

BENIN



AFRICA'S PUBLIC
HEALTH SUPPLY CHAIN
INSTITUTION



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ACRONYMS

N°	TERM	DEFINITION
1	ABMed	Beninese Agency for Medicines and Other Health Products
2	ANSSP	National Agency for Primary Health Care
3	ARC	Africa Resource Centre NPC
4	ARS	Health Regulatory Authority
5	ASCQ	Qualified Community Health Worker
6	CS SSP	Supervisory Board of the Pharmaceutical Sub-Sector
7	DDS	Departmental Directorate of Health
8	DNSP	National Directorate of Public Health
9	DRZS	Health Zone Dispatcher Depot
10	DSI	Information Systems Directorate
11	FSS	Faculty of Health Sciences
12	NCD	Non-Communicable Disease
13	ONPB	National Order of Pharmacists of Benin
14	RC	Community Relays
15	SoBAPS SA	Beninese Society for the Supply of Health Products
16	TWG	Technical Working Group
17	UFR/Ph	Pharmacy Training and Research Unit



COUNTRY CONTEXT AND STRATEGIC FOUNDATION

Country Context



Figure 1 Benin Map & Geographical Position

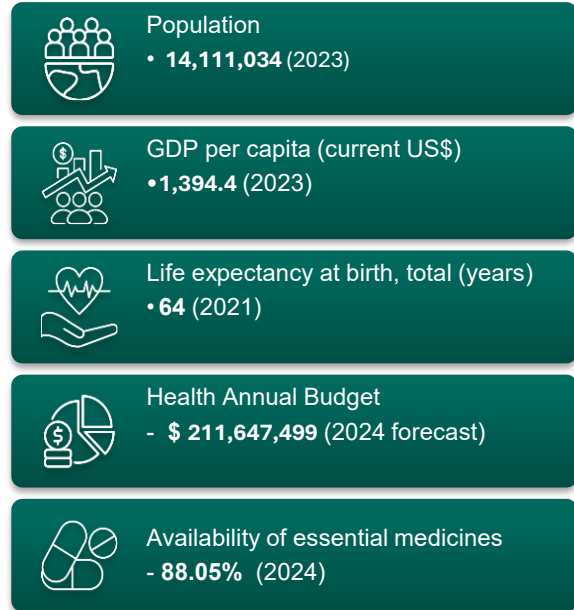


Figure 2 Key Indicators

Benin's health system serves a growing population with increasing demand for quality healthcare products. The country has made significant strides in health service delivery, with healthcare facility attendance rates rising from 58.4% in 2023 to 59.3% in 2025. However, persistent challenges in supply chain efficiency, product availability, and last-mile distribution have limited the full realization of universal health coverage goals.

The supply chain infrastructure spans central warehousing through SoBAPS SA, regional distribution networks, health zone depots (DRZS), and community-level delivery points. Coordination among multiple stakeholders—including government agencies, technical partners, private sector distributors, and community health workers—requires sophisticated governance mechanisms and clear operational guidelines.

Africa Resource Centre (ARC) is a partner supporting the Ministry of Health in strengthening public health supply chain through independent strategic advisory and technical assistance in various areas (governance, implementation of innovative strategies, warehousing, forecasting and quantification, last mile distribution, visibility on logistics data, etc.).

In September 2023, ARC kicked off its support for Benin's Ministry of Health. The objective of this support is to completely transform the supply chain for healthcare products in Benin through the following strategic priorities:

- Strengthening SoBAPS SA logistics functions and operational efficiency
- Improving affordability and accessibility of health products



- Enhancing supply chain governance at central level
- Optimizing warehouse storage conditions and capacity
- Implementing dynamic partner coordination mechanisms
- Updating quality assurance systems and SOPs
- Expanding community distribution through differentiated service delivery.

These priorities emerged through extensive stakeholder consultations and reflect both immediate operational needs and long-term strategic objectives for supply chain transformation.

Strategic Areas of Focus and 2023-2025 Evolution

From September 2023 to December 2025, the Africa Resource Centre (ARC) partnered with Benin's Ministry of Health to revolutionize the country's public health supply chain. This close-out report documents a comprehensive transformation journey spanning strategic advisory, technical assistance, and innovative solutions across governance, warehousing, distribution, and capacity building.



