

# STEP 2.0

## Impact brief 2023

April 2024



## 2023: A YEAR OF LOCALISATION

When the STEP programme was conceived in 2015 it was becoming ever clearer that the prevalent management style in low- and middle-income countries (LMICs) – a traditional and outdated *command and control* approach – was holding health systems back owing to its strict and formal style. Countries have since turned to leadership development programmes like STEP 2.0 to provide a solution to this problem and today an increasing number of governments believe that a new leadership model is required in order to transform national health supply chains and equip health systems to efficiently supply the commodities patients require.

Over 30 countries and more than 600 participants have now benefitted from the experience and insight of the dozens of private sector coaches and facilitators who make this programme truly unique. The coaches usher participants into a world of private sector best practices and team-based collaborative leadership techniques so that they can return to their public sector organisations equipped with a newfound nimbleness and problem-solving ability.

Today the lack of qualified and motivated professionals in the LMIC health supply chains persists but there is plenty of room for optimism.

In 2023, 81 supply chain managers and leaders from two countries graduated from the STEP 2.0 programme. The transformation challenges remain central to the programme, allowing coaches and participants to work together to address real organisational obstacles and work towards excellence in supply chain performance.

The programme implementations that were completed in 2023 were intra-organisational: they grouped health supply chain leaders from the same organisation. In Rwanda all participants came from Rwanda Medical Services (RMS); the organisation's leadership was central to the selection of the transformation challenges, which has enabled RMS to make significant strides in changing its culture and strengthen leadership.

Three cohorts from Ethiopian Pharmaceutical Supply Service (EPSS) graduated from the STEP 2.0 programme in 2023. Their transformation challenges were wide ranging and spanned waste reduction and capacity building. The participants enjoyed the addition of study tours, which allowed for valuable experience exchange with peers from other countries.

In 2023, 88 other participants began the programme and will graduate in 2024: 20 from the Southeast Asia region (Bangladesh, Nepal, Timor-Leste, Vietnam, Pakistan and Myanmar) and 46 participants spread across two cohorts from Democratic Republic of the Congo (DRC).

Another 22 participants from Cameroon began a virtual implementation of the programme, which will conclude in April 2024.

In 2023 STEP was implemented through intra-organisational and international programmes, and following the development of the virtual STEP 2.0 programme in 2021 it continues to be delivered with flexibility and versatility, accommodating professionals from various countries and organisational contexts.

In 2024 STEP 2.0 will demonstrate this adaptability even further; the programme will be delivered to new regions and organisations, most notably India, and further institutionalisation of the programme will be explored in West Africa.

This year the programme will continue to be a key tool in equipping health supply chain management teams with the skills needed to reach their potential and respond to patients' needs. Regional institutionalisation will play a significant role in ensuring the sustainability of the STEP 2.0 programme. This means ensuring that it continues to represent value for donors and organisations, and that it continues to make a difference to the countries in which it is delivered. The recently-launched monitoring and evaluation framework will be key to demonstrating progress made by participants, the impact of the programme and building on past successes.

# STEP 2.0

## 2023 in review

### In 2022

**76** supply chain leaders  
from **3** countries graduated  
with the help of **22** private sector coaches  
from **18** organisations  
supported by **3** implementing partners

### In 2023

**81** supply chain leaders  
from **2** countries graduated  
with the help of **19** private sector coaches  
from **13** organisations  
supported by **2** implementing partners

