

# NATIONAL MEDICAL SUPPLIES AGENCY

**NMSA**

A YEAR IN REVIEW

First Edition  
2025



**Sierra Leone Health Sector  
Moves Toward  
a Smarter, Technology-Driven  
Supply Chain**

**Commencement  
of Quarterly  
Distribution**

**NMSA takes  
Strong Stance on  
Drug  
Mismanagement**



2025 REVIEW

ISSUE NUMBER 001



## **Mandate**

**The Agency has the exclusive responsibility for the procurement, warehousing, and distribution of drugs and medical supplies in a transparent and cost-effective manner on behalf of all public health institutions across Sierra Leone (NMSA Act, 2017 – Part III, Section 12–11).**

## **Mission Statement**

**To increase access to affordable, effective, safe, and high-quality health commodities, thereby enhancing health service delivery in Sierra Leone**

## **Vision Statement**

**To be the sustainable and reliable public-sector health supply chain service provider for Sierra Leone**

# **EDITORIAL TEAM**

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# MANAGING DIRECTOR'S MESSAGE



As we reflect on 2025, it is evident that this has been a year of growth, learning, and renewed focus for the National Medical Supplies Agency (NMSA). It has been a period in which we strengthened our strategic direction while delivering tangible improvements across key areas of the supply chain, both at policy and implementation levels. From enhancements in procurement planning and warehouse operations, to improvements in distribution, accountability mechanisms, and systems strengthening, NMSA has continued to

realign its efforts to more effectively fulfill its mandate of ensuring the availability of quality and affordable essential medicines and medical supplies.

This Spotlight not only highlights the gains achieved during the year but also showcases critical initiatives that were commenced in 2025 and are expected to deliver greater impact in 2026. It reflects our commitment to building sustainable systems, improving operational efficiency, and strengthening transparency and accountability across the entire supply chain.

I wish to express my sincere appreciation to the Ministry for its continued guidance and policy leadership, and to our Board Members for their strategic oversight, technical advice, and unwavering support. I also extend gratitude to all our partners and stakeholders whose collaboration and trust have been instrumental in advancing our work.

Finally, I would like to commend the Senior Management Team and the entire staff of NMSA for their dedication, professionalism, and tireless efforts. Your commitment remains the driving force behind our progress and the foundation upon which we continue to build a stronger, more resilient, and more responsive national medical supply system.

# SIERRA LEONE HEALTH SECTOR MOVES TOWARD A SMARTER, TECHNOLOGY-DRIVEN SUPPLY CHAIN



In November 2025, the Ministry of Health and the National Medical Supplies Agency (NMSA) undertook a high-impact technical mission to Rwanda Medical Supply (RMS) Ltd and its third-party logistics partners, Zipline and Kasha—marking a major step toward transforming Sierra Leone’s public health supply chain.

The mission focused on strengthening national systems, improving last-mile delivery, and building a financially sustainable supply chain that guarantees consistent access to essential medicines nationwide.

At RMS, the delegation reviewed world-class warehousing, digital inventory systems, and governance structures that have significantly improved efficiency, accountability, and transparency in Rwanda. The team also observed Zipline’s drone technology delivering life-saving commodities to remote communities, and explored Kasha’s digital



platforms expanding access to health and personal care products. The Ministry reaffirmed its commitment to developing world-class warehousing systems, strengthening digital inventory management, and enhancing governance structures to ensure that safe, affordable, and high-quality medicines reach every Sierra Leonean—anywhere, anytime.

This mission has already begun yielding results. NMSA is advancing toward ISO certification, developing a direct sourcing platform, and collaborating with the Directorate of Pharmaceutical Services (DPS) to establish a national pharmaceutical database for improved data-driven decision-making.

These reforms mark a new chapter—one that is modern, transparent, technology-driven, and focused on delivering better health outcomes for all.



# Powering Self-Reliance: Value Chains that Deliver, Sustain, and Thrive



strategic procurement reforms in improving access to essential medicines for maternal, neonatal, and child health. Her participation underscored Sierra Leone’s commitment to building resilient health systems and advancing universal health coverage.

In late 2025, the Managing Director, Madam Jatu Abdulai, represented Sierra Leone at the Global Health Supply Chain Summit in Kigali, Rwanda. The summit focused on innovative approaches to strengthening healthcare supply chains.

As a panelist on “Securing Access to Quality Maternal Health,” she highlighted Sierra Leone’s progress, particularly the role of



## NMSA Inducts Eleven New Employees



national health outcomes and the importance of efficiency, accountability, and performance. The induction included departmental briefings and facility tours to ensure a smooth transition into their roles.

In March 2025, NMSA recruited eleven new staff members to fill critical roles, including a Warehouse Manager, Finance Officer, MIS Officers, Stores and Inventory Officers, Store Assistants, and Drivers. During their orientation, the Managing Director emphasized the Agency’s critical role in



# COMMENCEMENT OF QUARTERLY DISTRIBUTION



The distribution of drugs and medical supplies is one of the three core mandates of the National Medical Supplies Agency (NMSA). In fulfilling this mandate, the Agency commenced its first-quarter distribution activities in March 2025 at Ola During Children's Hospital and Princess Christian Maternity Hospital in Freetown.

This exercise involved the delivery of fully loaded trucks of essential drugs and medical supplies to support pregnant women, lactating mothers, children under five, persons living with disabilities, and survivors of Ebola and COVID-19 under the Government of Sierra Leone's Free Healthcare Scheme.

The supplies were formally handed over to the Medical Superintendent of Ola During Children's Hospital and a representative of Princess Christian Maternity Hospital in the presence of beneficiaries, thereby promoting transparency and accountability.

While presenting the items, the Director of Human Resources at NMSA, Mr. Robert Dixon, emphasized the importance of proper utilization of the supplies and reiterated that all drugs provided under the Free Healthcare Scheme must be administered at no cost to beneficiaries.

He further noted that the items delivered were based on the specific needs submitted by the respective hospitals.

Similar distribution activities were carried out nationwide across all 16 districts under both the Free Healthcare Initiative and the Integrated Distribution System, covering medicines and medical supplies for malaria, HIV, and tuberculosis patients.

These distribution efforts were made possible through the continued support of the Government of Sierra Leone and partners such as the Global Fund.



# NMSA AND PARTNERS REVIEW EMERGENCY SUPPLY CHAIN PLAYBOOK

As the logistics pillar lead for emergency supply chain management in Sierra Leone, the National Medical Supplies Agency (NMSA), with support from the Global Fund and in collaboration with key partners, hosted a two-day review and update workshop on the Emergency Supply Chain Playbook earlier this year in Bo, Southern Region.

The Emergency Supply Chain Playbook was developed several years ago as a critical component of public health emergency preparedness and response, serving as a guide for managing health emergencies in Sierra Leone.

Since its development, the playbook has been periodically updated to reflect lessons learned from past emergencies, including COVID-19, burn incidents, flooding, the anthrax outbreak in Northern Sierra Leone, and avian flu in neighboring Guinea.

The ongoing Mpox outbreak has further underscored the urgent need to review and strengthen the playbook by incorporating



specific response strategies and enhancing national preparedness.

