

Lagos · 2-4 June

Landmark Centre,
Lagos, Nigeria

A photograph of a warehouse worker, a Black man with a beard, wearing a dark blue long-sleeved shirt and a bright yellow high-visibility safety vest with reflective stripes. He is standing in a large warehouse aisle, holding a handheld barcode scanner to a stack of cardboard boxes. The boxes are stacked high on pallets, and the background shows more of the warehouse with high ceilings and industrial lighting. The overall scene is brightly lit, emphasizing the organized and active nature of the supply chain environment.

**Building Resilient
Healthcare Supply
Chains in West Africa**



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Executive summary

West Africa healthcare supply

Demand outlook & supply chain pressures

- Increasing diagnostic and imaging equipment demand
- **85-99%** import dependency on medical equipment ft IVDs
- Import delays causing **2-4 weeks** wait times, equipment downtime
- **FX shortages** causing major currency cost fluctuation

Regional hospital and labs now facing severe delays and rising cost on vital diagnostic and medical equipment

Implications for procurement leaders

- Shift from lowest-cost to uptime ft service-led sourcing
- Build FX-hedged equipment contracts
- Inventory buffering on consumables ft reagents

Why it matters now

- Downtime impacting testing throughput
- FX fluctuation raising device procurement cost
- Regional suppliers cut lead times by 30-40%

Structural shifts underway

- Distribution service hubs in Nigeria, Ghana and Cote d'Ivoire
- Local assembly and refurbishment of diagnostic equipment
- Digital procurement platforms for tracking and service
- Blended sourcing: OEMs + regional supplies

Market momentum

West Africa IVD market

USD 0.988 (2025) 4% CAGR → **USD 1.388 (2034)**

Africa Medical Supplies Market

USD 6.5B (2025) 10.4% CAGR → **USD 11.18B (2031)**

AfCFTA is accelerating device distribution hubs in Nigeria, Ghana and Cote d'Ivoire



Strengthening healthcare supply chain management in West Africa

A) Bulk procurement and cost efficiency at scale

- › Bulk procurement expanding across diagnostics, consumables, cold-chain equipment
- › Africa CDC launched pooled procurement for diagnostics, lab products & PPE (APPM, 2025)
- › UNOPS tendered 30 ambulances and medical equipment for WAHO (Burkina Faso & Togo, 2025)
- › Over 70% out-of-pocket healthcare spend driving demand for cost-efficient, high-volume contracts
- › WHO-supported procurement of mpox test kits, lab equipment and medical-grade refrigerators for Sierra Leone (USD 126,000, 2025), reinforcing the need for supplier quality, cold-chain compliance and service readiness

Implications: Rising donor funding and pooled procurement are driving larger orders, lowering unit prices and improving supply assurance.

B) Supply security & localisation

- › Heavy import dependence driving supply security concerns
- › USD 75 million Afreximbank-BoI facility supporting local production of medical devices, vaccines & biologics
- › PVAC initiative scaling domestic manufacturing capacity

Implications: Localisation is strengthening supply resilience, improving price stability and reducing FX risk exposure.

C) Smarter procurement practices and supplier quality

- › Supplier evaluation now includes delivery timelines, cold-chain compliance, after-sales support
- › Kano State DMCSA using supplier performance data and quarterly call-offs to manage volatility
- › Nigeria procured 1,653 solar direct-drive refrigerators with maintenance contracts
- › LifeBank using AI analytics and the Nerve Marketplace to reduce stock-outs and optimise inventory

Implications: Multi-criteria evaluation improves logistics reliability and service continuity.

D) Smart freight and cost saving measures

- › National Single Window (2025) reduced customs delays and logistics costs by 25-30%
- › PFSCM consolidated TB diagnostic shipments to cut freight costs and delivery times
- › Freight frameworks introduced to lower import/export shipping costs

Implications: Smarter freight strategies are helping importers cut logistics costs, speed up deliveries and improve supply chain competitiveness.



Improving procurement and supply chains - such as through pooled procurement mechanisms - helps countries secure better prices, ensure quality, and deliver essential products to health facilities when they are needed."

