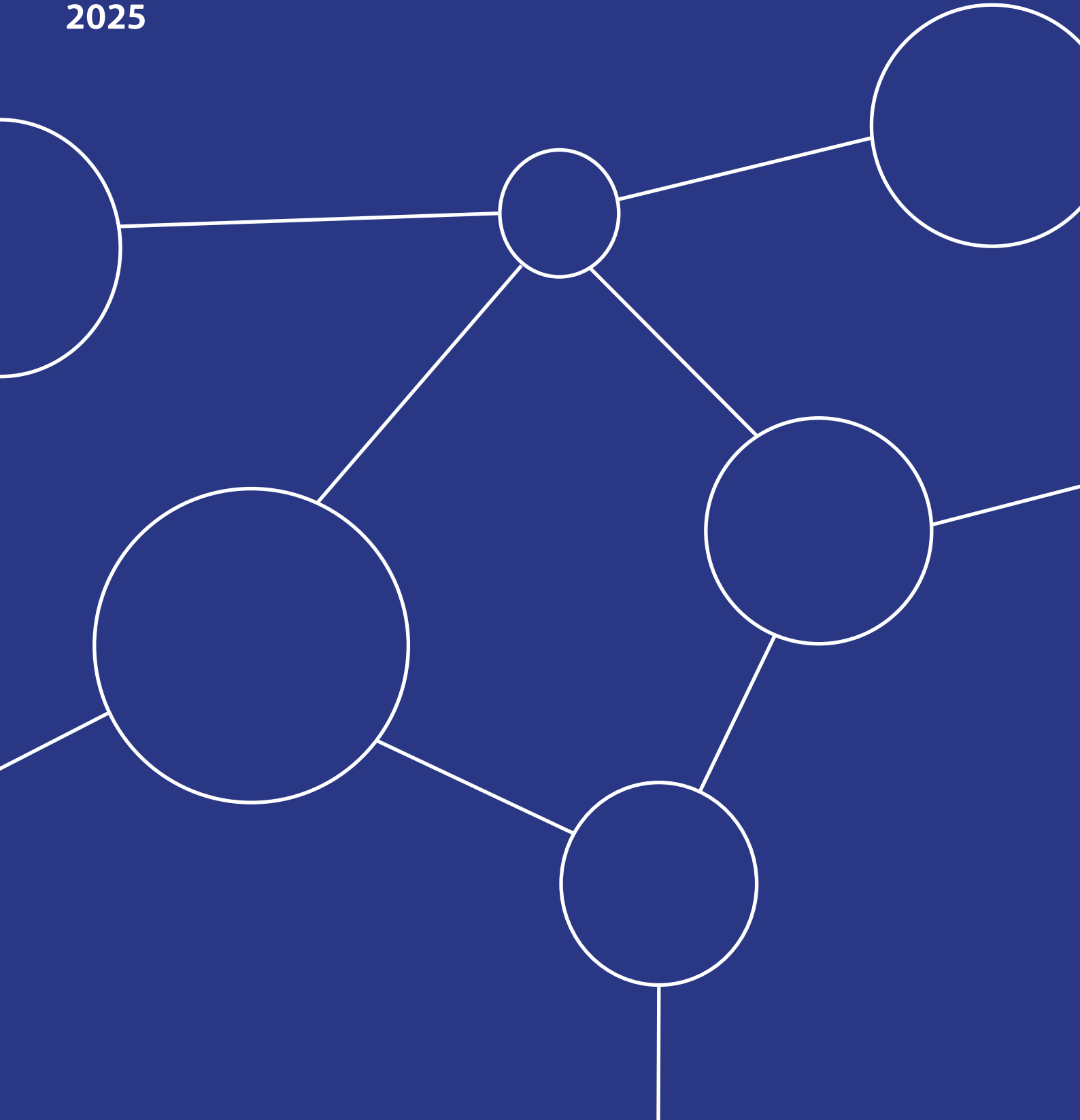


STEP 2.0

Impact brief

2025



A YEAR OF FIRSTS

THE PIVOT TO SYSTEM OPTIMISATION

Overview of 2025

Despite 2025 turning out to be tumultuous for global health, and for STEP 2.0, the programme enjoyed one of its most successful years. STEP 2.0 was delivered six times in five countries to 140 health supply chain leaders.

