supply chain governance.

Africa Resource Centre is committed to supporting governments in building sustainable health supply chains that ensure the availability of life-saving health products and services, particularly for vulnerable populations.

Through strategic partnerships and technical assistance, ARC collaborates with Ministries of Health to enhance policy frameworks, improve supply chain efficiency and strengthen the capacity of healthcare providers.

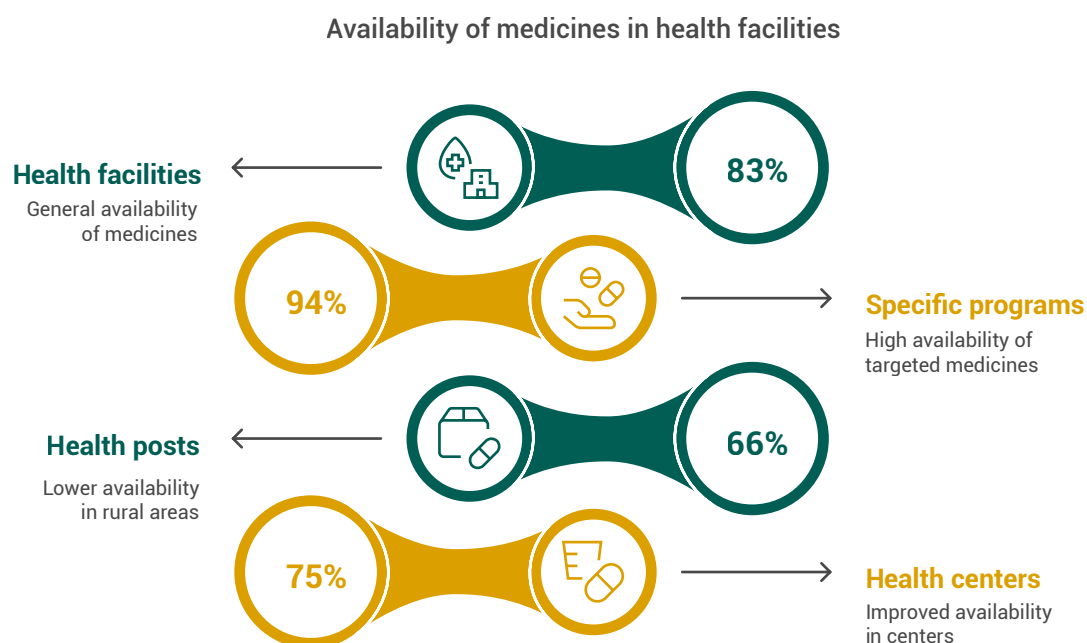


## Ethiopia

ARC supported the development of EPSS Pharmaceutical Supply Investment and Development Plan (PSDIP) in alignment with the Pharmaceutical Supply Transformation Plan II and the Health Sector Investment and Development Plan (HSDIP).

This alignment ensures a cohesive approach to pharmaceutical logistics and healthcare service delivery.

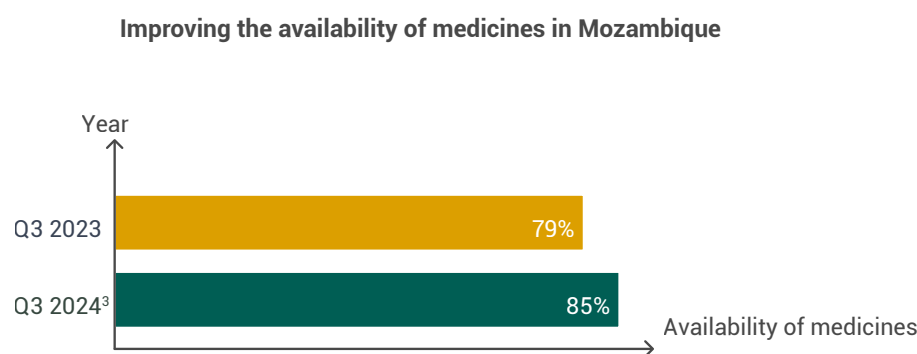
The strategy emphasizes improving the availability of essential medicines and medical devices at various levels of the healthcare system. At the same time, ARC supports alignment at the level of Federal MoH, through the PMED, which is a Technical Working Group (TWG) hosted by the Federal MoH. Through this TWG, alignment in decision-making for supply chain improvement is achieved between the Federal Ministry and the EPSS.