Figure 3 2021-2025 Results Summary in Benin



STRATEGIC ENGAGEMENTS AND PARTNERSHIPS

Government Engagement

ARC is attached to the General Secretariat of the Ministry of Health, with a foothold in the National Public Health Authority (DNSP). At this level, ARC provides strategic advice aimed at strengthening supply chain governance and strategy with a view to improving the availability of essential health products throughout Benin's health pyramid.

Areas of intervention are identified and selected in agreement with the Ministry of Health and its technical departments/implementing agencies. Activities are carried out based on approved terms of reference accompanied by requests for support from the beneficiary technical departments/agencies.

Technical assistance in tactical areas is provided to:

- Beninese Society for the Supply of Health Products (SoBAPS SA) for maintaining ISO certification and strengthening warehousing functions.
- National Public Health Authority (DNSP) through the operational plan for last-mile guidelines, strengthening the use of e-SIGL, and mapping partners in support of the supply chain.
- National Agency for Primary Health Care (ANSSP) through its National Directorate of Public Health on the implementation of DSD (differentiated services for maternal and child health products through qualified community health workers and community relays).



Picture 1 Engagement the Deputy Secretary General of the Ministry of Health and the National Directorate of Public Health, 2025



Partners Engagement

The framework for coordinating PTFs in support of the health sector, facilitated by the World Health Organization (WHO), brings together bilateral and multilateral institutions and members of the United Nations system to harmonize support for the Beninese government, including in health product procurement. The various partners provide several types of support, including:

- Strengthening the management of health products
- Developing local skills in supply quantification and planning
- Developing regulatory documents to support the strengthening of supply chain interventions
- Supporting public and private sector supply chain processes.

These various forms of support help improve the availability of essential products throughout the distribution chain.

Private Sector Engagement

Private Sector Engagement has been strongly supported by Sanofi Global Health Unit (GHU) in Benin and the involvement and ownership of the government. In February 2025, ARC and Sanofi GHU organized a Regional Advocacy Workshop for Access to Medicines for Non-Communicable Diseases (NCDs). The workshop aimed to address the significant challenges posed by NCDs, such as cardiovascular diseases and diabetes, in Africa. It focused on strengthening advocacy for better supply chains, promoting innovative solutions like pooled procurement and public-private partnerships, and enhancing the skills of health product managers to ensure equitable access to NCD medicines and improve health systems sustainably.



Picture 2 Regional NCD Advocacy Workshop, 2025



Furthermore, ARC and SANOFI GHU, in collaboration with the Health Regulatory Authority and the Council of Pharmacists organized the Regional Workshop on Substandard and Falsified Medicines. The workshop facilitated knowledge exchange among regulatory authorities from Benin, Togo, Chad, Cote d'Ivoire, Democratic Republic of Congo on product quality surveillance, enforcement actions against illegal distributors, public awareness campaigns, and regional cooperation mechanisms. The workshop identified common challenges including limited laboratory capacity for product testing, porous borders enabling illicit trade, insufficient penalties for violations, and inadequate resources for market surveillance. Recommendations emphasized strengthening regional cooperation, harmonizing regulatory standards, enhancing laboratory networks, and increasing public awareness of risks associated with substandard products.



Picture 3 Regional Knowledge Sharing Workshop on Substandard and Falsified Medicines, 2025

Academia Engagement

Strengthening Benin's health product supply chain involves collaboration with private sector actors, professional associations, and academia. The pharmacovigilance training initiative aimed to enhance the pharmaceutical quality assurance system, addressing gaps like inadequate training and weak coordination. Delivered in partnership with the National Order of Pharmacists (ONPB), the program equipped participants to identify and report adverse events effectively. Training included practical modules and case studies, with assessments showing knowledge improvement. An e-learning platform with SANOFI GHU and the Benin Medicines Agency (ABMed) is being developed for continuous education. Additionally, the experimental pharmacy initiative at UFR Pharmacie will provide pharmacy students practical training in operations and



Picture 4 Regional NCD Advocacy and Training, 2025

KEY RESULTS AND ACHIEVEMENTS

Country Maturity using ARC Supply Chain Sustainability Model

ARC's support framework is built on six foundational elements that collectively strengthen supply chain performance. Between September 2023 and September 2025, Benin demonstrated significant maturity gains across all dimensions, reflecting the comprehensive nature of technical assistance provided. The graph below shows the assessment of Benin progress as per ARC supply Chain sustainability model.

