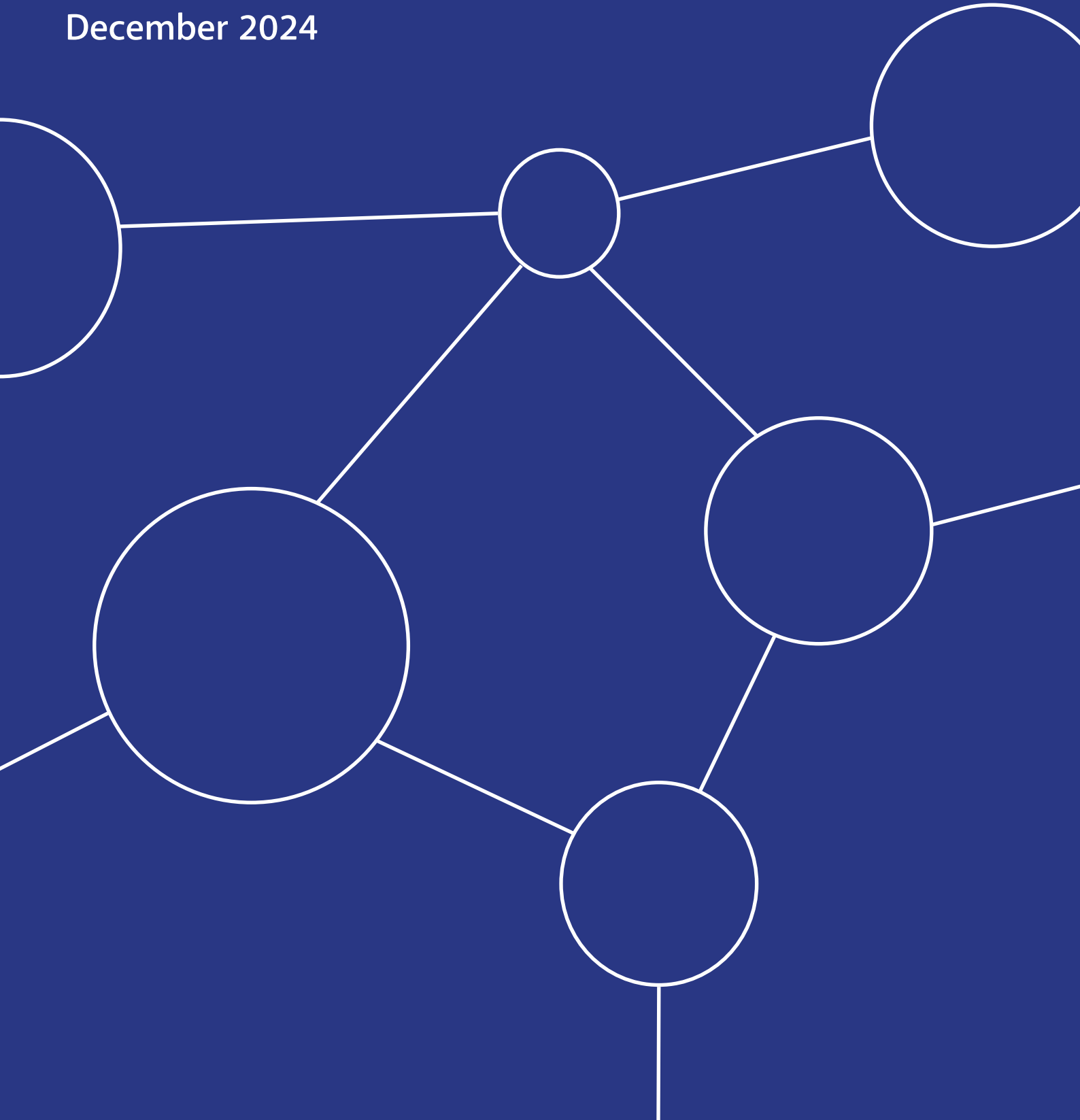


STEP 2.0

Impact brief 2024

December 2024



2024: THE YEAR STEP 2.0 EXPLODED IN ASIA

2024 was a milestone in the history of

STEP 2.0. More participants graduated from the programme than in any other year (170) with the help of even more coaches and private-sector organisations.

