



BACKGROUND

As part of its efforts to increase the availability of medicines in Senegal, in 2012, the Ministry of Health (MoH) worked with its development partners to create an Informed Push Model to facilitate the effective delivery of family planning products to the last mile. In 2016, the MoH launched Yeksi Naa to extend last-mile distribution beyond family planning products. The project focused on using third-party logistics to manage the delivery of health products from the district level to service delivery points (health centres and posts). During its initial phase, the project was hugely successful and significantly contributed to reducing stock-outs and improving the availability of medicines at the last mile. In 2017, the model was extended to deliver 118 products in 9 of the 14 regions of Senegal. However, during the scaling phase, some limitations were experienced. The program was paused for these challenges to be assessed and addressed before the approach was applied more extensively.



ARC'S ROLE

Following a request from the MoH and its partners, between 2019 and 2020, the Africa Resource Centre (ARC) appointed a team of experts to evaluate Yeksi Naa's operating model. The National Health Development Plan and the evaluation of Yeksi Naa revealed several gaps in the programme management, including:

- Insufficient data for forecasting.
- Limited staff capacity to support planning efforts.
- Absence of a national procurement plan.
- Gaps in the governance and coordination of public health supply chain activities.
- Complex funding and cost recovery mechanisms.
- Lack of visibility leading to significant stock surpluses.
- Challenges in setting up a sustainable and optimal distribution network.

Based on the assessment and building on its expertise in supply chain, ARC is supporting the MoH through developing a strategic advisory project to strengthen the public health supply chain and address the challenges identified through the evaluation, allowing Yeksi Naa to be relaunched effectively across the country in due course. The five workstreams include:

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PLANNING
 The primary goal of the supply chain planning is to create a consolidated entity within the MoH that will support supply chain planning and integrate the efforts of different planning systems. The supply chain planning assessment will provide detailed insight into current planning practices and recommend an operating model for public health supply chain planning. The planning entity will also provide input for the design and layout of public health supply chain governance in the country.
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INVENTORY MANAGEMENT
 The inventory management assessment will explore inventory management practices for health products at each level of the health pyramid. This work will inform best approaches and quick wins to improve the inventory management indicators, and help in developing updated inventory management policies to optimise service and cash flow throughout the public health supply chain.
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IT LANDSCAPING
 This workstream aims to identify the challenges between district and central-level communications. In order to achieve this, the information systems and associated technologies across Senegal's public health supply chain will be mapped.
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DISTRIBUTION NETWORK OPTIMISATION
 ARC has been tasked with coming up with the optimal method for medicine delivery. This includes assessing the best scenarios to deliver drugs at the last mile at the lowest cost; leveraging private sector expertise for distribution; and developing a system to pay private sector providers timeously.
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PUBLIC FINANCIAL MANAGEMENT
 This workstream seeks to assess and understand where there are funding gaps in the supply chain system. This will facilitate smoother payment processes to third-party logistics partners, which are an essential component of effective last mile delivery.

OUTCOMES AND IMPACT

ARC's support to ministries of health focuses on strengthening six supply chain elements. The Yeksi Naa engagement strengthened five of these six areas: **strategy, governance, improvement roadmap, solutions proposals, and budgets and investment cases.**

INFORMING THE DEVELOPMENT OF SENEGAL'S PUBLIC HEALTH SUPPLY CHAIN STRATEGY



Key elements: **strategy and budgets and investment cases**

All five workstreams will inform a consolidated and comprehensive strategy to guide public health supply chain across the country. In addition, ARC will support the MoH by:

- Mobilising more government funding for the public health supply chain.
- Playing a facilitator role in convening the stakeholders funding public health supply chain in the country and leading discussions towards optimal use of resources.
- Leverage new funding by developing concept notes/proposals.
- Support in designing innovative financing mechanisms that may include different funding sources to support a sustainable supply chain in the country.

IMPACT

Financing structures will support the design and implementation of innovative practices to improve supply chain outcomes in the country.

ESTABLISHING A CONSOLIDATED GOVERNANCE STRUCTURE FOR PUBLIC HEALTH SUPPLY CHAIN IN SENEGAL



Key elements: **governance and improvement roadmap**

ARC's contributions to this work will lead to:

- Drafting terms of reference for the governance structure (including functions, KPIs, frequency of meetings, roles, and responsibilities, etc.).
- Establishing governing bodies to support the MoH towards the transformation of the supply chain.
- Developing a documented roadmap to improve supply chain initiatives for the next one to five years.

IMPACT

The capacity of the MoH will be increased and supply chain management will be increasingly effective and efficient.

PROVIDING EXPERTISE AND ACCESS TO KNOWLEDGE ACROSS THE KEY TOUCHPOINTS OF THE SUPPLY CHAIN



Key element: **solutions proposals**

In implementing all five workstreams, ARC will broker in consultants who can build the capacities of MoH staff to ensure knowledge transfer and sustainability.

IMPACT

Private sector knowledge and expertise will be applied to strengthening the systems within the public health supply chain.