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A Health Systems Strengthening Model Integrating Logistics, Sales Strategy, and Stakeholder Collaboration in Nigeria

Michael Aduojo Amuta[1], Muridzo Muonde[2], Ashiata Yetunde Mustapha[3], Akachukwu Obianuju Mbata[4]

[1]Getz Pharma Nigeria Limited, Lagos, Nigeria
[2]Africure Pharmaceuticals Namibia
[3]Kwara State Ministry of Health, Nigeria
[4]Kaybat Pharmacy and Stores, Benin, Nigeria
Corresponding Author: michael.amuta@yahoo.com

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Abstract :

Strengthening health systems in Nigeria necessitates a comprehensive approach that addresses systemic inefficiencies, fragmented logistics, underdeveloped pharmaceutical sales strategies, and insufficient stakeholder coordination. This paper proposes a conceptual model designed to integrate logistics management, sales strategies, and stakeholder collaboration as a unified framework to enhance healthcare delivery outcomes in Nigeria. Using a mixed-methods approach involving in-depth interviews, policy analysis, and quantitative modeling, the study identifies and examines the core drivers of inefficiency in the Nigerian health system. The model is empirically validated through a structural equation modeling (SEM) framework that links operational transparency, decentralized logistics coordination, and multi-sectoral stakeholder engagement to improved healthcare access and supply chain reliability. The findings reveal that supply chain fragmentation, weak accountability structures, and inadequate engagement of private sector actors are primary bottlenecks. The study underscores the potential of adaptive sales strategies and coordinated multi-stakeholder governance mechanisms to close operational gaps. The proposed framework contributes to the global discourse on sustainable health systems strengthening by providing actionable insights for policy makers, pharmaceutical firms, and donor agencies operating in complex low- and middle-income country (LMIC) settings.

Keywords : Health Systems, Logistics, Sales Strategy, Nigeria, Stakeholder Collaboration, Supply Chain

1. Introduction

Health systems across low- and middle-income countries (LMICs) face persistent challenges in achieving efficiency, equity, and sustainability. Nigeria, as the most populous country in Africa, presents a complex landscape of healthcare delivery characterized by disparities in access, inconsistent supply chains, and underdeveloped institutional capacity [1], [2]. Despite significant donor interventions and national reform efforts, systemic inefficiencies in health logistics, pharmaceutical sales practices, and fragmented stakeholder engagement continue to undermine the country's health outcomes [3], [4]. The urgency of these issues has been heightened by the impact of global pandemics, economic downturns, and geopolitical instability, all of which further stress an already fragile health system [5], [6].

While numerous health reform initiatives have been launched in Nigeria including the National Health Act, the Basic Health Care Provision Fund, and the Nigeria Supply Chain Integration Project their implementation has been inconsistent and their impacts difficult to sustain over time [7], [8]. Most frameworks focus either on policy or technical dimensions, often neglecting the strategic integration of operational functions such as logistics, sales, and stakeholder alignment. Consequently, essential medicines and supplies continue to be distributed inefficiently, stockout rates remain high in primary healthcare facilities, and public-private sector collaboration is largely ad hoc [9], [10].

Health systems strengthening (HSS) literature increasingly calls for holistic, integrative frameworks that can bridge these operational divides [11], [12]. However, existing models have seldom addressed the convergence of logistics, pharmaceutical sales strategies, and stakeholder coordination within a single national context. Nigeria presents a fertile ground for such an inquiry given its large population, decentralization of healthcare governance, and growing but underleveraged private health sector [13], [14].

The objective of this study is to develop and validate a health systems strengthening model tailored to the Nigerian context, which integrates logistics management, strategic sales mechanisms, and stakeholder collaboration. The model aims to optimize the availability and affordability of essential medicines while enhancing institutional accountability and coordination. Specifically, the research seeks to:

1. Identify the systemic bottlenecks in health logistics and sales that contribute to medicine stockouts and service delivery gaps;
2. Analyze the role of private sector actors in improving distribution efficiency and service coverage;
3. Explore mechanisms for effective multi-stakeholder collaboration that enhance policy coherence, operational alignment, and health equity; and
4. Empirically validate the proposed integrative model using structural equation modeling (SEM).

This inquiry is situated within the broader discourse of HSS, supply chain resilience, and pharmaceutical policy reform. The significance of integrating sales and logistics is grounded in the recognition that pharmaceutical supply chains are not merely technical systems but also markets governed by incentives, relationships, and information flows [15], [16]. Similarly, the emphasis on stakeholder collaboration

acknowledges the role of cross-sectoral governance, public-private partnerships, and community engagement in shaping sustainable health outcomes [17].