## Mozambique

ARC has strongly contributed to the adoption of the “Comando Único” that marked a pivotal moment, establishing a unified entity responsible for the delivery of medicines to all health facilities.

The establishment of GTCAL<sup>1</sup> and CNLFAM<sup>2</sup> governance bodies ensure continuous oversight and alignment with national health priorities.



Measures such as nominal fees for general medicines and free access to health program commodities ensure equitable healthcare delivery.

## Enhancing Domestic Supply Chain Financing for improved resource mobilization

Sustainable health supply chains require robust financing mechanisms that ensure continuous access to essential medicines and health products. Africa Resource Centre is dedicated to enhancing domestic supply chain financing by supporting governments in optimizing resource mobilization, improving procurement efficiency, and strengthening governance structures.

Through strategic advisory services, ARC collaborates with Ministries of Health and key stakeholders to develop policies, investment plans, and supports application of innovative financing models that drive self-reliance in the health sector.

<sup>1</sup> Supply Chain and Logistics Thematic Group in Mozambique

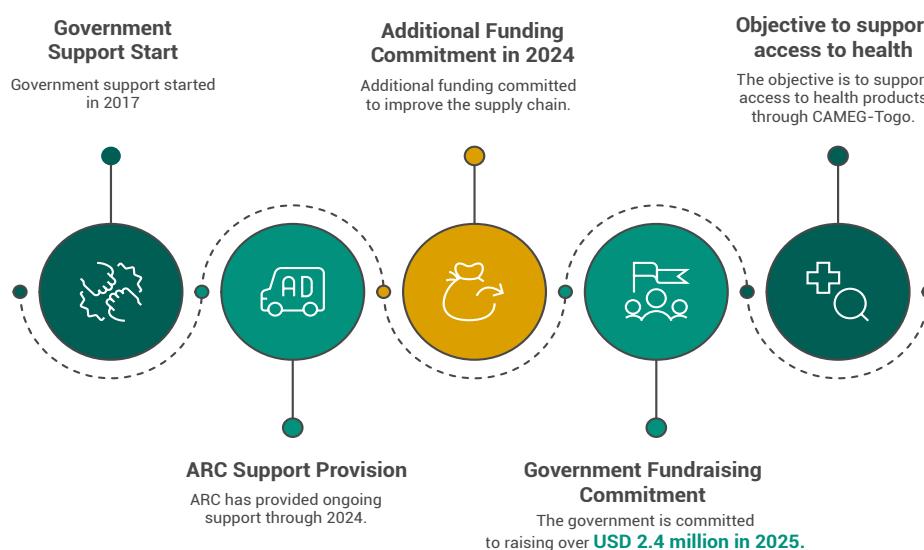
<sup>2</sup> National Council for Pharmaceutical and Medical Articles Logistics in Mozambique

<sup>3</sup> nSIMAM Real time repot

## Togo

Leveraging the results of the study of the National Health Products Distribution Plan in Togo and the Distribution Network Optimization recommendations provided by ARC in 2023, Central Medical Store of Essential Medicines (CAMEG-Togo) will launch a last-mile distribution pilot project in 2025. ARC strongly participates in the various reviews of logistic operations and the analysis of CAMEG's stock distribution data to support supply planning improvements towards the continuous availability of medicines.