The two-day engagement in Bo focused on lessons learned from previous emergencies and the integration of Mpox-specific response measures into the playbook. Discussions centered on key thematic areas, including



coordination and governance, logistics and distribution (with emphasis on pre-positioning of supplies), data and information systems, infection prevention and control (IPC), case management integration, local capacity building through gap identification, and strengthened community engagement in distribution processes.

An effective emergency supply chain playbook is not only essential for preparedness and response but also represents a strategic investment in a resilient supply chain system—one that saves lives and reduces the financial burden during public health emergencies.

The updated playbook will be followed by a simulation exercise in the coming weeks to assess its applicability and effectiveness in addressing current realities.



# GENERAL STAFF MEETING WITH SENIOR MANAGEMENT



As part of her transformative drive to enhance service delivery within Sierra Leone's health supply chain system, the Managing Director of the National Medical Supplies Agency (NMSA), Madam Jatu Abdulai, together with the Senior Management Team, convened what staff described as the Agency's first-of-its-kind general staff meeting on Wednesday, 16th April 2025.

The meeting brought together staff from all departments and operational locations within the Western Area, providing a platform for open engagement between staff, the Managing Director, and Senior Management. It created an opportunity for leadership to listen, interact, and better understand staff perspectives.

Commending staff for their efforts in upholding the Agency's core mandates of procurement, warehousing, and distribution, the Managing Director reminded them of the critical role they play in the lives of Sierra Leoneans who depend on the Agency's services.

She applauded staff for their dedication despite the challenges faced in their work and urged them to make efficient use of available resources to ensure the timely delivery of drugs and medical supplies to health facilities across the country.

The Managing Director further emphasized the importance of effectiveness, efficiency, and individual responsibility in achieving the Agency's mission.

The meeting also provided staff with the opportunity to raise concerns, share ideas, and propose solutions to issues requiring the attention of Management.

This engagement marked the first general staff meeting since Madam Abdulai's appointment in December 2024. She reaffirmed her commitment to institutionalizing such engagements on a quarterly basis to strengthen communication, collaboration, and organizational performance.



# NMSA AND DPS TAKE A STRONG STANCE ON DRUG MISMANAGEMENT

In a bold step to address drug mismanagement and theft, the National Medical Supplies Agency (NMSA), in collaboration with the Directorate of Pharmaceutical Services (DPS) and under the supervision of the Ministry of Health, engaged the media on 14th July 2025 to outline measures being taken to tackle the issue and actions against those found culpable.

As the Agency mandated to procure, warehouse, and distribute drugs on behalf of all public health institutions across the country, the Managing Director of NMSA, Madam Jatu Abdulai, reaffirmed the Agency's commitment to ensuring the timely quarterly delivery of drugs to health facilities nationwide.

However, she highlighted that drug mismanagement and theft remain significant challenges, particularly at the district level. She reiterated that all drugs distributed under the Free Healthcare Scheme are not for sale and must be provided to beneficiaries free of charge.

To curb these challenges, Madam Abdulai noted that NMSA has deployed the mSupply system to track drugs at health facilities, thereby strengthening accountability and control within the supply chain. She emphasized that monitoring must be a collective responsibility and assured that NMSA will continue to collaborate with local authorities to enforce compliance and improve service delivery.

According to the Chief Pharmacist and Director of Pharmaceutical Services, Dr. Moses Batema, three cases of drug theft are currently under investigation in Pujehun, Kambia, and Princess Christian Maternity Hospital in Freetown. He stated that, with strong oversight from the Ministry of Health, DPS, and NMSA, firm action will be taken against anyone found guilty.



Dr. Batema further disclosed that DPS has recommended the suspension of the professional licenses of three pharmacists from the affected facilities as investigations continue. He added that the Directorate is working closely with the Sierra Leone Police, the Transnational Organized Crime Unit (TOCU), and the Anti-Corruption Commission to ensure thorough investigations. Reinforcing the Ministry's commitment to quality healthcare delivery, the Chief Medical Officer, Dr. Sartie Kanneh, emphasized that the government, together with its partners, invests significant resources to ensure the availability of drugs. He warned that the Ministry will not tolerate any actions that undermine this effort and urged health sector leaders—including District Medical Officers, Hospital Superintendents, and Hospital Secretaries—to strengthen monitoring and accountability at their respective facilities. As part of preventive measures, NMSA, in collaboration with DPS, will continue to strengthen the supply chain system by enhancing supervision and monitoring in hospitals and district medical stores, expanding digital tracking systems, and conducting refresher training on ethics and accountability.



# NMSA at the 2025 National Health Summit



As part of ongoing efforts to digitize the health supply chain, she also highlighted the deployment of the mSupply desktop system in four Central Medical Stores, sixteen District Medical Stores, and fifteen hospitals. In addition, mSupply mobile has been piloted in twenty-five health facilities across three districts—Kailahun, Western Area Rural, and Western Area Urban—while district-wide implementation has been piloted in 103

The National Medical Supplies Agency (NMSA), a key pillar of the Ministry of Health, participated fully in the three-day National Health Summit convened by the Government of Sierra Leone through the Ministry of Health from 15th to 17th May 2025 at the Bintumani Conference Centre in Freetown.

The summit, themed “Improving Health Outcomes: Every Sierra Leonean Life Matters,” brought together high-level government officials, health professionals, civil society actors, academia, and development partners to assess sector performance, showcase innovations, and chart a unified course toward a people-centered, equitable, and resilient healthcare system.

As part of its contribution, NMSA showcased its work in improving health outcomes nationwide through a joint exhibition booth with the Directorate of Pharmaceutical Services and the Pharmacy Board of Sierra Leone.

On the second day of the summit, the Managing Director, Madam Jatu Abdulai, delivered a presentation titled “Digital Innovation and Last-Mile Assurance: What’s Working and What’s Not Working” during a breakout session.

Highlighting key successes, Madam Abdulai emphasized the district-level piloting of the e-LMIS (Logistics Management Information System), which is improving data accuracy, timeliness, and integrity for effective decision-making, commodity forecasting, and procurement across Sierra Leone’s health supply chain.



Peripheral Health Units (PHUs) in Pujehun District. As part of her call to action, Madam Abdulai underscored the need to build a resilient, transparent, and equitable supply chain system that serves all Sierra Leoneans. She also emphasized the importance of mapping the donor landscape for health commodities to better align resources and strengthen coordinated procurement and supply.



# NMSA SUPPLY CHAIN REVIEW WITH DISTRICT STRUCTURES



With support from the Global Fund, the National Medical Supplies Agency (NMSA) hosted a two-day supply chain review engagement in early 2025, bringing together key district-level stakeholders. Participants included District Medical Officers (DMOs), District Logistics Officers (DLOs), Medical Superintendents, and District and Hospital Pharmacists—critical actors within the health supply chain system.

The review was aimed at strengthening understanding of roles and responsibilities at the district level, thereby enabling NMSA to more effectively deliver on its mandate of distributing drugs and medical supplies nationwide.

According to the Managing Director of NMSA, Madam Jatu Abdulai, the engagement served as a platform for dialogue with district supply chain teams, including line supervisors, with the goal of improving coordination and ensuring the successful implementation of supply chain activities.