The study adopts a systems thinking approach, which is especially pertinent in the Nigerian context where institutional fragmentation, overlapping mandates, and siloed operations are common [18]. By aligning the objectives of logistics managers, pharmaceutical sales teams, government regulators, and donor agencies, this model seeks to operationalize a theory of change grounded in interdependence, adaptive learning, and shared accountability [19], [20].

Nigeria's healthcare system is decentralized into federal, state, and local government tiers, each with distinct roles in health planning, financing, and service delivery [21], [22]. However, the lack of coordination among these tiers contributes to fragmented procurement, misaligned inventory management, and delayed replenishment of stock [23]. These inefficiencies are compounded by the absence of real-time data sharing, weak supervision mechanisms, and insufficient integration of private pharmaceutical actors who distribute over 60% of medicines in the country [24], [25].

The proliferation of informal distribution networks and unregulated open drug markets further exacerbates the risks of stockouts, counterfeit medicines, and inconsistent pricing [26]. At the same time, pharmaceutical representatives and distributors often face ethical and logistical challenges in engaging with public health facilities, including bureaucratic hurdles, unclear compliance expectations, and limited financial incentives [27]. Addressing these issues requires not only policy interventions but also practical frameworks that guide behavior, enable coordination, and reward ethical performance [28], [29].

Several donor-funded projects and international development agencies have attempted to build health logistics capacity in Nigeria through training, infrastructure development, and technology solutions such as eLMIS (electronic Logistics Management Information Systems) [30], [31]. However, these initiatives often lack sustainability because they are not embedded within a strategic framework that accounts for sales dynamics and stakeholder collaboration [32], [33]. Sales strategies, often treated as a separate domain, are rarely aligned with public sector supply chain objectives. This misalignment results in duplicative efforts, wasted resources, and missed opportunities for synergy [34], [35].

This paper contributes to the field of HSS by offering a conceptual model that fills this critical gap. It draws on both empirical data and theoretical constructs to illustrate how logistics, sales, and stakeholder engagement can be strategically aligned to improve health outcomes. The model builds upon existing frameworks such as the WHO's Building Blocks of Health Systems and the USAID Supply Chain Integration Framework, but extends them by incorporating behavioral, relational, and market-based components [36], [37].

By providing a contextually grounded, integrative, and evidence-informed model, this study offers practical solutions to some of the most pressing challenges facing Nigeria's health system today. In doing so, it advances the global health agenda for resilient, efficient, and inclusive health systems.

2. Literature Review

The landscape of health systems in low- and middle-income countries (LMICs) has undergone considerable scrutiny, with a growing body of literature emphasizing the interconnection between logistics efficiency, pharmaceutical sales practices, and multi-stakeholder governance. Health systems strengthening (HSS) is

widely accepted as a multidimensional strategy requiring improvements across service delivery, workforce development, information systems, access to essential medicines, financing, and governance [38], [39]. However, in the Nigerian context, the literature indicates that siloed interventions have often undermined the sustainability and impact of such initiatives [40], [41].

2.1 Health Logistics in Resource-Constrained Settings

Supply chain management in the public health sector is an enduring challenge in sub-Saharan Africa, especially in Nigeria, where inefficiencies in warehousing, inventory control, transportation, and last-mile delivery contribute to frequent stockouts [42], [43]. Studies have demonstrated that effective logistics systems require real-time data sharing, capacity building at decentralized levels, and coordination among multiple government agencies [44]. Nonetheless, operational bottlenecks remain pervasive due to limited infrastructure, insufficient financing, and inadequate human resources [45].

Recent research underscores the importance of logistics management information systems (LMIS) and eLMIS platforms in improving visibility across the supply chain [46], [47]. These systems allow for better forecasting, inventory optimization, and procurement planning. Yet, in Nigeria, the integration of such technologies into routine health system operations remains inconsistent [48], [49]. Furthermore, donor-funded initiatives often establish parallel systems that are not fully institutionalized within national frameworks, resulting in redundancy and inefficiencies [50].

2.2 Pharmaceutical Sales Strategies and Market Dynamics

Pharmaceutical sales in Nigeria are characterized by both formal and informal channels, with over 60% of essential medicines distributed through private sector intermediaries [51]. Marketing strategies range from detailing visits to public health facilities by pharmaceutical representatives to the use of financial incentives and sample distribution [52], [53]. While these strategies can enhance market penetration and product uptake, they also raise ethical and regulatory concerns, particularly when compliance mechanisms are weak [54], [55].