A standout feature of this year's activities has been the proliferation of the programme in Asia. Previously, the STEP programme had only been implemented once before on the continent – in Pakistan in 2017 – but in 2024 six more countries in the region opted to benefit from the programme.

The first regional programme to take place in Asia welcomed participants from five Asian countries (Bangladesh, Myanmar, Nepal, Pakistan and Vietnam) and the very first representatives from the Pacific (Timor Leste). STEP 2.0 programmes were also implemented in India and Cambodia as well as in sub-Saharan Africa, in Cameroon, Democratic Republic of the Congo (DRC), Djibouti and Togo.

Monitoring and evaluation is the top priority

The STEP 2.0 monitoring and evaluation framework, which was first instituted in 2023, has now been guiding implementing partners to collect data for almost two years.

In addition, in 2024 Management Sciences for Health implemented an *outcome harvesting methodology* in Asia as part of the STEP 2.0 regional programme, through which indicators were measured during the programme and will continue to be measured after the conclusion of the implementation. This was the first time the methodology has been applied to a STEP cohort to measure the direct and validated impact of STEP. The results demonstrate that the STEP 2.0 programme led to enhanced individual competencies and institutional-level change in the participants' organisations.

Read more about this on page 4.

STEP 2.0 showcases its versatility

In 2024 STEP 2.0 was delivered bilingually on two occasions. In Cambodia, the selection of local coaches allowed for interactions and sessions to be held in the Cambodian language – Khmer, alongside English. All materials were also translated into Khmer.

In India it was quickly realised that some participants would have benefitted from the bilingual delivery of the STEP 2.0 programme (in Hindi and English). The selection of local and international coaches provided the team with the flexibility needed to deliver the programme.

In both instances, the STEP 2.0 facilitators and coaches were able to adapt to the country context and ensure that the programme was delivered to the highest standard, thereby giving participants every opportunity to overcome their transformation challenges and enhance supply chain performance in their organisations.

Expanding donor collaboration

In 2024 UNICEF signed the STEP 2.0 donor collaboration agreement thereby joining the STEP 2.0 donor collaboration group. UNICEF has already funded one programme – STEP 2.0 in Cambodia – with more implementations planned, including one in Vietnam in 2025.

The addition of another donor organisation demonstrates the growing recognition of the programme's value. The initial group of three donor organisations has expanded to five, creating a more diversified funding portfolio. This diversity enhances the programme's long-term sustainability by reducing dependence on individual donors.

STEP 2.0

2024 in review

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

In 2024

170 supply chain leaders
from **12** countries graduated
with the help of **44** private sector coaches
from **26** organisations
supported by **7** implementing partners