She emphasized that the importance of such engagements cannot be overstated, as supply

chain operations initiated at the central level are largely executed at the district level. A clearer understanding of roles and processes, she noted, is essential to addressing the challenges and bottlenecks commonly experienced in districts. Reinforcing this objective, the Managing Director highlighted that the engagement provided an opportunity for frank discussions on existing supply chain issues, identification of practical solutions, and improved clarity on the responsibilities of each actor within the system. Discussions over the two days identified key operational challenges, including delays in distribution, stockouts at district and facility levels, and issues related to the proper utilization of commodities. Participants also proposed actionable solutions to improve efficiency, strengthen coordination, and ultimately enhance health service delivery across Sierra Leone.



# VALIDATION OF SIERRA LEONE'S REVISED NATIONAL GUIDELINES FOR THE DONATION OF MEDICINES AND MEDICAL DEVICES



In 2004, the Ministry of Health developed the National Guidelines for the Donation of Medicines and Medical Devices to provide direction on the donation of health products to Sierra Leone's health sector.

More than two decades later, the guidelines have become outdated and no longer fully reflect current trends, practices, and national priorities. As a result, the review process was initiated to address existing gaps and incorporate global best practices alongside evolving national policies.

Following extensive consultations and stakeholder engagements, a revised set of guidelines has been developed to respond to current realities, challenges, and opportunities within the health sector.

The updated guidelines on the donation of health products—including medicines, medical devices, and related supplies—aim to ensure alignment with national priorities, strengthen transparency and accountability, and maximize public health impact.

In addition, the revised guidelines seek to:

- Maximize the value of donations to recipients
- Promote responsible, needs-based, and quality-assured donations
- Prevent risks associated with expired, inappropriate, or unsuitable items

These guidelines apply to all donors and recipients,

including government institutions, non-governmental organizations (NGOs), private sector partners, and individuals involved in the donation or receipt of health commodities in both emergency and non-emergency settings.

They further emphasize key principles such as prioritizing recipient needs, ensuring quality assurance, promoting transparency and accountability, supporting sustainability, and clearly defining the roles and responsibilities of all stakeholders—including the Ministry of Health, the Pharmacy Board of Sierra Leone, district and hospital teams, donors, and storage and distribution entities.

Ultimately, the revised guidelines are expected to enhance effective and quality service delivery by the National Medical Supplies Agency (NMSA) and the Directorate of Pharmaceutical Services (DPS), while providing clear direction for partners supporting the country's health sector.



# Rollout of NMSA HR Manual



Following the completion and approval of the new Human Resource (HR) Manual, the Directorate of Human Resources at the National Medical Supplies Agency (NMSA) conducted a two-day rollout to ensure that staff understand and take ownership of the document.

According to the Director of Human Resources, Mr. Robert Dixon, the newly approved HR Manual is designed to familiarize employees with the Agency's rules, standards, and practices, as well as expectations regarding employee conduct, professional relationships, and workplace interactions.

The Manual serves as a guide for conduct and operations, facilitating the implementation of fair, consistent, and transparent employment practices across the Agency. It aims to foster an equitable work environment that supports accountability and professionalism.

Mr. Dixon further noted that the HR Manual comprises policies grounded in principles critical

to the Agency's success. These policies prioritize the quality and performance of NMSA's human resources and seek to develop a highly motivated, dedicated, and skilled workforce capable of effectively managing and utilizing the Agency's resources to achieve its goals and objectives.

As custodian of the HR Manual, the Director emphasized that his department is responsible for ensuring its effective implementation and enforcement. He stressed that this can only be achieved through a clear understanding of the Manual by all employees.

The rollout of the HR Manual is expected to support NMSA in attracting, developing, motivating, and retaining competent staff, while creating and sustaining a work environment that promotes optimal performance and job satisfaction.



# BOOST TO WAREHOUSING OPERATIONS



With support from Global Fund and UNICEF, the National Medical Supplies Agency (NMSA) has received three forklifts, warehouse handling equipment, installation, and maintenance tools valued at over Le 4 million. This equipment are expected to enhance NMSA's operational capacity and efficiency in fulfilling its mandate of procuring, warehousing, and distributing drugs and medical supplies across the country.

The equipment will play a crucial role in streamlining warehouse operations, enabling faster and more efficient loading for distribution activities. This, in turn, will improve the availability of essential medicines and medical supplies at healthcare facilities nationwide.



# 7TH ANNIVERSARY CELEBRATION OF SERVICE



On Friday, 24th October 2025, the National Medical Supplies Agency (NMSA) celebrated its 7th anniversary of service to the nation with a family gathering at Fawaz Warehouse in Freetown. The event brought together staff in a spirit of unity and reflection, beginning with thanksgiving, prayers, and a moment to reflect on the Agency's journey and achievements.

Addressing staff, the Managing Director, Madam Jatu Abdulai, described the anniversary as a significant milestone—not only marking the establishment of the Agency but also celebrating years of collective dedication, resilience, and impact.

She paid tribute to the visionaries who laid the foundation of the institution, acknowledging esteemed Board Members, including Dr. Lawrence Sandi and Dr. Moses Batema, as well as the Senior Management Team. She noted that the Agency's journey has been shaped by challenges, ranging from systemic hurdles to resource constraints. "However, through teamwork and commitment, we have transformed obstacles into opportunities," she stated.

Highlighting the Agency's achievements, Madam Abdulai remarked, "Together, we have achieved remarkable milestones—strengthening systems, enhancing supply chain accountability, and

ensuring medicines reach those who need them most. These accomplishments are a testament to our national service."

Looking ahead, she encouraged staff to remain forward-looking by deepening efficiency, embracing innovation, strengthening digital systems, and fostering a culture of excellence and transparency. She reiterated the Agency's clear ambition to become a model public health supply chain institution in the region.

"Each of us plays a vital role in this journey. NMSA's story is built daily by all of us, and it is our collective responsibility to drive it forward. Let us take ownership, invest our energy and ideas, and take pride in our work. When we do, success is inevitable," she appealed.

The Managing Director concluded by applauding the hard work, integrity, and dedication of staff, while urging them to continue serving with innovation, commitment, and a strong sense of purpose.



# NMSA RECEIVES \$2.5 MILLION WORTH OF PROCURED SRH EQUIPMENT AND MEDICINES

In early November 2025, the Ministry of Health commissioned sexual and reproductive health (SRH) equipment and life-saving medicines valued at over \$2.5 million. These items were procured through the National Medical Supplies Agency (NMSA) and the Integrated Health Projects Administration Unit (IHPAU), with funding from the SRH Project supported by the Government of Sierra Leone.

The procured supplies included surgical and delivery sets, diagnostic and monitoring devices, sterilization and infection control tools, essential obstetric instruments, and advanced medical technologies such as anaesthetic machines and portable ultrasound machines, among others.

These medical equipment and medicines are intended to complement existing SRH interventions, particularly for the prevention of postpartum haemorrhage and other critical maternal health conditions. By enhancing the availability of these tools, the Ministry of Health



aims to strengthen emergency obstetric care, especially in facilities with limited cold-chain infrastructure.

