

ETHIOPIA



AFRICA'S PUBLIC
HEALTH SUPPLY CHAIN
INSTITUTION



Country Report Annual 2025

February 2026





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ACRONYMS

N°	TERM	DEFINITION
1	ARC	Africa Resource Centre NPC
2	CDSS	Committed Demand and Supply System
3	DHIS	Demographic Health Information Survey
4	EFDA	Ethiopia Food and Drug Authority
5	EPSS	Ethiopian Pharmaceutical and Supply Services
6	ERP/SAP	Enterprise Resource Planning
7	GF	Gates Foundation
8	HSDIP	Health Sector Development and Investment Plan
9	HSTP II	Health Sector Transformation Plan II
10	JSI	J Snow Incorporates
11	JSS	Joint Supportive Supervision
12	LMD	Last Mile Delivery
13	MVS	Multivendor Sourcing System
14	MOH	Ministry of Health
15	MOU	Memorandum of Understanding
16	OSTK	Outsourcing Tool Kit
17	PHCU	Primary Health Care Unit
18	PMDLEO	Pharmaceutical and Medical Devices Lead Executive Office
19	PSTP	Pharmaceutical Supply Transformation Plan
20	PSDIP	Pharmaceutical Supply Development and Investment Plan
21	RMNCH	Reproductive Mothers and Neonatal and Child health
22	SC	Supply Chain
23	SCM	Supply Chain Management
24	SLA	Service Level Agreement
25	TA	Technical Assistance
26	UNICEF	United Nations International Children Emergency Fund
27	USAID	United States Aid for International Development
28	VR	VillageReach



COUNTRY CONTEXT AND STRATEGIC FOUNDATION

Country Context

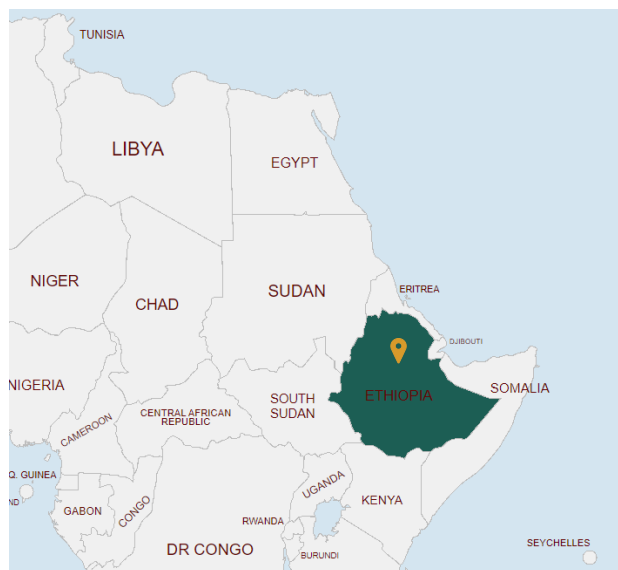


Figure 1: Ethiopia Map & Geographical Position

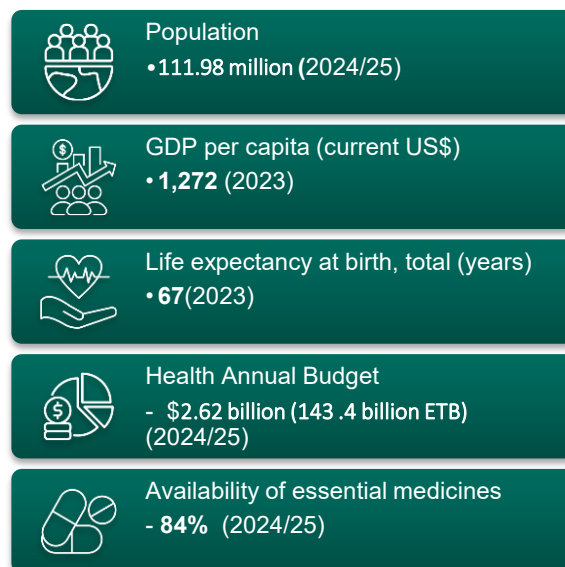


Figure 2: Key Indicators

ARC hosted a Supply Chain Round Table (SCRT) event in Kampala (5th -6th February 2020), In which EPSS delegation attended along with representatives from five other countries as well as donor organizations. A list of priority areas from EPSS were identified. This list was also prioritized by the donors as they prepare for their further investments in Ethiopia. An invitation was extended to ARC to conduct an exploratory visit to Ethiopia was done with the aim of identifying possible areas of support to EPSS.