The literature highlights the tension between market-driven objectives and public health imperatives. For instance, profit-oriented sales practices may prioritize high-margin products over essential generics, thereby skewing supply availability and undermining national drug policies [56]. Inadequate regulatory enforcement, limited capacity of the National Agency for Food and Drug Administration and Control (NAFDAC), and fragmented monitoring systems contribute to these risks [57], [58].

Emerging frameworks advocate for the alignment of sales practices with ethical marketing principles and regulatory compliance. These frameworks often draw from models developed in high-income countries but require significant adaptation to reflect local contexts, including informal market structures, weak legal frameworks, and diverse stakeholder interests [59], [60].

2.3 Stakeholder Collaboration and Governance

Multistakeholder collaboration is increasingly recognized as a critical element in strengthening health systems. Collaborative governance models that bring together government agencies, private sector actors, civil society organizations, and international donors have been associated with improvements in supply chain efficiency, accountability, and service quality [61], [62].

In Nigeria, several platforms exist for stakeholder engagement, such as the Health Sector Reform Coalition and the Nigeria Supply Chain Integration Project [63]. However, these platforms often suffer from irregular participation, unclear mandates, and limited decision-making authority. Furthermore, competitive tensions between public and private actors can hinder trust and information sharing [64], [65].

The literature supports the adoption of structured stakeholder engagement frameworks that include clear terms of reference, performance metrics, and conflict resolution mechanisms. Studies show that institutionalizing these frameworks enhances the sustainability of health system reforms by embedding accountability and transparency in operational processes [66], [67].

2.4 Integrated Models for Health Systems Strengthening

While the individual components of logistics, sales strategy, and stakeholder collaboration are well-documented, integrated models that align these dimensions remain rare in the Nigerian context. Existing models, such as the WHO Health System Building Blocks and the USAID Supply Chain Integration Framework, provide valuable guidance but do not explicitly incorporate the dynamics of pharmaceutical sales or stakeholder behavior [68], [67].

Recent studies advocate for systems thinking approaches that bridge operational, behavioral, and institutional gaps in public health delivery [69], [70]. These approaches emphasize interdependencies, feedback loops, and the co-creation of solutions among diverse actors. Such models are particularly relevant in decentralized settings where vertical programs and fragmented governance often undermine coherence and efficiency [71], [72].

Scholars have proposed hybrid frameworks that integrate supply chain metrics with performance-based financing, stakeholder incentives, and compliance mechanisms [73], [74]. These models have demonstrated success in improving supply chain resilience in countries like Rwanda, Ethiopia, and Ghana, and offer valuable lessons for Nigeria [75]. However, contextual adaptation remains key, given Nigeria's unique political economy, regulatory landscape, and market composition [76].

2.5 Gaps in the Literature

Despite the breadth of existing research, critical gaps remain. Few studies systematically examine the interface between pharmaceutical sales and logistics in Nigeria. Even fewer explore how stakeholder collaboration can be operationalized to bridge this interface. Moreover, there is limited empirical validation of integrated models that consider logistics, sales strategies, and governance as interdependent components of health system performance [77].

This study seeks to fill these gaps by developing a health systems strengthening model tailored to the Nigerian context, grounded in empirical data and systems theory. It contributes to the literature by offering a validated, operationalizable framework that addresses the complexity of pharmaceutical supply and demand management in a decentralized, resource-constrained environment [78].

The following section outlines the methodology used to design, refine, and validate the proposed model, including stakeholder consultations, case studies, and structural equation modeling (SEM).

3. Methodology

This study employed a mixed-methods approach, integrating qualitative and quantitative methodologies to design, validate, and refine a health systems strengthening model tailored to the Nigerian pharmaceutical

landscape. The approach was guided by systems thinking, with an emphasis on the dynamic interplay between logistics, pharmaceutical sales strategies, and stakeholder collaboration.

3.1 Research Design

The research was structured in three phases: exploratory qualitative analysis, quantitative modeling, and model validation. The qualitative phase involved stakeholder mapping, key informant interviews, and thematic analysis. This was followed by the development of a conceptual framework, which was then operationalized and tested using structural equation modeling (SEM). The final phase included focus group discussions and expert consultations for validation and refinement.

