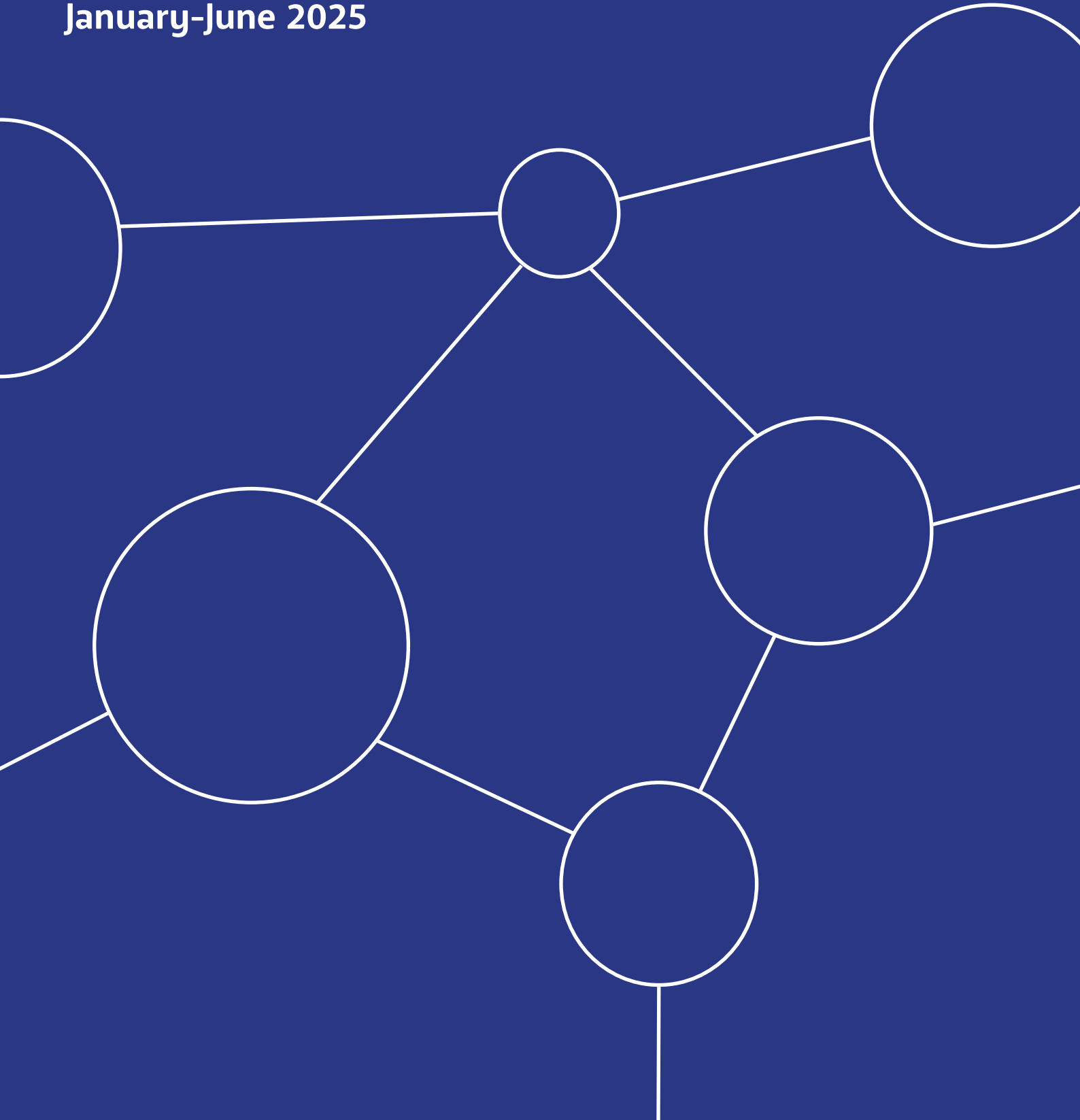


# STEP 2.0

## Impact brief

January-June 2025



## A YEAR OF TARGETED IMPROVEMENT

### 54 GRADUATES AND COUNTING

#### The first all-female programme in Nigeria

This year began with 54 participants graduating from two cohorts, first in Djibouti and then in Nigeria. The STEP 2.0 programme in Nigeria was the first to focus on an all-female cohort. Feedback from participants, coaches and facilitators was overwhelmingly positive, leaving the door open for future targeted programmes of a similar nature.