### Health Support and Financing



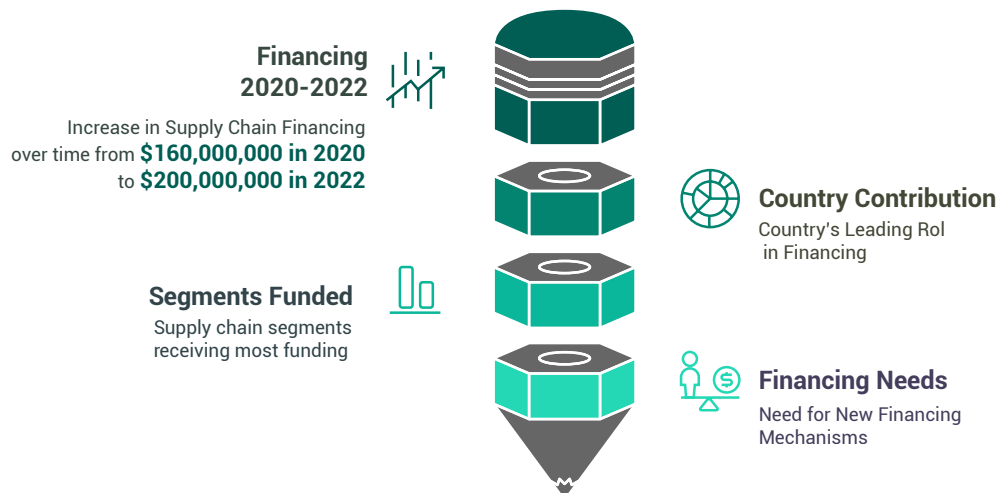
The support to the Government started in 2017 and since then ARC has provided support that in 2024 resulted in commitment to additional funding to improve supply chain and availability of health products. To that end, the Government committed to raising additional funds in 2025 (estimated at over USD 2.4 million) to support accessing health products through CAMEG-Togo, as part of the roll-out of universal health insurance.

## Côte d'Ivoire

ARC contributes annually to the mapping of donors and partners initiated by the Global Fund, supporting in data collection, analysis and interpretation. The aim of this mapping is for the country to optimize resources by reducing the duplication of efforts, avoiding underinvestment and promoting synergies of action.

Additionally, ARC supported in 2024 the Directorate of Pharmaceutical Activity (DAP) in developing the performance report for the mapping of the pharmaceutical sector interventions from 2019 to 2022 with the support of the World Bank. This performance evaluation revealed the following results:

### Supply Chain Financing Analysis



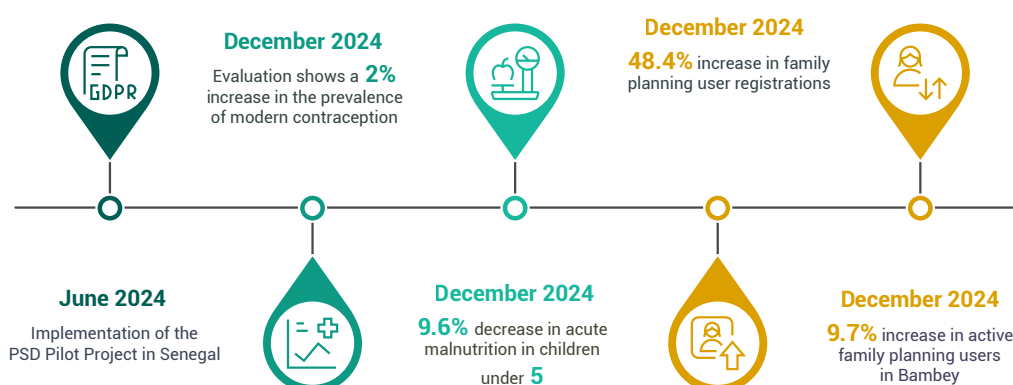
## Strengthening Reproductive, Maternal, Newborn, and Child Health (RMNCH).

Ensuring equitable access to Reproductive, Maternal, Newborn, and Child Health (RMNCH) services is critical for improving health outcomes and reducing mortality rates across Africa. Africa Resource Centre works alongside governments and partners to strengthen RMNCH supply chains, optimize last-mile distribution and expand access to essential health services.

### Senegal

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

#### Achievements of the PSD Pilot Project in Senegal



**Khady Thiam**  
Coordinator at the Directorate of  
Maternal and Child Health – DSME –  
Ministry of Health of Senegal.

*'It is a really important strategy to bring care closer to the Community, especially since it reduces the waiting time at the health structures and allows the different population, especially women of reproductive age, to have quality care at their Community level.'*

## Workforce development

In line with ARC strategic objective to empower local institutions and stakeholders, ARC contributes to the strengthening of local expertise through knowledge sharing, training and transfer of competences. The ultimate goal is to ensure that health systems can sustain and scale improvements independently.

### Togo

ARC is supporting CAMEG-TOGO’s institutional, organizational and operational structure audit with a view to improving the way CAMEG-TOGO functions and offers its services.