Dr Hanan Balkhy
WHO Regional Director

Healthcare, Diagnostics & Medical supplies trade snapshot - West Africa

Trade signals at a glance

- > West Africa's healthcare supply chains are increasingly shaped by **rising imports of diagnostics, medical devices, and cold-chain equipment**.
- > Alongside this, pharmaceutical imports are increasing from USD 5.0 billion (2021) to **USD 6.5 billion** (2030); Nigeria accounts for **60%** of West Africa's pharmaceutical demand and imports 70% of its medicines.
- > Rising trade volumes are increasing demand for compliant ports, bonded warehouses, cold storage and validated 3PLs, to keep the supply chain running smoothly.

Advancing diagnostics, local production and supply chain

- > In 2025, **Codix Bio** opened a WHO-HTAP facility in Sagamu to produce **147 million RDT kits annually** (HIV, malaria, hepatitis B/C).
- > Nigeria imports ~99% of medical devices and vaccines, though dependence on imported medicines has started to ease in 2025 (premiumtimesng).
- > **Cold chain demand** is growing across Lagos, Abuja, Port Harcourt and Kano, requiring GDP-compliant storage and transport.
- > In 2025, NAFDAC rolled out **traceability systems** to curb substandard and falsified medical products.

Case study - Burkina Faso – USAID GHSC-PSM support

What it did:

In 2025, GHSC PSM strengthened **Burkina Faso's** health supply chain by:

- > Upgrading the national LMIS
- > Improving central warehouse operations
- > Supporting distribution of malaria RDTs and essential commodities to peripheral health facilities

Benefits / Impact

- > Enhanced **stock visibility** and demand forecasting
- > Reduced **diagnostic and commodity shortages**
- > Improved **on-time delivery** to health facilities
- > Strengthened **regional supply chain resilience** across ECOWAS countries



Strategic procurement & localisation opportunities

West Africa is beginning to shift from a pure 'import and distribute' model toward early-stage localisation and regional manufacturing, led by Nigeria and Ghana.

Strategic procurement reforms and AfCFTA-linked initiatives are creating new sourcing options for healthcare buyers, enabling more reliable regional suppliers and reduced logistics risk.

1. Pooled procurement is gaining ground

- APPM aggregating demand across countries
- Improving pricing, supply stability, quality assurance
- ECOWAS pooled tender (Burkina Faso) for lab equipment, reagents, consumables (WAHO Phase II, Sept 2025)

Why it matters:

Lower unit prices, shorter lead times, stronger reliability for diagnostics and medical supplies.

2. Digital tools enhance efficiency & transparency

- GHANEPS (Ghana) cutting cycle times, improving transparency
- BPP e-tendering (Nigeria) reducing paperwork, widening supplier access

Why it matters:

Faster procurement, lower fraud risk, better SME and regional supplier access.

3. Regional manufacturing & local content are priorities

- AfCFTA-linked initiatives linking pooled procurement with local manufacturing
- Growing production in diagnostics, basic medical supplies, selected devices

Why it matters:

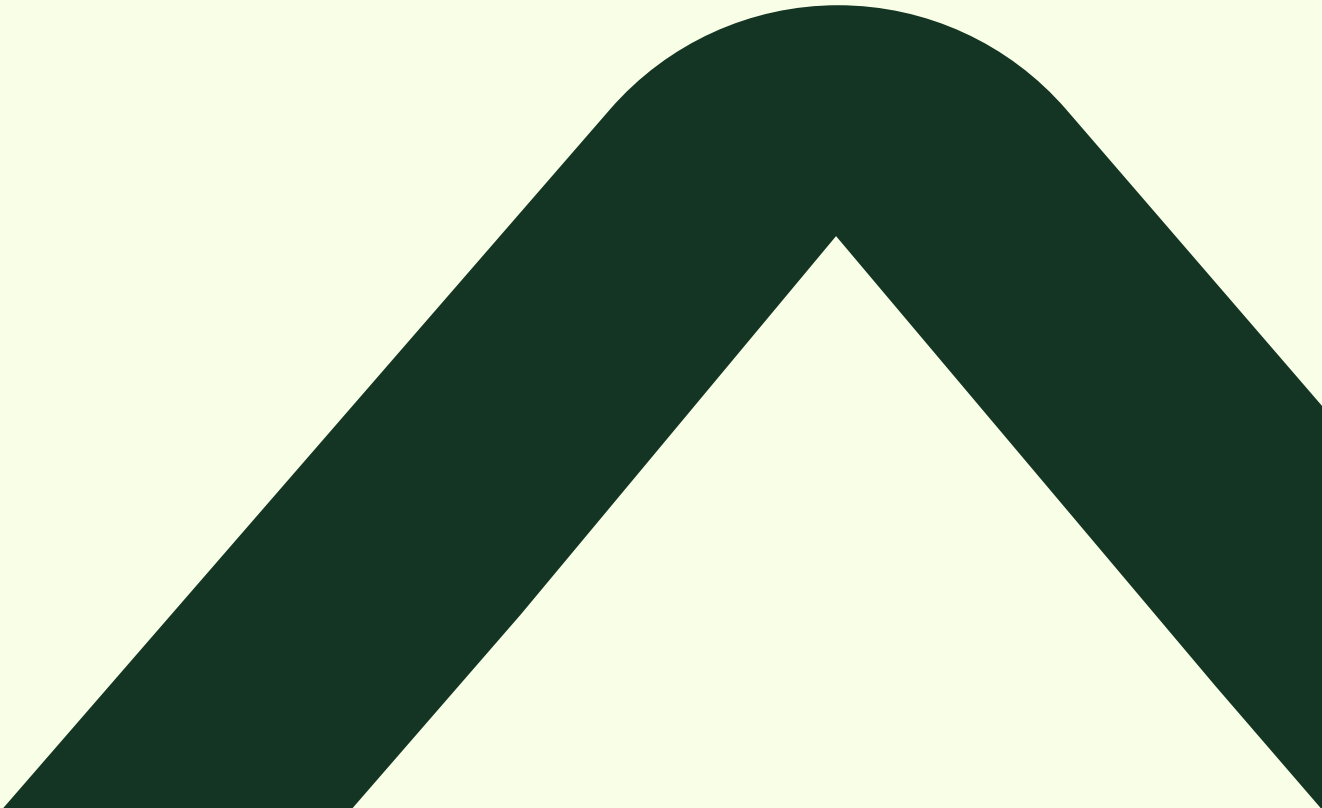
Regional sourcing shortens lead times and stabilises supply for diagnostics, medical devices and essential medical supplies.

4. Build local supplier capacity

- Strengthening regional manufacturers and distributors
- UN Women Affirmative Procurement (2025): 1,035 women-led SMEs (incl. healthcare suppliers) won contracts and joined global supply portal

Why it matters:

Expanded regional supply base, stronger long-term resilience.



Next Steps for procurement teams

1. Actively join / align with pooled procurement initiatives

- Link demand forecasts with APPM and regional cycles
- Use joint contracts to increase volume
- Lock multi-year pricing for diagnostics and medical supplies

2. Leverage national strategic procurement platforms

- Register on Medipool, GHANEPS or national e-procurement systems
- Complete pre-qualification early to avoid tender delays
- Use platform data to plan budgets and supplier pipelines

3. Digitise the procurement workflow

- Shift to e-bid submission and e-evaluation
- Track KPIs like cycle time, compliance rate and supplier performance

4. Strengthen local and regional suppliers

- Include local content criteria in tenders where legally allowed
- Run supplier onboarding sessions on quality and digital bidding
- Use framework contracts to support reliable local manufacturers

5. Navigating import regulations

- Plan for port congestion and customs delays
- Complete Form M before shipping and use reliable customs brokers
- Build buffer stock for cold-chain and life-saving products



Resilience in focus: lessons and gains from supply chain disruptions in West Africa

1. Strengthened supply chains during crisis

Buyer challenge:

During health emergencies, fragmented sourcing and limited visibility delayed access to essential medicines, diagnostics, and reagents.

What's changing:

- Kaduna State achieved full essential drug coverage and upgraded **290 PHCs with diagnostics**, improving outbreak readiness.
- Under the **WHO AFRO stockpile & rapid Delivery Strategy (2025)**, emergency supplies, diagnostic kits, and reagents are pre-positioned in regional warehouses (e.g., Dakar) for rapid deployment.

Why it Matters:

Digital visibility and coordinated planning enable faster response to supply shocks.

How WHX supports buyers:

WHX Lagos connects buyers with pre-qualified regional and international suppliers, enabling faster vetting and the setup of emergency-ready framework agreements.

2. Geopolitical shocks accelerating local manufacturing

Buyer challenge:

Global disruptions - including the Russia-Ukraine conflict - increased costs, FX exposure and lead times for imported medicines and equipment.

