

Reinvigorating International Association for Public Health Logisticians [IAPHL]

3-year Strategic and Management Plan

Final Report

July 2022

Purpose of this Document

IAPHL invited ThinkPlace to facilitate the co-design and the formulation of a three-year strategic and management plan. This process followed a human centred design approach that ensured the voices of all the stakeholders were heard and incorporated throughout the process.

It brought together all the stakeholders of IAPHL to collaboratively brainstorm on the strategy through a workshop, refine on the feedback from the workshop through a strategic committee, and final validation through a survey sent out to the advisory group.

The Process Of Building The Strategy



Background and Process

In 2021, International Association for Public Health Logisticians (IAPHL) conducted two assessments focusing on the organizational structure of the association and its membership. These assessments were focused on understanding the current state of IAPHL to produce recommendations for the future.



A holistic assessment to better understand the value delivered by IAPHL to its members and to assess the current organizational structure.



A human-centered design assessment to understand members' capacity building needs and career aspirations.

The USAID sponsored assessment used a mixed-method design combining quantitative and qualitative approaches leading to the following recommendations:-

1. Transparently set up of a new governance body and structure with a subcommittee focused on budget, cost structure and expenditures.
2. Install a director from and in the global south, with local staff person who has expertise on communications and communities of practice.
3. Understand membership engagement, accrued value and develop an M&E framework based on a Theory of Change linking participation to outcomes.
4. Plan activities for higher membership engagement, develop an SOP for moderation of conversation and move away from conferences as the main technical benefit for members.
5. Allow country chapters to structure and manage themselves as necessary with cross chapter knowledge exchange and learning with their results captured by the secretariat as a measures of success.

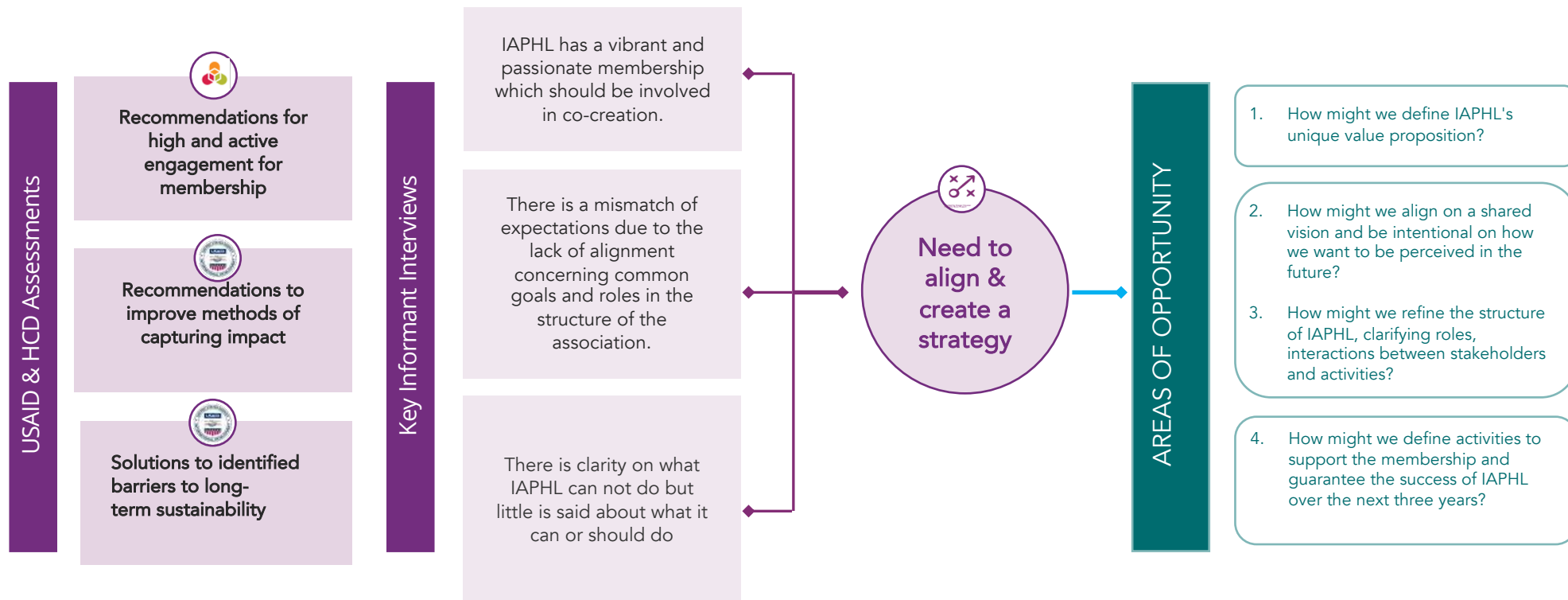
The **Human-Centred Design Assessment was conducted to** understand the needs of IAPHL's members and inform the development of effective and relevant capacity-building solutions. The insights from this assessment led to the following recommendations:

1. Improve communication to create more value for members
2. Clarify and communicate IAPHL's unique value proposition
3. Provide peer learning and knowledge sharing opportunities
4. Become the source of truth on courses and accreditations
5. Involve members in the co-creation and continuous improvement of IAPHL

Why are we designing a Strategy?

The recommendations from the two assessments were presented to the advisory group for discussion. Following the Advisory Group meeting, five in-depth interviews with different stakeholders were set up to capture thoughts on what should be included in the strategic management plan.