In this prospect, procurement and stock management procedures have been formalised to ensure compliance with international best practices as well as an analysis of opportunities to optimise the distribution network. With the objective of improving public health stakeholders’ skills in supply chain management for improved compliance, ARC Country Lead supported, as a trainer, the capacity building sessions, organized by the Global Fund and UNFPA:

#### Improving Health Systems through Training and Logistics



##### Training of pharmacists

Comprehensive training of pharmacists and **39 health districts** to improve planning and supply of medicines.



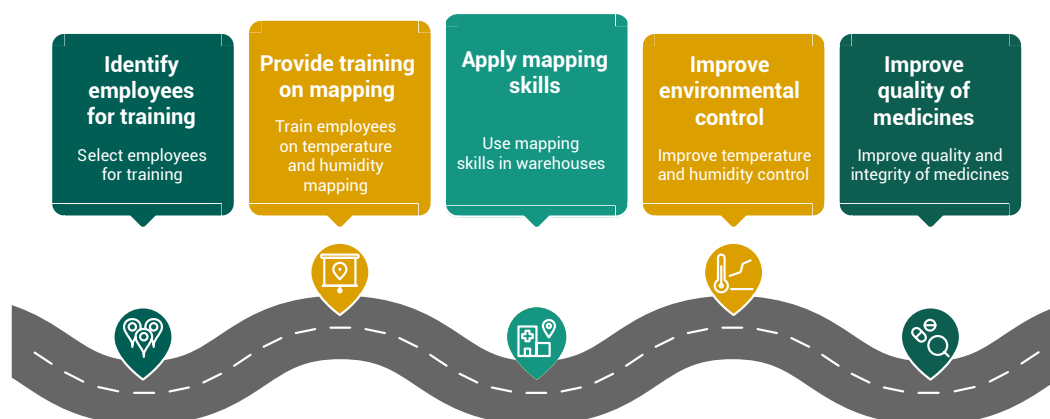
##### Capacity building of midwives and focal points

Improving the skills of **52 midwives** and focal points of the maternal and child health and family planning division in logistics and inventory management.

## Benin

An assessment of logistics functions carried out by ARC in December 2023 highlighted a gap in temperature and relative humidity control in almost all SoBAPS S.A. warehouses, both at central and regional level. To address this, ARC conducted the mapping of 2 SoBAPS SA warehouses (one ambient storage area and one cold room) and trained SoBAPS SA staff members on temperature and relative humidity mapping to lead the deployment of the mapping to all warehouses. The objective is to improve the quality of products through enhanced storage conditions.

### 20 SoBAPS SA staff trained in environmental mapping



In addition, in 2024, ARC facilitated the training on the use of e-LMIS and the Logistics Data Visualization System (SVDL) tools in 12 Departmental Directorates of Health (DDS). This activity aims to enable Chief Medical Officers across the country to have visibility on medicines stocks and have access to data analytic tools for decision-making.

### Optimizing Data Visibility for Better Public Health



# KEY CHALLENGES AND LESSONS LEARNED

## Key Challenges

Despite significant progress, ARC faced challenges related to country and partner engagement constraints:

### 1. Data Visibility :

- o Inadequate archiving and, processing, poor quality of health data due to the diversity of information systems and data capturing tools,
- o Data retention at central and peripheral levels hindering visibility on Key Performance Indicators (KPIs) to monitor performance and consumption data to allow accurate planning.

### 2. External Factors (Political and Environmental):

- o Security issues, political tensions and climate disasters disrupting distribution of medicines and supplies, making operations expensive and challenging. On the other hand, these conditions delayed the implementation of ARC activities in some countries.

### 3. Focus Shift Due to Policy Refocus:

- o Government focus on strengthening local pharmaceutical industry, attracting more funding and impacting other supply chain program activities.

**Overall**, these challenges highlight the need for:

- Improved stakeholder engagement, collaboration and commitment to joint actions
- Enhanced institutional leadership, engagement and communication.
- Scaling up mobilisation of financial and human resources and enhancing application of technology for impact

ARC made focus on the enablement role and employed a combination of stakeholder engagement, strategic planning, resource management, technical support, and enhanced monitoring to address diverse challenges across different countries, ensuring the successful implementation and sustainability of health projects.