What's changing:

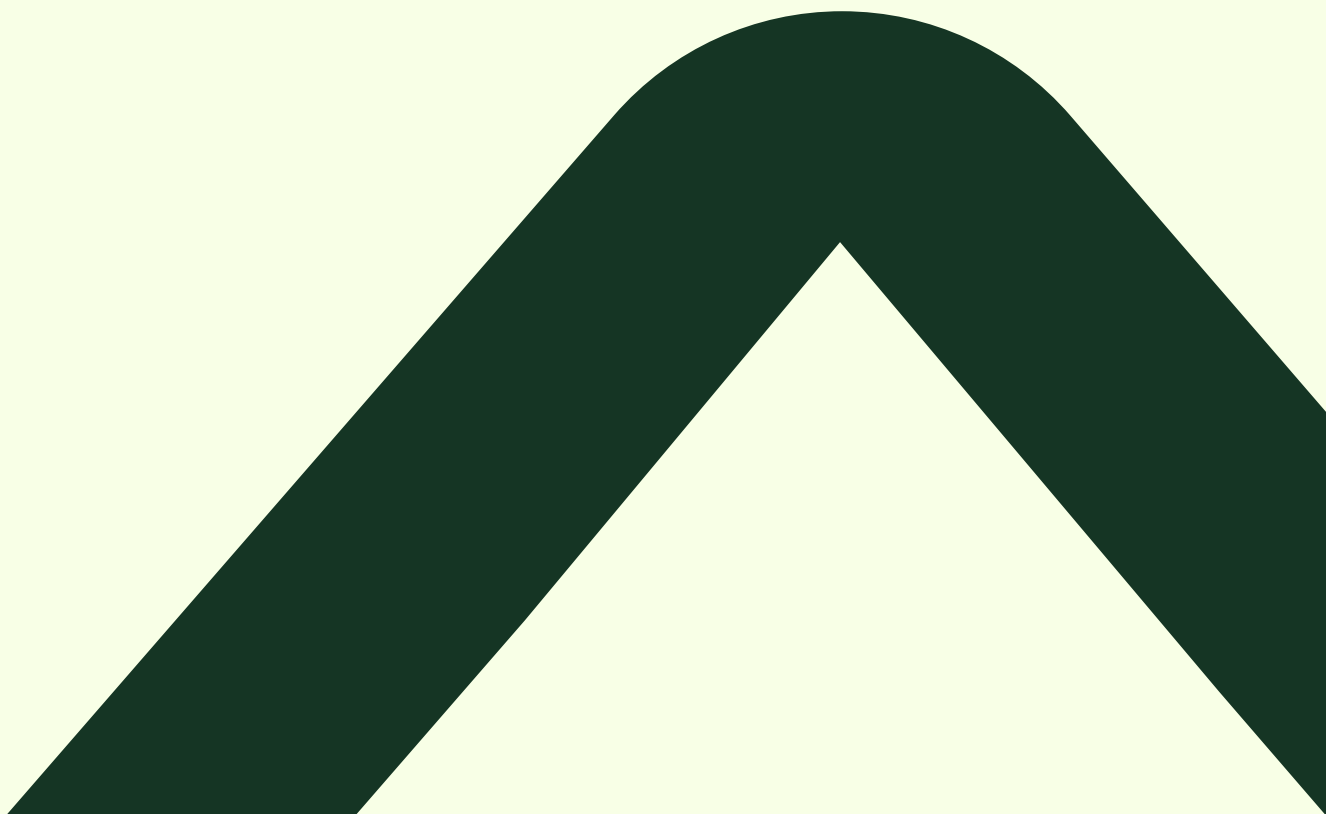
- Nigeria surpassed 30% local medicine production in 2024 and is targeting 70% localisation by 2030.
- The African Medicines Supply Platform (AMSP) centralises vaccine and medical procurement while supporting regional manufacturing.
- In December 2025, the IFC invested USD 35.5 million in Carrefour Médical (Dakar) to expand local medical equipment and dialysis kit production.

Why it matters:

Local manufacturing reduces FX risk, shortens delivery timelines, and stabilises supply.

How WHX supports buyers:

WHX Lagos acts as a discovery and validation platform where buyers can assess emerging West African manufacturers, compare regional alternatives to imports, and initiate localisation-ready supplier partnerships.



3. Policy & procurement enablers

Buyer challenge:

Heavy reliance on imports - with ~70% of APIs and raw materials sourced externally - exposed buyers to duties, VAT, and exchange-rate volatility.