During this visit, ARC engaged with EPSS as well as donor and implementing partner organisations; USAID Ethiopia, The Gates Foundation Ethiopia, Pamela Steele Associates, Chemonics and JSI. This resulted in a list of five potential areas of support to EPSS and expected deliverables were: Coordination & Enablement; Private Sector Engagement (PSE); Sustainability-Financial and Operational Self Sufficiency of EPSS; Differentiated Channel Delivery & Network Optimization and Research.

The expected outcome was a well-designed and well governed coordination platform that will ensure that partners are aligned, and the best Return on Investment is achieved for all and most importantly the MoH in question. The following figure shows the coordination framework supply chain strengthening.¹

¹ Ethiopia | Data
Fact sheets, MOH 2025
MOH Annual report 2017 EFY (2024/25)
UNICEF. National Health Budget Brief 204/25



Strategic Areas of Focus and 2021-2025 Evolution

From 2021 to 2025, the Africa Resource Centre (ARC) has served as an independent strategic advisor to Ethiopia's Ministry of Health and Ethiopian Pharmaceutical Supply Services (EPSS), driving transformational change in public health supply chain management. Our work has focused on strengthening governance, implementing innovative solutions, and building sustainable systems that ensure essential medicines reach every Ethiopian who needs them.

Through strategic enablement, policy development, and capacity building, ARC has contributed to significant improvements in medicine availability, last-mile delivery, and supply chain efficiency—advancing Ethiopia's journey toward Universal Health Coverage.