**88** additional participants began the STEP 2.0 programme in 2023 and will graduate in 2024

Since 2016 more than

**600**  
public sector  
supply chain  
leaders

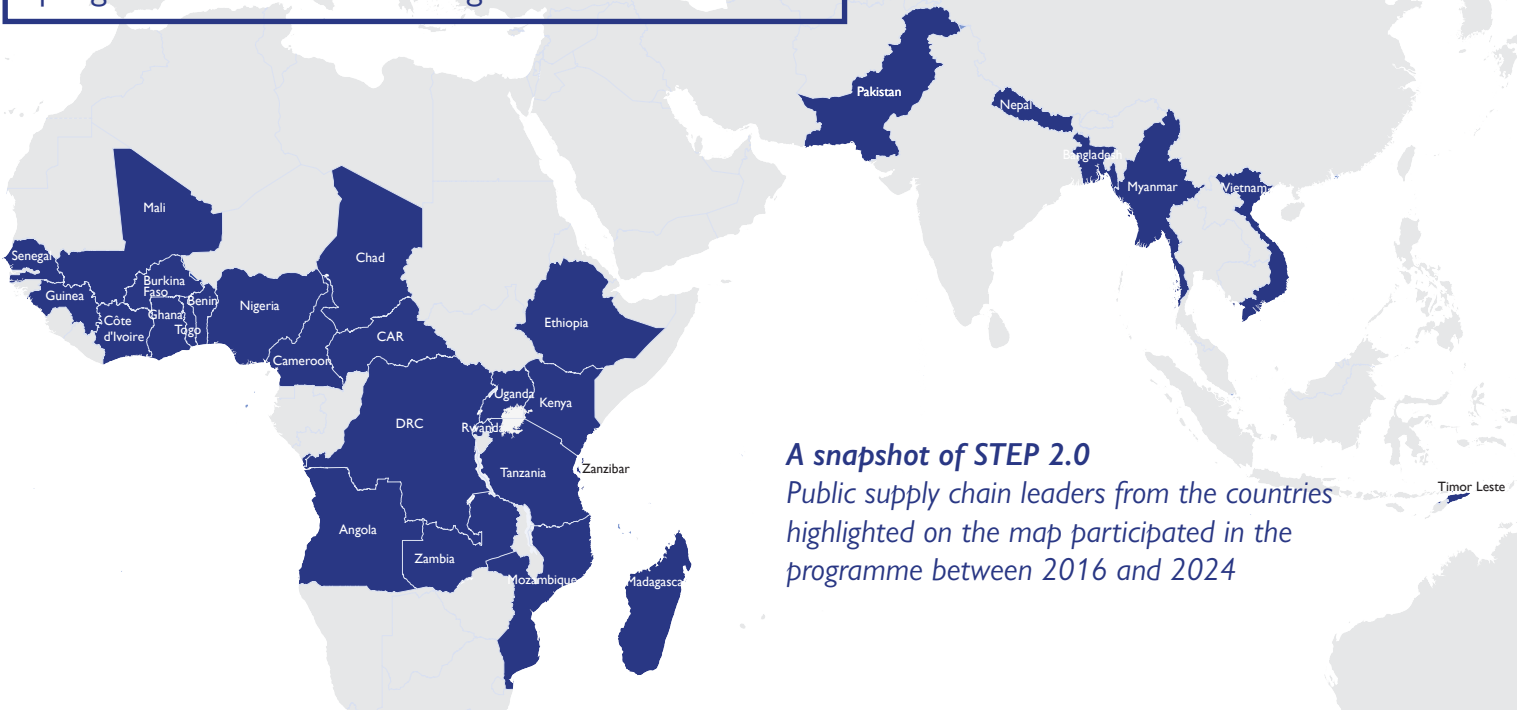
from

**30** countries

HAVE **GRADUATED**  
FROM STEP

with the help of more than

**120**  
private sector  
coaches



### A snapshot of STEP 2.0

Public supply chain leaders from the countries highlighted on the map participated in the programme between 2016 and 2024

### The STEP hub

People that Deliver is home to the STEP hub and as such is responsible for donor coordination, oversight of the STEP 2.0 programme, monitoring and evaluation, and knowledge and content management. The STEP hub also supports the institutionalisation and accreditation of STEP 2.0 into national and regional training institutions and universities to ensure the future continuity of the programme.