3.2 Stakeholder Mapping and Interviews

Key informant interviews (KIIs) were conducted with 35 stakeholders, including public health administrators, pharmaceutical sales representatives, regulatory officers, and logistics providers. Participants were selected based on purposive sampling to ensure diverse representation across federal, state, and local levels. The interviews explored experiences, challenges, and strategies related to logistics management, sales practices, and inter-organizational collaboration [79], [80].

Data from the interviews were transcribed and analyzed using NVivo 12, applying an inductive thematic coding process. Recurring themes were synthesized into conceptual dimensions, including transparency in procurement, ethical marketing practices, decentralized decision-making, and trust in stakeholder engagement [81]. These dimensions informed the initial structure of the framework.

3.3 Case Studies

To ground the framework in real-world contexts, four state-level case studies were conducted in Lagos, Kano, Cross River, and Niger States. These states were selected to capture geographical diversity and variation in health system performance. Each case study involved site visits, document reviews, and interviews with health facility managers and supply chain personnel [82].

The case studies focused on understanding the local implementation of logistics systems, pharmaceutical marketing strategies, and stakeholder coordination platforms. Comparative analysis revealed significant heterogeneity in practices and outcomes, emphasizing the need for a context-sensitive, adaptable model [83].

3.4 Structural Equation Modeling (SEM)

The hypothesized model was tested using SEM to assess relationships among latent variables derived from the qualitative findings. Data for SEM was collected through a survey of 420 respondents across four states. Respondents included health workers, supply chain officers, pharmaceutical marketers, and policy makers. The survey measured variables such as perceived logistics efficiency, ethical marketing behavior, and stakeholder trust using validated Likert-scale instruments [84].

SEM was conducted using AMOS 24. Model fit was assessed using multiple indices, including the Comparative Fit Index (CFI > 0.90), Root Mean Square Error of Approximation (RMSEA < 0.08), and Tucker-Lewis Index (TLI > 0.90). Factor loadings, path coefficients, and residual variances were examined to identify strong predictors of system performance [85].

3.5 Model Refinement and Validation

The preliminary model was presented at two stakeholder validation workshops held in Abuja and Lagos, with participants drawn from the initial interview pool, regulatory agencies, donor partners, and academic

institutions. Feedback was solicited on the clarity, feasibility, and relevance of each model component. Suggestions for improvement were incorporated into the final framework [86], [87].

Participants emphasized the importance of embedding the model within existing policy structures, such as the National Health Supply Chain Policy and the National Drug Distribution Guidelines. They also recommended the use of performance-based incentives and digital dashboards for real-time monitoring and evaluation [88].

3.6 Ethical Considerations

Ethical approval was obtained from the National Health Research Ethics Committee of Nigeria. Written informed consent was secured from all participants. Anonymity and confidentiality were maintained throughout the study. The participatory nature of the research ensured that stakeholders retained agency in shaping the model's components and operationalization strategy [89], [90].

The next section presents the results of the SEM analysis and the application of the refined model to the case study states, highlighting key findings and implications for health systems strengthening in Nigeria.

4. Results

This section presents the findings from the structural equation modeling (SEM) analysis and the application of the proposed framework across the case study states. The results are organized into three major components: quantitative validation of the hypothesized relationships, comparative performance across states, and emergent system-level outcomes based on integrated model implementation.

4.1 Structural Equation Modeling (SEM) Findings

The SEM analysis confirmed significant relationships among logistics performance, ethical marketing practices, and stakeholder collaboration. Model fit indices indicated acceptable fit: CFI = 0.912, RMSEA = 0.067, and TLI = 0.905, validating the model's structural integrity [91], [92].

Table 1 displays the standardized path coefficients between latent constructs:

Hypothesized Path	Standardized Coefficient (β)	Significance (p-value)
Logistics Efficiency → Stakeholder Trust	0.68	<0.001
Ethical Marketing → Stakeholder Trust	0.54	<0.001
Stakeholder Trust → Systems Performance	0.71	<0.001

These results demonstrate that stakeholder trust functions as a mediating variable between upstream logistics and marketing strategies and downstream systems performance. This mediating effect was statistically significant, indicating a critical leverage point for systems improvement [93], [94].

4.2 Cross-State Performance Comparison

The model was applied in four case study states, Lagos, Kano, Cross River, and Niger to compare baseline and post-implementation performance metrics.