What's changing:

- > Nigeria introduced a **two-year duty and VAT waiver (2025)** for critical healthcare inputs, including APIs, reagents and rapid diagnostic kits.
- > Approval of the MediPool GPO (2025) pooled demand, reduced fragmentation, and cut unit costs

Why it matters:

Smarter procurement frameworks and fiscal incentives are lowering costs and improving supply continuity for healthcare buyers.

How WHX supports buyers:

Through conferences and curated supplier engagement, WHX provides buyers with early intelligence on policy shifts, pooled procurement opportunities, and compliance-ready suppliers.

4. Building sustainable, resilient systems

Buyer challenge:

Poor forecasting and weak quality enforcement previously led to frequent stock-outs and market leakage of substandard medicines.

What's changing:

- > **Yobe state launched a public-sector supply-chain innovation hub** (May 2025) to improve demand planning and stock availability.
- > UNICEF, WHO and the Global Fund are strengthening diagnostics, procurement and last-mile delivery.
- > Weak GDP enforcement is being addressed through WHO-qualified sourcing and end-to-end digital traceability.

Why it matters:

Better forecasting and quality assurance protect patient safety and reduce long-term supply risk.

How WHX supports buyers:

WHX enables buyers to benchmark suppliers against international quality standards, discover traceability-enabled solutions and learn from peer case studies across West Africa.



Digital healthcare supply chain networks

Building resilient healthcare supply chains

IoT cold-chain tracking

- > Real-time GPS and temperature for diagnostic, reagents, and cold-stored medical equipment
- > Cuts spoilage, stock-outs & delivery failures; enables bulk procurement

Traceability & serialisation

- > NAFDAC-led traceability for medical devices and lab consumables
- > Blockchain & GS1 pilots delivers 20-30% lower recall, compliance and fraud costs
- > Priority: For high-value equipment and central warehouses

AI-powered diagnostics

- > Faster more accurate diagnostics (e.g. TB screening in Anambra State, Nigeria)
- > Support immunisation, clinical decision & chronic care

Resilience impact



Reduce losses and stock-outs



Data-driven planning & scale



Last-mile delivery resilience
(e.g., Zipline, Nigeria)



Strong quality & compliance



Faster more reliable care delivery

Digital Backbone

- > Hyella HMIS - Inventory Finance & procurement visibility
- > EasyClinic - Compliance, audit trails & SOP control
- > National DHIS2 - Surveillance, outbreak tracking & program monitoring

Action Priorities

- > Digitally connect all hospitals, labs and diagnostic centers to integrated HMIS and telehealth platforms
- > Implement IoT cold-chain and inventory tracking for diagnostic kits, lab reagents and medical equipment
- > Adopt AI-based authentication, traceability and data analytics in procurement and compliance processes