Insights from both assessments and feedback from the key informant interviews were used to design the agenda of the Airlabs. This was an engaging and dynamic meeting with the Advisory Group to focus on co-designing the ideal future state of the IAPHL and the steps necessary to get to that future state.



Strategy Structure

This project focused on facilitating the co-design and the formulation of a three-year strategic and management plan. The process involved advisory group members, secretariat staff, and IAPHL members in each step of the process including codesign, development, and validation.

Through the airlab session, strategic committee workshops, the three-year strategic and management plan was developed. This was further validated through a survey sent out to members. It contains the following:

1. The definition of IAPHL
2. The value proposition
3. Core Pillars of IAPHL
4. The roles of the stakeholders
5. Three year strategic management plan



Words associated with IAPHL



What is IAPHL

IAPHL is a community of practice of public health supply chain professionals who connect, share and network. It is a network of peers without any hierarchy regardless of the years of experience. It provides access to peers across its network, support & resources to meet members' professional demands and advocates for the needs of the sector.

Changing the Name of the Community of Practice

International Association for Public Health Logisticians no longer fully captures the membership of the community as it now entails not just logisticians but people in other sectors as well. Changing the name however needs to be informed. The association is known by its brand by its members and chapters. Below are the pros and cons of changing the brand of IAPHL. The pros and cons were defined by the strategic committee. This was further validated by members through a survey.

Pros for changing the name

1. Calling it an association is setting an unattainable goal for membership and keeping up a false expectation.
2. The group now has members from different sectors and there is need for the association to be inclusive.

Cons for changing the name

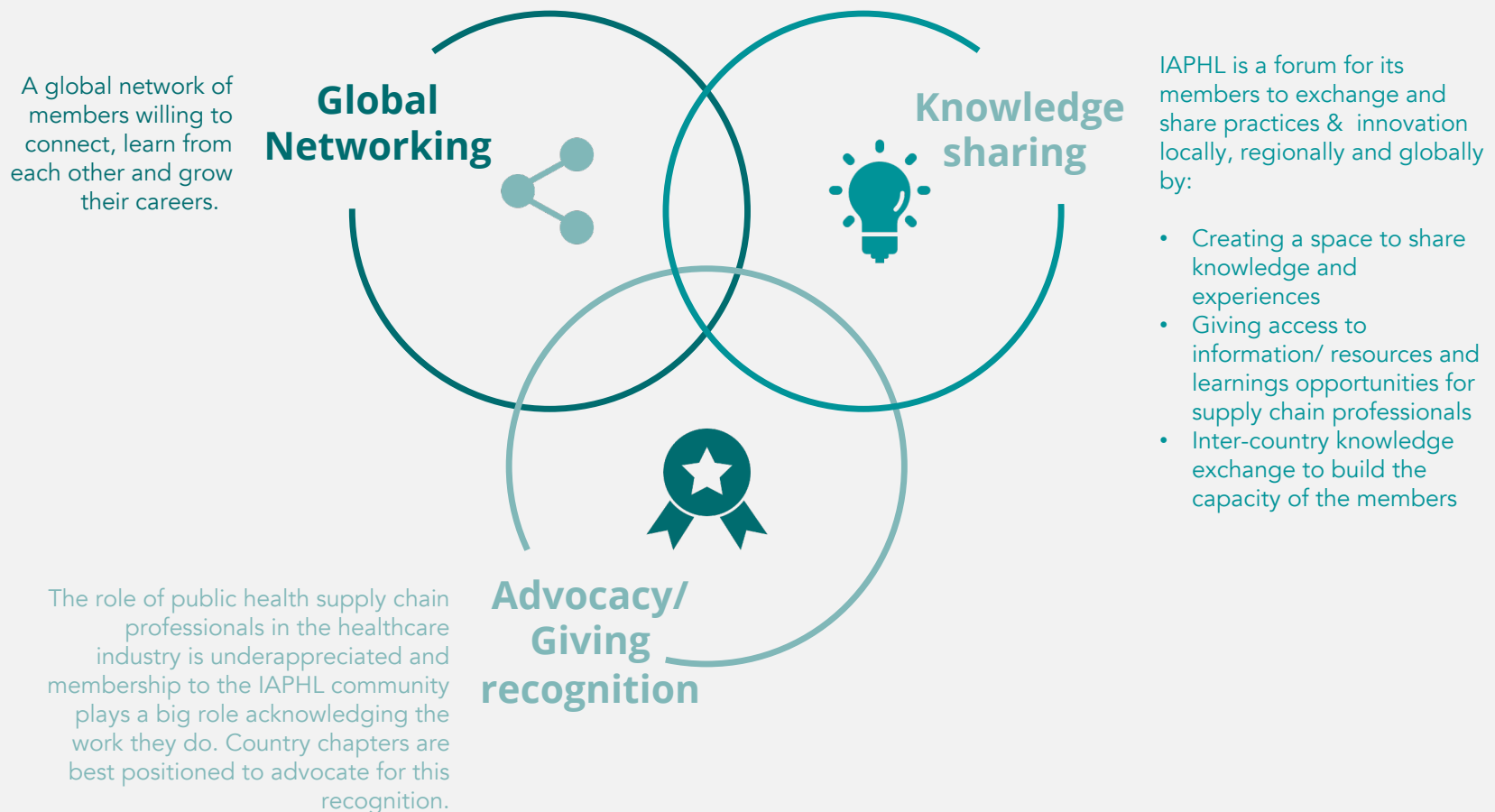
1. The brand name IAPHL is well known and changing it means budgeting for the high cost of rebranding and communication.
2. Country chapters that have registered in their countries as IAPHL would have to change their names, too. For some countries, it would take a year long process to change the name.
3. Keeping the name will allow the secretariat to focus on value.
4. The time it takes to get every stakeholder involved might be an obstacle.