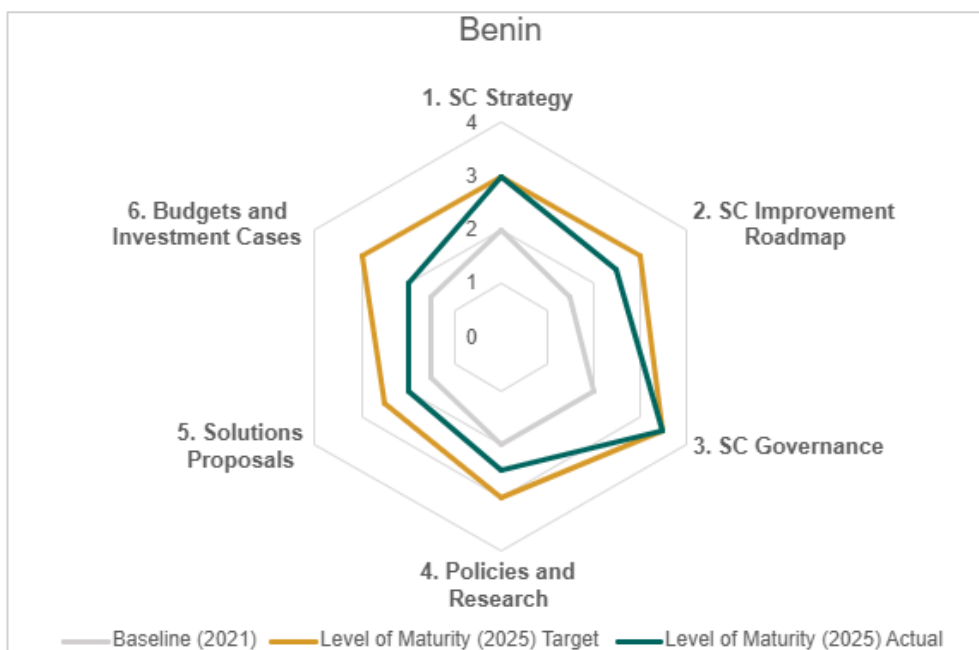


Figure 4 Benin Supply Chain Sustainability status – 2025



Good progress has been noted, mainly in supply chain strategy, policies and research and solutions proposal with the validation of the operational plan for last-mile guidelines, the development of SoBAPS SA quality assurance manual and warehouse temperature monitoring scale up, and e-SIGL training sessions.

These maturity scores represent substantial progress from baseline assessments, demonstrating how targeted technical assistance can accelerate supply chain transformation when aligned with national priorities and supported by committed government leadership.

SUPPLY CHAIN STRATEGY & IMPROVEMENT ROADMAP

Last-Mile Distribution Guidelines

The operationalization of national guidelines for health product distribution to the last mile represents a cornerstone achievement of ARC's technical assistance. Implemented from October 2024 to July 2025, this project addressed a critical gap in Benin's supply chain: the lack of standardized, evidence-based procedures for ensuring products reach community-level service delivery points consistently and efficiently.

The operational plan provides detailed guidance on roles and responsibilities, distribution schedules, quality assurance protocols, and monitoring mechanisms. It incorporates lessons learned from pilot implementations and aligns with international best practices while remaining contextually appropriate for Benin's health system structure. Key stakeholders including the General Secretariat, Health Regulatory Authority (ARS), National Public Health Office (DNSP), SoBAPS SA, ABMed, and technical partners collaborated throughout the development process, ensuring broad ownership and commitment to implementation.

The finalized plan now awaits dissemination to departmental health directorates, health zone offices, and community health structures. This dissemination phase will include training sessions, supportive supervision mechanisms, and phased rollout to ensure effective adoption across Benin's diverse geographic and operational contexts.

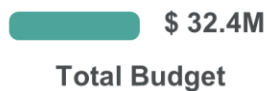


Picture 5 : Benin, workshop for the validation of the operational plan for last-mile guidelines



KEY OUTPUTS AND OUTCOMES:

- *The operational plan has been developed inclusively and approved.*
- *Clear distribution processes, schedules and monitoring mechanisms has been defined for harmonization across the country*



National Leadership

National Public Health Directorate (DNSP) leads coordination and implementation across all health zones.