The procurement aligns with the Minister of Health's vision to reduce maternal mortality to less than 300 deaths per 100,000 live births by the end of 2025, while contributing to the



achievement of the Sustainable Development Goal (SDG) target of fewer than 70 deaths per 100,000 live births by 2030.

The Ministry of Health reaffirmed its commitment to holistic, patient-centered care and called on all stakeholders to continue supporting efforts to improve reproductive, maternal, child, and adolescent health across Sierra Leone.

The successful delivery of these supplies highlights the National Medical Supplies Agency's capacity to manage large-scale procurement activities as the country's sole health procurement agency, ensuring timely and effective distribution of essential health commodities.



# 2025 END-OF-YEAR STAFF RETREAT



In a reflective review of 2025 and strategic planning for 2026, the National Medical Supplies Agency (NMSA) concluded the year with a four-day Staff Retreat at the Fabulous Resort, held from Monday, 8th to Thursday, 11th December 2025. Under the theme "Repositioning NMSA for the Future," the event brought together senior staff, including Directors, Managers, and members of the Board of Directors, to reflect, strategize, and chart the Agency's future direction.

Highlighting the importance of the retreat, the Managing Director, Madam Jatu Abdulai, emphasized the need to assess achievements, address challenges, and prioritize key initiatives for 2026 and beyond. She noted that the retreat focused on reviewing performance indicators, analyzing lessons learned, and refining strategies to align with national priorities and global best practices.

## Key Highlights of the Retreat

- Reviewing and revitalizing the Cost Recovery Policy and its implementation
- Enhancing financial sustainability
- Assessing infrastructure readiness
- Improving procurement efficiency
- Building robust systems and fostering a dedicated workforce
- Strengthening collaboration with the Directorate

- of Pharmaceutical Services (DPS), including:
  - Unifying quantification and supply plans
  - Ensuring evidence-based allocation of health commodities

Speakers, including Board Chairman Alhaji Murtada Sesay and Chief Pharmacist Dr. Moses Batema, emphasized the significance of the retreat and the need for NMSA to continually enhance its operations. The Senior Permanent Secretary at the Ministry of Health assured the Agency of the Ministry's continued support, acknowledging NMSA's pivotal role in ensuring efficient healthcare service delivery across Sierra Leone.



# SUMMARY OF KEY INDICATORS

Activity	Supply Chain	Indicator	Indicator Type	Q1	Q2	Q3	Q4	Yearly Average
Issuance (Quality Assurance)	Warehousing	Warehouse Order	Quality	7.1 days	6.4 days	8.4 days	0.5 days	7.6 days
	Inventory Management	Facility Stockout	Quality	10.60%	7.10%	4.90%	3.70%	7.00%
	Distribution	Number of	Quality	100.00%	100.00%	100.00%	87.50%	99.90%
	Product Selection	Percentage of Commodity	Quality	98.10%	99	80.60%	99.50%	97.10%
Waybill (logistic and	Distribution	% of Shipment	Time	59.60%	97.90%	56.40%	55.70%	66.30%
	Distribution	% of Shipment	Quality	0.00%	0.00%	0.10%	1.10%	0.40%
mSupply Distribution	Distribution	First Mile Total	Coverage	3061	4555	3349	7574	18,539
	Distribution	Facilities Reached	Coverage	66 (Hos	65	66	71	71
	Distribution	Quantity of	Coverage	46669220 (27.2%)	29550044 (17.2%)	35940957 (20.9%)	59904626 (34.7%)	172,064,847 (100%)
	Distribution	Last Mile Total	Coverage	243	217	196	144	800
	Distribution	Facilities Reached	Coverage	763	722	775	409	775
	Distribution	Quantity of	Coverage	93144 (41.9%)	59327 (26.7%)	58134 (26.2%)	11569 (5.2%)	222174 (100%)
Supportive Supervision	Inventory Accuracy Rate (percentage) -					71.10%		71.10%
	Inventory Accuracy Rate (percentage) -					48.10%		48.10%
	Percentage value of stock wastage due to					13.80%		13.80%
	Percentage of facilities that					63.90%		63.90%
	<a href="#">Percentage of on-time arrivals of health</a>					84.90%		84.90%
	<a href="#">Percentage of shipments where the</a>					17.10%		17.10%

## Issuance Monitoring

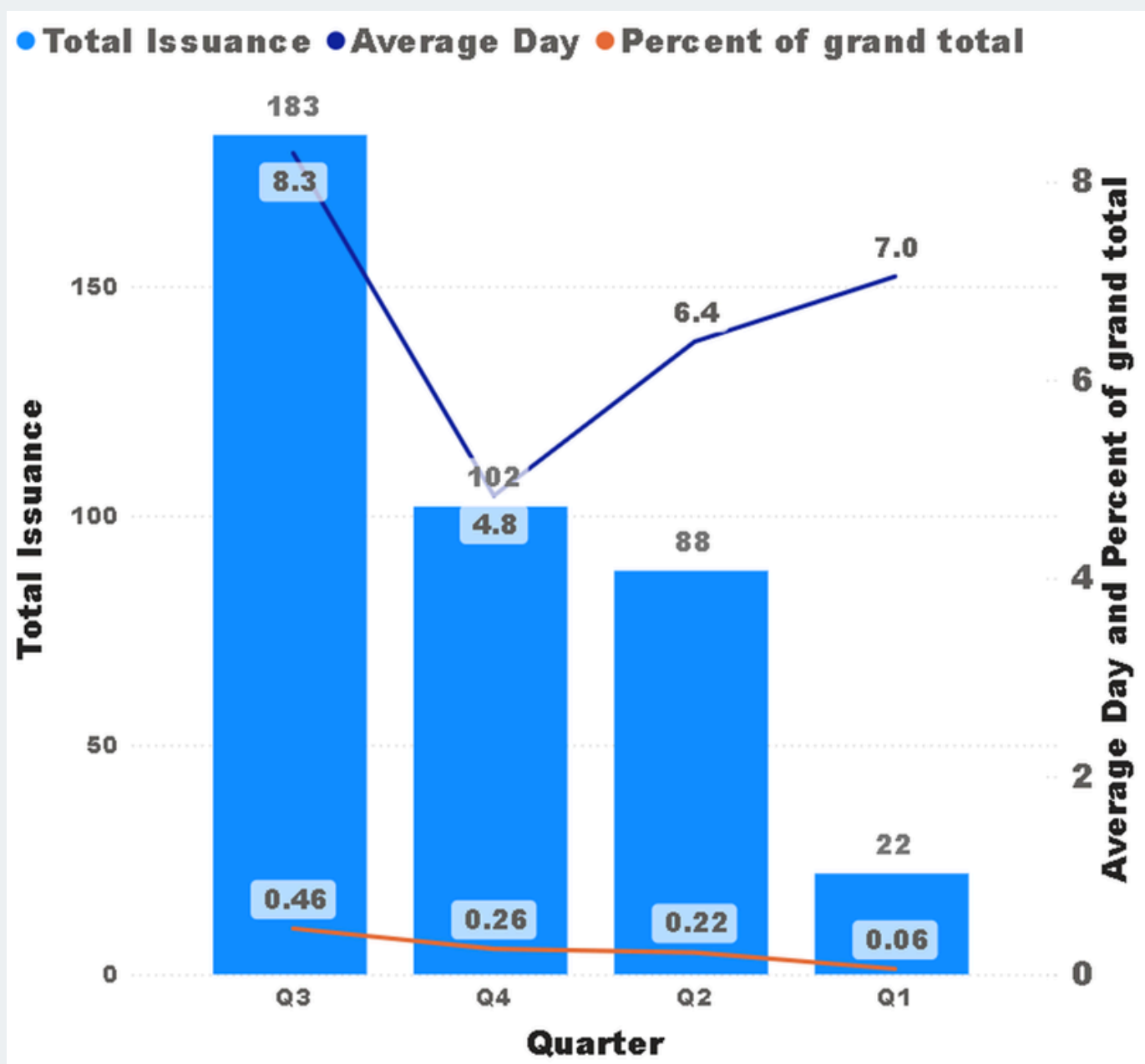
Issuance monitoring is conducted by Quality Assurance Officers, who record daily emergency or ad hoc issuances information using the Kobo Toolbox application. The following indicators are monitored based on the collected data:

### Warehouse Order Processing Time

This measures the average days from when an order is submitted to NMSA to when it is shipped to the facility.

The formular is as follow:  $\frac{\text{The total number of days difference from the date of shipment minus date requests submitted}}{\text{over the total number of requests received}} \times 100$

A chart showing the total issuance, the average processing days and the percentage of the grand total by quarter of 2025.



Of the 395 ad hoc issuances made during 2025, 183 (46%) were done in the third quarter, 102 (26%) on the fourth quarter, 88 (22%) in Q2 and 22 (6%) in Q1.

When categorized on the average number of days from the time the request is made to the day the facility pick up the product from the store, it is estimated 7.6 days on average, ranging from 4.8 days in Q4 to 8.3 days in Q3.

When disaggregated by facility type, hospitals remained the greatest beneficiaries of ad hoc issuances. Of the 395 issuances made, 276 (70%) were directed to hospitals, 68 (17%) to institutions, 36 (9%) to DMS, and the remaining 35 (4%) to CHPs and CHCs.

Institutions recorded the highest average number of days at 10, while DMS had the lowest at 2.2 days.

### Facility Stockout Rate

This metric measures the percentage of facilities that experienced a stockout of a specific product within a defined period, typically one year. The facility stockout rate is calculated per product. Data is obtained from mSupply, taking into account all ad hoc issuances or emergency supplies provided to facilities to prevent or minimise stockouts of medical commodities, in addition to the normal routine distribution.

The formula for calculating the Facility Stockout Rate is as follow: number of facilities that experienced a stockout of a specific product, over the total number of facilities that are expected to offer that product, multiply by 100

[A table showing the percentage of Malaria products that stock out in the facility during 2025 using Ad Hoc Issuances](#)

Quarter	Total Ad Hoc (Distinct)	AL 6	AL 6%	AL 12	AL 12 %	AL 18	AL 18 %	AL 24	AL 24 %	Bednet	Bednet %	RDT	RDT %	Total	Total %
Q1	148	9	6.1%	10	1.9%	14	9.5%	18	12.2%	1	0.7%	19	12.8%	71	48.0%
Q3	121	2	1.7%	2	0.4%	2	1.7%	2	1.7%		0.0%	2	1.7%	10	8.3%
Q2	108	3	2.8%	3	0.7%	1	0.9%	3	2.8%		0.0%	6	5.6%	16	14.8%
Q4	56	3	5.4%		0.0%		0.0%		0.0%		0.0%	3	5.4%	6	10.7%
Total	433	17	4.2%	15	0.9%	17	4.2%	23	5.6%	1	0.2%	30	7.4%	103	23.8%

Malaria product is used as a proxy to determine the stockout of products in the facility using the ad hoc issuances data. The stockout rate ranges from 0.2 % on Bed net to 7.4% on RDT. Therefore, RDT use the standard to determine the stockout rate of the facilities. Supplies to institutions, DMS and CMS were excluded from the analysis.

On average, 23.8% percent of stockout is recorded, ranging from 8.3% in Q3 or 0.2% in Bed net to 48% in Q1 or 7.4% in RDT

## Receipt Monitoring

During the receipt of medical commodities at the Central Medical Store, Quality Assurance Officers use Kobo Toolbox to capture data, which is then used to monitor the indicators outlined below.

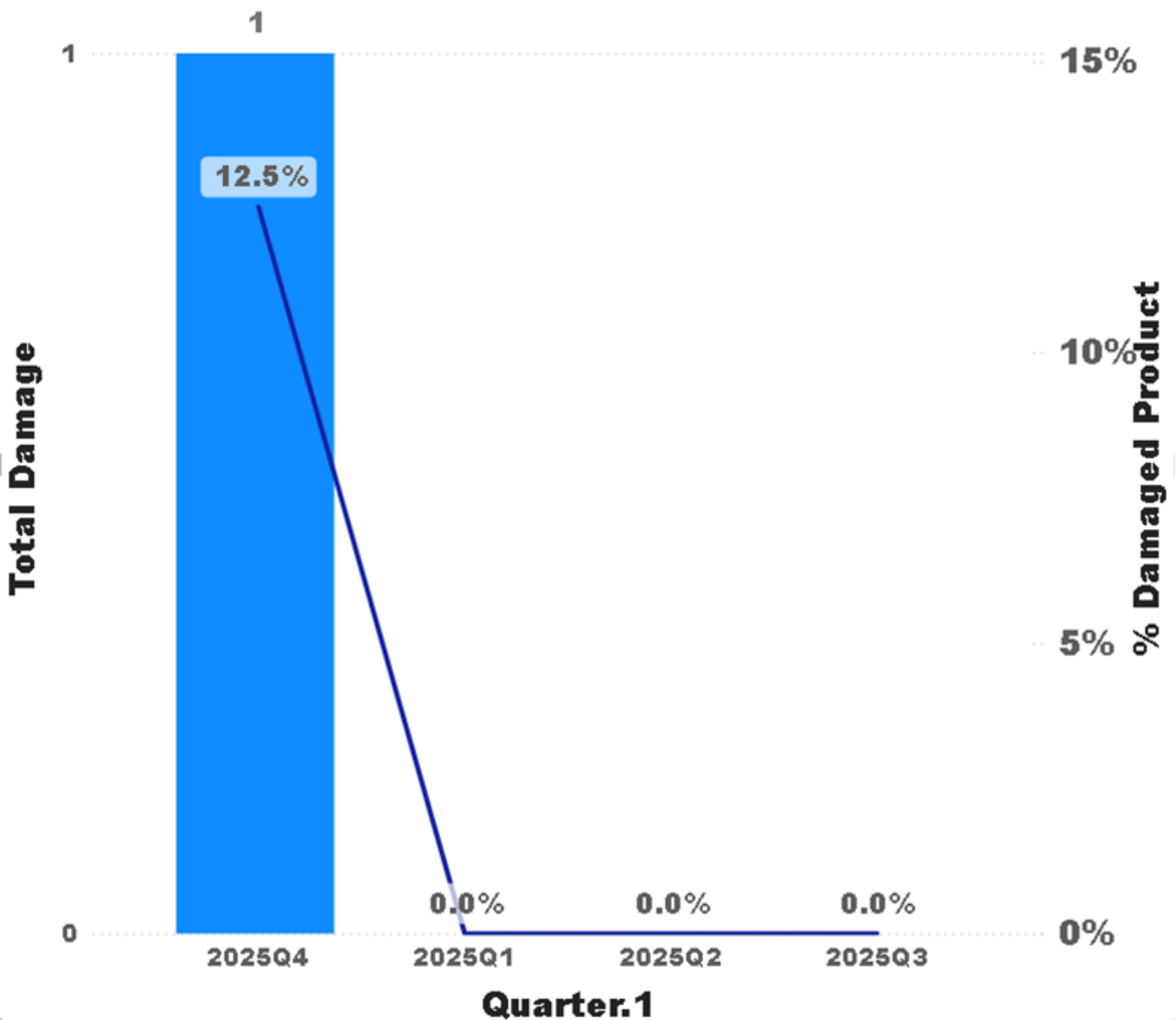
Number of shipments arriving with no damaged product