#### More evidence of the value of STEP 2.0

Data collected by the implementing partner, Empower School of Health, corroborate the findings from last year's STEP 2.0 Asia regional programme: the programme significantly increases the leadership competencies of participants.

In Nigeria, the participants' self-reported assessments show an average 35 percent improvement across all categories – lead, shape, plan, act and evaluate – from baseline.

Find out more in the [Nigeria case study](#).

#### Growing pool of implementing partners

The STEP 2.0 hub is happy to welcome two new accredited implementing partners to the programme: Bee Skilled and CMCOMMS Supply Chain Quality Assurance. The STEP hub continues to work with implementing partners to ensure programme consistency, and improve quality and delivery. Implementing partners receive a newsletter every quarter, which details best practices in programme implementation (see the May edition of [Keep in STEP](#)). In May, the STEP hub will hold a workshop with implementing partners to discuss demand generation and fundraising, both of which are necessary for the continued scaling and expansion of the programme.

#### Programme underway in Kenya

In April Empower School of Health launched the STEP 2.0 programme in Kenya. Funded by the Global Fund and the IFPW Foundation, the programme counts 25 senior supply chain leaders from the Ministry of Health, Department of Health Products and Technologies, the Kenya Medical Supplies Authority and nine counties in Kenya.



The participants of the first all-women STEP 2.0 cohort, which was held in Nigeria in 2025

# STEP 2.0

## 2025

### 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

### SO FAR IN 2025

54 supply chain leaders  
from 2 countries graduated  
with the help of 15 private sector coaches  
from 7 organisations  
supported by 2 implementing partners

