







In 2023, inSupply Health and JSI conducted a joint landscaping assessment to identify opportunities for strengthening data use culture and processes within the public sector supply chain. The assessment used a mixed-method approach, collecting both quantitative and qualitative data, with stock status measured by physical inventory checks. Key findings highlighted the Ministry of Health's efforts to promote data use through a national training manual, HMIS systems, 177 key performance indicators (KPIs), and Performance Monitoring Teams (PMTs) across all levels. PMTs at the woreda and health facility levels were the most functional, though engagement from pharmacy departments remained limited.

The assessment revealed that inventory accuracy for eight Reproductive, Maternal, Newborn, and Child Health (RMNCH) products was 100% across the facilities visited, with overall availability at 78%. Stockouts were infrequent and mainly caused by supply shipment delays, particularly for certain vaccines. The report recommends revitalizing PMT governance, enhancing data analysis skills among members, and establishing robust monitoring and evaluation systems to improve decision-making and supply chain performance.

Themes: 1. Forecasting and Quantification 2. Inventory Control Procedures 3. Transport & Distribution 4. Logistics Management Information Systems 5. **Data Demand and Use** 6. Performance Monitoring Teams 7. Recognition and Capacity Building

High emphasis is given on the information system within the healthcare system.

- Strategies and roadmaps are in place
- Training package provided to build the capacity of health facilities in data analytics, interpretation, root cause analysis (RCA), and decisionmaking
- Availability of a well-structured health management information system (HMIS) and Logistic management information system (LMIS)

- The healthcare system leverages data use platforms and regularly convenes Performance Monitoring Teams (PMTs) to track performance using key performance indicators (KPIs).
- Robust data quality assurance practices, including Lot Quality Assurance Sampling (LQAS) and Routine Data Quality Assessments (RDQA), are conducted at health facilities and Woredas, respectively.
- The HMIS integrates six supply chain KPIs, including tracer drug availability, prescription fulfilment rates, supplier fill rates, adherence to facility-specific medicine lists, antibiotic encounters, and wastage rates, ensuring comprehensive performance monitoring.







Limited integration and user-friendly data visualization tools hinder effective data use and decision-making. Systems lack interoperability, leading to challenges in analysis, triangulation, and information exchange between national and subnational levels.

"The major issue is that most systems are not interoperable hence, decision-making at the health facility becomes very difficult. The technologies that we have should make the life of the health worker easy in generating information and providing visuals for easy problem identification." Key informant.

Skill gaps in data management result in poor quality, incomplete records, and limited capacity for analysis and triangulation, hindering decision-making. Training primarily targets M&E experts, leaving health facilities with inconsistent capabilities in data analysis and performance monitoring.

"The program experts lack the basic skills of analyzing and interpreting data." Key informant.

Limited accountability in data management and weak feedback mechanisms result in poor data quality, falsification, and reliance on alternative communication channels like Telegram and direct calls due to mistrust in platform accuracy.

"There is also a lack of accountability, people are repeating the same mistakes again and again yet no action is being taken. The decisions are not helping at all. Those health facilities who are using the data well should also be acknowledged and incentivised, something that is currently not happening. There is also a lot of falsification of data hence poor data quality and this is a result of lack of accountability. There should be accountability mechanisms in terms of data use, analysis etc." key informant. The national HMIS includes only six supply chain KPIs, insufficient for comprehensive performance monitoring, leading to reliance on parallel systems. Key tracked indicators, like fill rates and drug availability, cover limited products and exclude broader SC needs.

Recommendations

- Improve access to the national supply chain dashboard data by scale-upping its implementation
- Enhance the supply chain data utilization practice through
 - building skills in data analysis, interpretations, problem solving, action planning and decision making
 - strengthening regular review of supply chain KPIs and utilization for commodity security and service improvement
- Ensure the usability of supply chain data by increasing the data quality through establishing data quality assurance system and capacitating on data capturing, assessment, and quality
- Empowering the SC, data manager, and decision makers at different levels on better Supply Chain data use for decision-making.
- Support the institutionalization of supply chain data use culture through promoting and creating positive attitude and motivation towards data-driven decision making for establishing resilient Supply Chain system
- Promote accountability and ownership by instituting strong monitoring, feedback, and recognition practice.
- Work with the national HMIS to increase the number of supply chain KPIs included in HMIS.