The advisory group decided that IAPHL should continue to explore the possibility of changing its name with the stakeholders.

Our value proposition

The value proposition of IAPHL identifies the values and benefits that attract members to the community. Three distinct values that differentiate IAPHL from other community of practice were identified by IAPHL's members and advisory group.



Core Pillars of IAPHL

The following are a list of the four core pillars of the IAPHL that helps define “why” the association exists to help foster a community of public health supply chain professionals. These pillars were co-developed with the Advisory Group and validated (and ranked) through a survey. They help explain the purpose of IAPHL and have been ranked in order of importance and relevance.





1. Sharing of experiences, expertise and knowledge

This core pillar focuses on all things knowledge-sharing. There is a tremendous wealth of knowledge and expertise within IAPHL that can and should be shared with the broader community. The goal of this pillar is to leverage information, experiences and topics of interest within the IAPHL association to provide a nurturing and enriching learning environment.

A survey was sent out to the advisory group/governing body to identify key activities based on the four roles of IAPHL. The following activities were suggestions that the secretariat can include in the workplan.

IAPHL can do this by...



Providing active spaces for knowledge, experience and expertise sharing

Allowing members to access information through the platform(s) to learn more about public health supply chain, ask questions and get advice

Allowing members to learn about best practices, sharing a concern or a passion for something they do or would like to do, and getting tips on how to improve certain activities



Fostering innovation by connecting experience & expertise

Creating a space to allow members to disseminate, analyse, and discuss relevant topics and trends

Providing international and local forums for discussions to set standards

...and implementing the following activities:

Exploring existing tools

- Managing the Listserv
- Creating a communications calendar with different topics to guide moderated discussions
- Incentivising the community to share photos and content
- Amplifying the content shared on the listserv through social media to increase the reach
- Exploring application development for networking on mobile devices.
- Exploring different approaches to increase member engagement

Physical and virtual meet-up spaces

- Organising smaller round table conversations with members who share the same interest to resolve key issues.
- Connecting partners and chapters to host webinars
- Linking country chapters with partners to share knowledge based on the interests of the members



2. Fostering networks and personal connections

This core pillar focuses on intentionally curating spaces for people to meet, network and build connections that strengthen the community. It leverages on members reaching out to each other with questions and when they need help. These connections are built through conferences and virtual meet-ups and create room for future collaborations.

IAPHL can do this by..



Allowing members to build connections amongst each other

Connecting peers to share and discuss topics they care about

Sharing experiences and advice between experts and members

Building personal connections between members that they can leverage within their career and life

...and implementing the following activities:

Linking and collaborating

- Encouraging local meet-ups through country chapters as they organise their own strategies and workplans
- Seeking active collaboration with other associations with similar visions for the members to network
- Providing mentorship opportunities
- Organizing general networking events
- Conducting activities exclusively for new members like member meet-ups



3. Supporting professional & career growth

This core pillar focuses on professional and career growth. IAPHL attracts ambitious and motivated individuals who are interested in entering or growing in the public health supply chain profession. These individuals are interested in exploring different opportunities to learn and improve their knowledge through webinars, job opportunities, and trainings that IAPHL facilitates.

IAPHL can do this by...



Supporting and enabling professional growth

Leveraging the expertise of members and experts by inviting them to conduct and lead forums

Organizing and advertising career opportunities and jobs on the website

Establishing an ambassadorship program that enables members to go attend IAPHL conferences



Consolidating conversations around existing training opportunities

While IAPHL will not offer training, they will disseminate information about trainings, learning opportunities and support among members.

...and implementing the following activities:

Sharing new opportunities

- Sharing job opportunities and trainings with the members
- Spotlighting members by interviewing them to share what they do
- Partnering with organisations that offer credentials to grow the members professionally
- Organising career fairs for the members



4. Professionalisation of public health supply chain

This core pillar focuses on the role of advocacy and recognition. Both are important not only for supporting members and chapters, but also for moving the needle forward on the importance and value of public health supply chain professionals. Empowering members and chapters with the tools and resources they need to advocate for the role of public health supply chain is vital for IAPHL.

IAPHL can do this by...



Supporting chapters to advocate for recognition of supply chain cadres

Supporting country chapters when needed in the development of an advocacy strategy and skill building

Sharing experiences and advice between professionals and members

...and implementing the following activities:

Giving recognition

- Sharing impact stories of the work being done by the members
- Sharing research data from journals that validates the work of the members.
- Sharing awards and recognising members who are working to improve the community.
- Identifying research opportunities and funding for demonstrating impact and soliciting participation in that research by members

Country Chapter Advocacy

- Supporting chapters to develop advocacy strategies
- Developing an advocacy toolkit for the chapters
- Providing training to country chapters on advocacy

The background of the slide is a photograph of a man with dark skin, wearing a light-colored shirt with a dark floral pattern. He is looking down, and his hands are visible at the bottom of the frame, holding a small object. The image is overlaid with a semi-transparent teal color.

Our Stakeholders

IAPHL is made up of five stakeholder groups. These are:

1. The Advisory Group/Governing Body
2. The Secretariat
3. Donors and Funders
4. Chapters
5. Members

Stakeholder interaction

IAPHL is made up of five stakeholder groups who interact with each other in different ways. The visual below shows how these stakeholders interact with each other, with the members being at the centre of the community.