A cohort from the South East Asian STEP 2.0 implementation, which was held in Thailand and welcomed 20 participants from Bangladesh, Myanmar, Nepal, Pakistan, Timor-Leste and Vietnam and

### Step 2.0 at a glance

**Weeks 1-5**

**Programme preparation phase**

Virtual programme preparation assignments

**Week 6**

**Workshop phase**

STEP 2.0 in person workshop

**Weeks 7-24**

**Challenge phase**

Your transformation challenge implementation

## STEP 2.0 IN RWANDA

### CHANGING THE CULTURE OF AN ORGANISATION

In 2023, 25 leaders and managers from Rwanda Medical Supply Ltd (RMS) – the public organisation charged with ensuring the country’s access to health commodities – participated in and graduated from STEP 2.0. What was unique about this implementation was that every participant was from the same organisation (RMS), offering a real opportunity to change organisational culture and bring about lasting change.

When a significant number of staff understand the STEP 2.0 principles and approach, and participate together in the programme, it becomes far easier to introduce and implement supply chain transformation throughout the organisation. Having participated in the STEP 2.0 programme alongside their colleagues, the Rwanda cohort now has a mutual understanding about the best way to overcome challenges and lead their teams.

The RMS leadership used the programme preparation phase to define the organisation’s main challenges. The STEP 2.0 facilitation team and coaches then worked with them to identify the top six supply chain transformation priority areas to focus on throughout the programme.

PROGRAMME INFORMATION	
<b>Country</b>	Rwanda
<b>Year of implementation</b>	2023
<b>Status</b>	Completed
<b>Donor</b>	USAID
<b>Model</b>	In person
<b>Coaches’ organisations</b>	AmerisourceBergen (now Cencora), GSK, Merck, Pfizer
<b>Number of participants</b>	25
<b>Public organisation</b>	Rwanda Medical Supply Ltd
<b>Implementing partner</b>	Empower School of Health
<b>Participants’ profiles</b>	RMS directors, C-suite, deputy directors, warehouse, procurement, and audit and logistics managers

The workshop phase of the STEP 2.0 programme provides an opportunity for the participants to come together with the coaches and to work together to improve their leadership and problem-solving skills, and work through the change management process. On this occasion, the private sector coaches were provided by AmerisourceBergen (now Cencora), GlaxoSmithKline, Johnson & Johnson, Merck and Pfizer. The in-person workshop familiarises the participants with different leadership styles and change management strategies, and prepares them to apply these principles in their own organisations contexts; *your transformation challenge* is central to this, throughout which participants receive the support of facilitators and coaches.

In Rwanda the participants worked together to find solutions to organisational challenges including data integrity, personnel retention, private sector engagement and warehouse management. Bringing together colleagues from various teams with different roles to tackle real problems – with the support of private sector expert coaches – offered a unique opportunity for RMS leaders to enhance their leadership abilities and to take steps to address organisational challenges.

All participants who attended the workshop said they would highly recommend the STEP 2.0 programme to their procurement and supply chain management colleagues.

### Lead, shape, plan, act, evaluate

What participants learned from the STEP 2.0 workshop



Eight steps for transformation and leadership



Difference between managers and leaders



Team building and effective team management



Importance of communication and how to communicate easily



Identification of challenges, creation of urgency, creation and communication of the vision, development of a coalition and making a challenge successful



The STEP 2.0 participants, coaches and facilitators during the workshop in Kigali in August 2023

## PARTICIPANT SPOTLIGHT

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*The two main things I learnt from STEP was the importance of communication and team building. One of the coaches said it is important to appreciate and motivate the team first before requesting what to do and informing them how to do it.*

*The first day of the workshop, we were worried that we were in the same room with management, but we changed from the first day when we saw the team dancing. It was a social way to build the team and I learnt that team building does not have to do with ranks, but with targets and objectives.*