Last year was a first in many ways for STEP 2.0:

1. The first all-women programme was debuted in Nigeria
2. The first operations-focused version of the programme was rolled out in Nigeria in partnership with Zipline, and considered a resounding success
3. STEP's first monitoring and evaluation assessment was published, showcasing the impact of the programme.

The first all-women programme in Nigeria

2025 began with 54 participants graduating from two cohorts, first in Djibouti in February and then in Nigeria in April. The programme in Djibouti was enormously effective in expanding vaccine coverage.

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.

[Read more on page 5.](#)

Nigeria Zipline: The first operations-focused STEP implementation

Nigeria's second STEP 2.0 implementation of 2025 was the first ever operations-focused version of the programme. In collaboration with logistics company Zipline, this programme was designed to ensure that three Nigerian states could seamlessly integrate drone last-mile delivery (LMD) into their operations.

The goal was to accelerate the integration of Zipline's services into public health systems and, in so doing, create system-wide efficiencies, such as increased stock availability and greater cost savings, and ultimately widen treatment coverage and increase patient access.

[Read more on page 8.](#)

More evidence of the value of STEP 2.0

Published in October 2025, the STEP 2.0 monitoring and evaluation (M&E) report considers the programme's outcomes since its inception in 2021. The report consolidates data collected over this period, such as the average increase in participant competency, and includes ten case studies that demonstrate the programme's impact on organisational outcomes and personal development.

[Read the report here.](#)

IFPW Foundation assumes STEP 2.0 coordination role

At the end of 2025, the PtD secretariat ceased its operations and ended its role as the STEP 2.0 hub. As coordinator of the STEP 2.0 hub, PtD oversaw programme implementations and M&E, and managed programme communications and coordination among donors, implementing partners and countries. This mantle has been passed to the IFPW Foundation and focal points Chris Goetz, executive vice president and George Bray, vice president. [The PtD website](#) – with its array of STEP 2.0 resources – will stay online throughout 2026.

The recently-published M&E report demonstrates the programme's ability to improve health performance but with the international development funding landscape much changed, the programme will need to adapt if it is to continue to benefit low- and middle-income countries and their populations.

The next generation of STEP 2.0

Work is underway to develop a framework for the redesign of the programme to meet an anticipated change in demand. The new version of the programme will be called Next STEP.

To remain relevant, Next STEP will pivot to leveraging the programme's change management processes to contribute to, and enable, system optimisation, while maintaining its core leadership-building concepts.

The next generation of STEP will reorient its focus towards operational impact, much like the Nigeria Zipline programme in 2025. Watch this space.



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

STEP 2.0

2025

IN 2025

from **140** supply chain leaders
with the help of **5** countries graduated
from **39** private sector coaches
supported by **17** organisations
2 implementing partners