1. **Members**

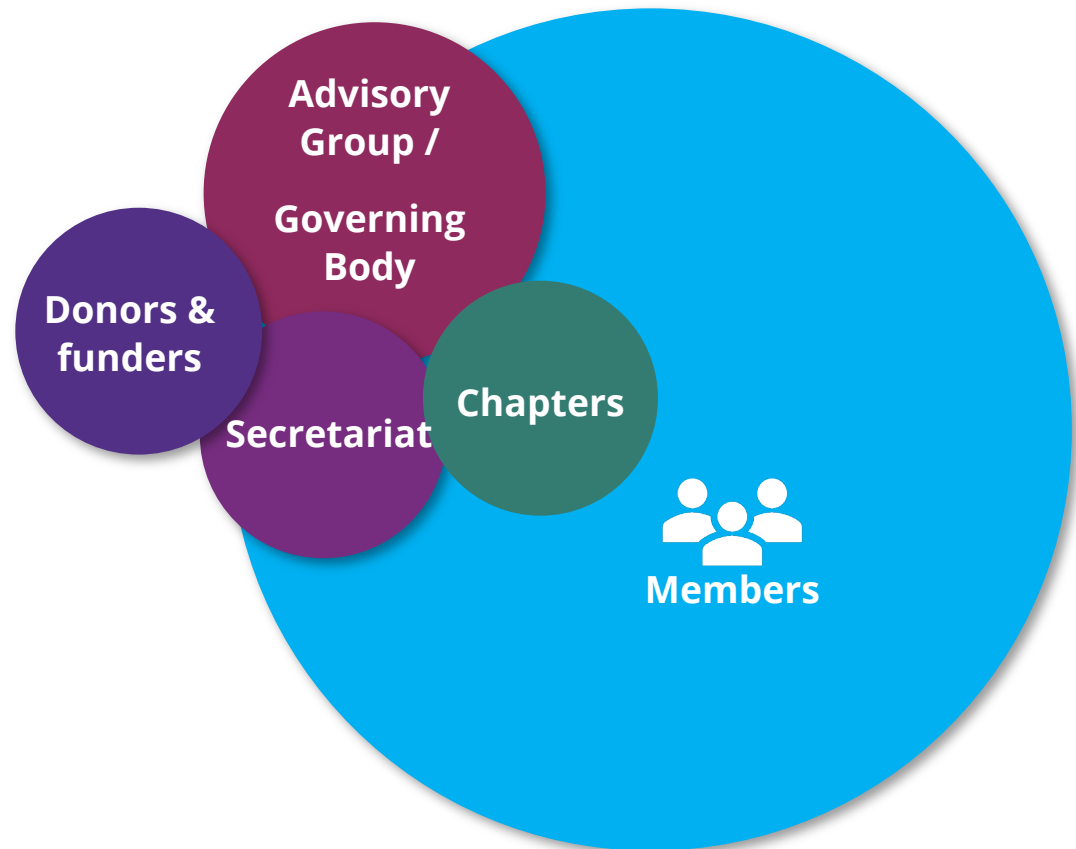
Members are the main stakeholders of IAPHL and include all the stakeholders apart from the Donors and Funders.

2. **The Advisory Group/Governing Body** has representatives from all the stakeholders.

3. **The chapters** bring together the members at country level; chapter leaders have representatives in the Advisory Group and have direct contact with the Secretariat.

4. **The Secretariat** interacts with all the stakeholders of the community.

5. **Donors and Funders** interact with the Secretariat; they are also present in the Advisory Group.



Governing Body

The Advisory Group/Governing Body holds the Secretariat accountable to implementing the strategy, ensuring it aligns with the vision of the community of practice.

Roles and Responsibilities

A Terms of Reference will be developed for the Governing Body. It will be responsible for:

1. Overview of the budget and annual workplan
2. Monitoring and evaluation of the activities and budget
3. Supporting the broader IAPHL community when and where needed. This can be through:
 - supporting the Secretariat,
 - contributing to conversations and knowledge-sharing in the community,
 - advocating for IAPHL in their own communities and with donors
4. Making decisions on key issues affecting the community

The governing body will consist of permanent members who will be invited to join and rotating members will be asked to apply after every two years.

<u>Permanent members</u>	
4	Donors (JSI, USAID, BMGF, ? Possibly GFATM)
2	Chapter Council Representatives
	Secretariat (Non voting rights)
<u>Rotating members</u>	
2	Members outside chapters
2	Professional associations and academic organizations
2	Multilateral and technical agencies
3	Supporting agencies (private sector, government, other associations)
15	Total number of members with voting rights



- The advisory group agreed to keep the structure of 15 members.
- It was also decided that the new group will be called the governing council.

Key Stakeholders



Secretariat

The Secretariat is the implementing and management body of IAPHL and leads the day-to-day coordination of the association.

Roles and Responsibilities

The Secretariat is responsible for:

1. Preparing the annual workplan of activities for IAPHL
1. Implementing the strategy, managing day-to-day operations of the community based on the workplan (JSI is responsible for fiduciary oversight)
1. Reporting to stakeholders on raised funds, status of activities, and their impact to the wider IAPHL community
1. Fundraising to build organizational health and to ensure the longevity of IAPHL and ongoing activities
1. Supporting members and country chapters by responding to their needs



Chapters

Chapters are an important link between the secretariat and members of the association. They bring together members in their country who have the same needs. They organize events as per the needs of their country chapters.