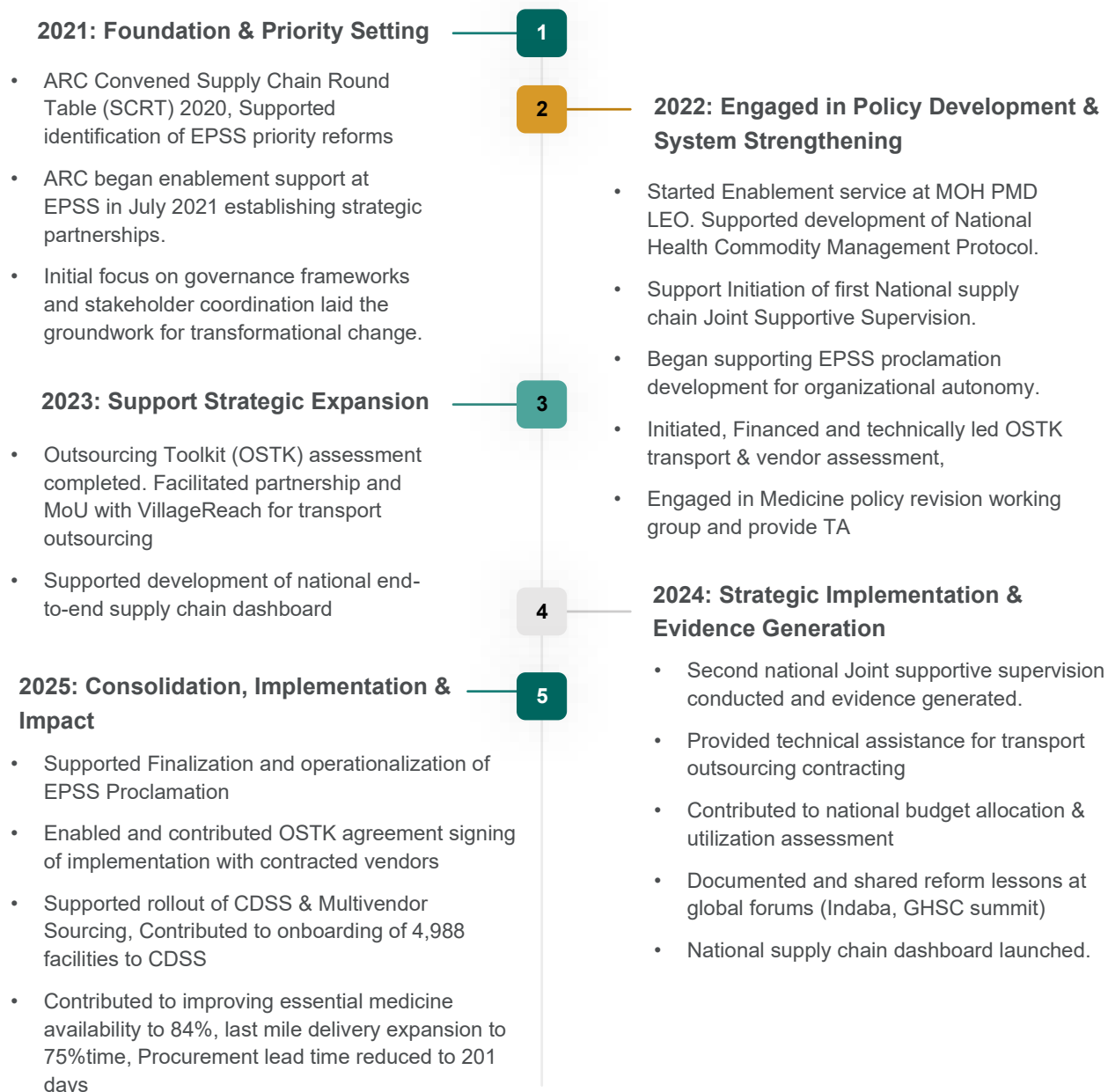


Figure 3 2021-2025 Results Summary in Ethiopia



STRATEGIC ENGAGEMENTS AND PARTNERSHIPS

Government Engagement

In Ethiopia, ARC is strategically positioned at Ministry of Health Pharmaceutical and Medical Devices Lead Executive Office (PMD LEO)—and the Ethiopian Pharmaceutical Supply Service (EPSS)

ARC provides independent strategic advisory support to the MOH through PMD LEO. The focus of this engagement includes:

- Strengthening coordination and governance to improve the availability of essential medicines.
- Providing policy and strategic advice to address systemic supply chain gaps and promote sustainable, affordable access to health products.
- Supporting efforts to enhance end-to-end supply chain data visibility, identify performance gaps, and recommend sustainable solutions.
- Actively participating in national platforms such as the Supply Chain TWG, Information Systems TWG, Partners' Forum, and other technical working groups to contribute to the development of national strategies, guidelines, and assessments.

At EPSS, ARC works closely with leadership and relevant directorates to strengthen coordination, governance, and operational efficiency across the national pharmaceutical supply system. Key areas of support include:

- Providing advisory services to improve operational efficiencies, reduce costs, and enhance medicine availability at service delivery points.
- Supporting the development of policy and strategic documents, including the Pharmaceutical Supply Strategic Plan II (PSTP II) and the Pharmaceutical Supply Development and Investment Plan (PSDIP).
- Providing advisory service to the implementation of strategic reforms mandated by the EPSS Proclamation, such as the Committed Demand and Supply System (CDSS) and multi-vendor sourcing.
- Supporting the introduction of transport outsourcing using the OSTK tool that enhances private-sector engagement.
- Support the coordination implementing partners to promote synergy, resource alignment, and reduction of duplication, while actively contributing to technical working groups that shape strategic documents and systems.

Partners Engagement

ARC team has developed good working relationships with several Implementing partners and donors and serve as technical coordinators of partners and donors' meetings at EPSS. These meetings help align partners plans with the strategic objectives of EPSS and PMDLEO/MOH.



Alignment of annual plans among the MoH, EPSS, and implementing partners has been established, minimizing duplication of efforts and enhancing synergy

Supporting regular monitoring of the aligned plans fosters collaborative thinking and strengthens the coordination of national supply chain management efforts.

Supported and provide TA in regular stakeholder meetings, including Quarterly Stakeholder Meetings and annual suppliers’ forums

Private Sector Engagement

Supported the implementation of the EPSS transport outsourcing process (OSTK). The initiative is currently in the implementation phase.

ARC supported and contributed to coordination of the Multivendor Sourcing (MVS) System in collaboration with MOH and EPSS, including the selection of pilot health facilities, regions, and selection of commodities to be supplied through the MVS framework.

Academia Engagement

ARC also participated in revision of master’s Class curricula revision specific to supply chain management and supported Supply chain workforce development.

ARC has supported health emergency kit standardization through active participation and contributions in coordination meetings and provided technical assistance (TA), in collaboration with Addis Ababa University’s Senselet project and other stakeholders. ARC has provided technical assistance across both the first and second phases of health emergency kit standardization



Picture 1 ARC's Recognition by Ethiopia pharmaceutical association



KEY RESULTS AND ACHIEVEMENTS

Country Maturity using ARC Supply Chain Sustainability Model

A comprehensive assessment of the maturity of the country's public health supply chain systems is based on the ARC Supply Chain Sustainability Model. This assessment covers progress made in key areas such as strategy and improvement roadmap, governance, policies and research, solutions proposal (including innovation), budgets and investment cases, and provides information on strengths and opportunities for improvement.

Ethiopia's supply chain sustainability assessment highlights progress on integrating innovative practices, fostering public-private partnerships, and enhancing system-wide governance. The model emphasizes data-driven decision-making and capacity building to ensure resilience and adaptability in supply chain management.