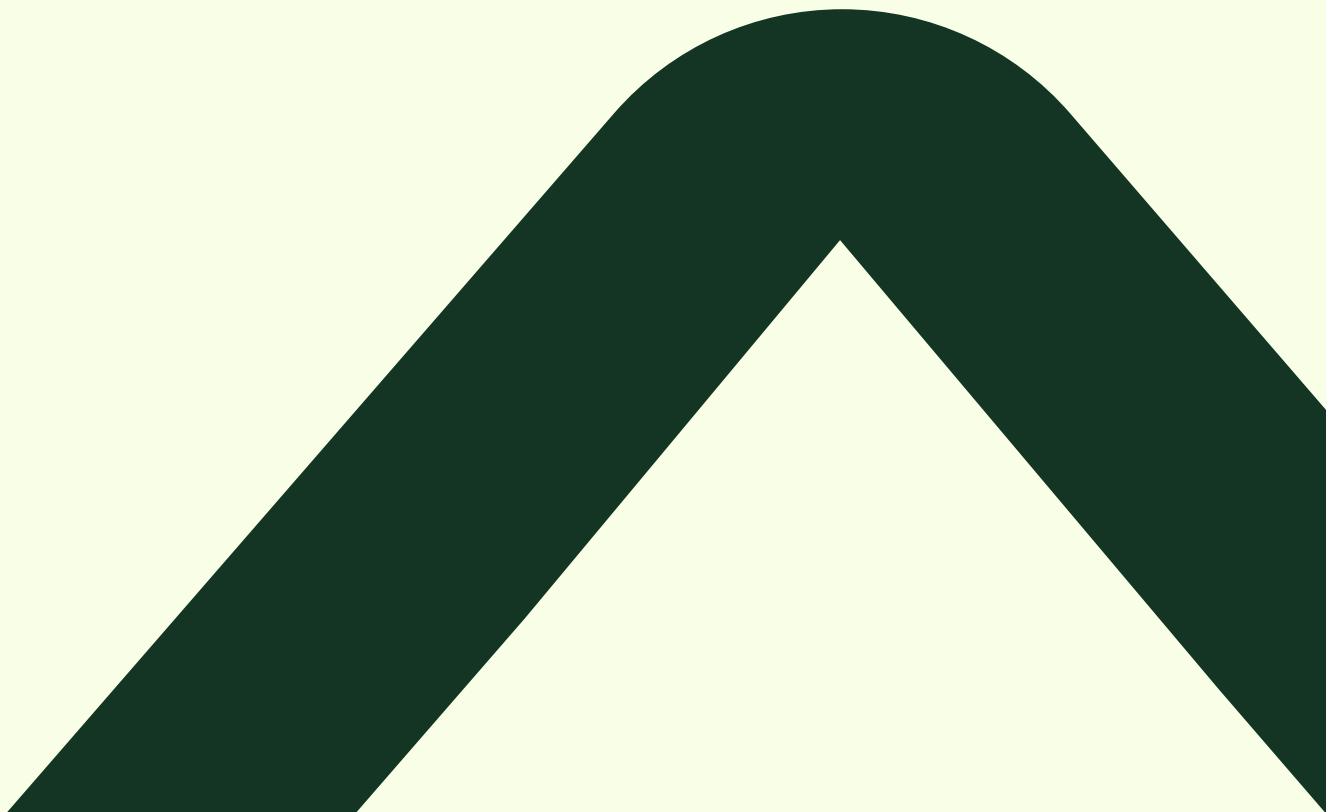
A region on the rise: Building transparent, well-funded healthcare delivery in West Africa

West Africa is entering a phase where investment, technology and policy reform can close the gap between rising healthcare demand and fragile last-mile delivery. Capital is flowing into **digital infrastructure, health security and logistics**, laying the foundations for more resilient healthcare supply chains anchored by Nigeria and Ghana.

The region is strengthening healthcare supply chains through bulk and pooled procurement, digital tools, and smarter supplier evaluation - helping buyers cut costs, shorten lead times and improve supplier reliability. **Localisation initiatives**, supported by **Afreximbank and AfCFTA-linked programs**, are boosting domestic production of **medical devices, diagnostics and basic medical supplies**, enhancing supply resilience and price stability. Smarter freight management, regulatory alignment and supplier capacity building are further improving efficiency, transparency and long-term procurement sustainability.

Health-financing reforms are also gaining momentum. Nigeria's BHCPF 2.0 with digital fund tracking and Ghana's digital NHIA claims systems are improving transparency, budget execution and procurement reliability. Development-finance packages, including a USD 250 million health-security programme are reinforcing the shift toward more transparent, accountable and well-resourced last-mile systems.

This creates a clear opportunity for healthcare buyers to establish long-term supply and distribution partnerships in a region moving toward integrated, locally anchored and technology-enabled healthcare delivery systems.



Join us at



Lagos · 2-4 June

World Healthcare Expo Lagos 2026: The gateway to West Africa's next healthcare growth cycle



World Healthcare Expo Lagos 2026 positions itself as a buyer focused gateway into West Africa's next healthcare growth cycle. For hospital groups, public-sector procurement teams, NGOs and private healthcare buyers, it offers direct access to vetted manufacturers, distributors and solution providers aligned with regional realities.

Buyers can compare cost-effective technologies, cold-chain and logistics solutions, diagnostics and digital health platforms designed for scale, compliance and local deployment. The Expo enables informed sourcing by connecting buyers with decision-makers shaping public budgets, donor-funded programmes and private investment priorities, helping them secure reliable partners, optimize procurement strategies and future-proof supply chains as the region shifts toward locally anchored, technology-enabled healthcare systems.

Don't miss out on this opportunity to tap into the trends and partnerships driving West Africa's healthcare transformation live in person, in Lagos.

2-4 June 2026

Landmark Centre, Lagos, Nigeria

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