Since 2016 more than

900
public sector
supply chain
leaders

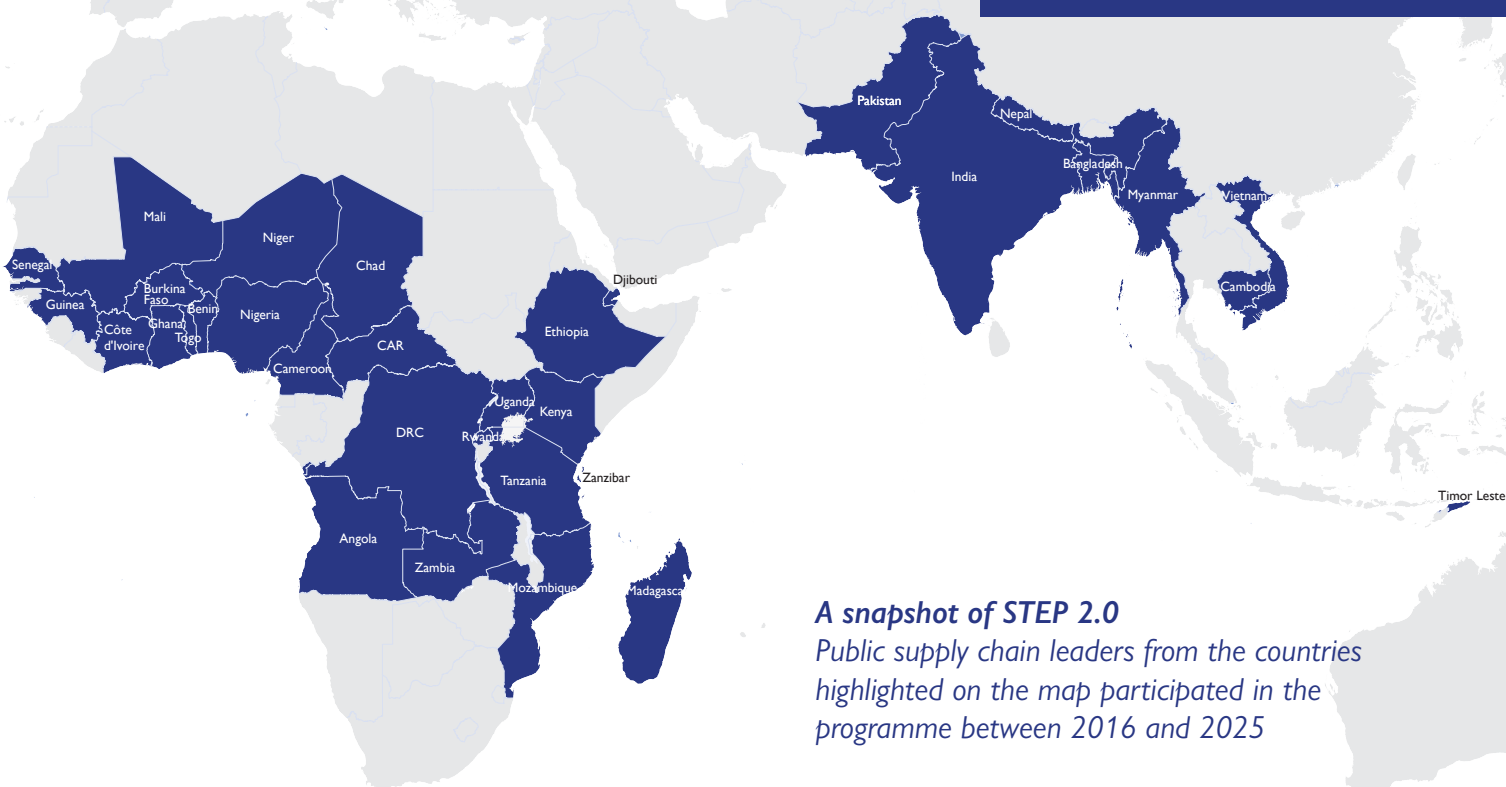
from

33 countries

HAVE **GRADUATED**
FROM STEP

with the help of more than

169
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 was 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 transformation challenge (YTC) outcomes, 93 percent stated that all or almost all their proposed YTC outcomes had been achieved.

Your transformation challenge (YTC)

Chidinma Chizaram Olikaeze Nwabugwu's YTC was to digitalise the inventory documentation of Food and Drug Ministry's basement store. 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 had 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 and 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 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."

