



Global Health Supply Chain Summit

VALUE CHAIN INNOVATIONS FOR UNIVERSAL HEALTH COVERAGE

Nov 12-15, 2024 Lagos, Nigeria

“GHSCS has consistently and successfully converged the global health supply chain professionals and stakeholders in one room to shape the destiny of healthcare services provision, by sharing experiences of what's working in different territories, new supply chain innovations that have powered effective delivery of healthcare, while setting the stage for further collaborations in research and new innovations.” – Attendee Survey Response.



429 Attendees	36 Countries	152 Submissions	20 Tracks	3 Site Visits
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The [Global Health Supply Chain Summit \(GHSCS\)](#) uniquely focuses on global health supply chains, covering all components (including human resources) and contextual factors affecting their performance. It stands out by presenting a structured, holistic and multi-stakeholder approach to addressing challenges of designing and managing end-to-end global health supply chain challenges in Low- and Middle-Income Countries (LMICs). Between Nov 12-15, 2024, GHSCS held its **17th annual event** (GHSCS2024) in Lagos with the key theme of **VALUE CHAIN INNOVATIONS FOR UNIVERSAL HEALTH COVERAGE**. Discussions covered innovations across the end-to-end value chain from regional manufacturing to service delivery beyond the clinic into the communities, innovations in financing the supply chain, and issues around the nexus of climate change, health and supply chains. [GHSCS2024](#) explored these issues in depth through a combination of curated plenary talks & panels as well as contributed panel discussions, talks, and posters. The Lagos summit drew over 400 attendees representing various stakeholders from donors, international agencies, implementing partners, ministries of health, public and private sector players, academia and

NGOs. Over 70% of attendees came from the African continent. GHSCS2024 Lagos summit was hosted in partnership with [ARC ESM, Nigeria](#).

Dr. Abdu Mukhtar, National Coordinator, Presidential Initiative on Unlocking Healthcare Value-Chain (PVAC), welcomed the attendees on behalf of **Dr. Muhammad Ali Pate** - Minister of Health and Social Welfare of Nigeria. In his prepared remarks, delivered by Dr. Mukhtar, Dr. Pate emphasized the need for strong leadership & governance, deployment of appropriate financial, human and technological resources and importance of partnerships to achieve Universal Health Coverage. Dr. Mukhtar outlined three overarching key performance indicators from his office: reducing import dependence, reducing medical tourism by building up local healthcare infrastructure, and creating jobs. The PVAC group has focused on value chain analysis to identify critical bottlenecks and formulate policies to alleviate them, including executive orders for local manufacturing, market shaping, financing, and supply chain. The 2030 goals of the initiative included production of 70% of country medicine needs and 20% of APIs locally as well as establishment of two vaccine manufacturing plants.

Ms. Hui Yang, Head of Supply Operations, The Global Fund, outlined the fund's strategies to accelerate innovation and scaled use of Health Products and Technologies; promote sustainable regional manufacturing ecosystems; enable environmentally sustainable supply, delivery and distribution; and sustain gains via stewardship and leadership. She spoke about numerous challenges including market barriers that affect demand, geographic distance between production and consumption that increase risks to supply and health security, and failure of supply chains to adapt to climate change that may compromise equitable access to quality assured products. She then outlined approaches and investments that The Global Fund was making to address these challenges and opportunities.

Another highlight of GHSCS2024 was a fireside chat with **Dr. Stella Okoli**, Founder / CEO, Emzor and **Mr. Biola Adebayo**, Acting CEO, Fidson, moderated by **Prof. Ravi Anupindi**, Chair of GHSCS. Each spoke passionately about their personal journey to their leadership of the two largest pharmaceutical manufacturing enterprises in Nigeria. Dr. Okoli pioneered local production in Nigeria that was then emulated by others in the country. She emphasized the need for industry to engage the government, to make the politicians understand the value of what industry is doing so they can enact supportive policies. Mr. Biola outlined the tremendous progress Nigeria has made, speaking about the need to get into API manufacturing and undertake clinical trials and acknowledging numerous government policies to increase local production. Looking into the future, Mr. Biola spoke of the need to think strategically, to diversify product portfolio including expanding into bio-manufacturing, and to deploy investments to maintain transparency. Both leaders expressed confidence in Nigeria and its people to overcome challenges and leverage the tremendous opportunity to propel the country and region forward to achieve universal health coverage.

GHSCS2024 curated four plenary panel sessions. The **Manufacturing Innovations and Advances for Health Products** panel discussed opportunities and challenges for manufacturing pharmaceutical products in LMICs. Representing different stakeholders in the ecosystem, the speakers talked about how constraints can be addressed by creating market demand, incorporating R&D response, empowering the local community and forming partnerships. The **Supply Chain Beyond the Clinic** panel highlighted the innovative strategies leaders are using to enhance healthcare accessibility in underserved areas. The panelists emphasized the importance of last-mile delivery solutions and technology integration to improve access and efficiency, the need for market-shaping strategies to balance affordability and scalability, and the value of private and public partnerships, including the role of community health

workers. The **Health Supply Chain Financing: Innovations in Working Capital and Procurement Finance Instruments** panel examined the intersection between public health finance and performance of healthcare supply chains, focusing on the critical role of capital investments to upgrade infrastructure, working capital, new financial models and adoption of modern technologies. Finally, the **Climate Change and Health: Lessons for Supply Chain Adaptation and Transformation** panel explored the nexus of climate change, health and supply chains. In addition to how climate change is affecting disease patterns, the panel explored various initiatives to make health care delivery infrastructure more sustainable (e.g., renewable energy to power clinics).