Future Microplans

Activities serve as foundation for detailed zone-specific planning and resource allocation.

GOVERNANCE: COORDINATION FOR COLLECTIVE ACTION

Partners’ Mapping and Coordination

Effective supply chain management requires coordinated action among numerous technical and financial partners, each supporting different functions, geographic areas, and health programs. ARC’s partners’ mapping initiative, conducted from November 2024 to November 2025, provides the first comprehensive overview of this complex ecosystem and establishes mechanisms for ongoing coordination. Data collection involved documentary review, stakeholder interviews, and validation sessions with the DNSP.

The workshop to validate the report on mapping partners supporting the supply chain took place on November 27-28, 2025, in Grand-Popo under the leadership of the DNSP and in the presence of representatives from the Health Regulatory Authority (ARS) and other stakeholders in the study. At the end of the workshop, the mapping report was approved, and the data collection tool was updated to enable the DNSP to plan the dynamic review of the mapping in the coming years.

KEY OUTPUTS AND OUTCOMES

- *Comprehensive inventory of all PTFs supporting supply chain*
- *Geographic and functional coverage gaps identified*
- *Funding alignment with national priorities and coordination mechanisms assessed*

Key Findings

Significant disparities identified:

- Uneven geographic coverage of partners’ interventions
- Last-mile distribution underfunded
- Community-level logistics critically under-resourced



Picture 6 Workshop for the validation of the PHSC partners' mapping report, 2025

POLICIES AND RESEARCH

Quality Assurance and ISO Certification Support

SoBAPS SA's achievement of ISO 9001, 14001, and 45001 certifications represents a significant milestone in supply chain quality management. However, maintaining these certifications requires ongoing commitment to process conformity, continuous improvement, and regular auditing. ARC's capacity-building initiative ensures SoBAPS SA staff have the skills needed to sustain certification standards.

The training program, running from July to December 2025, delivered twelve comprehensive modules covering all aspects of internal quality, safety, and environmental auditing. Four SoBAPS SA staff members have completed training in each of the two phases.

Participants gained both theoretical knowledge and practical skills through case studies, role-playing exercises, and simulated audit scenarios. The training emphasizes not just compliance with ISO standards but understanding the underlying principles of quality management and continuous improvement. Meeting. This capability development reduces dependence on external consultants while fostering a culture of quality consciousness throughout the organization. Regular internal audits will help SoBAPS SA maintain certification, prepare for external audits, and continuously enhance operational performance.



Picture 7 Meeting with SoBAPS SA Team

KEY OUTPUTS AND OUTCOMES

- *Trained four SoBAPS SA staff in twelve comprehensive modules to ensure internal capability for audits and continuous improvement*
- *Contributed to the maintenance of SoBAPS SA triple certification*



Customer Satisfaction

Improved from 76.42% (+12.7%) through logistics function evaluation and Quality Assurance Manual updates.



Quality Control Compliance

Reached 100% from 99.76% via enhanced storage conditions with temperature and humidity mapping support.



Reception Compliance

Rose to 99.80% from 99.61% through improved product-manufacturer selection processes.



SOLUTIONS PROPOSAL

Digital Transformation: e-LMIS Implementation

The electronic Logistics Information and Management System (e-LMIS/e-SIGL) represents a transformative digital tool for improving visibility, accuracy, and efficiency in health product management. From May to June 2025, ARC supported the Ministry of Health in a major capacity-building initiative to integrate hospitals into the e-LMIS platform and ensure effective utilization by inventory managers. The training methodology emphasized practical application, with extensive time devoted to working through common challenges, simulating real-world scenarios and troubleshooting issues that arise in daily operations.

In close collaboration with DNSP, ARC contributed training design, materials development, and technical expertise, and provided oversight and quality assurance throughout the implementation period. This helped ensure consistent training quality while building local capacity for ongoing support and troubleshooting.

Post-training supervision and support mechanisms have been established to address challenges as they arise and reinforce learning. A support plan includes regular follow-up visits, remote assistance through phone and messaging platforms, and refresher training sessions as needed. This sustained engagement is critical for ensuring that initial training translates into consistent, high-quality system use over time.