Since 2016 more than

750
public sector
supply chain
leaders

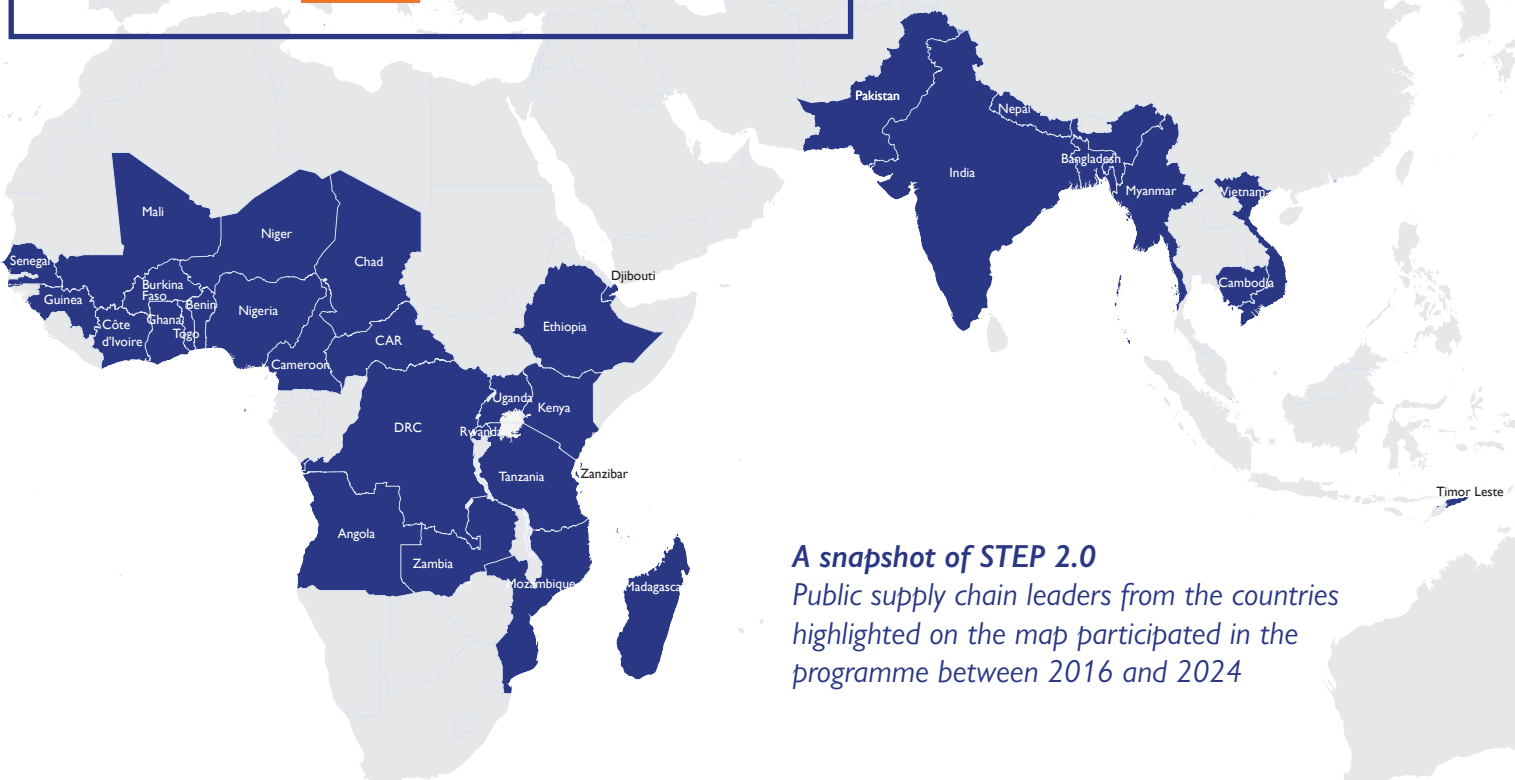
from

33 countries

HAVE **GRADUATED**
FROM STEP

with the help of more than

130
private sector
coaches



STEP 2.0 IN ASIA

CAPTURING INSTITUTIONAL-LEVEL CHANGE

The Southeast Asia regional implementation was a first on two counts: it was the first regional programme to take place in Asia and it was the first time a new outcome harvesting methodology had been applied to a STEP cohort to measure the direct and validated impact of the programme.

The evaluation team was able to assess the extent to which STEP 2.0 ASIA contributed to improving procurement and supply chain management (PSCM) systems by employing operational quantitative metrics and qualitative STEP evaluation data from participants, coaches and supervisors. The team drafted outcomes and measured the contribution of STEP 2.0 ASIA to these outcomes, and these were validated externally by beneficiaries of the Your transformation challenges (YTCs).

Enhanced individual competencies

The results show there was a 20 percent improvement (on average) in individual competencies linked with leading, shaping, planning,

acting and evaluating, and a 29 percent increase when the competency was targeted for development (across the cohort, from the baseline, within a period of five months).

Institutional-level change

Using the outcome harvesting methodology the evaluation team was able to assess the extent to which STEP 2.0 ASIA contributed to improving PSCM systems.

The results show that STEP 2.0 ASIA directly improved forecasting systems, procurement processes, inventory and warehouse management, data quality, and the use of supply chain data for decision making and to maintain supply chain integrity through regulatory compliance. Four of these outcomes were institutionalised in the participants' organisations; they were included in regular agendas and strategic plans, and led to changes in organisational processes and culture.