Roles and Responsibilities

The Chapters are responsible for:

1. Developing in-country networks that support building connections and knowledge sharing
1. Representing members and their needs to other stakeholders, such as the Secretariat and Advisory Group
1. Advocating for the needs of their members to help develop and improve the supply chain network within their countries

Key Stakeholders

The following are the roles and responsibilities of the the stakeholders;



Members

Members are the largest community in the association and represent different professionals within or adjacent to supply chain management.

Roles and Responsibilities

The members are responsible for:

1. Sharing of resources, articles, and information through the listserv and contributing to conversations
1. Identifying challenges and trends within the supply chain industry and sharing this information with the wider IAPHL community
1. Networking and actively meeting with other members to share experiences and knowledge
1. Contributing to the association by sharing technical expertise with other members who might need it, through mentorship, calls, or meetings



Partners (Donors/funders and technical partner)

Donors, funders, and technical partners are stakeholders who provide monetary and technical support to the association.

Roles and Responsibilities

The Donors/funders and technical partners are responsible for:

1. Providing funding to implement the strategy and activities on the workplan
1. Monitoring, evaluation and holding the Secretariat accountable for the raised funds
1. Providing technical expertise when needed (ex: webinars, resources, etc.)

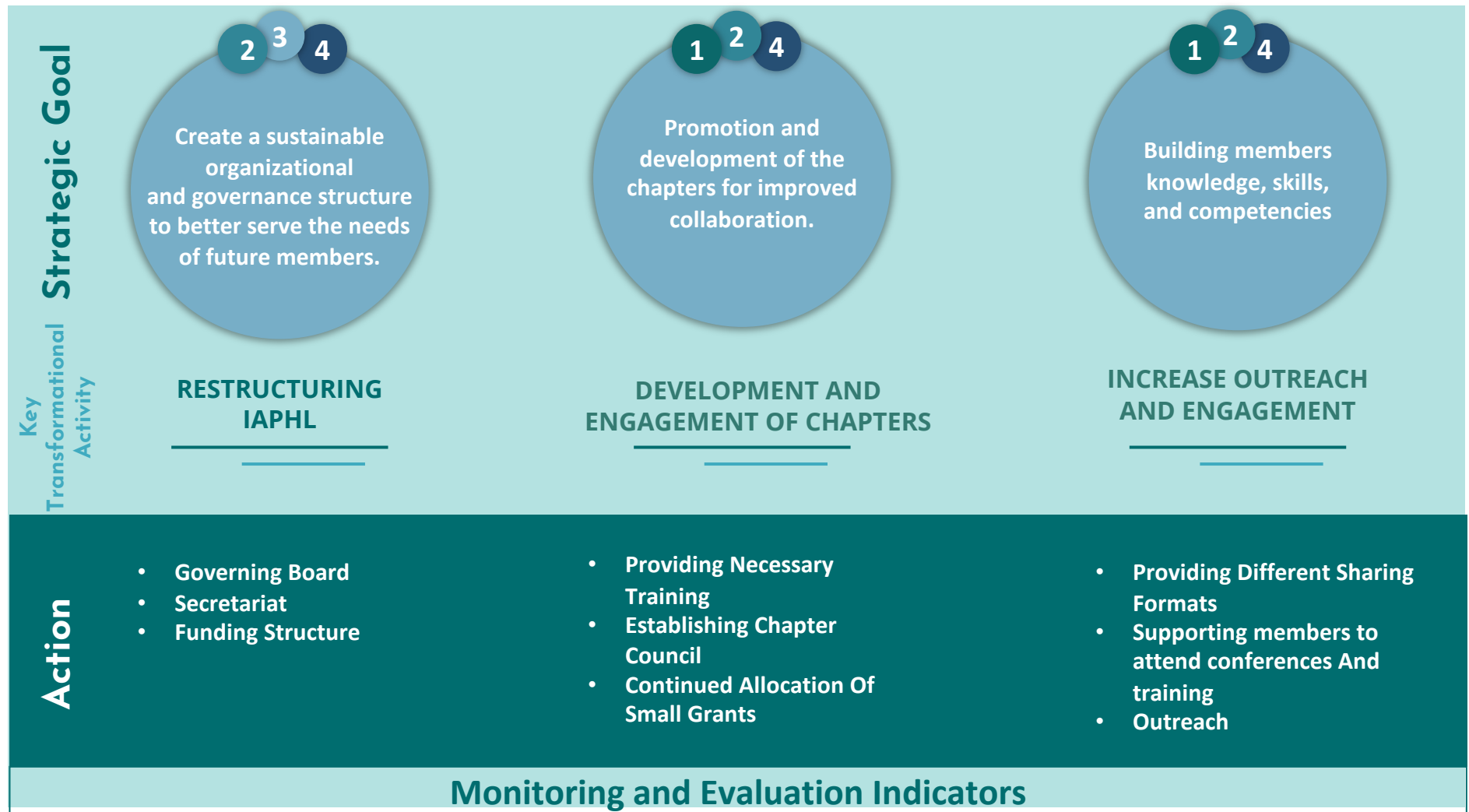


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Reinvigorating International Association for Public Health Logisticians [IAPHL]

3-year Strategic and Management Plan

Strategic Objectives



1 Sharing Of Expertise And Knowledge

2 Fostering Networks And Personal Connections

3 Supporting Professional & Career Growth

4 Professionalization Of Public Health Supply Chain Practitioners

Strategic Goals

Three strategic goals were identified as necessary for IAPHL to better serve all stakeholders. These goals focus on all aspects of the community from leadership, the chapters and members. These are:-

1 Create a sustainable organizational and governance structure to better serve the needs of future members.

In order to strengthen the value and impact of the community of practice for its members, there is a need to build a sustainable leadership structure that is representative of the members and also brings clarity to the roles of all stakeholders. Creating sustainability will entail restructuring the governing body/advisory group and the funding structure such that it represents the needs of the members.