Picture 8 e-LMIS training session for Chief Medical Doctors



Warehouse Optimization and Temperature Monitoring

ARC's warehouse optimization initiatives have addressed both infrastructure improvements and continuous monitoring systems to ensure health products remain safe and effective throughout the supply chain.

The addressing system project began with a comprehensive assessment of current practices at SoBAPS SA, identifying inefficiencies in product location, retrieval times, and inventory accuracy. The new developed system, incorporating best practices from global supply chain operations, integrates logical addressing conventions, clear labelling standards, and barcode technology to enable rapid product location and accurate inventory tracking. The system has been piloted and refined before broader rollout and training sessions for SoBAPS SA logistics staff have been performed to ensure they can operate and maintain the new system independently.



Picture 9 Temperature mapping and monitoring at SoBAPS SA, First Phase, 2024

Temperature and humidity mapping initiatives have equipped SoBAPS SA and target health zones with data loggers to continuously monitor storage conditions. The pilot in Donga department trained six inventory managers from Bassila and Djougou-Ouaké-Copargo health zones on mapping methodology and practical implementation. The practical phase at Djougou Ouaké Copargo distribution warehouse demonstrated the full mapping process and generated baseline data on storage condition variations. With the real-time alerts' proactive approach will allow rapid corrective action before product quality is compromised, reducing waste and ensuring patients receive safe, effective medications



Picture 10 Temperature Monitoring Training Session

Setting up of Automated Quantification Tools

Accurate quantification of health product needs is fundamental to ensuring adequate supply without excessive inventory or waste. Traditional quantification methods often rely on historical consumption data, which may not fully capture changing disease patterns, treatment protocols, or population health needs. ARC's initiative to develop automated quantification tools based on morbidity data represents an innovative approach to improving forecast accuracy.

The initial tool development focuses on anti-cancer products, addressing a critical gap in Benin's health system. Cancer incidence is rising, treatment protocols are evolving, and ensuring consistent availability of specialized medications is challenging. The morbidity-based approach uses actual disease burden data—cancer diagnoses, treatment regimens, patient numbers—to calculate product requirements more precisely than consumption-based methods.

A multidisciplinary technical working group has guided the development of the tool including SoBAPS SA, DNSP, DSI, and Faculty of Health Sciences experts. This inclusive approach ensures the tool is technically sound, operationally feasible, and aligned with clinical realities. Data collection has been completed, and the draft quantification tool is awaiting pre-validation.

Training sessions will ensure relevant staff at SoBAPS SA, and partner organizations can operate the tool effectively. Once validated for cancer products, the methodology can be adapted for other diseases, creating a scalable approach to improving quantification accuracy across Benin's health product portfolio.

Differentiated Service Delivery for Family Planning

ARC's support for Differentiated Service Delivery (DSD) in Benin draws on successful models from Senegal and Burkina Faso while adapting to local context and priorities. Implementation began with an inventory of existing community-based distribution models in Benin and the sub-



region, identifying best practices and lessons learned. In collaboration with relevant MoH departments—including the General Secretariat, National Agency for Primary Health Care (ANSSP), and DNSP—a target area was selected for pilot implementation. The selection considered factors such as current family planning indicators, existing community health infrastructure, partner support, and potential for scale-up.

A budgeted work plan has been developed for the pilot phase, detailing activities like training community health workers, arranging product supplies, ensuring supervision and quality assurance, and conducting community mobilization. The pilot will assess the model's effectiveness, feasibility, cost-effectiveness, and acceptability through monitoring key indicators, including client numbers, product distribution, continuation rates, referrals, and community satisfaction, with an aim to refine the model before broader implementation.

HIV Quantification Support

ARC provided technical assistance for the review of 2025 HIV input quantification and conducting 2026 quantification exercise, ensuring adequate antiretroviral and testing supplies. The support included analysis of orders, deliveries, inventory levels, and active patient files to optimize procurement planning.

The HIV quantification support demonstrates ARC's responsiveness to emerging needs. When challenges arose in implementing the 2025 procurement plan, ARC provided technical expertise and made recommendations for optimizing the remaining months. This support helped prevent potential stockouts while minimizing waste from expiring products. The 2026 quantification exercise incorporated lessons learned and used updated morbidity data to improve forecast accuracy.