PROGRAMME INFORMATION

Countries	Bangladesh, Myanmar, Nepal, Pakistan, Vietnam & Timor Leste
Year of implementation	2024
Status	Completed
Donor	IFPW Foundation & The Global Fund
Model	In person
Coaches' organisations	Johnson and Johnson, Merck, Zuellig Pharma, Pfizer, Alliance Healthcare
Number of participants	19
Public organisations	Directorate General of Health Services, Bangladesh; Vietnam Administration of HIV/AIDS Control, Ministry of Health (MoH) Vietnam; National Institute for Pharmaceutical & Medical Products, Timor Leste; Ministry of National Health Services Regulation and Coordination (PR office of The Global Fund) Pakistan; Department of Drug Administration/ Province Health Logistic Management Center, (MoH) Nepal
Implementing partner	Empower School of Health, Management Sciences for Health

Encouragingly, YTC initiatives spread far beyond just the participants to other districts or provinces.

Improved warehouse management in Bangladesh

In 2023/24, through their STEP 2.0 Asia YTCs, participants from the Central Medical Stores Depot in Bangladesh successfully reallocated space to the receiving section of the central warehouse, increasing its area from 2,400 to 10,095 square feet. They reduced the number of delivery or purchase orders (one order consists of thousands of packages) stored in wrong locations from 21 to five packages. They also initiated the condemnation process for expired or damaged goods for the first time in more than 30 years.

The STEP 2.0 programme served as the impetus for this change. The participants learned how to effectively lead organisational change by fostering stakeholder engagement and buy-in through clear communication of the vision and systematic implementation of actionable steps.

STEP ASIA LED TO MEASURABLE IMPROVEMENTS IN THREE MAIN CATEGORIES

- 1 Improvements in PSCM systems (11 outcomes)
- 2 Application of structured, inclusive and collaborative leadership competencies (6 outcomes)
- 3 Enhanced inter- and intra-organisational collaboration, multi-stakeholder engagement and capacity building (6 outcomes)

PARTICIPANT SPOTLIGHT

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After STEP, I am also trying to enrich my junior colleagues so that they may benefit from breaking down tasks/ideas, learn how to communicate and learn how to analyse stakeholders with more precision so that they can manage their smaller teams.

Bangladeshi participant

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STEP 2.0 IN DEMOCRATIC REPUBLIC OF THE CONGO (DRC) OVERCOMING COMMUNICATION CHALLENGES THROUGH THE YTC

Prior to the implementation of the STEP 2.0 programme in DRC, the participants were asked what they wished to achieve through the programme. Top of participants' lists were increasing the coordination of supplies, establishing tools, streamlining management practices, and better understanding and use of channels of communication.

The programme went a long way to increasing individual competencies and organisation effectiveness. Throughout the five-month duration of the programme there was, on average, a nine percent increase in competency level. Participants found the workshop in Kinshasa particularly useful for learning how to overcome obstacles, how to present themselves and in discovering how a leader can be transformational.

A closer look at the YTCs

Joss Levo's main aim was to improve the document archiving system of the National Medicines Supply Programme (PNAM). Owing to frequent power outages, worsened by damage to equipment caused by a water leak, the team endured long periods without electricity (and internet) and had struggled to maintain the document archive.

In response, Joss installed a physical backup server to host the document archive. The server was installed and configured, and linked to a newly-established intranet network that integrated the printer and computers. Joss also arranged training sessions to ensure users could effectively utilise the server and network.

PROGRAMME INFORMATION

Country	DRC
Year of implementation	2024
Status	Completed
Donor	The Global Fund
Model	In person
Coaches' organisations	GSK, Johnson & Johnson, Be for Service, SEGUCE, Christian and Missionary Alliance, CAMELU
Number of participants	25
Public organisations	ACRP, CAMESKIN, DPS Kinshasa, FEDECAME, Kintambo Hospital, Ministry of Health, PNAM
Implementing partner	Empower Swiss

Participant Rolin Malako set out to achieve an 80 percent increase in complete and on-time reporting on the INFOMED platform in the Ituri province. By 29 May 2024 Rolin had achieved this aim.

From his office in Kinshasa – some distance from Ituri province – communicating the desired change to those responsible for reporting was difficult. By exploiting digital communication channels – namely email and WhatsApp – Rolin was able to change the mentality of his team. He complemented this with visits to the province to reinforce the desired change.