The graph below shows the assessment of Ethiopia progress as per ARC supply Chain sustainability model, with particular progress noted in 2025 in Supply Chain Strategy and Governance, and Solutions Proposal on distribution and data visibility.



Figure 4 Ethiopia Supply Chain Sustainability status – 2025

Supply Chain Strategy and Governance: ARC provided strategic advisory and technical assistance to support EPSS's transition toward greater autonomy, including contributing to the development of a new proclamation and procurement directive. ARC also supported the implementation of the Pharmaceutical Supply Development and Investment Plan and a mid-term supply chain strategy aimed at improving the availability of essential medicines.



Solutions Proposal: ARC promoted last-mile delivery efficiency through an outsourcing toolkit designed to strengthen pharmaceutical and private-sector partnerships. Furthermore, ARC has engaged and contributed to the development of end-to-end data visibility in pharmaceutical supply chains, contributing to the second phase development being a member of technical working group of a National Supply Chain Dashboard on progress aiming to improve decision-making transparency and efficiency.

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

HSTP II Mid-Term Review. ARC participated as an independent consultant and core technical advisor in the mid-term review of Ethiopia's Health Sector Transformation Plan II and contributed to the implementation of the recommendation included in the PSDIP and HSDIP. The recommendations from this assessment served as a critical foundation for developing both HSDIP and PSDIP, ensuring evidence-based strategic planning.

ARC has continuously supported the development and implementation of annual operational plans derived from HSDIP priorities and has contributed to strengthening the public health supply chain system to enhance efficiency, resilience, and service delivery outcomes

Pharmaceutical Supply Development and Investment Plan (PSDIP). ARC provided technical assistance during the implementation of PSDIP, ensuring alignment with the Pharmaceutical Supply Transformation Plan II (PSTP II) and the Health Sector Investment and Development Plan (HSDIP). This strategic document provides a roadmap and guiding framework for the pharmaceutical supply chain, outlining priority investments, reforms, and implementation actions to strengthen governance, improve efficiency, and enhance the availability, affordability, and sustainability of essential medicines. ARC contributed as part of the national coordination team during a webinar aimed at introducing new supply chain developments to health sector leaders and the health workforce. The session was organized by the Ministry of Health and EPSS and reached more than 12,000 participants through a town hall meetings and various social media platforms.

KEY OUTPUTS AND OUTCOMES:

- *The proportion of patients who fully received their prescribed medications is an indicator of drug availability and service delivery, reflecting whether the supply of medicines meets patient needs. In 2024/25, 77 % of patients received their prescribed medications from health facilities.*
- *In 2024/25 the availability of lifesaving and essential drugs averages 84% at health facilities, while program-specific drug availability stands at 94%. Essential drug availability at health posts is 66%, and at health centres, it has reached 75%.*
- *Policy enhancements have streamlined procurement and inventory processes, reducing inefficiencies*



Picture 2: Supply Chain New Developments Webinar meeting with health sectors leaders and health facilities

GOVERNANCE: COORDINATION FOR COLLECTIVE ACTION

National Health Commodity Management Protocol. Developed in 2022, this protocol established a comprehensive governance framework for coordinating pharmaceutical supply chain operations across MOH, EPSS, and regional structures. The protocol defines clear roles, responsibilities, and coordination mechanisms for all stakeholders. ARC actively contributed as a technical team member and provided technical assistance on its implementation. ARC is also contributing and supporting the protocol's revision to address implementation gaps and strengthen coordination further.

Stakeholder Coordination Platform. ARC contributed and provided technical assistance to the regular coordination meetings that brings together government entities, donors, and implementing partners. Quarterly stakeholder meetings at EPSS provide platforms to address challenges, align on goals, and monitor progress.

Picture 3 ARC contribution during International Webinar, with a Theme of strengthening Ethiopia pharmaceutical supply chain through Global partnership



These coordination mechanisms have been integrated into annual plans to ensure sustainability beyond ARC's direct involvement.

Regional Supply Chain Forums. ARC supported and provided technical assistance in establishing implementation follow up of subnational/Regional supply chain coordination forums, extending governance mechanisms to regional levels. These forums help cascade coordination mechanisms throughout the health system, improving alignment between central planning and local implementation

EPSS Proclamation Development. ARC served as a key supply chain advisor during the development of EPSS's new proclamation, which grants the organization operational autonomy under MOH supervision. This legal framework will enable EPSS to operate more efficiently, make autonomous decisions on procurement and human resources, and ensure financial sustainability—all critical factors for maintaining consistent medicine availability.

The Proclamation has been endorsed in March 2025, and ARC has provided effective technical assistance throughout the process.