Since 2016 more than

**800**  
public sector  
supply chain  
leaders

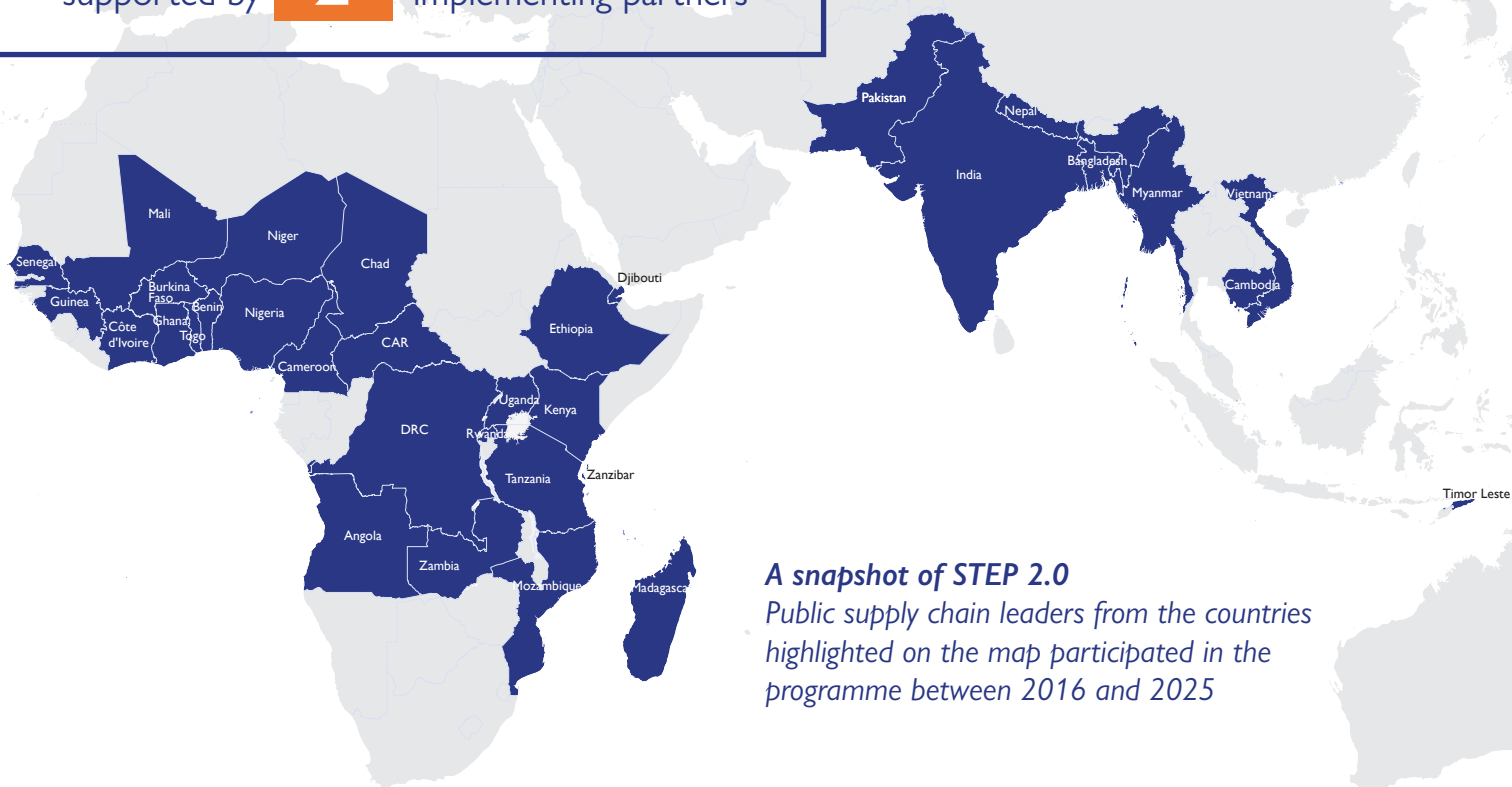
from

**33** countries

HAVE **GRADUATED**  
FROM STEP

with the help of more than

**145**  
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 2025

## STEP 2.0 IN NIGERIA

### CAPTURING INSTITUTIONAL-LEVEL CHANGE

For the first time the STEP 2.0 programme has been delivered to a cohort consisting entirely of women. By focusing on an all-female cohort, the programme aimed to empower women leaders and foster greater female representation in leadership roles.

Henrietta Bakura, STEP 2.0 participant and director of the Narcotics and Drug Abuse Division of DFDS in Nigeria, said, “STEP 2.0 helped me to unlock my potential, approach problems creatively and become a more confident leader.”

**When asked to report on the extent to which participants met their Your transformation challenge (YTC) outcomes, 93 percent stated that all or almost all their outcomes had been achieved.**

#### Your transformation challenge

**Chidinma Chizaram Olikaeze Nwabugwu's YTC** was to digitalise the Food and Drug Ministry's basement store inventory documentation. Within six months of beginning the STEP 2.0 programme she had made a significant impact on her organisation, achieving 70 percent accuracy in digital records, improving efficiency following the adoption of streamlined inventory management practices, and enhancing data accessibility and reporting.

**Yvonne Musa's YTC** focused on implementing effective inventory management practices at the Federal Staff Hospital Pharmacy to reduce stockouts and minimise overstocking. After six months she has increased the availability of medicines and improved patient care by implementing more efficient inventory management practices, and reducing stockouts and backorders.

#### PROGRAMME INFORMATION

Year of implementation	2025
Status	Complete
Donor	IFPW Foundation
Model	In person
Coaches' organisations	Pfizer, MSD, Advantage Health Africa, CHS Advisory and People that Deliver
Number of participants	29
Public organisations	National Products Supply Chain Management Program, the Nigeria Department of Food and Drug Services and the Federal Ministry of Health
Implementing partner	Empower School of Health

## Improved participant competency

### The data

The Nigerian participants selected three competencies to target for development over the five months of the programme. Participant competency in five areas – lead, shape, plan, act and evaluate – was measured by self assessment at three intervals: at the beginning of the programme (December 2024), after the in-person workshop (January 2025) and upon completion of the programme (April 2025). Competencies were then analysed with qualitative observations from the coaches.

The self-reported assessments show an average 35 percent improvement across all categories from baseline.

### Self-assessed competency score



Read more about the STEP 2.0 implementation in Nigeria on the [PtD website](#).

## Key themes and participant feedback

### Root-cause analysis/problem-solving skills

"I have learned that I can overcome any challenge I face, be it at the workplace or even personal, just by taking it one step at a time. Using the "why" system, I would be able to get to the root cause of a challenge and address it. The STEP 2.0 programme has taught me to always look out for solutions no matter how big a challenge is."

### Communication and collaboration

"I have learnt that that teamwork makes the dream work and it always pays better to have a good working relationship with my team to foster a productive result and attain a desired goal."

### Transformation

"The importance of transformation for the attainment of the organisation's overall goal and the fact that one can start within the confines of your zone that you have control of."

### Leadership

"I learnt efficient leadership and how to carry others along."

### Cross-learning

"Exchange and cross learning of ideas, information and knowledge and the overall process of the YTC."

### Changing Culture

"I have learnt that we can have fun and still be amazing leaders. I always thought one has to be serious when they start climbing the ladder of leadership, else they won't be taken seriously. After STEP, I want to be the kind of leader like the STEP facilitators."