KEY OUTPUTS AND OUTCOMES

- *Supervision and support mechanisms have been established to ensure ownership and continuous improvement*
- *Improved warehouse addressing and labelling model with automation support, currently in pilot implementation phase at selected SoBAPS SA facility.*
- *Comprehensive mapping of temperatures and relative humidity in SoBAPS SA warehouses and pilot health zones, with 200 data loggers deployed.*
- *Training delivered to warehouse managers in Donga department covering mapping methodology, data interpretation, and corrective action protocols.*
- *Enhanced quantification methods leveraging digital tools for improved accuracy.*

158
Healthcare Managers Trained
e-SIGL training programme delivered

40
Facilities Reached
Across all 12 departments

200
Data Loggers Deployed
Temperature and humidity monitoring



CAPACITY BUILDING & KNOWLEDGE SHARING

Strengthening Benin's health product supply chain requires engagement beyond government structures to include private sector actors, professional associations, and academic institutions. ARC has cultivated strategic partnerships that leverage diverse expertise and resources for collective impact.

The pharmacovigilance training initiative addressed a critical gap in Benin's pharmaceutical quality assurance system. While regulatory frameworks exist for monitoring product quality and safety, practical implementation has been limited by insufficient training, unclear reporting procedures, and weak coordination between public and private sectors. The training program, delivered in partnership with the National Order of Pharmacists (ONPB), equipped participants with knowledge and skills to identify potential adverse events, document cases systematically, report through appropriate channels, and contribute to national pharmacovigilance databases.

Training modules covered pharmacovigilance fundamentals, adverse event classification and causality assessment, reporting requirements and procedures, case management and follow-up, and communication with patients and healthcare providers. Practical exercises using real case studies reinforced learning and built confidence in applying new skills. Pre- and post-training assessments documented knowledge gains and identified areas requiring additional support.

An e-learning platform is being developed in collaboration with SANOFI GHU and the Benin Medicines Agency (ABMed) to provide ongoing education and refresher training. This digital resource will enable broader reach, flexible access, and continuous updating as pharmacovigilance practices evolve. The platform will include video lectures, interactive case studies, assessment quizzes, and discussion forums for peer learning.

The experimental pharmacy initiative at UFR Pharmacie represents a long-term investment in supply chain workforce development. Pharmacy students will gain practical experience in pharmaceutical operations including inventory management, quality control, dispensing procedures, and patient counselling. The facility will also serve as a training venue for continuing professional development programs for practicing pharmacists and pharmacy technicians. Infrastructure improvements include upgrading storage areas, installing appropriate equipment, ensuring compliance with safety and quality standards, and creating realistic simulation environments.

The subregional workshop on substandard and falsified medicines facilitated knowledge exchange among regulatory authorities from Benin and neighbouring countries. Participants shared national experiences with product quality surveillance, enforcement actions against illegal distributors, public awareness campaigns, and regional cooperation mechanisms. The workshop identified common challenges including limited laboratory capacity for product testing, porous borders enabling illicit trade, insufficient penalties for violations, and inadequate resources for market surveillance. Recommendations emphasized strengthening regional cooperation, harmonizing regulatory standards, enhancing laboratory networks, and increasing public awareness of risks associated with substandard products.



KEY OUTPUTS AND OUTCOMES



203

Trained
Managers

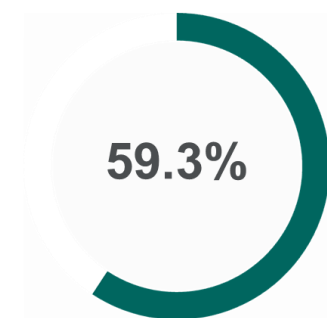
Training Programs

- e-SIGL training
- Temperature monitoring
- ISO certification support
- Pharmacovigilance

Outcome

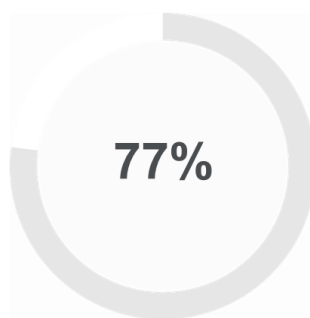
Expanded skilled workforce strengthens supply chain performance at all health system levels.