Jonah Kwikiriza  
STEP 2.0 participant  
Rwanda Medical Supply Ltd

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## Implementing partners and funding organisations

The five-day workshop in Rwanda was organised by Empower School of Health in partnership with the International Federation for Pharmaceutical Wholesalers' (IFPW) Foundation and USAID Global Health Supply Chain Program, Procurement and Supply Management (USAID GHSC PSM)

### How participants rated the STEP 2.0 Rwanda workshop



## STEP 2.0 IN ETHIOPIA COMPLEMENTING THE PROGRAMME WITH STUDY TOURS

In December 2023, 56 participants from Ethiopian Pharmaceutical Supply Services (EPSS) graduated from the STEP 2.0 programme. Given the large number of participants, they were split into three cohorts, each with its own facilitators and coaches.

The transformation challenges selected by the participants focused on a number of areas including reducing pharmaceutical wastage, reducing fuel and maintenance costs, improving supply chain professional capacity building strategy in EPSS and last-mile delivery with product bundling per health facility.

The legacy of the programme in Ethiopia is particularly encouraging; a number of related activities have been included in EPSS's work plan, with each activity assigned an office responsible for implementation. Planned activities include involving the health facilities and regional health bureau in quantification, with the expectation that this will lead to improvements in the accuracy of demand forecasting and in turn avoid shortages and reduce pharmaceutical wastage.

PROGRAMME INFORMATION	
<b>Country</b>	Ethiopia
<b>Year of implementation</b>	2023
<b>Status</b>	Completed
<b>Donor</b>	The Global Fund to Fight AIDS, Tuberculosis and Malaria
<b>Model</b>	In person
<b>Coaches' organisations</b>	Cargolux Airlines, CHS Advisory, GSK, Johnson & Johnson, Management Sciences for Health, Oxygen hub, Pfizer, ReliefHP DMCC, United Parcel Service (UPS)
<b>Number of participants</b>	56
<b>Public organisation</b>	Ethiopian Pharmaceutical Supply Services (EPSS)
<b>Implementing partner</b>	Rostec Empowerment Consulting

Other planned activities include the development of a systematic workforce development plan and the institutionalisation of change management in all organisational processes, systems and activities.

As part of the programme participants were able to enjoy one of three study tours: a tour of South Africa organised with the involvement and active participation of the South Africa National Department of Health, a study tour of Uganda hosted by Uganda's National Medical Stores

and a study tour of Zambia organised with the involvement of the Zambian Ministry of Health, with the majority of the time spent at the Zambian Medicine and Medical Supplies Agency.

Learning directly from peers in this way greatly complements the skills developed through the STEP 2.0 programme. The cohorts learned about the systems and processes used by their peers, toured warehouses and hospitals to identify best practices from these other settings and crucially heard from other supply chain leaders about how they overcome challenges to ensure commodity availability.



## COACH SPOTLIGHT

Bassey Anari  
Manager  
The UPS Foundation

Bassey Anari is an experienced operational strategist with United Parcel Service (UPS). Notable areas of managerial skills include developing, nurturing and delivering all design-to-implementation elements of projects with a continual focus on costs, results and profit. He has managed all areas of service quality and supply chain management, including temperature sensitive and conventional vaccines: polio, chickenpox, COVID-19 and pharmaceutical handling.

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*As a coach, transferring many years' experience in health supply chain management helps ministry of health teams to optimise their supply chain operations. We take a personal interest in the mentoring relationship and are able to develop rapport and a trusting and supportive environment.*

*I get a lot out of listening to the team expressing their work challenges, learning from participants and I love working with them to provide solutions to their work concerns.*

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The STEP 2.0 participants during the workshop in Addis Ababa in May 2023

## STEP 2.0 FACILITATORS CRUCIAL TO THE PROGRAMME'S SUCCESS

STEP 2.0 facilitators, typically staff from implementing partners, are invaluable to not only the delivery of the programme – both during the distance-learning phase and the in-person workshop – but they are also instrumental to the positive experiences of participants.