2

Fostering Networks
And Personal Connections

3

Supporting Professional &
Career Growth

4

Professionalization Of Public
Health Supply Chain Practitioners

2 Promotion and development of the chapters for improved collaboration.

The promotion and development of the chapters through training, allocation of small grants and the establishment of a chapter council will strengthen chapters to better serve the needs of the members. Providing more autonomy to chapters will enable them to better support each other. A chapter council will strengthen local and regional networks between chapters and members as well as strengthening the voice of the chapters in the governing body.

1

Sharing Of Expertise And
Knowledge

2

Fostering Networks
And Personal Connections

4

Professionalization Of Public
Health Supply Chain Practitioners

3 Building members knowledge, skills, and competencies

Sharing of experience, expertise and knowledge is a strong pillar of IAPHL. As was revealed by the assessment, members rely on the community to network and build up skills, through the resources shared by the members, networking with people with greater experience and taking part in webinars. These activities will lead to the increased engagement of the members as members are passionate about the community.

1

Sharing Of Expertise And
Knowledge

2




Fostering Networks
And Personal Connections

4

Professionalization Of Public
Health Supply Chain Practitioners

1. Re-structuring IAPHL

Feedback from the interviews suggested that the Advisory Group has a lot of potential and is underutilised. There is also need to set up a chapter council that addresses the needs of the chapters. Restructuring IAPHL will take this into consideration while shifting the association to the global south by recruiting a part-time executive director and part-time community manager that will be based in the location identified.

	 GOVERNING BODY	 DONORS & FUNDERS	 SECRETARIAT
How Might We	How might we create accountability among the members of the Advisory Group to increase their value to the community?	How might we define a funding structure that simplifies fundraising for the Secretariat?	How might we recruit a highly qualified team from the global south to manage the community?
Guiding Questions	<ul style="list-style-type: none">i. How will the members of the Advisory Group be chosen?ii. How long will they serve for?iii. What will be their role?iv. How will we invite members of countries without chapters?v. How do we establish accountability within the Advisory Group?vi. What should we name this group?	<ul style="list-style-type: none">i. How do we communicate our values to potential donors and funders?ii. How do we break down our roles to simplify how donors find activities to fund?iii. How do we find funding for activities that are not funded?	<ul style="list-style-type: none">i. How do we find a competent supply chain professional based in Africa to serve as a part time executive director?ii. How do we find a competent person based in the same country as the new executive director with varied skills to serve as a part time community manager?iii. How will the current leadership handover?

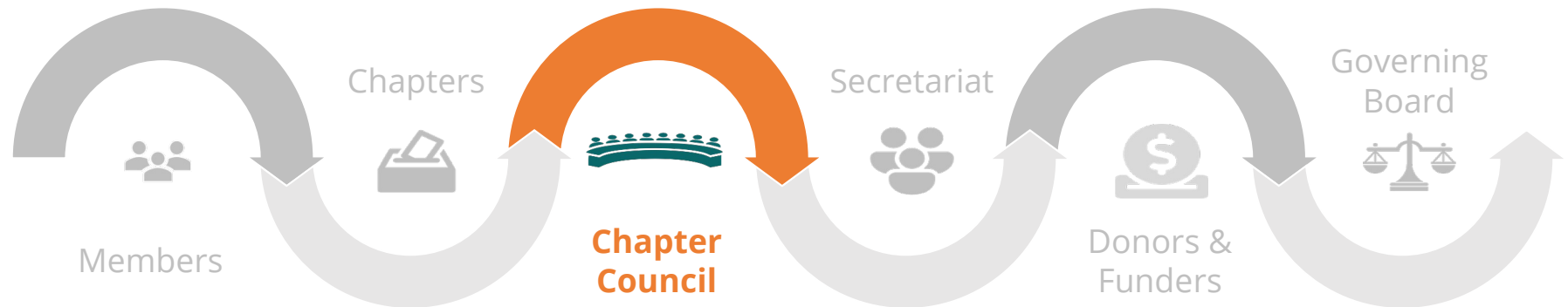
2. Development And Engagement Of Chapters

There is need to strengthen chapters, so they can better serve the needs of the members. There are chapters that have a memorandum of understanding with their governments that enables them to advocate on the needs of the members to the respective ministries. However, there is need to support struggling chapters by training them and enabling them to share ideas knowledge and resources need.

	PROVIDING NECESSARY TRAINING	CONTINUED ALLOCATION OF SMALL GRANTS
How Might We	How might we better equip the chapters with the necessary training and leadership?	How might we continue to empower the chapters through small grants for workshops and other activities?
Guiding Questions	<ul style="list-style-type: none">i. How do we identify chapters' needs and align on the necessary training?ii. How do we train chapters to provide advocacy for members needs?iii. How do we empower country chapters to share knowledge amongst themselves?	<ul style="list-style-type: none">i. How do we fundraise to support the country chapters?ii. How do we develop a sustainable model for the small grants programs?iii. How do we develop a criteria for what to track and what to not track?iv. How do we measure and track the activities supported by small grants?