This indicator measures the percentage of shipments arriving in good condition without damage to the products. That is there are no punctures or crushed or water damage packages during shipment.

The formular for the calculation is as follow: The number of shipments arriving with no damaged product, over the total number of shipments received, multiply by 100.

A chart showing the quantity of shipment arriving with damaged product and percentage during 2025.

● Total Damage ● % Damaged Product



Narrative: In the documented consignments, no products were reported as damaged during the receipt of shipment during first three quarters of 2025, except for the fourth quarter.

## Receiving Bay Officers' Report

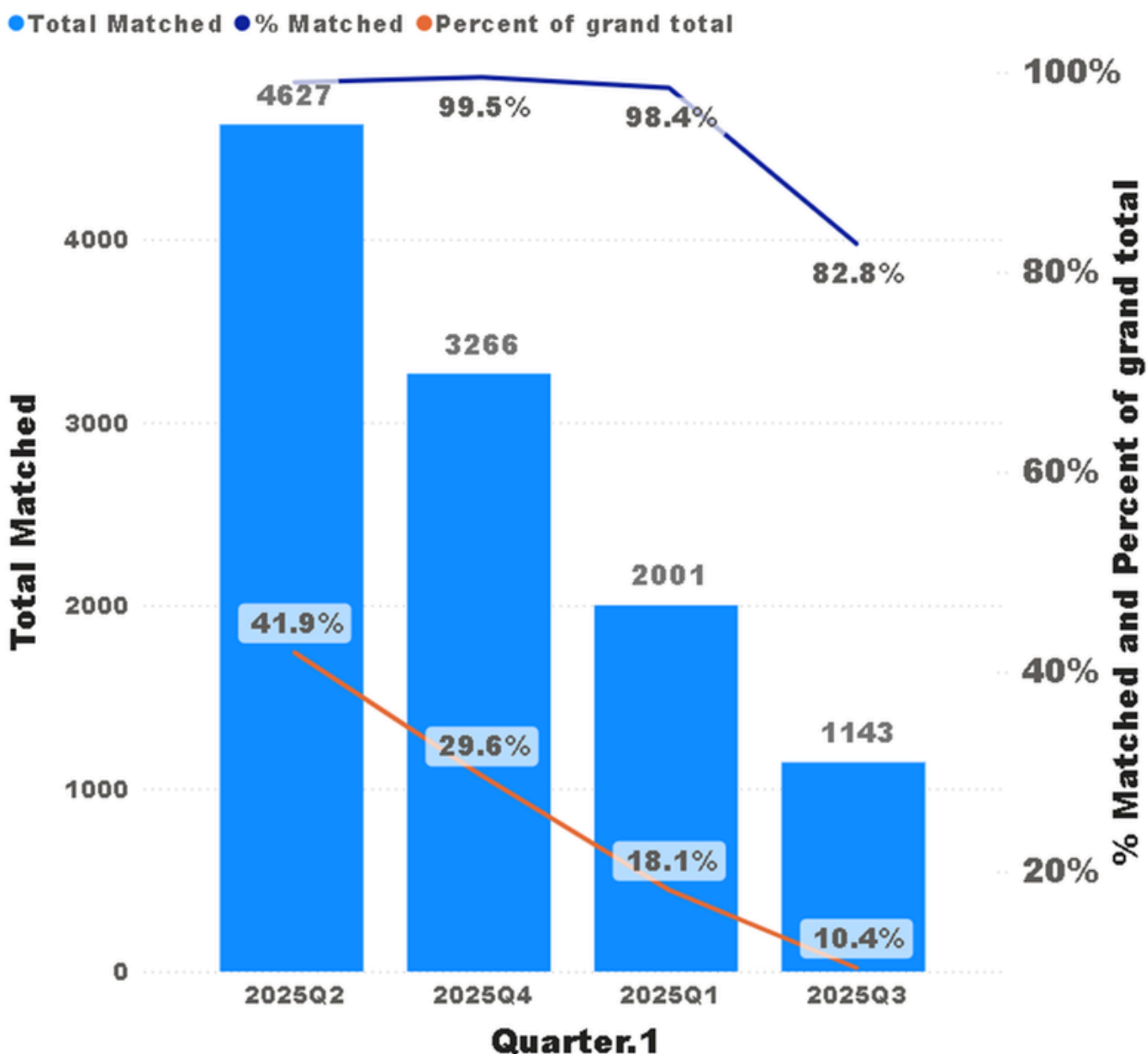
The Receiving Bay Officers provide a weekly report to update the team on activities at the different Central Medical Stores regarding medical supplies received. The following indicators were captured from their report:

### Percentage of Commodities Selected for Procurement that are Listed on the National Essential Drug List

This indicator examines products received by the Receiving Bay Officer into the Central Medical Store that they are listed on the National Essential Medical List (NEML). Below is the formula to direct its calculation.

Number of products received by RBO that are listed on the NEML, over the total number of products RBO received, multiply by 100.

A chart showing the number of products and the percentage of products that are found in the essential drug during 2025



The products received were categorized into three groups: those that matched, those that did not match, and those that were excluded from the list mainly because they are not drugs. Of the 11,371 items assessed 11,037 (97.06%) matched with products in the essential drug list.

When disaggregated by donor, UNICEF and UNFPA, had the highest number of products assessed with each scoring more than 10%. The total achieved is 8518 (77.2%). Global Fund/HIV/TB/Lab as a donor supplied product between 5 to 10% with a score of 791 (7.2%). All of the remaining donors had supplies less than 5% with all totaling to 1728 (15.8%)  
When compared products supplied by the donors to the essential list, it ranges from Child Fund at 47% to UNFPA, Covid-19, Care SL KFW, US Embassy, Africa CDC, Global Health Fund, Africa CDC Chemonics and many more donors attained 100%.