Table 2 summarizes key indicators:

Indicator	Lagos	Kano	Cross River	Niger
Stockout Rate (Before)	23%	30%	28%	35%
Stockout Rate (After)	9%	15%	13%	18%
Lead Time Reduction (Avg. Days)	12	10	9	11
Stakeholder Meeting Frequency (Quarterly)	3	2	4	2

All states recorded improvements in stockout rates and lead times. Notably, Cross River showed the greatest relative improvement, attributed to higher levels of stakeholder engagement and the establishment of inter-agency data-sharing platforms [95].

4.3 Model Component Effectiveness

Individual model components were assessed using respondent feedback and performance indicators.

Ethical marketing practices had the strongest effect in Lagos, while logistics enhancements were more impactful in Kano and Niger. Stakeholder collaboration emerged as a consistent predictor of performance across all four states, reinforcing its centrality in the model [96].

4.4 Qualitative Validation

Participant feedback from the validation workshops highlighted practical benefits of the model. Health workers in Lagos reported increased confidence in medicine availability. State-level procurement officers in Kano noted improved supplier accountability due to performance monitoring dashboards [97].

Cross River's medical store managers emphasized how cross-sector stakeholder forums improved transparency and reduced duplication of procurement efforts. In Niger, community health committees became more engaged in inventory oversight and demand forecasting [98].

4.5 Emerging Best Practices

Across the four states, several best practices were identified:

- Joint planning sessions between marketers and public health procurement officers
- Deployment of digital tracking tools for logistics and stock monitoring
- Performance-based contracts incentivizing ethical sales behavior
- Integration of stakeholder forums into routine health system governance meetings [99].

These practices not only reduced inefficiencies but also fostered a culture of collaboration and shared accountability.

The next section discusses these findings in relation to existing literature and their implications for future health system reforms in Nigeria.

5. Discussion

The implementation and validation of the health systems strengthening model integrating logistics, sales strategy, and stakeholder collaboration in Nigeria yield several insights into the mechanisms through which

multidimensional reforms can improve pharmaceutical distribution and service delivery. The discussion contextualizes the findings within existing literature, explores policy implications, and addresses limitations and opportunities for scaling.

5.1 Interdependencies Between Logistics, Ethics, and Collaboration

The SEM findings underscore the synergistic relationship between logistics efficiency, ethical marketing, and stakeholder trust. The statistically significant path coefficients confirm that stakeholder trust operates as a mediating variable, magnifying the downstream impact of upstream logistical and sales interventions. These results align with prior research emphasizing that trust is foundational for effective health supply chains. As predicted in behavioral operations theory, trust enhances coordination, reduces opportunism, and facilitates more transparent information sharing [100].

Moreover, the model validates ethical marketing not merely as a compliance function but as a strategic asset in public health engagement. Lagos, where ethical marketing had the most pronounced effect, demonstrated that when sales practices are aligned with public health needs rather than short-term profit motives, health outcomes improve and institutional relationships deepen [101]. This expands on frameworks that view marketing ethics as peripheral to logistics reform, integrating them instead as core levers of system performance.

5.2 Regional Implementation Variability

Cross-state differences illustrate that the model's efficacy is sensitive to local implementation contexts. Cross River's superior improvements were attributed to proactive inter-agency collaboration and adoption of digital logistics platforms factors less evident in Kano or Niger. This variation supports contingency theory perspectives, which argue that organizational outcomes are optimized when interventions are tailored to contextual variables such as capacity, political will, and institutional maturity [102], [103].

Niger's improvements, while modest, are notable given its resource constraints. The engagement of community health committees suggests that bottom-up participation can partially compensate for systemic limitations in state-level capacity. These insights reinforce arguments by health system scholars that participatory governance is essential for accountability and resilience.

5.3 Advancing Systemic Thinking in Pharmaceutical Governance

This study contributes to the growing literature on systems thinking in pharmaceutical governance. Rather than treating logistics, marketing, and stakeholder collaboration as discrete domains, the integrated model highlights their interdependencies. The feedback loops between ethical conduct, logistics transparency, and stakeholder engagement form a virtuous cycle that enhances system responsiveness.

The emergence of stakeholder forums as recurring governance mechanisms signals a structural shift toward collaborative decision-making. Prior studies in decentralized health systems have shown that institutionalized stakeholder engagement reduces corruption, improves alignment of priorities, and enhances data-driven planning. Our findings provide empirical support for these claims within the Nigerian context, indicating that such forums should be formalized and supported through policy and resource allocation.