Chapter Council

Is there a way to strengthen the voice of the chapters with the Secretariat and the governing body? One of the recommendations was the building of a chapter council with representatives from every chapter. The leader or leaders of it would represent the council on the governing body. The structure of the chapter council and its roles need to be thought through. Some of the guiding questions for this are:- what is the TOR for the chapter council? what is the criteria to participate on it? how should the leader be defined?



- The Advisory group decided to form a chapter council
- The chapter council will be led by two chairpersons that will be decided by the council

3. Increase Outreach And Engagement

Members are passionate about the community, but engagement is still low. There are a number of activities that members can continuously engage in that increase engagement. Below are some of the action points for increased engagement.

	PROVIDING DIFFERENT SHARING FORMATS	SUPPORT CONFERENCES AND TRAINING	NEW FORMATS FOR MEETINGS & MENTORSHIP
How Might We	How might we come up with different ways for members to share information and knowledge amongst themselves?	How might we better support members through sponsoring them to attend conferences and trainings?	How might we develop more sustainable ways for members to mentor each other and meetings?
Guiding Questions	<ul style="list-style-type: none">i. How do members share knowledge and resources with each other?ii. What is working at the moment and what is not working?iii. How do other associations and communities of practice allow members to share with each other?	<ul style="list-style-type: none">i. What trainings can we sponsor our members to attend?ii. Can we partner with organizations to subsidize trainings for members?iii. How do we support members for training without it looking like we are endorsing a particular training?	<ul style="list-style-type: none">i. How do we come up with more beneficial meetings for our members?ii. How do we find a sustainable mentorship model for the members?



This strategy was validated by the advisory group

Operational Plan

Key Transformational Activity	Action Point	Outcome	Success looks like..	Next Steps
Re-structuring IAPHL	Governing Body	<p>Having a definition of how the governing body will be working:</p> <ol style="list-style-type: none"> 1) Recommendation of name 2) Criteria to choose participants (number of members, how do they get on there, profile) 3) Length of time participants are serving the board 4) Participants roles 5) Accountability <p>And validating it with the Advisory Group the recommendations brought in by the members.</p>	<p>The governing body is able to support growth of all the members.</p> <p>The chapter leader representatives feel their voice is heard in the governing body. They also feel supported by the governing body and comfortable to ask for help when needed.</p>	<ul style="list-style-type: none"> • Meeting with the strategic committee to define the governing board structure • Validation with members • Reaching out to new Governing Board members • Handover Plan
	Secretariat	<p>Creating a process for the handover of the current leadership.</p> <p>Developing a recruitment plan for the next leadership that focuses on finding competent professionals based in Africa to be part of the executive team.</p>	<p>The members of IAPHL feel represented by the executive team.</p> <p>IAPHL executive team understands well the context and challenges its members face.</p>	<ul style="list-style-type: none"> • Setting up a team to work on the handover plan • Setting up a team to work on the recruitment process: job description, interviews, criteria for selection • Execute the process and the plan once the people are hired
	Funding Structure	<p>Developing a system/tool/framework that allows IAPHL to communicate its values to potential donors and to get them funding the Association, allowing the funding of activities which are not currently funded and compliance.</p>	<p>Funders understand well the value of IAPHL and are willing to fund its activities.</p> <p>IAPHL Secretariat and chapter leads have funds to implement the strategy.</p> <p>Stakeholders understand how the funds are utilised.</p>	<ul style="list-style-type: none"> • Asses the current funding process • Understand gaps and challenges in the current process • Synthesise the findings into opportunities and design a new process according to it taking into consideration the voices of everyone involved