IMPACT ON STRATEGIC AREAS




Facility Attendance

Increased from 58.4% in 2023




Domestic Financing

Of total health resources




Data-Driven Decisions

Evidence-based decision-making




Government Ownership

Strong commitment demonstrated



Service Access

Improved availability and accessibility



Stock Visibility

Real-time data quality

Digital transformation strengthens accountability whilst business cases support resource mobilisation for sustained supply chain improvements.



Universal Health Coverage

ARC's interventions have contributed to measurable improvements across multiple dimensions of health system performance. While attributing causality in complex health systems is challenging, the following indicators demonstrate positive trends aligned with ARC's areas of focus. While multiple factors influence attendance, supply chain improvements ensuring consistent product availability contribute to patient confidence in seeking care at health facilities.

e-SIGL facility coverage expanded dramatically from 15 to 40 healthcare facilities, with 158 additional inventory managers trained in system use. This digital transformation improves data quality, enables real-time visibility into stock levels, facilitates evidence-based decision-making, and strengthens accountability for product management.

Financial Resources and Domestic Investment

Sustainable supply chain performance requires adequate and predictable financing from both domestic and external sources. Understanding current funding flows, identifying gaps, and advocating for increased domestic investment are critical components of ARC's support.

The budget and investment case element of ARC's support framework will develop detailed business cases for priority supply chain investments, demonstrating financial feasibility, expected returns, and alignment with national health objectives. These cases will support resource mobilization from both government budgets and external partners, ensuring adequate financing for sustaining and scaling supply chain improvements.

TESTIMONIALS



We hope that ARC can better support us in the future to enable more capacity-building sessions for pharmaceutical regions and with other target groups such as Pharmacy Assistants (important collaborators of the Pharmacist)."

— DOMONHEDO Camille Roch,

President of the National Council, National Order of Pharmacists of Benin



WHAT NEXT?

Based on three years of intensive engagement with Benin's health supply chain, ARC offers the following strategic recommendations to sustain momentum, scale successful innovations, and address remaining gaps.



Strengthen Governance

Implement ASCM assessment recommendations, formalize partner coordination mechanisms with regular meetings and information sharing platforms, clarify roles and responsibilities across supply chain stakeholders, and enhance accountability through performance



Scale Capacity Building

Expand training programs to reach additional health zones and facilities, develop cascading training models enabling trained staff to train others, integrate supply chain competencies into pre-service education curricula, and establish continuous professional development



Increase Domestic Financing

Develop detailed business cases for priority supply chain investments, advocate for increased budget allocations, explore innovative financing mechanisms including public-private partnerships, and improve budget execution rates for allocated resources.



Institutionalize Successful Pilots

Transition pilot initiatives including DSD model, temperature monitoring, and automated quantification tools into standard MoH operations with dedicated budget allocations, clear institutional responsibilities, and ongoing technical



Enhance Data Systems

Complete e-SIGL rollout to all health facilities, integrate supply chain data with health information systems, develop dashboards for real-time visibility and decision support, and strengthen data quality assurance processes.



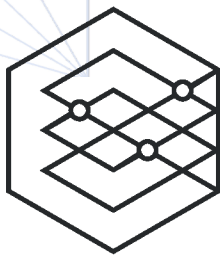
Deepen Partnerships

Strengthen collaboration with government entities, development partners, and regional organizations. Leverage partnerships to maximize impact, avoid duplication, and ensure alignment with broader health system strengthening efforts.

Implementation of these recommendations requires sustained political commitment, adequate resources, and continued collaboration among government, partners, private sector, and civil society. The MoH should establish a high-level supply chain steering committee to provide strategic oversight, monitor progress, and ensure accountability for results.

Technical working groups should continue operating for specific functions including forecasting and quantification, warehousing and distribution, quality assurance, information systems, and capacity building. These groups enable detailed technical coordination while feeding recommendations to the steering committee for strategic decisions.

Regular supply chain performance reviews should assess progress against key indicators, identify emerging challenges, and adjust strategies as needed. Annual reports documenting achievements, challenges, and lessons learned maintain transparency and accountability while providing evidence for continued investment and support.



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!