When disaggregated by programs, Free Health Care and Reproductive health has the most supplies with each program have more than 10% of the supplies. Both product have a total of 8687 (78.7%). The remaining of programs, each has less than 5% of the supplies with all totaling to 2350 (21.3%)

When comparing the programs supplied to the match list, it ranges from MOH at 54% to 100% in Malaria, NMCP and many more programs

When disaggregated by suppliers, International Freight Forwarders and UNFPA brought in the most products, with each supplying more than 10%, totaling to 7620 (69.1%). The remainder of the suppliers, each brought in less than 5%, with all totaling to 3417 (30.9)

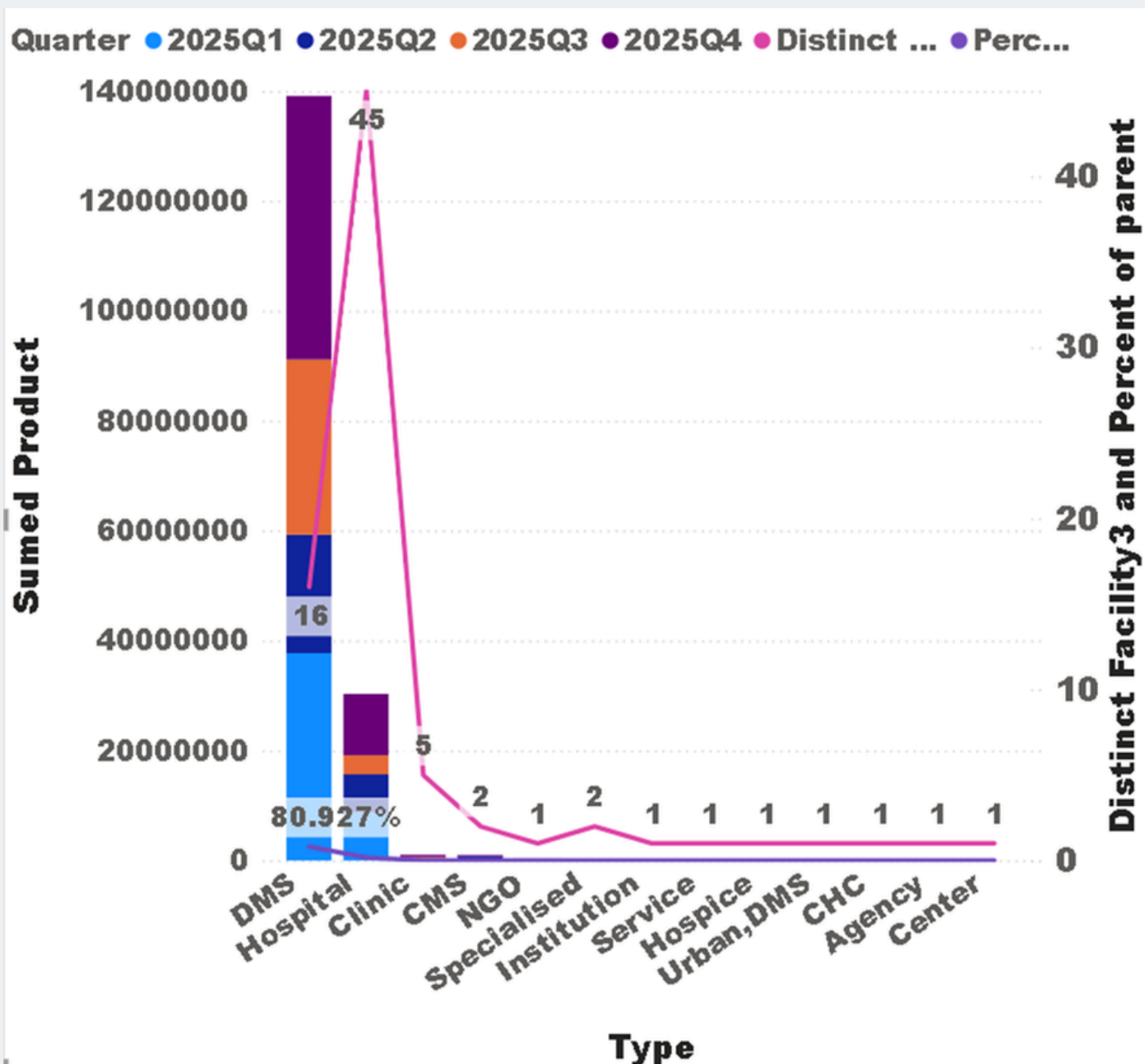
When compared the supplier to the match essential list, it ranges from 47% in Child Fund to 100% in International Freight Forwarders, UNFPA and many more suppliers.

## **Quarterly Distribution**

The National Medical Supply Agency (NMSA) is responsible for the distribution of medical products across the country, conducting quarterly distributions. The Central Medical Stores (CMS) supply medical products directly to hospitals and District Medical Stores (DMS), which in turn distribute them to Peripheral Health Units (PHUs).

The analysis below is based on data extracted from the mSupply

[A chart showing the quantity of facility supplied from the central medical store \(CMS\), the quantity of supplies and the percentage allocated to facilities by quarter in 2025](#)



Of the 16 DMS that received products from the Central Medical Store (CMS), receiving about 139085401 (80.9%) of the product supplied, whilst the 45 hospitals that received 30310337 (17.6%) of the products supplied. The remaining (1.5%) is distributed in other facilities including other Central medical Store, Clinics and other agencies. A total of 171,864,847 quantity is supplied in 2025.

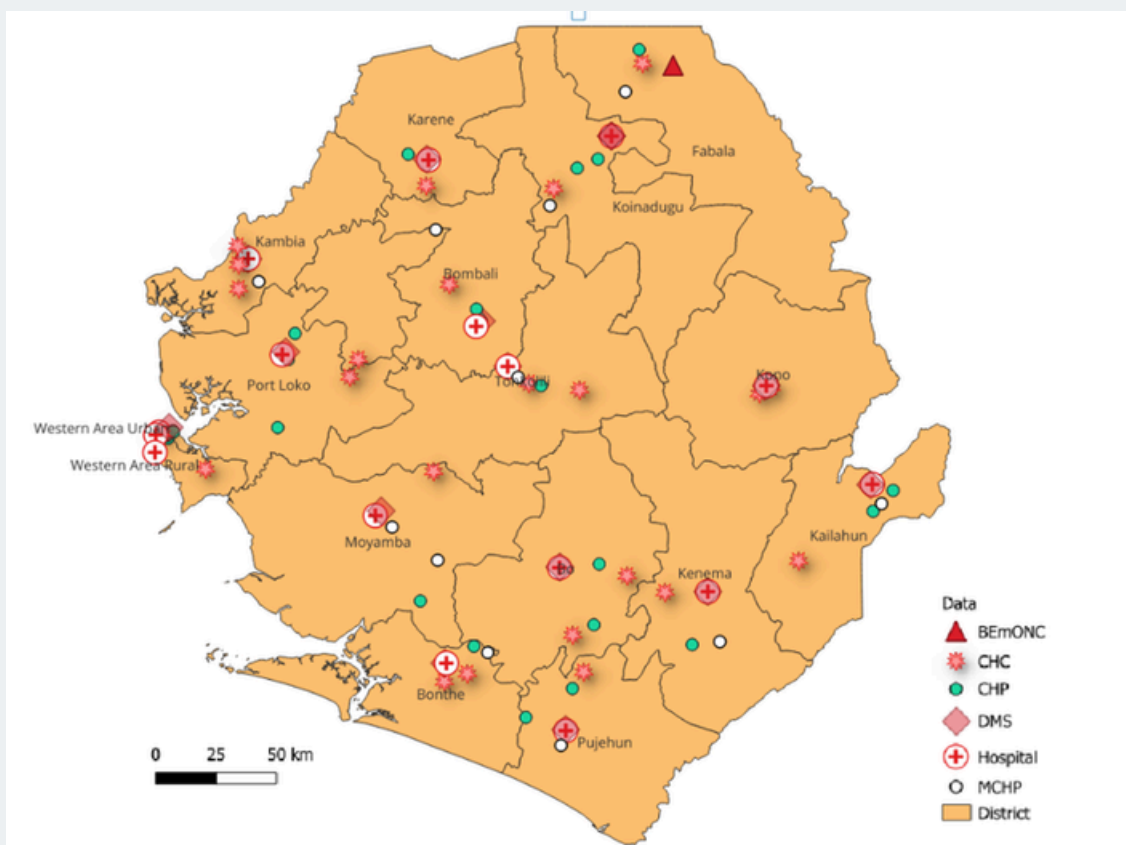
A table showing the quantity of products supplied from the district medical store (DMS) and its percentage of the product supplied and the facility reached per region during 2025.