KEY OUTPUTS AND OUTCOMES:

- *ARC has gained the buy-in by enabling government to introduce initiatives such as implementation of OSTK, and effective coordination of partners.*
- *Contributed to enhancing decision-making at different levels in reducing inefficiencies and duplications of effort.*
- *Contributed to improving accountability, leading to more consistent supply chain improvements and reduction of stock outs at central branches and at the facility level.*



POLICIES & RESEARCH: EVIDENCE-BASED FRAMEWORKS

National Medicine Policy Revision. ARC provided technical support for the comprehensive revision of Ethiopia's National Pharmaceutical and Medical Device Policy. As a member of the National Advisory Board and chair of the Supply Chain Technical Working Group, ARC



contributed to providing strategic advisory and technical rigor. The revised policy, now awaiting final approval, will guide pharmaceutical and medical device management for the next decade, establishing frameworks for quality assurance, rational use, and supply chain optimization.

EPSS Directives & Regulations.

Following the endorsement of EPSS's new proclamation, ARC supported the development of implementing directives including the Committed Demand and Supply System (CDSS) directive, CDSS legal agreement forms including prefinancing and credit sales, Multivendor Sourcing System (MVS) strategy / framework, and new procurement directives. ARC also contributed and provided TA in drafting EPSS's Human Resource Management regulation based on the new proclamation and industry best practices which is expected to enable more efficient workforce management.



Picture 4 Poster presentation on National CDSS Advocacy Forum

Ethiopia's Comprehensive Assessment Model: Joint Supportive Supervision: Evidence for Improvement. The Joint Supportive Supervision (JSS) provides a comprehensive assessment of supply chain performance from central level to last-mile delivery, generating evidence that informs strategic planning and resource allocation, thereby improving the availability of essential medicines and contributing to reductions in maternal and child mortality. ARC supported the initiative by helping to conceptualize and coordinate the process, providing technical assistance in tool development, data collection, report writing, and results dissemination.

The JSS findings are shared with stakeholders and used as primary inputs for the implementation of Health Sector Investment and Development Plan (HSDIP) and Pharmaceutical Supply Development and Investment Plan (PSDIP), as well as MOH and EPSS annual operational plans.

DAGU Assessment. ARC was a member of national coordination team and provided technical assistance during the DAGU national assessment, Ethiopia's health facility inventory management system. This assessment evaluates implementation status, identifies challenges, and recommends improvements to enhance facility-level stock management. Findings will also inform the update of the national supply chain dashboard and strengthen last-mile visibility.

Research & Assessment. ARC has participated in and provided technical assistance for multiple national assessments that generate evidence critical for policy-making and strategic planning. These include assessment of budget allocation and utilization in health facilities, contributions as a national coordination and technical working group member for community pharmacy

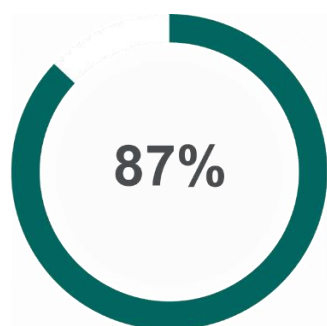


assessments and EPSS non procurement list (non-PPL) sourcing landscape assessments. ARC is also serving as the technical working group for national supply chain and pharmacy service maturity assessments. Collectively, these assessments provide valuable insights into the effectiveness and efficiency of supply chain policies and operations.

Inventory Holding Guideline. ARC contributed and provided technical assistance as a member of the Inventory Holding Guideline Technical Working Group during the revision of the Inventory Holding Guideline. The guideline revision is aimed to ensure optimal stock levels, minimize wastage, maintain consistent availability of essential medicines, improve supply chain efficiency, and strengthen governance and accountability across all levels of the health system.

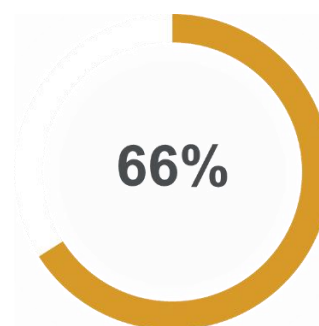
KEY OUTPUTS AND OUTCOMES:

- *Revised/updated medicine and medical device policy will help to guide the strategic management of pharmaceutical and medical device to sustainably improve availability of essential medicine which will contribute to achieve Universal health coverage goals*
- *Revised Inventory holding guideline determining the Min-Max levels will contribute to improving availability of essential medicines and reduce stock outs and wastage and hence contributed to reduction of MMR and child mortality*
- *Improved EPSS autonomy and operational efficiency will ensure financial sustainability and increased availability of health products to the last mile.*
- *The findings of JSS were advocated to be used as an input during HSDIP and PSDIP developments and being utilized for MOH and EPSS annual operational plans.*
- *ARC, serving as an independent advisory partner on supply chain governance, contributed through participation in national working groups, policy revisions, and the development of directives, guidelines, and manuals. These efforts contributed to enhancing governance, standardization, and data visibility contributed to enhancing stronger alignment with national standards.*