The role of facilitators is to deliver the STEP 2.0 content to the participants over the six-month period and to ensure the timely delivery of the programme.

## A LOOK AHEAD TO 2024

In 2024 STEP 2.0 programme implementations are planned in Cambodia, Côte d'Ivoire, Djibouti, India, Nigeria, Pakistan and Togo. There is also a training-of-trainers session that will be held in Togo.

## PARTICIPANT SPOTLIGHT

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*I learnt so much that will help me improve my leadership skills. I really appreciate the facilitators for helping us focus and their time management skills.*

MukundwaJean Baptiste  
STEP 2.0 participant  
Rwanda Medical Supply Ltd

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## MONITORING AND EVALUATION

In 2023 a monitoring and evaluation (M&E) framework was developed for the purpose of capturing evidence of the STEP 2.0 programme's impact. This evidence will support communications efforts – exemplifying the value of the programme to countries and donor organisations – and help to refine the programme over time. The data gleaned through the framework will ensure the high quality of programme delivery.

The tool contains indicators and benchmarks, and is available to all implementing partners; it is implementing partners that are best placed to collect the required data.

The indicators include information on participants – such as their improvements in competency – programme design and delivery, coaches and financial information.

In 2023 the M&E framework began to be put to use. For the first time, uniform data was gathered on STEP 2.0 programme implementations from three countries: DRC, Ethiopia and Rwanda. Data will now be collected on all programme implementations and as more data is collected, evidence of the programme will begin to emerge.

## INSTITUTIONALISATION OF STEP 2.0

The process to institutionalise STEP 2.0 at the country and regional levels began last year and will continue in 2024.

For STEP 2.0, institutionalisation means embedding the programme within an existing/accepted education system in a country (government or non-government) and being led and sustained by local actors in local institutions.

The role of the STEP hub is to establish the institutional accreditation, develop monitoring and evaluation and quality assessment systems, select national or regional institutions for the long-term institutionalisation of the programme and provide support to these institutions to enable them to effectively implement STEP 2.0.

The first steps of institutionalisation have already taken place in Côte d'Ivoire. The STEP hub had identified the country's public pharmaceutical supply chain management body – Direction de l'Activité Pharmaceutique (DAP) – as a potential suitor to oversee the delivery of STEP 2.0 in the country. In 2023, 27 staff members from DAP were trained to be facilitators, coaches and support staff; these 27 coaches will lead training in the future.

The Côte d'Ivoire Ministry of Health has committed to support the programme implementation and allocated some funds for training (about 10% of the amount required) though the programme has yet been delivered owing to a lack of funds.

In 2024 the USAID Global Health Supply Chain (GHSC) – Technical Assistance (TA) Francophone Task Order (FTO) engaged with the African association of essential medicine centres (Association des Centrales d'Achats Africaines de Médicaments Essentiels (ACAME)) and DAP to discuss STEP 2.0 institutionalisation in West Africa under ACAME.

GHSC-TA-FTO will collaborate with DAP and ACAME, and present the Cote d'Ivoire STEP 2.0 institutionalisation experience at the ACAME General Assembly in June 24, and also separately to stakeholders, in a bid to source funds to support the institutionalisation process.

In 2024 DAP is being supported to develop a business strategy, with a focus on funding, while discussions and capacity building with ACAME will continue. The possibility of institutionalisation in Cambodia and Togo will also be explored.