## SUPERVISOR SPOTLIGHT

Through her YTC, **Yagana Mohammed Wakil** affected a significant decrease in the time taken to pay vendors. The number of vendors paid within a month tripled, from 20 percent to 60 percent.

“

*I have been witness to the transformation made in Yagana's life by the STEP 2.0 programme. It has brought out her leadership qualities and has made her fearless.*

*This has taught us a new way of how change works: Yagana ignored her critics.*

*You have truly created a programme that has built unbreakable leaders. We have seen a once-upon-a-time timid Yagana becoming a bold Yagana and taking fearless steps.*

**Kenji Goyit**, Yagana's supervisor in the Public Health Department

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## STEP 2.0 IN DJIBOUTU

### EXPANDING VACCINE COVERAGE

Through the YTC, the STEP 2.0 participants in Djibouti have made a significant impact on health supply chain operations, particularly in the management of stock, demand generation, information systems, cold chain and vaccine management, monitoring and communication. The participants' efforts have affected tangible improvements such as optimised stock levels, waste reduction and improved data quality, which have in turn led to greater vaccine coverage in the country. In many cases, the participants' successes have centred on enhanced communication, the engagement of stakeholders, the adoption of new tools and procedures, and building the capacity of teams.

#### PARTICIPANT YTC QUESTIONS

Reduce **overstocking and stockouts**  
 Improve **data accuracy**  
 Improve **vaccination rate**  
 Enhance **cold-chain** management  
 Maximise **smartphone use** in supply chain management

#### A closer look at the YTCs

##### How to improve the management of stock and reduce wastage?

*Ibrahim Isman Ibrahim*

Ibrahim strived to improve the management of vaccines between the moment of arrival at the central depot and the moment of departure. To do so he adopted a stock management system, a temperature surveillance system and computer software, using applications to manage orders. Daily audits have helped to identify stock discrepancies. He has also trained 80 percent of his team in the relevant technology and practices, and actively cultivated an environment of collaboration.

The result: In three months there has been a 20 percent reduction in stock discrepancies. There have been noticeable improvements in the precision in the recording and management of stock, and an improvement in the satisfaction of stakeholders.

#### PROGRAMME INFORMATION

Country	Djibouti
Year of implementation	2025
Status	Completed
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

**How to improve stock management to guarantee accurate stock inventory data?**

*Nasteho Elmi Robleh*

Nasteho introduced a daily vaccine report, differentiating priority lots using labels. She also introduced a bonus scheme to motivate her team as well as organisation training on the use of tools, stock management and collaboration for the warehouse workers.

The result: Her objective was a 10 percent reduction in stock wastage – she achieved a 91 percent reduction. Also, her efforts led to improved anticipation of stock requirements and a reduction in stockouts.



STEP 2.0 graduation day in Djibouti

## WHAT'S ON THE 2025 CALENDAR?

### TARGETED IMPROVEMENT REMAINS THE FOCUS

#### Vietnam, Pakistan and Nigeria

PtD's targeted STEP 2.0 approach will continue in Nigeria; before the end of the year the Gavi-funded programme will be delivered to a cohort comprising state-level health supply chain leaders from the Nigerian states to where the drone delivery and logistics company, Zipline, is expanding. In May STEP 2.0 will kick off in Pakistan (funded by Gavi) with 20 participants, the majority of whom represent provincial-level public supply chain organisations. In June the programme will head to Vietnam. Funded by UNICEF, the workshop phase of the programme will begin in July, while graduation is scheduled for the end of the year.

#### SAPICS 2025

STEP 2.0 coordinator, Esther Ndichu, will be presenting The Power of Partnerships at this year's conference. Her objective is to attract more private-sector interest in the STEP 2.0 programme in a bid to increase the pool of available coaches. She will also introduce the idea of offering the programme to a new audience of private sector companies.

#### Monitoring and evaluation

For the last two years, STEP 2.0 implementing partners have been collecting data on the impact of the programme on participant competencies. Some results have already been shared (including the Nigeria example in this report) but later this year PtD will develop a STEP 2.0 M&E report that collates all data collected thus far and identifies trends. The results are expected to provide further evidence of the impact of the programme on public supply chain organisations and participants, and will inform the development of future versions of the programme.

PtD also plans to produce a dashboard to track all collected data. The dashboard would facilitate the identification of trends and highlight the impact of the programme on individuals, visualised through the automatic generation of graphs and charts.

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