## Lessons Learned

In line with its 2030 vision, ARC seeks to support improvement in all health indicators, with attention being paid to priority health programmes by providing solutions that improve accessibility and affordability of medicines and other health products for positive health outcomes. Primarily, improvement in Maternal and Child Health should result in improvements in child nutrition and immunization, reduce infant and maternal mortality, and meet reproductive health needs.

This promotes healthier early development, empowers women with better family planning options and raises awareness of population on good health behaviours and prevention of non-communicable diseases.

In this endeavour, ARC supports countries' commitments to strengthening their task shifting approach as part of their Primary Health Care (PHC) strategies by designing innovative solutions such as adopting Differentiated Service Delivery (DSD) models for improved and optimized delivery to achieve Universal Health Coverage (UHC).

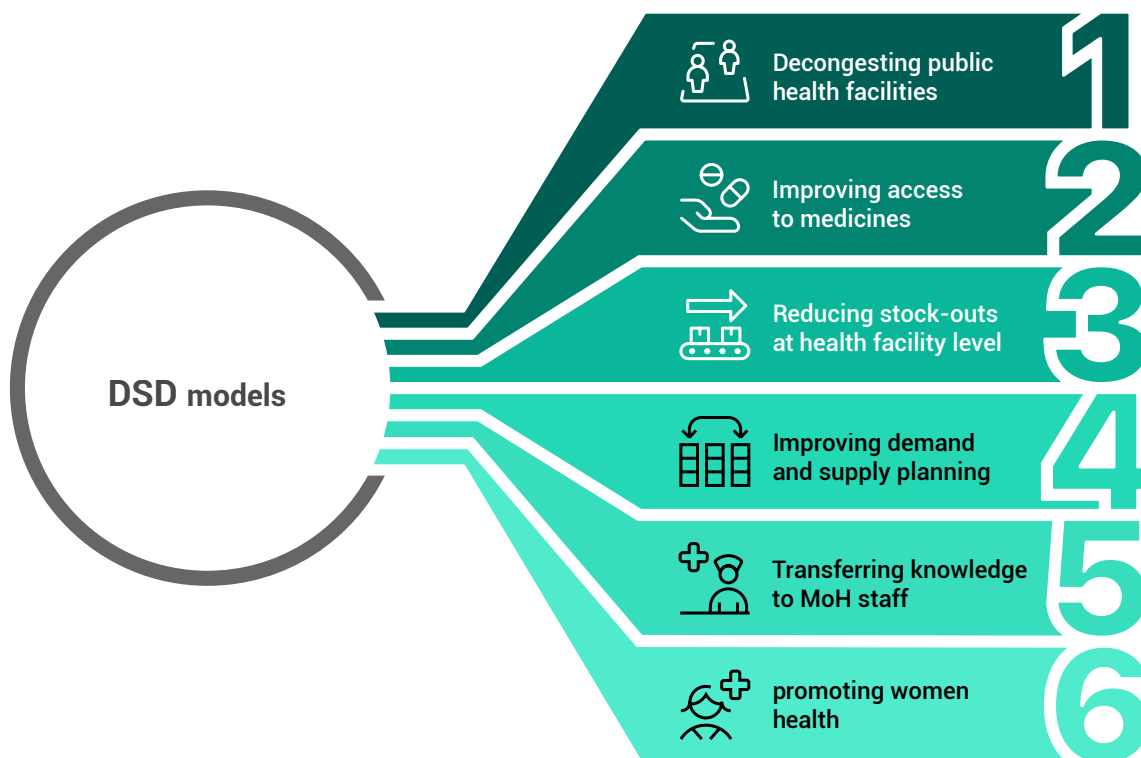
Such delivery models promote partnerships development with local organizations and communities, private sector organisations and business such as retail pharmacies, leveraging community health workers to deliver healthcare service packages. ARC is implementing DSD pilot projects in Senegal (Maternal and Child Health), Uganda (HIV), Kenya (HIV), and Burkina Faso (Family Planning):