Organisational 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 NIGERIA

ZIPLINE AND TARGETED OPERATIONAL IMPROVEMENT

PROGRAMME INFORMATION	
Year of implementation	2025
Status	Completed
Donor	Gavi
Model	In person
Coaches' organisations	Zipline, UPS, Lagos State University, Mansoura for Resin Egypt, Hefame Group, Africa Resource Centre for Excellence in Supply Chain Management, Pfizer
Number of participants	22
Public organisations	Bayelsa State Ministry of Health, Cross River State Ministry of Health, Kaduna State Ministry of Health, Kaduna State Health Supplies Management Agency
Implementing partner	Empower School of Health

Nigeria's second STEP 2.0 implementation of 2025 was the first ever operations-focused version of the programme. In collaboration with logistics company Zipline, this programme was designed to ensure that selected Nigerian states – Bayelsa, Cross-River and Kaduna – could integrate drone last-mile delivery (LMD) into their operations.

The goal was to accelerate the integration of Zipline's services into public health systems and, in so doing, create system-wide efficiencies, such as increased stock availability and cost savings, and ultimately widen treatment coverage and increase patient access.

Across the STEP 2.0 Zipline cohort there was an average 19 percent self-reported improvement across all five competency categories related to leading, shaping, planning, acting and evaluating (from the baseline) within the five-month period. There was a 27 percent average improvement in competency score for the primary competency targeted for development by each participant.

Programme objectives

- 1 Develop participant understanding of and effectively manage a multimodal supply chain** that incorporates drone-based delivery alongside traditional transportation
- 2 Empower participants** to make better data-driven decisions, understand the system-wide impacts of logistics choices, and implement Zipline services in a more uniform and strategic manner

This unique STEP 2.0 programme was successful in laying the groundwork for the integration of drones in last mile delivery in Nigeria. The introduction of drone operations has already reduced the number of zero-dose (ZD) children in the country. Likewise, there has already been an increase in product availability as well as a fall in the cost to deliver health products and services in the three states.

YTCs to enhance operations

Data integration and visibility

YTCs were focused on harmonising Zipline, Kaduna State health supplies management agency (KADHSMA) and health facility data to reduce reporting discrepancies and improve inventory tracking. Expected outcomes include **improved data quality, reduced stockouts and the development of real-time dashboards to support evidence-based decision-making** across the supply chain.

Forecasting and performance monitoring

YTCs aimed to institutionalise performance tracking by monitoring KPIs such as order fill rates, delivery cancellations and missed opportunities. These efforts have been designed to **strengthen forecasting accuracy and ensure timely interventions** through data-driven insights.

Last-mile delivery and emergency preparedness

YTCs targeted delivery bottlenecks by identifying hard-to-reach facilities and assessing logistical barriers. Expected outcomes include Zipline **drone deliveries reaching at least 50 percent of targeted facilities during emergencies**.

Reducing vaccine wastage through microplanning and on-demand supply

YTCs aimed to strengthen immunisation outcomes by ensuring 100 percent development of and 80 percent adherence to microplans, while creating demand-driven supply triggers. Expected outcomes include **reduced vaccine wastage, better alignment of supply with demand and enhanced planning efficiency** at facility level.

Sustainable PPP-led drug revolving fund (DRF) models

YTCs focused on building stakeholder coalitions, clarifying DRF concepts, securing government funding and guiding implementation of PPP-led DRF models. Expected outcomes include **reducing expiries through proactive supply chain adjustments and strengthening the financial sustainability of DRF systems**.

Stakeholder ownership and capacity

YTCs aimed to institutionalise change by engaging stakeholders. Expected outcomes include **increased digital literacy, stronger advocacy and embedded communication strategies that support long-term transformation and ownership** at state and institutional levels.