Region	2025Q1	2025Q2	2025Q3	2025Q4	Total	% Supplied	Facility Distribute
Eastern	22830	16199	12404	742	52175	22.18%	345
Northern	22856	14556	13467	5606	56485	24.02%	331
North-West	12242	12314	10961	5611	41128	17.49%	247
Southern	28161	15880	19491	1189	64721	27.52%	473
Western Area	8724	3085	6427	2448	20684	8.79%	170
National	94813	62034	62750	15596	235193	100.00%	1566

Of the 1,566 facilities supplied by the 16 District Medical Store (DMS), Southern region recorded the highest number of facilities reached at 473, while Western Area recorded the lowest at 170. On average, 392 facilities were supplied per region. Some of the facilities served include institutions catering to specific groups, such as schools. The proportion of total quantities supplied per region ranged from 20684 (8.79%) in Western Area Region to 64,721 (27.52%) in Southern Region. Overall, a total of 235,193 units of drugs were supplied to 166 facilities during 2025.

## Report from the Supportive Supervision for quarter 1 and 2 of 2025

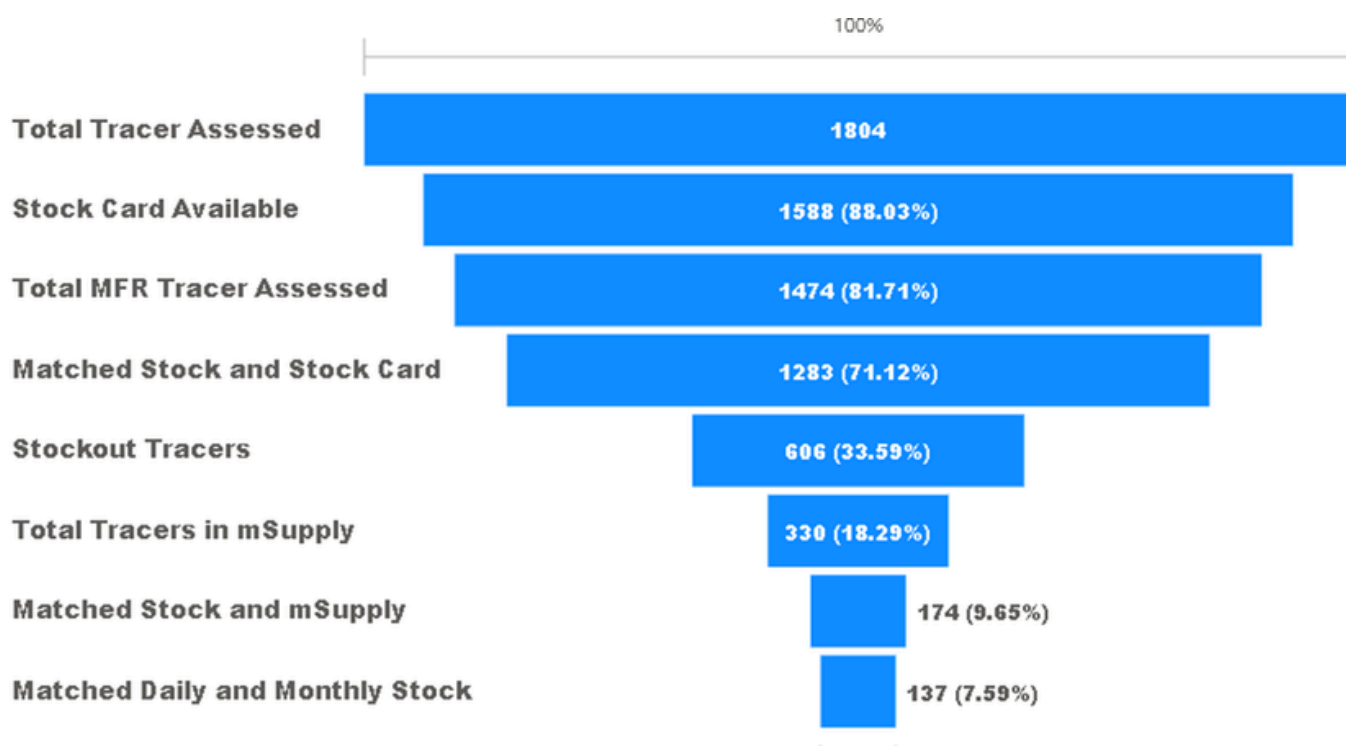
### A map showing the facility visited



## Key Findings:

- Coverage: 93 facilities in 16 districts, representing 26.8% of chiefdoms.
- Waybills: 96.8% available; 84.9% of shipments delivered within 72 hours.
- Inventory Accuracy: Stock card availability was 88%, but accuracy against physical stock averaged 71.1%. mSupply alignment was much lower at 48.1%.
- Stockouts: Average stockout rate was 33.6%, highest in RHFP (82%) and Nutrition (76%).
- Expiries: 166 products expired (13.8%), with 56% contributing to stockouts. Expired products often remained uncollected.
- Reporting: 83.9% facilities used MFR, but only 9.3% of tracer items had accurate daily-to-monthly totals.
- Discrepancies: 17.1% discrepancy rate between dispatched and received products, affecting availability at last-mile facilities.

A funnel chart showing a comparison of tracer items assessed through physical count, stock cards, and mSupply



Of the 1,804 tracer items assessed, 1,588 (88%) had stock cards available. A total of 1,474 (81.7%) were reported in the MFR. Among these, 1,282 (71.1%) had physical stock that matched the stock card balance, while 606 (33.6%) tracer items were stocked out. In addition, of the 1,474 (81.7%) tracer items reported in the MFR.



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