5.4 Ethical Marketing as an Operational Lever

Traditionally, marketing in pharmaceutical distribution has been treated with skepticism in public health, often associated with conflicts of interest or undue influence. This study reframes marketing ethics as a

necessary discipline within systems strengthening. The deployment of performance-based contracts and ethical guidelines demonstrated measurable effects on trust and medicine availability.

Notably, where representatives adhered to standardized disclosure practices and engaged in joint planning with health authorities, there was a reduction in stockouts and an increase in forecasting accuracy. This supports calls from global health policy bodies to integrate ethical conduct frameworks into procurement and sales channels, particularly in mixed-market environments like Nigeria [104].

5.5 Implications for Policy and Practice

For health policymakers, this model offers a practical roadmap for cross-functional reform. The evidence suggests that investments in logistics infrastructure should be paralleled by institutional reforms in marketing practices and stakeholder governance. Policy recommendations arising from this research include:

- Institutionalizing quarterly stakeholder forums across all state health departments
- Mandating ethical training for pharmaceutical sales representatives
- Linking logistics performance metrics with procurement and budget allocation decisions
- Promoting interoperability between digital stock monitoring systems and procurement platforms [105]

Donor agencies and development partners can use this framework to align their interventions with local systems rather than create parallel supply chains, thus improving sustainability.

5.6 Limitations and Future Research Directions

Several limitations warrant consideration. First, the study was limited to four states and may not generalize to all regions of Nigeria, particularly those facing severe security or infrastructure challenges. Second, while SEM provides robust insights into relationships between variables, causality cannot be definitively established without longitudinal data. Third, the qualitative insights, while rich, relied on purposive sampling and may reflect positive response bias [106].

Future research should explore the long-term sustainability of this model, especially as external donor support fluctuates. There is also a need to quantify the cost-benefit ratio of ethical marketing reforms and to assess the scalability of stakeholder forums in contexts with limited administrative capacity.

5.7 Contribution to Theoretical and Practical Discourses

From a theoretical standpoint, the model bridges gaps between institutional theory, behavioral operations, and health systems design. It operationalizes abstract concepts such as stakeholder trust into actionable metrics and mechanisms. Practically, it provides state health agencies, logistics firms, and pharmaceutical marketers with a tested blueprint for integrated reform.

Moreover, the model advances discourse on the role of the private sector in public health, challenging the binary view of profit versus equity. It demonstrates that when incentives are aligned and governance is participatory, commercial actors can be reliable partners in public service delivery [107].

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Moreover, the model advances discourse on the role of the private sector in public health, challenging the binary view of profit versus equity. It demonstrates that when incentives are aligned and governance is participatory, commercial actors can be reliable partners in public service delivery.

6. Conclusion

This study has developed and empirically validated a comprehensive health systems strengthening model that integrates logistics optimization, ethical marketing practices, and multi-stakeholder collaboration.

Focused on the Nigerian public health supply chain, the model was tested across four states with varying implementation capacities, providing rich evidence on both efficacy and contextual adaptability.

The findings confirm that stakeholder trust serves as a pivotal mechanism linking operational inputs logistics and marketing to improved systemic outcomes, including reduced stockouts, shorter lead times, and higher stakeholder engagement. Quantitative data from SEM and qualitative insights from participatory workshops jointly demonstrate that a multifaceted strategy grounded in ethical and collaborative principles can significantly enhance health supply chain resilience.

Ethical marketing, once viewed as ancillary to core logistical functions, has emerged as a key operational domain that contributes to trust, transparency, and accountability. Its integration into performance frameworks and joint planning mechanisms, alongside digitized logistics systems, supports a shift toward more equitable and responsive health services. Equally important, stakeholder forums and participatory governance structures have proven indispensable in aligning public and private sector incentives, enabling data-sharing, and promoting mutual accountability.

The implications for policy are profound. Health ministries and donor agencies should institutionalize stakeholder collaboration structures, enforce ethical marketing standards through training and compliance regimes, and invest in interoperable digital systems to ensure real-time supply chain visibility. These investments are essential not only for immediate performance gains but also for long-term sustainability and health equity.

Future research should explore replication in other geopolitical zones of Nigeria and adapt the model to other LMIC contexts. Longitudinal studies could assess the durability of stakeholder trust and performance gains over time, especially amid shifting donor priorities and health emergencies.

Ultimately, this framework underscores the need to move beyond siloed interventions. A unified approach that weaves together logistics, ethics, and collaboration provides a path forward for transforming public health supply chains into instruments of systemic equity, resilience, and efficiency.

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