A closer look at the YTCs

Eyong Kasi Ubangha, director of Disease Control and Immunization asked *How can the state dashboard integrate with Zipline route planning, drone delivery and inventory management?*

The approach

Integration planning: Defining the integration challenge and its impact, and developing a roadmap for implementation

Stakeholder coalition: Identifying and prioritising key stakeholders, building trust through one-on-one engagements and encouraging shared ownership

Vision alignment: Communicating a compelling integration vision, aligning goals with leadership values and involving stakeholders to define outcomes

Capacity and systems: Training staff on the integration process and installing the dashboard for harmonised planning and monitoring

Monitoring and feedback: Measuring progress, giving regular feedback and adjusting implementation collaboratively with stakeholders

The result

Treating an additional 84,270 zero-dose children

The integration of Zipline's logistics with the state dashboard strengthened data quality, enhanced inventory visibility and improved routing efficiency. Higher order accuracy and better planning increased the delivery of medical products and services, and reduced stock-outs, while coverage expanded to 27 new priority communities. These outcomes reinforced government confidence in Zipline as a trusted partner and institutionalised data-driven collaboration.



The participants, coaches and facilitators during the STEP 2.0 Zipline workshop, which was held in Nigeria in 2025

STEP 2.0 IN PAKISTAN

COUNTRY INVOLVEMENT ALIGNS YTCs WITH STRATEGIC OBJECTIVES

PROGRAMME INFORMATION

Year of implementation	2025
Status	Completed
Donor	Gavi
Model	In-person
Coaches' organisations	UPS and Pfizer
Number of participants	22
Public organisations	Directorate of Immunization (federal, provincial, district and regional levels (Punjab, Sindh, KP, Balochistan, AJK, GB and Islamabad))
Implementing partner	GaneshAID

From the outset the Federal Directorate of Immunization (FDI) was instrumental in the identification of participants' Your transformation challenges (YTCs), which focused on applying change management principles to the most pressing immunisation supply chain bottlenecks facing the Expanded Programme on Immunization (EPI).

Pakistan's immunisation endeavours have been facing competing priorities, which include fluctuating vaccine demand, geographic diversity and persistent operational bottlenecks. The FDI identified leadership development as a priority that is in step with national efforts to strengthen cold chain systems, ensure stock availability, improve transport planning and reduce last-mile challenges.

By the end of phase three of the programme, all participants had completed at least step six of Kotter's model (generating quick wins).

In addition, 86 percent had reached step eight, which signals sustained behavioural change, improved problem-solving capacity and operational progress extending beyond immediate project outputs.

Several teams reported establishing multi-stakeholder coalitions involving federal, provincial and district authorities, partners and frontline health workers, as part of their YTCs, to address bottlenecks. They managed this, in part, through the improved use of population data to enhance digital reporting through vLMIS, routine stock reviews and preventive maintenance practices.

At the end of the programme, senior participants expressed great interest in replicating STEP 2.0 at provincial and regional levels, already convinced of the power of STEP 2.0 to strengthen sub-national leadership capacity and improve immunisation supply chain performance.



The STEP 2.0 in-person workshop was held from 23 to 27 June 2025 in Islamabad

KEY CHALLENGES IN PAKISTAN

- Resistance to change
- Data quality issues
- Coordination gaps
- Capacity constraints
- Competing priorities
- Adaptive leadership
- Supportive supervision
- Embedding changes into routine systems

FACILITATOR SPOTLIGHT

“

You did not create one-time fixes. You embedded change into standard operating procedures, dashboards, committees and work plans. What matters most is that you created new habits of leadership. Sustainable system change does not come from more reports or pressure from the top, but from leaders who can see the system clearly, mobilise others and act with discipline over time.

Dorothy Leab, lead facilitator,
GaneshAID

”

A closer look at the YTCs

How can I achieve a 90 percent fully-functional cold chain system in the next four months to lower the disease burden and to avoid outbreaks of vaccine preventable diseases?

Khurram Shahzad Markhors, EPI

Actions

- Initiated district-wide **stakeholder engagement**, uniting EPI teams, WHO, UNICEF and local health officers to prioritise cold chain repair and vaccine safety
- Established rapid **cold chain assessment**, identifying defective ice-lined refrigerators (ILRs) and enabling targeted equipment replacement across all health facilities
- Developed **standardised reporting templates**, improving consistency in data collection and fault analysis for cold chain management
- Accelerated **equipment repair and replacement**
- Adoption of **real-time feedback** from technicians and supervisors to guide preventive maintenance

The result

90 percent of health facilities restored ILR functionality within planned timelines

YTC AREAS OF FOCUS

Transport and distribution bottlenecks
Cold chain equipment functionality
Stock visibility and vaccine delivery accuracy
Last-mile accountability and reporting

How can we enhance stock management and reduce stockouts and instances of stock falling below buffer levels through capacity building?