Compliance to Standards

EPSS operational units meeting international standards, reflecting systematic quality improvement



Wastage Reduction

EPSS wastage decreased from 1.9% to 0.64% representing significant financial savings efforts



SOLUTIONS PROPOSAL

Integrated Planning: Committed Demand and Supply system (CDSS). Following the new government proclamation, EPSS has granted new proclamation which provided it an autonomous organization under the supervision of the Ministry of Health. The Committed Demand and Supply System (CDSS) is a strategic pillar of the new proclamation, initiated by getting high level political leadership commitment from MOH and EPSS which creates mutual commitments between health facilities and EPSS, where facilities provide committed demand forecasts and EPSS agrees to supply as scheduled, thereby minimizing stockouts and overstocking. High level advocacy was conducted by involving federal and regional government stakeholders to support the implementation. ARC's contribution to CDSS implementation included serving as a member of the coordinating team during the high-level CDSS advocacy forum; providing technical assistance in directive and legal documents development; coordinating the national quantification exercise; serving as a member of the central commanding centre; and supporting the ongoing monitoring of system implementation.

End-to-End visibility: Ethiopia National Supply Chain Dashboard. ARC supported and contributed to the development of the country's comprehensive end-to-end supply chain dashboard, integrating data from EPSS, health facilities, and the Ethiopian Food and Drug Authority (EFDA) into a unified performance monitoring dashboard. The aim the dashboard is to enhance transparency and efficiency in the pharmaceutical and medical device supply chains by providing comprehensive, end-to-end data visibility, enabling more timely and informed decision-making. The second phase of development is currently underway to incorporate pharmacy services, local pharmaceutical manufacturing, and medical equipment management. With the implementation of a new IT solution (ERP/SAP) by EPSS, the existing dashboard requires integration with the new system.



Picture 5 Launching supply chain of the end-to-end visibility dashboard



Process Digitalization: ERP System Implementation. ARC provided technical assistance during EPSS's implementation of an Enterprise Resource Planning (ERP/SAP) system across all 19 branches. Support included data cleansing, quality assurance, and change management to ensure successful adoption. The ERP system streamlines operations, improves inventory accuracy, and provides real-time data for decision-making.

Process Digitalization: Digital Quantification Tools. ARC contributed the coordination of the use of digital tool in the health facility quantification process developed by OPIAN Health during the CDSS implementation. These tools enable and supported health facilities to conduct evidence-based forecasting, reconcile demand against budgets, and facilitate agreement signing—all through user-friendly digital interfaces that reduce errors and improve efficiency.

EPSS Outsourcing of Transportation of Pharmaceuticals from Central to hubs at EPSS. The Outsourcing Toolkit (OSTK) implementation in Ethiopia represents one of ARC's most innovative interventions, transforming pharmaceuticals distribution from EPSS's central warehouse to regional hubs. The OSTK assessment and evaluation were conducted with financial and technical support from ARC, focusing on identifying key bottlenecks and improving transport, fleet management, and route-to-market services at EPSS, including a vendor capacity assessment by an international consultant. EPSS selected initial implementation routes and six hubs. ARC, collaboration with VillageReach, supported the development of Request for Proposals, Service Level Agreements, and transportation strategies. The tendering process was completed through the government e-procurement system, contracts were signed with vendors, and implementation has commenced and on progress.

Local Manufacturing Support. Supporting local pharmaceutical manufacturing is essential for improving healthcare access, strengthening self-sufficiency, and driving economic growth. ARC has also supported the development of policy direction documents and provided technical assistance for assessments of the local pharmaceutical manufacturing ecosystem. The integration of local manufacturing data into the national supply chain dashboard is in progress which will provides visibility on production capacity and product availability.

KEY OUTPUTS AND OUTCOMES:

- *Contributed to increase transportation efficiency and minimize logistics costs so that medicines become available and affordable to people in need.*
- *Contributed to timely delivery of the health commodities to service delivery points and hence impacts last mile delivery.*
- *The national supply chain dashboard links various tools, including Dagu®, Fanos®, and eRIS, enhanced Continuous monitoring of KPIs and support informed decision-making to ensure high program item availability, preventing stock outs.*
- *The current committed demand and supply system strengthened accountability and governance, enhanced demand forecasting and planning accuracy, contributed to*



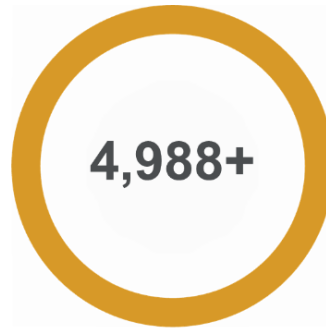
ensuring consistent availability of essential medicines, reduces stockouts and overstocks through demand commitment and coordinated supply planning.