The **contributed portion** of GHSCS2024 included talks / posters, panel discussions and workshops. Through 45 talks and 20 posters presenters explored diverse areas such as improving end-to-end visibility in supply chains, data-driven solutions, immunization supply chains, strengthening and diversifying supply chain workforce, cross-sector collaboration and partnerships, and technology & policy innovations to improve access. Management of pharmaceutical waste also featured in several talks, including by a team from Tanzania, recipient of the [2023 Global Health Research Challenge](#), who presented their research work that brought a systems dynamics lens to the issue in Tanzania.

GHSCS2024 featured a number of panel discussions contributed by different stakeholders. The World Health Organization organized a session on **“Addressing Medicine Shortages: Medicines Shortages Intelligence Network”**. Reporting shortages of medicines is important to provide rapid, short-term solutions to reduce negative public health impact. Building on a similar session that the WHO hosted at the [GHSCS2023 in Nairobi](#), they shared latest development of the portal and engaged participants on the use and implementation of the portal at country and regional level, while also soliciting feedback to make reporting more inclusive of LMICs. Chemonics International presented **“The Future of Supply Chain Technical Assistance: Exploring Critical Pathways for Local Sustainability”**, speaking about the need for tailored and targeted technical assistance; digitization and institutionalization of digital tools to build sustainability; multi-stakeholder collaborations; and need for innovations to make healthcare more patient-centered. A panel jointly convened by Sanofi’s Global Health Unit and the Africa Resource Center (ARC) to discuss strategies to **“Push Treatment and Care Access to the Last Mile”** featured speakers representing start-ups who spoke about how their strategic partnerships with global organizations enabled them to expand their reach through improved resource mobilization to address funding challenges, use of technologies to improve visibility and efficiency and better workforce development. The Kaizen Institute convened a panel titled **“Have Data, What Next?”** to explore the critical challenge of data overload and the need for more focused problem-solving across supply chain organizations. Panelists identified how an excellent supply chain is built on three key pillars: a well-defined benchmark for success; monitoring current performance against set standards in real time frequently (daily!); and consistently identifying and closing gaps through a structured approach. A panel titled **“Genomic Sequencing Procurement and Supply Chain Solutions for Africa”** convened by CHAI and FIND, focused on addressing the persistent challenges in genomic sequencing procurement and supply chain (PSM) in Africa, aiming to identify innovative and practical solutions for scaling genomic sequencing from research and surveillance to clinical applications. Panels by JSI (**The Future of Health Supply Chains: In Pursuit of On-Demand Access for All**), Village Reach (**Enhancing Public Health Supply Chains through Outsourced Transport Solutions**) and MEBS (**Enhancing Supply Chain Continuity During Transition: A Case Study from The Global Fund 4PL Transition in Nigeria**) covered extensive experiences in harnessing the power of private sector and outsourcing.

GHSCS2024 participants also had the opportunity to engage in learning sessions. The Kaizen Institute conducted a knowledge session titled “**Daily Work Management – Daily Routines for Achieving Annual Goals**”. The session highlighted the critical role that Daily Work Management (DWM) plays in driving continuous improvement and achieving annual targets, focusing on how to create a culture of accountability, agility, and continuous improvement. The Access-To-Medicines (ATM) Research Centre, KU Leuven conducted a workshop titled “**Systems Thinking – applied to Mpox and other public health emergencies**”. This hands-on workshop invited participants to apply various systems thinking tools to outbreak response and preparedness in Africa. In particular, the workshop focuses on Mpox (which has spread to 15+ African countries in 2024) and other priority pathogens with epidemic potential, including Ebola and Marburg.

Through three site visits, attendees had the opportunity to see production and distribution of medical products in Nigeria. Visits were organized to the **Lagos Federal Medical Warehouse**, one of two federal central medical stores in Nigeria; **Emzor Pharmaceutical Industries Limited**, a cGMP-compliant manufacturing facility located in Sagamu, Ogun State that produces over 140 high-quality pharmaceutical products and medical consumables; and **Fidson Healthcare Plc**, a cGMP-compliant manufacturing facility based in Ota, Ogun State, and one of the few Nigerian pharmaceutical manufacturers that are candidates for WHO GMP certification, that produced over 350 NAFDAC-registered brands across various therapeutic classes and pharmacological segments.

GHSCS also conducts an [annual prize competition](#) to showcase excellence in supply chain implementation in a country. In 2024, GHSCS received 31 submissions; ultimately four finalists were selected to present at GHSCS2024 in Lagos representing works from Ethiopia, Kenya, and Nigeria. An independent panel of judges selected the competition winner as “**Pharmaceutical Supply Chain Process Improvement Journey: A Case Study on the Ethiopian Pharmaceutical Supply Services (EPSS)**” from Ethiopia. The work was recognized for making remarkable changes that had potential for replication; building a culture of continuous improvement and governance with support and commitment from leadership; and moving towards self-sufficiency.

Overall, participants enjoyed connecting with global health care supply chain leaders and stakeholders to further the conversation on value chain innovation for universal health coverage. Participants learned how to continue to innovate, develop, and push the boundaries of health care supply chain, reaching beyond the clinic and expanding how we provide access to high-quality healthcare.