Asghar Khan Shaheens, Department of Health, Government of Khyber Pakhtunkhwa

Actions

- Conducted comprehensive PCV-13 **stock-out analysis for all health facilities** in Khyber District, identifying shortages and buffer level gaps for corrective action
- Established **monthly vaccine management reviews**
- **Trained EPI staff** on vaccine logistics and stock management, improving their capacity to manage antigens efficiently and minimise wastage
- Implemented **standardised SOPs** for replenishment, reducing stock-out frequency and maintaining high vaccine potency and efficacy
- **Recognised top-performing facilities** and vaccinators, fostering motivation and accountability across the district's immunisation teams

The result

Continuous monitoring of stock status and timely reporting across 100 percent of facilities

STEP 2.0 IN DJIBOUTI

EXPANDING VACCINE COVERAGE

Through the YTC, the STEP 2.0 participants in Djibouti had 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 affected tangible improvements such as optimised stock levels, waste reduction and improved data quality, which in turn led to greater vaccine coverage in the country. In many cases, the participants' successes centred on enhanced communication, the engagement of stakeholders, the adoption of new tools and procedures, and building the capacity of teams.

PARTICIPANT YTC TOPICS

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 was a 20 percent reduction in stock discrepancies. There were noticeable improvements in the precision of recording and managing stock, and an improvement in the satisfaction of stakeholders.

PROGRAMME INFORMATION

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 Programme 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

STEP 2.0 IN KENYA

PARTICIPANTS COLLABORATE ON YTC TO GREAT EFFECT

This year's STEP programme implementation in Kenya showcased a real spirit of collaboration. Improved teamwork and togetherness are common features of the programme, but this time colleagues tailored their transformation challenges to meet a common objective. The resulting transformation not only resolved a long-standing bottleneck but has also positioned KEMSA to boost revenues through improved systems and shared leadership.

Across the STEP 2.0 Kenya cohort there was an average 25 percent improvement across all five competency categories related to leading, shaping, planning, acting and evaluating (from the baseline) within a period of five months. There were 43 percent, 39 percent and 49 percent average improvements in competency scores for the first, second and third competencies targeted for development, respectively.

Your transformation challenge: Strengthening billing efficiency at KEMSA

Three leaders from different directorates within KEMSA tackled a shared organisational challenge:

delayed billing and revenue leakage across supply chain services. Although their three YTCs approached the issue from three distinct departmental angles – operations, programme management and finance – their collective efforts resolved long-standing inefficiencies and also fostered a culture of shared accountability and continuous improvement across KEMSA.

They significantly reduced proof of delivery (POD) conversion times, streamlined billing workflows and drove measurable revenue growth.

YTC RESULTS

- Reduced POD conversion time from over **90 days to 24 days** (73 percent average improvement)
- **54 percent increase** in revenue billed within the first month of implementation, surpassing the 50 percent target
- **Unified departmental efforts** around a common goal, improving transparency and operational efficiency

PROGRAMME INFORMATION

Year of implementation	2025
Status	Completed
Donor	The Global Fund, IFPW Foundation
Model	In person
Coaches' organisations	Pfizer, IQVIA, Merck, Red Lightning and Sanofi
Number of participants	24
Public organisations	DHPT, Ministry of Health, KEMSA and various counties
Implementing partner	Empower School of Health

SUPERVISOR SPOTLIGHT

“

John Kabuchi, acting director at Kenya Medical Supplies Authority, led a coalition to address a systemic silo mentality in KEMSA. He developed a theory of change, bringing together multiple groups to understand their roles and responsibilities to address quality issues. He engaged multiple departments, from distribution, customer service and finance, that were contributing to consistently below-plan revenues. One of the key causes of low revenue was a POD to billing conversion rate above 90 days. He co-created the new process flows and KPIs, and also co-developed the KPIs that have increased revenues and broken-down silos.