Participant Willy Insisili of CAMESKIN, an NGO that contributes to improving the accessibility (geographical and financial) of quality essential generic medicines to the population of Kinshasa, endeavoured to achieve a data reporting rate of 90 percent by using a new application. So successful has this pilot been that other provinces – including Kwilu, Kasai and Bunia – have expressed an interest in adopting the same application.

Communication with his staff was the main challenge Willy encountered but by adopting an attitude of flexibility – through which he used different communication methods, including in-person meetings – he was able to prepare his staff for the introduction of the application. The development of a value proposition was central to achieving the buy-in of his staff.

PARTICIPANT YTC QUESTIONS

How can we achieve a 90 percent reporting rate for data by using an application to enhance the national medicines supply system?

How can we eliminate stockouts of antimalarials in two health facilities in the Kenge area?

How can we improve the performance of PNAM's HR for SCM?

How can I manage my time to be able to ensure the appropriate training of my team?

How can we enhance the security of supply chain data in PNAM's LMIS?

How can we ensure regular and complete reporting of data pertaining to the use of the yellow fever vaccine?

When asked to what extent they had achieved the objective of their transformation challenge, 77 percent said that all or nearly all of the objectives had been met.

STEP 2.0 IN INDIA

EMBRACING LOCAL LANGUAGES

In November 2024, 21 participants graduated from the STEP 2.0 India implementation. The workshop was held in Delhi and every graduate successfully implemented their transformation challenge in their workplace.

The value of local facilitators

Recognising the challenges some participants faced in understanding and communicating in English, the facilitation team adopted a dual-language approach. The facilitators decided that Hindi – the mother tongue of many of the participants – should also be employed alongside English to ensure effective communication and comprehension.

The lead facilitator and co-facilitator, both fluent in Hindi, delivered the workshop in English and Hindi,

translating key concepts and taking the time to ensure the essence of the STEP 2.0 programme was well-communicated and understood by participants.

Participants were also encouraged to use Hindi for discussions, fostering an inclusive environment.

This bilingual approach enabled full participation and ensured that all participants had equal opportunities to engage meaningfully in the workshop.

The result: 100 percent of participants said they would recommend the STEP 2.0 workshop to other supply chain management colleagues.

PROGRAMME INFORMATION

Country	India
Year of implementation	2024
Status	Completed
Donor	IFPW Foundation
Model	In person
Coaches' organisations	Johnson & Johnson, MSD Merck, Pfizer
Number of participants	21
Public organisations	Central Medical Services Society, various state national tuberculosis elimination programmes, Plan India, IPE Global
Implementing partner	Empower School of Health



The STEP 2.0 India cohort during the workshop in Delhi in August 2024

STEP 2.0 INDIA YOUR TRANSFORMATION CHALLENGE TOPICS

- Improving data accuracy
- Enhancing data visibility
- Optimising warehouse storage management
- Addressing waste management issues

OTHER PROGRAMMES IN 2024

PROGRAMME INFORMATION

Country	Cameroon
Year of implementation	2024
Status	Completed
Donor	Gavi
Model	vSTEP
Coaches' organisations	Marsavco S.A, Integrity Logistics & Consulting SARL, DPS Kinshasa, Acorep, DHL Global Forwarding, Korea Pharma, AGCAL-RD Congo, ASCM-Global Health Supply Chain Initiative
Number of participants	22
Public organisation	Ministry of Health (Expanded Program on Immunisation)
Implementing partner	Yale School of Public Health

PROGRAMME INFORMATION

Country	Cambodia
Year of implementation	2024
Status	Completed
Donor	UNICEF
Model	In person
Coaches' organisations	Zuellig Pharma, Cambodia Logistics Association (CLA), Indo- Trans Logistics (Cambodia), SRVC Freight Services (Cambodia)
Number of participants	24
Public organisations	National Maternal and Child Health Center, National Immunization Programme, WHO, UNICEF
Implementing partner	GaneshAID



STEP 2.0 participants during the workshop in Kinchassa in March 2024

PROGRAMME INFORMATION

Country	Djibouti
Year of implementation	2024
Status	On-going
Donor	Gavi
Model	In person
Coaches' organisations	SGS (Cote d'Ivoire), Pfizer, People Business Consulting (France)
Number of participants	25
Public organisations	Expanded Program on Immunization, WHO, UNICEF, Ministry of Health
Implementing partner	GaneshAID