- Since 2021, Uganda embarked on transformative initiatives to enhance its public health supply chain, emphasizing integrated healthcare services and advanced data systems as part of the DSD project. In 2024, over 10 health facilities across Kampala and Masaka onboarded for the CRPDDP<sup>5</sup>+ pilot.
- In Senegal, the DSD pilot for Maternal and Child Health called "Jegeel Pac Mi" (Bringing Healthcare closer) covers sexual and reproductive health, family planning and nutrition products. The pilot phase is executed with local partners involving nearly 75 health facility head nurses, midwives and community health workers across 30 sites in the health districts of Tambacounda and Bambey.
- In Burkina Faso, the proposed DSD model integrates a great innovation which is the subcutaneous DMPA self-injection by women users, under the supervision of a community health worker. The aim is to increase access to family planning through increased contraceptive prevalence rate with the use of DMPA-SC by women in the intervention areas by the end of 2025.
- In Kenya, the goal of this ARC-supported MOH project is to increase convenience for HIV Recipient of Care by offering them an alternative channel to collect their drugs for HIV, Non-Communicable Diseases and Family Planning, allowing them to choose a private pharmacy for pick-up at their preferred time and place. The pilot covers five counties representing 23% of Kenya's current People Living with HIV (PLHIV) on Antiretroviral Therapy (ART) and hosting over 3,119 private pharmacies.

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<sup>5</sup> Community Retail Pharmacy Drug Distribution Points

Across countries, the DSD models contribute to:



Consequently, Differentiated Service Delivery models strengthen supply chain strategies at community level, reaching the most remote populations and enhancing the promotion of health, particularly maternal and child health in order to address vulnerable populations' health issues and to improve the health and well-being of the African population

## MOVING FORWARD

For more than 5 years, ARC has been pledging to achieve significant structuring steps towards Universal Health Coverage through supply chain innovative solutions designed and implemented in alignment with government priorities to build resilient and sustainable supply chains and reach the most remote and undeserved areas in target countries.

Our aim and duty are to ensure availability of essential medicines and other health products, and to provide tailored services destined to all social segments, while enhancing and sharing adapted and optimized last-mile delivery strategies and models.

Stronger and extended cooperation with Ministries of Health and continued support from our distinguished donors and partners will be a key factor for more solid steps forward and successes.

As ARC foresees the future of Public Health Supply Chain in Africa, we believe that the below four areas are critical to countries to build sustainable, resilient and efficient supply chains:

- 1. The increase of domestic funding** to cover all supply chain costs and ensure self-reliance and sustainable strategies. This will help avoid the unstable situation of over-reliance on external funding sources, as donors' priorities can change, and funding can fluctuate.

Besides, domestic funding ensures that resources are allocated according to national priorities, favouring better alignment of health systems with the actual needs of the population, which ARC has always advocated to Ministries of Health.

- 2. Leveraging Innovation and Data Intelligence:** As global health challenges grow, incorporating innovations and information technologies can help address persistent issues in public health supply chain and access to essential medicines.

New technologies can facilitate data-driven decision-making through full visibility on the supply chain flows, automated demand and supply planning, better alignment of resources, optimized supply chain operations and delivery with the option to adopt differentiated service delivery and to use drones.

**3. Developing Local Talent:** The strengthening of human resources is a key pillar to sustainability. ARC assists countries to build capacity and sustainable models within Ministries of Health to enhance lasting impact for equitable public health across the continent.

It is then essential to strengthen Pharmacy Studies curriculum to integrate Supply Chain Management Program to create a critical mass of Pharmaceutical Supply Chain Experts in the countries.

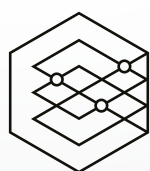
**4. Regional Integration and Joint Forces:** By pooling resources, sharing information, and coordinating efforts, countries can address common health challenges more effectively, reduce costs, and ensure that medicines and health products are available where they are most needed.

In this prospect, ARC strongly encourages the setting up of pooled procurement mechanisms and regional hubs to create economies of scale and reduce procurement costs.

ARC is looking forward with optimism to a better future of healthcare in Africa with steady ongoing improvements which require commitment and collaboration from and among all stakeholders. Once again, let us all get together, not just shaping healthcare but building a legacy of hope, health and prosperity for next generations in Africa.







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