Joe Ruiz, STEP coach and vice president of
Strategic Partnerships for Red Lightning

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STEP 2.0 participants, coaches and facilitators during the 2025 in-person workshop in Nairobi

STEP 2.0 IN VIETNAM

SPECIALISED YTCS FOR TARGETED RESULTS

For the second time, following the multi-country STEP Asia implementation in 2024, STEP 2.0 was delivered to Vietnamese public health supply chain managers. This programme brought together 27 participants from the National Expanded Programme on Immunization (EPI), the National Institutes of Hygiene and Epidemiology, Pasteur Institutes and provincial centres for disease control.

This programme was focused on specific areas and as such participants' YTCS were targeted on three areas:

1 Internal coordination

Transforming a weak coalition with an unclear vision to a planned, strong core team

A weak coalition meant that teams lacked urgency, consensus and had an unclear vision.

The solution was to establish a core team, develop a plan, prioritise challenges and closely monitor progress.

This resulted in the clear identification of supply chain bottlenecks.

2 Demand-based allocation

Moving from schedule-based allocation and fragmented data to a data first approach to reduce discrepancies and provide uninterrupted vaccine coverage at immunisation points

Decision making consensus had been hard to achieve, Outdated tools hindered coordination and led to inaccurate or missing data.

The solution included standardising data and implementing a new file management system.

The team now has clear SOPs and KPIs, and efficient coordination, supported by new tools.

3 Increase the Hepatitis B birth dose vaccination rate within 24 hours of birth

Moving from a weak coalition with an unclear vision to defined SOPs, organised supervision and ultimately an increased coverage rate

The solution was to standardise SOPs, assign roles appropriately, and monitor and provide feedback, adjusting accordingly.

The result was the development of SOPs and a unified implementation framework, and an increase in the vaccination rate from 83 percent to 90 percent.

PROGRAMME INFORMATION

Year of implementation	2025
Status	Completed
Donor	UNICEF
Model	In-person
Coaches' organisations	Sanofi, Pfizer, MSD, UPS and independent consultant
Number of participants	27 Participants
Public organisations	National, regional and provincial level
Implementing partner	GaneshAID

A closer look at the YTCs**How can vaccine storage at commune health stations in Hanoi be strengthened to ensure vaccines are safely stored in accordance with good storage practices?***Đinh Văn Quý*

- Developed and finalised vaccine storage SOPs in accordance with the guidelines of the Ministry of Health and the Expanded Programme on Immunization (EPI)
- Standardised procedures for temperature monitoring and cold chain incident management, ensuring vaccine quality and immunisation safety
- Improved community access to safe and reliable vaccines at the grassroots level
- Implemented a “Hub-and-Spoke” model, in which the main health station is fully equipped with cold chain systems and qualified staff and applies unified SOPs for all commune/ward health stations
- Piloted implementation at selected commune health stations under Cam Lam and Khanh Vinh regional medical centres, Khanh Hoa Province

Provide guidance to provincial departments of health and centres of disease control in the southern region on building a near-real-time immunisation coverage reporting system to support demand forecasting, planning and effective vaccine management and use*Ho Vĩnh Thang*

- Assessed the status of vaccine storage at all 126 commune and ward health stations after their establishment, identified gaps and proposed corrective solutions
- Organised monthly review meetings to summarise and analysed gaps identified during inspections, gradually strengthening awareness and cold chain management capacity
- Significantly reduced vaccine damage incidents: from two incidents (since 1 July 2025) to zero incidents since inspections began, helping to minimise vaccine wastage due to improper storage
- Improved vaccine storage quality at commune health stations: 45 percent now meet the required standards