- *Strengthened quantification exercise supported by well-established collaborative planning frameworks*
- *Contributed to optimal and more accurate demand and supply planning facilitated by process integration and stakeholders' alignment*
- *Real-time visibility on supply chain flows and key performance indicators to enhance close monitoring and proactive decision-making*



Facilities Engaged

Facilities conducted quantification exercises using digital tools



Agreements Signed

Agreements signed with EPSS, aligning their forecast with available budgets



Picture 5 CDSS progress discussion with EPSS DDGs, Operation Directors and Commanding Centre members



BUDGETS & INVESTMENT: SECURING SUSTAINABLE FINANCING

Health Facility Budget Assessment. ARC supported a comprehensive national assessment of pharmaceutical budget allocation and utilization at health facilities. This assessment was initiated after quantification exercises and JSS findings revealed critical budget shortages. The assessment identified major problem areas and provided evidence for advocacy to improve budget allocation. Results have been shared to be used by policymakers at all levels to advocate for increased budget allocation of pharmaceutical procurement to enhance essential medicine availability. The results were also utilized to support advocacy for CDSS budget allocation

Strategic Plan Costing. ARC contributed to integrating estimated budgets for pharmaceutical and medical device management into the approved PSDIP. This ensures that strategic priorities have corresponding financial resources and that government and partners can plan investments systematically. The PSDIP includes costed implementation plans for EPSS priority projects, creating clear investment cases for donor support. ARC contributed to the implementation of PSDIP by providing technical assistance and enablement support.

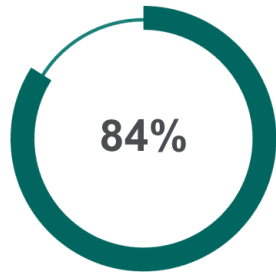
Support in Resource Mobilization. ARC identified resource gaps for priority initiatives like transport outsourcing and developed proposals to mobilize additional funding. By brokering partnerships with organizations like VillageReach, ARC has helped secure both financial and technical resources for implementing transformational projects. This leveraging of ARC's networks and credibility has multiplied the impact of limited resources.

KEY OUTPUTS AND OUTCOMES:

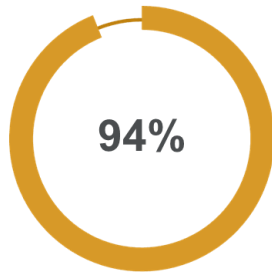
- *The estimate budgets in strategic documents support the government and partners to secure budgets for the planned priorities.*
- *ARC has brokered to engage the VillageReach to support the Contracting and implementation phase.*
- *The national assessment on pharmaceutical budget allocation and utilization at health facilities supported policy makers and leaders at different level to advocate and identify the major problem areas and plan to improve allocation of budget to health facilities which improves availability*



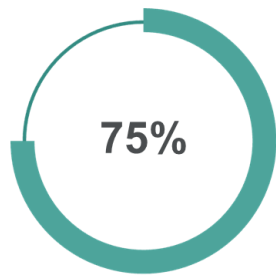
IMPACT ON STRATEGIC AREAS



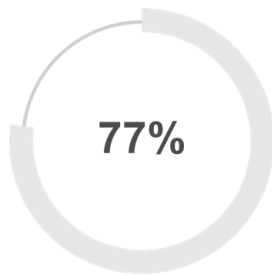
Essential Medicines
Availability at health facilities (2025)



Programme Commodities
Availability achieved



Last-Mile Coverage
Up from 46% (2023)



Full Prescriptions
Patients receiving complete medications

Accessibility & Quality Gains

ARC's technical assistance has driven measurable improvements across Ethiopia's health system, expanding access to essential medicines and strengthening supply chain reliability.



Universal Health Coverage

ARC's comprehensive technical assistance has contributed to measurable improvements in Ethiopia's journey toward universal health coverage, with specific impacts on accessibility, affordability, and quality of health services.

Accessibility Improvements: Essential medicine availability has reached 84% in 2025 at health facilities, with program-specific commodities reaching 94% availability. Last-mile delivery coverage has expanded dramatically from 46% (2023) to 75% (2025), ensuring that communities have access to essential medicines. The proportion of patients receiving their full prescribed medications has reached 77% (2025), demonstrating improved supply chain reliability.