PROGRAMME INFORMATION

Country	DRC
Year of implementation	2024
Status	Completed
Donor	Gavi
Model	In person
Coaches' organisations	SEGUCE RDC (Société d'Exploitation du Guichet Unique du Commerce), Marsavco S.A, DPS Kinshasa, DHL Global Forwarding, Korea Pharma, AGCAL-RD Congo
Number of participants	25
Public organisation	Expanded Programme on Immunisation
Implementing partner	VillageReach

PROGRAMME INFORMATION

Countries	Niger
Year of implementation	2024
Status	Completed
Donor	Gavi
Model	In person
Coaches' organisations	Islamique Relief WorldWide, CFAO Equipment, EDUCO NIGER, Solthis NIGER
Number of participants	19
Public organisation	Ministry of Health
Implementing partner	Regional Institute of Public Health (IRSP), the Agence de Médecine Préventve (AMP) Africa and the LOGIVAC Center

PROGRAMME INFORMATION

Countries	Togo
Year of implementation	2024
Status	Completed
Donor	USAID
Model	In person
Coaches' organisations	Cargolux, Red Lightning, Tedis Pharma
Number of participants	14
Public organisations	Ministry of Health, Public Hygeine and Universal Health Coverage, CAMEG, Le Programme National de Lutte contre le Sida, CHU Campus de Lomé
Implementing partner	Empower School of Health

LOOKING AHEAD TO 2025 A YEAR OF TARGETED IMPROVEMENT

All-women cohort in Nigeria

Following a request from Nigeria's Ministry of Health, for the first time the STEP 2.0 programme will be delivered to a cohort consisting entirely of women. The participants, all of whom are supply chain leaders, decision makers, and/or influencers, range from directors to senior managers from the National Products Supply Chain Management Program, the Nigeria Department of Food and Drug Services and the Federal Ministry of Health.

This unique STEP 2.0 implementation, funded by the IFPW Foundation, will provide the cohort with an opportunity to highlight and overcome challenges unique to women in a Nigerian context while applying all the STEP 2.0 principles. In addition, the participants will be paired with female coaches representing various private sector partners.

Zipline in Nigeria

Continuing the theme of targeted programmes, in 2025 STEP 2.0 will be delivered to a cohort comprising ministry of health supply chain leaders from the Nigerian states to where the drone delivery and logistics company, Zipline, is expanding. Since 2016 drones have been used to deliver medical commodities and samples, enabling faster diagnoses and product delivery.

This STEP 2.0 implementation will centre on the question: *What is required to build an optimised multi-modal supply chain network in each region?*

ACAME to become STEP 2.0 accredited implementing partner

In 2024 the USAID Global Health Supply Chain (GHSC) – Technical Assistance (TA) Francophone Task Order (FTO) engaged the African association of essential medicine centres (Association des Centrales d'Achats Africaines de Médicaments Essentiels (ACAME)) over the possibility of its institutionalisation of the STEP 2.0 programme.

ACAME comprises the central purchasing agencies for essential medicines across several African countries and has already established several capacity building programmes for health supply chain managers. Familiar with the specific needs and constraints of African health systems, in 2025 ACAME will become the first institutional partner to offer STEP 2.0 to its members without donor support.

What else is coming up?

STEP 2.0 in Asia is here to stay and a UNICEF-funded implementation in Vietnam will get underway in 2025. The programme will also step foot into Latin America for the first time with another UNICEF-funded programme; this time the cohort will be made up of supply chain professionals from the organisation's Latin America and the Caribbean region.

The programme will also head back to Kenya with a cohort comprising leaders from Kenya Medical Supplies Authority and the Ministry of Health.

HEAR FROM THE STEP HUB

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It's great to see that in 2024 STEP 2.0 broke new ground by attracting so much interest in Asia. And, it's even more encouraging to see that this interest shows no sign of letting up with more implementations planned in the region for 2025.

Onwards and upwards!

Esther Ndichu
STEP 2.0 coordinator
People that Deliver

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