Operational Plan

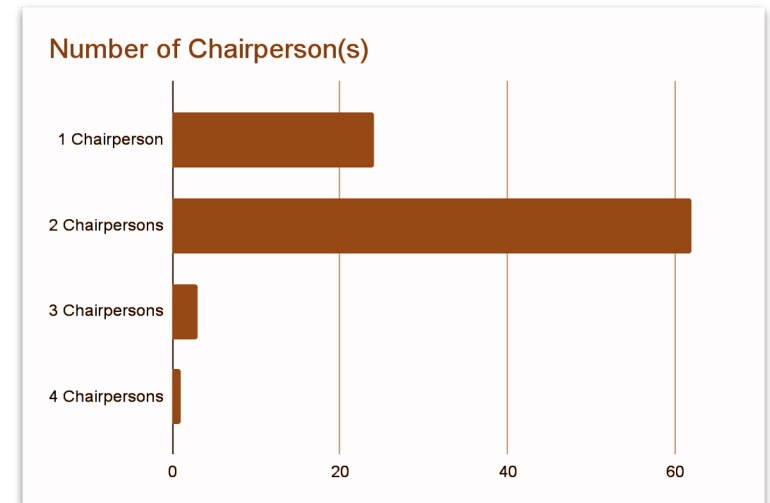
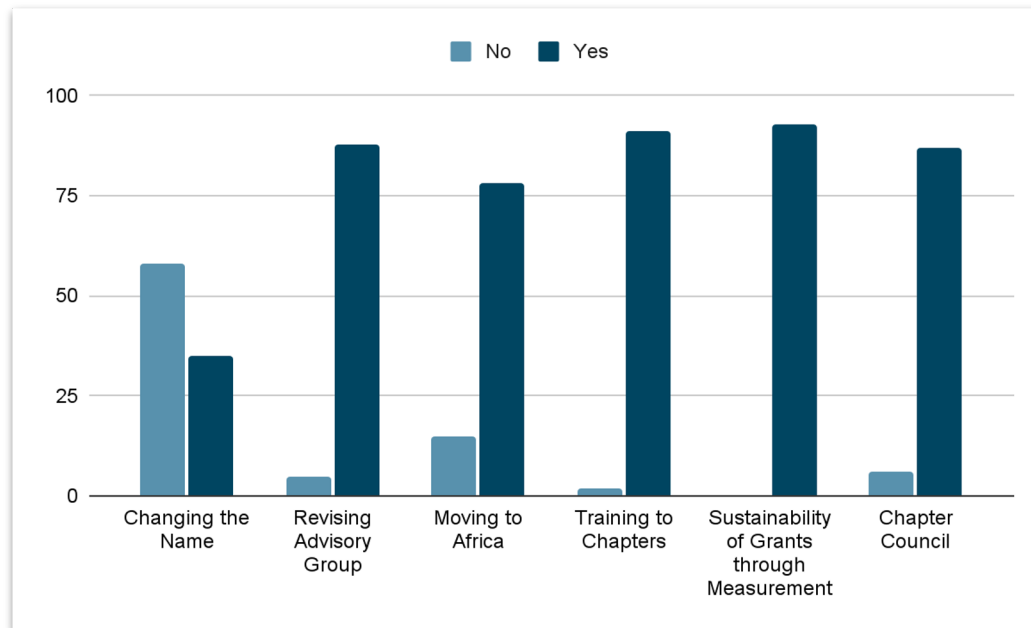
Key Transformational Activity	Action Point	Outcome	Success looks like...	Next Steps
Development And Engagement Of Chapters	Providing Necessary Training	<p>Having an understanding of chapters needs in terms of trainings.</p> <p>Creating a plan to guarantee that chapters will receive the necessary trainings.</p> <p>Implementing the training plan with one chapter and improving based on feedback</p>	<p>Country chapters are confident and equipped in providing advocacy to its members according to their needs.</p> <p>Members receive information from the chapters in a way that is convenient to them.</p>	<ul style="list-style-type: none"> Asses chapter needs with their members and leaders Cluster the needs Map out available trainings according to the clusters Work together with each chapter to create a plan; start with one chapter for testing and iterating before implementing it with all chapters
	Establishing Chapter Council	<p>Having a chapter council structure with clear objectives, roles, participants criteria, touch points and interactions with the rest of the stakeholders.</p>	<p>Country chapters feel supported by each other and are able to share their challenges and best practices.</p> <p>Country chapters are taken into consideration at a global level and are part of decision making.</p>	<ul style="list-style-type: none"> Follow up on the chapter council conversations Establishing a shared common value of this council to be validated with the chapter leads Coming up with criteria for who should be part of it Develop clear roles, objectives and responsibilities Implement it
	Continued Allocation Of Small Grants	<p>Developing a sustainable model for small grants program which allows IAPHL to track and measure the activities supported by them.</p> <p>Documenting impact stories and sharing with donors for continuity of support</p>	<p>Country chapters are able to fund activities according to their needs.</p> <p>There is more sustainability in the funding process.</p>	<ul style="list-style-type: none"> Asses how small grants worked in the past (steps, perceived value, execution) Synthesise the findings from the assessment Develop a model according to the opportunities found Test it

Operational Plan

Key Transformational Activity	Action Point	Outcome	Success looks like...	Next Steps
Increase Outreach And Engagement	Providing Different Sharing Formats	Having mapped out the current ways in which members from IAPHL and from other associations share resources, information and knowledge. Coming up with different sharing formats and test them with the members.	More members are engaged with the association and feel inspired to share their knowledge with others. Members feel supported by the association to further their careers.	<ul style="list-style-type: none"> Assess current sharing formats (what works, what does not, what members preferred, recommendations) Research sharing formats used by other associations Develop sharing formats according to the findings from research and assessment Provide sharing formats to members for testing during a certain period Collect their feedback and iterate for improvement
	Support members to attend Conferences And Training	Mapping out trainings and courses that respond to members' needs. Developing partnerships to provide trainings to members and a criteria to define who can take part on the trainings.	Members feel valued by the association and are able to further their career aspirations. Partners see the value of providing support and trainings to members.	<ul style="list-style-type: none"> Assess members' training needs Cluster their needs into subjects Map out partners who could provide trainings on those subjects Organize how such trainings would be offered and funded Develop a criteria to offer the trainings Test it with one partner to collect feedbacks and iterate before escalating it
	Outreach	Understanding members' support and guidance needs and designing a mentorship program to meet their needs. A collaboratively redesigned meeting agenda.	Members feeling supported on their needs and willing to support each other. A sense of belonging within members.	<ul style="list-style-type: none"> Assess members needs in terms of support they need and skills/knowledge they can share with others Develop a peer-to-peer mentoring system and validate with members Test it with few members before scaling it up

Membership Survey Feedback

Having completed the strategy, a survey was sent out to members to seek their opinion on the the strategy before endorsing it to the advisory group. We received 93 responses (81 EN, 12 FR). As seen in the charts below, the responses are in line with the recommendations of the strategy.



Summarised Feedback

1. IAPHL is an established brand and there is no need to change the name; the secretariat should rather focus on value.
2. A leaner board will ease decision-making and moving the Secretariat team to Africa will bring the leadership closer to most of the members.
3. Capacity building is necessary to build up skills of the members countries.
4. Small grants will contribute to the country chapters annual budget, enabling them achieve more.
5. For the community, sharing platforms like Telegram & WhatsApp can beef up existing channels. Webinars, interactive sessions and bootcamps are also opportunities for members to share and interact with each other.

