



Health 4 Development

Celsian Consulting and Health 4 Development Join Forces to Close the Public-Private Gap in African Health Supply Chains

Two specialist advisory firms combine public and private sector expertise to address one of Africa's most persistent health system gaps.

Johannesburg, April 2026. African health supply chains run across two worlds that rarely talk to each other. Governments and donor-funded programmes operate one system. Private sector manufacturers, distributors, and healthcare providers operate another. Most advisory firms that serve them do the same. Celsian Consulting and Health 4 Development (H4D) today announced an alliance built on the premise that this divide is impacting African health systems more than it should.

The consequences are practical. Medicines produced by private manufacturers move through public distribution systems with friction that drives up cost and reduces availability. Donor-funded supply chain investments are designed without reference to the commercial infrastructure with which they will need to interact. Government procurement decisions are made in isolation from the market dynamics that determine whether supply will actually materialise. And private sector supply chain organisations rarely even speak the language of governments and donors. In more than 25 years of combined experience across most African countries, the two firms rarely encountered an advisory firm structured to address all of these problems within a single engagement.

The Celsian-H4D alliance is structured to change that. Celsian brings deep experience in public sector supply chain management, working with governments and donor programmes to improve the performance and efficiency of public health systems. H4D brings capability across the commercial healthcare value chain: African manufacturing, market access, demand generation, innovative finance, and health market economics. Together, the two firms can now advise clients across the full supply chain, from manufacturers to markets and from national distribution to the point of care.

Dr. Iain Barton, Founder and Director of H4D, will serve as executive chair of Celsian. Clinton de Souza, President and CEO of Celsian, joins the H4D leadership team. Both firms retain their existing client relationships and commercial models. Celsian will continue to work primarily with governments and donor-funded programmes; H4D will continue to expand its work in the commercial sector and in gain-share contracting.

"The public-private divide in African health supply chains is not a technical problem. It is an organisational one. Separate advisors serving separate sectors produce separate recommendations that rarely add up to a functioning system. That is what we are setting out to address."

Dr. Iain Barton, Founder and Director, Health 4 Development

"We have been doing this work since the 2005 PEPFAR rollout, and the limitation has always been the same: you can fix a public system or a commercial system, but the real gains come from fixing how they interact. In a range of countries, we have seen exactly what that gap costs. We now intend to close it."

Clinton de Souza, President and CEO, Celsian Consulting

About Health 4 Development (H4D)

H4D is a unique expert-led advisory firm working across the African healthcare ecosystem. Its practices cover supply chain, African manufacturing, demand generation, innovative finance, clinical innovation and quality, and health market economics. H4D works with commercial enterprises, governments, and investors to improve health outcomes and build sustainable health market capacity across the continent.

About Celsian Consulting

Celsian provides independent healthcare supply chain advisory services to governments, donors, and public health programmes across Africa. The firm applies commercial supply chain discipline to public health systems, with the goal of ensuring that every dollar invested in health reaches the patients it is meant to serve.

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