

IFPW AND ITS MEMBERS SUPPORT:
**STEP – AN INNOVATIVE IMMUNIZATION
SUPPLY CHAIN INTERVENTION**



IFPWFOUNDATION

STRATEGIC TRAINING EXECUTIVE PROGRAM

HAVE YOU HEARD OF STEP?

STEP is a leadership development plan targeting Expanded Program on Immunization (EPI) supply chain managers with the aim of providing them with core leadership and management skills. Like the well-known Executive Master of Business Administration (MBA) program, which targets higher-level professionals and policymakers, the STEP is targeted at senior supply chain managers and directors from Health ministries as well as other ministries with a potential to have a positive impact on the SC system. The STEP objective and overarching goal are built around:

- The provision of public healthcare personnel with non-technical leadership skills to effectively fulfil their roles.
- The development of competencies in People Management, Problem Solving, Communication Personal and Professional development and Project Management.
- STEP incorporates a 1-5-3 continuous learning Model which includes, a one-month pre-course (four-week distance learning phase), followed by a five-day facilitator-led face-to-face workshop (classroom session) and finally a three-month mentorship phase (with a capstone project, mentorship, and continuous learning modules).
- The program content is built around the 'general leadership (soft skills) competencies' detailed, as specified by GAVI and People the Deliver

THE ROLE OF IFPW FOUNDATION AND IFPW'S MEMBERS

In 2018 IFPW Foundation centered its partnership activities with Gavi around the strategic management and expanded rollout of STEP to meet growing country demand. IFPW members answered the call to support this endeavor and provided the resources and know-how to begin the institutionalization of the training and deliver the courses into Gavi-priority nations.

BACKGROUND

The supply chain (SC) for immunization comprises all individuals, activities, structure, resources and planning relevant for facilitating effective and safe delivery of vaccines to those who need them.

In developing countries supply chain capacity and capabilities are often grossly insufficient. With an ever-increasing population and the introduction of newly-developed vaccines, the situation is almost certain to worsen progressively unless there is an intervention.

To improve immunization coverage and subsequently reduce infant and child mortality, a strong SC system is essential. A strong SC system requires advanced technology to be applied to all aspects of the SC system; from planning to cold chain equipment, data management and distribution of commodities. Furthermore, at all levels of the health system, SC management requires skilled and competent individuals who are empowered to deal with the present and future challenges. It is further recognized that strong leadership and management skills are essential for the success of any health system. In a bid to strengthen the SC management within countries, while acknowledging the importance of the private sector in leadership development, Gavi, the Vaccine Alliance (GAVI), in collaboration with United Parcel Services (UPS) (a private global logistics company), developed the Strategic Training Executive Program (STEP).

A FEW MEMBER CHAMPIONS EMERGED IN THE PROCESS:

GlaxoSmithKline (GSK)



GSK was IFPW Foundation's cornerstone champion and partner in 2018 through the provision of a grant totaling GBP 1 million. This grant provided funding for up to 10 courses (in 5+ countries) while also supporting the program management activities required to deliver the program (via an expanded program Director position; external consultant to serve as a Field Manager; and dedicated IFPW Foundation staff time). In addition, GSK has been the leading provider of facilitators and mentors to the STEP courses from within IFPW's membership, with a number of individuals serving in these capacities multiple times. Company executives participate in the STEP Steering Committee to provide knowledge and guidance. Without the financial and in-kind support provided by GSK, STEP would likely still be a piloted concept instead of a reality.

Imperial Health Sciences (IHS)



As a leading wholesaler, distributor and healthcare service provider on the African continent Imperial lent its support to STEP in 2018 through the secondment of a part-time executive to Gavi to serve as the STEP Director charged with overseeing the training's strategic direction and day-to-day activities. IHS' deep knowledge of their markets shared via the STEP Steering Committee also served to greatly benefit the program. Imperial continues to support STEP through the provision of mentors and facilitators in those countries which it has activities.

Merck



Merck has recently become another key supporter of STEP from within IFPW's membership and is actively providing both facilitators and mentors for the rollover courses from 2018 and those planned for 2019 and beyond. Numerous Merck executives from both the U.S. and Europe have served as facilitators and mentors in African countries and have made a significant impact on class participants as well as realizing personal growth through the experience.

IFPW Foundation



IFPW Foundation itself has led the expansion of STEP courses through its commitment to the execution phase of STEP Leadership courses. The tasks performed by IFPW Foundation senior executives have included: conducting Train the Trainer (ToT) leadership sessions, participating as lead and co-facilitators, leading and mentoring mentors, and mentoring class participants on the ground in the African countries where the training takes place.

Discussions with other IFPW members continue as the needs around STEP are great. In particular, a significant number of mentors are required to support participants and the real-world leadership experiences delivered by senior executives is what makes STEP so unique and impactful.

By April 2019, more than 240 participants will have completed the training across 23 countries. These individuals have the potential to transform their respective immunization supply chains and are beginning a journey of empowerment that will position them **to become the leaders of tomorrow.**

TESTIMONIALS FROM THE FACILITATORS AND MENTORS ON THEIR INVOLVEMENT...



Strategy
Training
Executive
Program



Leadership and Management
training of Public Health personal
involved in vaccine supply chain.

Roger Gngoran, a vaccine manager also involved with GAVI in Africa and Asia, as well as a two-time facilitator and mentor stated, "Leadership is a key milestone required in West Africa within the public sector in order to achieve improved performance. After participating in the STEP leadership class, I saw a perceptible change in leadership. In fact, one of my mentees in Mali was promoted to an EPI Manager after executing one of the best capstone projects that came out of the class."





Josiane Brou, a medical manager of vaccines in West Africa, was enthused about her experiences with STEP when asked. "Working in the STEP program has been one of my great career achievements and a fantastic journey for me personally" she stated. "I have been proud to be an actor in this much needed training targeted at francophone countries. In particular, the post course capstone project allowed me to appreciate and impact the practical aspects of leadership in the daily work of my mentees.



Doris Mesia Vela, a medical affairs manager involved with GAVI and currently with GSK, described her experiences as follows, "Working with STEP participants has been one of my most valuable experiences while working in the health care industry. Step training is utilized at the Ministry of Health level as a platform to identify new talent. Two of the participants from my classes were promoted directly following the course due to the improvement of their management skills. For me personally, a topic that challenged my thinking and provided me an opportunity to learn and better understand was human resource management. The difficulties that countries are facing in this area were eye opening and my experiences with STEP allowed me to focus more on day to day human resource management, career path, motivation, and the importance of job profiles and training with my team."

READY TO GET INVOLVED? CONTACT IFPW
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