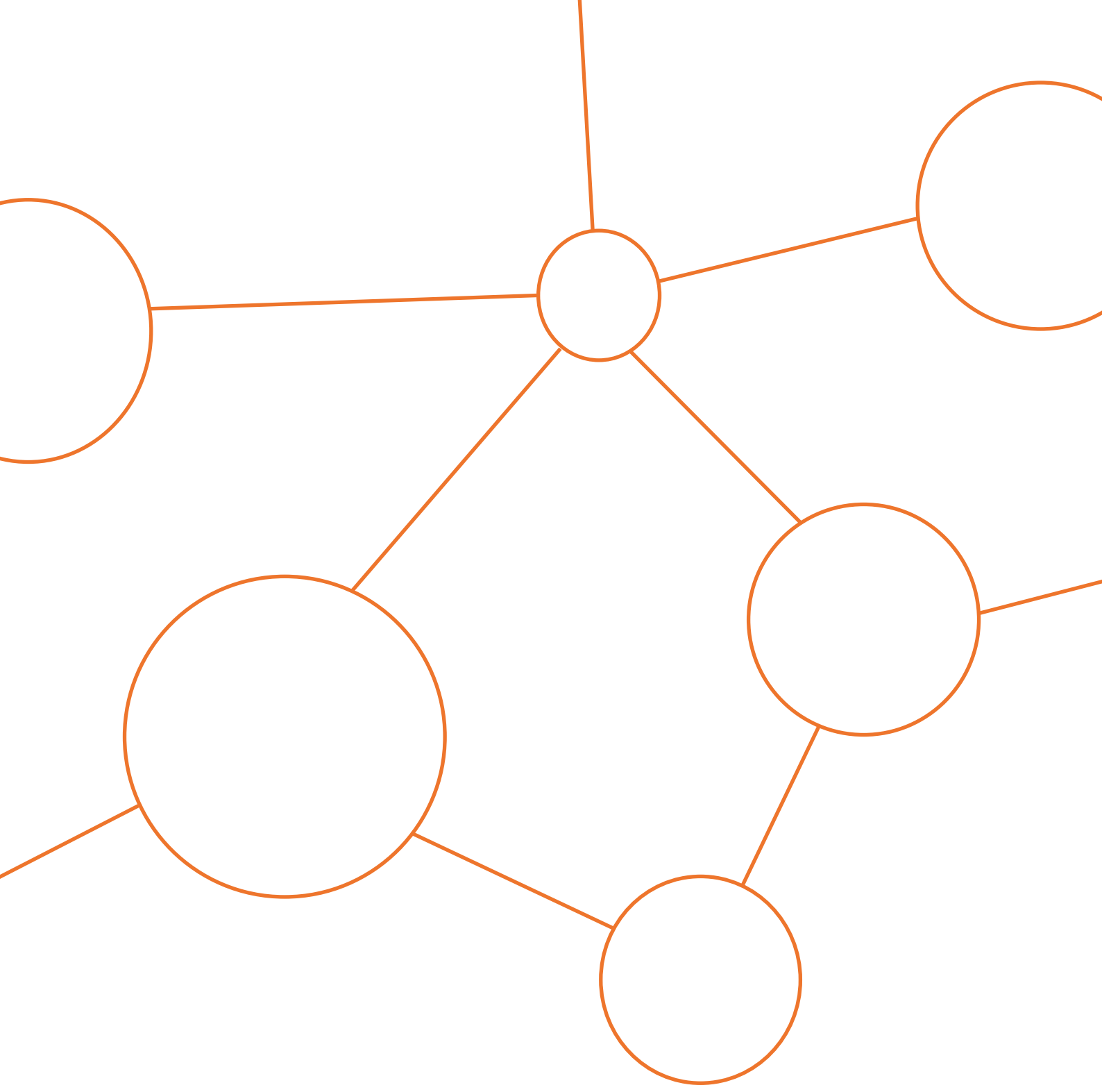
### HEAR FROM THE STEP HUB

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*The STEP 2.0 programme is gaining momentum and there's no greater example of that than all the new countries that will take part in the programme this year. It's important that we continue to introduce STEP 2.0 to different countries and this also means implementations in sometimes overlooked parts of the globe, such as parts of Asia and Latin America.*

Dominique Zwinkels  
Executive manager  
People that Deliver

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