Affordability Gains: Reduced wastage rates and improved procurement efficiency have contributed to reducing costs throughout the supply chain. EPSS wastage decreased from 1.9% (2022) to 0.64% (2025), representing improved savings. Procurement lead time reduction from 296.5 to 201 days improves cash flow and reduces emergency procurement costs. Local manufacturing share growth from 12.2% (2022) to 41% (2024) reduces foreign exchange requirements and supports domestic economic development.

Quality Enhancement. Strengthened governance, standardization, and data visibility have enhanced quality throughout the supply chain. The percentage of EPSS operational units meeting international standards reached 87%. Stakeholder satisfaction stands at 92.7%, with strategic partnership satisfaction at 100%, indicating strong and growing confidence in EPSS's capabilities and performance.



Family Planning

Consistent availability of contraceptives enables women to exercise reproductive autonomy and plan their families according to their preferences and circumstances. Supply chain improvements have contributed to maintaining high availability of family planning commodities, supporting Ethiopia's efforts to increase contraceptive prevalence and reduce unmet need for family planning.

The new program commodities management protocol strengthens coordination by clearly defining stakeholders' roles and responsibilities, leading to improved integrated forecasting, resource mobilization, supply planning, and procurement follow-up. These coordinated efforts have contributed to better availability of program commodities, including family planning commodities. In addition, the quarterly RMNCH commodities monitoring conducted in Q1 2025 identified discrepancies and stock availability gaps at selected health facilities, EPSS hubs, and the EPSS central level, with onsite feedback provided to support corrective actions and improve commodity availability.

TESTIMONIALS



"ARC's independent advisory role has been invaluable in bringing stakeholders together around common goals. Their technical expertise and credibility enable difficult conversations and help us find solutions that work for everyone."

— Senior MOH Official, Ethiopia Representative



WHAT NEXT?

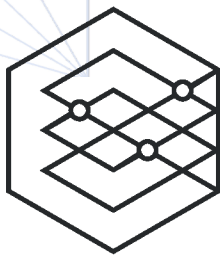
Building on five years of achievement, ARC has identified critical priorities for sustaining and accelerating supply chain transformation in Ethiopia. These recommendations reflect lessons learned, emerging opportunities, and the evolving needs of Ethiopia's health system as it progresses toward Universal Health Coverage.

The challenges faced in 2025 emphasize the importance of building sustainable systems that can function independently of external support. ARC's focus on policy development, capacity building, and institutionalization of coordination mechanisms creates foundations that endure beyond project timelines.

 <p>Required Support CDSS Implementation</p> <p>Continue supporting transformation based on new proclamation including committed demand, autonomous human resource management, and procurement directives.</p> <p>Scale CDSS to full implementation across all facilities.</p>	 <p>Increase Domestic Financing</p> <p>Advocate for increased domestic funding to cover all supply chain costs and ensure self-reliance. Establish co-financing or pooled mechanisms to ensure financial sustainability. Prioritize cost-effective interventions.</p>
 <p>Leverage Innovation</p> <p>Incorporate innovations, information technologies, and artificial intelligence to address persistent challenges. Facilitate data-driven decision-making through full supply chain visibility and automated planning.</p>	 <p>Develop Local Talent</p> <p>Strengthen pharmacy studies curriculum to integrate Supply Chain Management program. Continue leadership development and professional certification programs creating critical mass of pharmaceutical supply chain experts.</p>
 <p>Stakeholder Coordination and Synergy</p> <p>Strengthen coordination among the MoH, EPSS, regional health bureaus, and partners will reduce duplication and optimize resource use. Regular joint reviews, supportive supervision, and technical assistance will improve planning, forecasting, and accountability, and enhance the overall availability of essential medicines.</p>	 <p>Regional Integration</p> <p>Strengthen regional integration by establishing joint mechanisms such as pooled procurement and regional hubs to improve coordination, achieve economies of scale, reduce procurement costs, and ensure timely and equitable access to medicines and health products across countries</p>



These recommendations require commitment and collaboration from all stakeholders. ARC looks forward with optimism to a better future of healthcare in Africa with steady ongoing improvements. The foundation built from 2021-2025 provides a strong platform for continued progress. By maintaining focus on sustainability, innovation, and capacity building, Ethiopia can achieve its vision of universal access to essential medicines and become a model for supply chain excellence in Africa.



ARC

AFRICA'S PUBLIC
HEALTH SUPPLY CHAIN
INSTITUTION

Celebrating our 10 years!

Ten Years Serving the Transformation of Africa's
Health Logistics Supply Chain Towards Sovereignty!

