

Value Chain Academy Cohort 1 2025 Retrospective

Zdenka Rabi
Prague
July 2025



VCA Ghana Cohort 1 2025 delivered in partnership with Ghana College of Pharmacists & Continuous Education Services

From 1st April till 5th June 2024

A third and final collaborative program was held with the **Ghana College of Pharmacists** (GPHARM), with operational support for this program provided by **Continuous Education Services** (CES). The course was certified by the Continuous Professional Development (CPD), with CPD points issued by the **Pharmaceutical Society of Ghana**.



The course was attended by students from the Ghana College of Pharmacists and working professionals, specifically pharmacists throughout Ghana.



The course was broken down into modules, with enrolment numbers as follows:

- **129** participants enrolled in the **Quality in Supply** (QiS) Module
- **120** enrolled in the **Supply Chain Management** (SCM) Module



26 Novartis Global Supporters across 14 countries



Novartis is proudly represented by **26 dedicated volunteers, including 9 Quality SMEs, 9 Supply Chain SMEs, and 8 Supporting Moderators**, from 14 unique countries to support this program. Their expertise and diverse backgrounds were instrumental in delivering the **Value Chain Academy Cohort 1 2025 in Ghana**.

Quality in Supply SMEs - Trainers (9)

- Masa Rugel, Ahmed Sameh
- Mahesh A N, Barbara Pozzi
- Juma Mwashuruti, David d'Espiney
Barbara
- Peris Kibandi, Luis Garcia and Esraa Fouad

Supply Chain Management SMEs - Trainers (9)

- Paolo Calegari, Taufiq "TJ" Jiwani
- Luvanka Hanxhari, Venkata Ramakrishna
- Thomas Naef, Lizzete Martinez
- Chris Salwa, Hana Rozankova and Federico Perez Mangado

Supporting Moderators (8)

- Jera Lenardic, Stella Shantel Dewa
- Sangeeta Mohanty, Lauren Green
- Katerina Kaouri, Nina Sedlakova
- David d'Espiney Barbara and Kwaw Degraft-Johnson



Senior QA expert, ESO Large molecules, India • Assoc. Dir. Anti-Falsified Meds, Africa • CMC Manager TRD, Austria • Global Procurement Category Manager, R&D Procurement, Mexico • Country Quality Lead, Italy • Country Quality Head, ESA, Kenya • Head, Supply Chain Mgmt and Cust Oper, Canada • Senior Information Governance Manager, Switzerland • Strategic Project Manager, ESTO, Spain • Working Student, Finance and Value Chain, Germany • Procurement Manager, Operational Excellence, Czechia • Senior Specialist P2P Accounts Payable, India • Medical Representative, Malaria, Ghana • Quality Team Leader, QA Operations, Slovenia • DEMAND PLANNER, Ph-F&A Supply Chain Mgmt Demand & Forecast, Italy • Project Manager, Supply Chain Management, Czechia • Logistics expert, Slovenia • TA Coordinator, therapeutic Area, Cyprus • GHP Business/Team Coordinator, Switzerland • Value Chain Manager, Kenya



1.0

Value Chain Academy Program Attendance

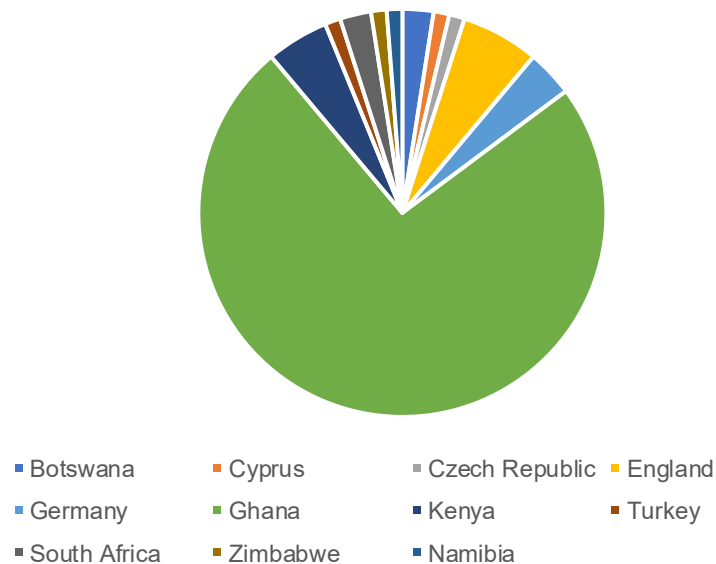
Audience and certifications of
completions

Audience of VCA Ghana Cohort 1 2025

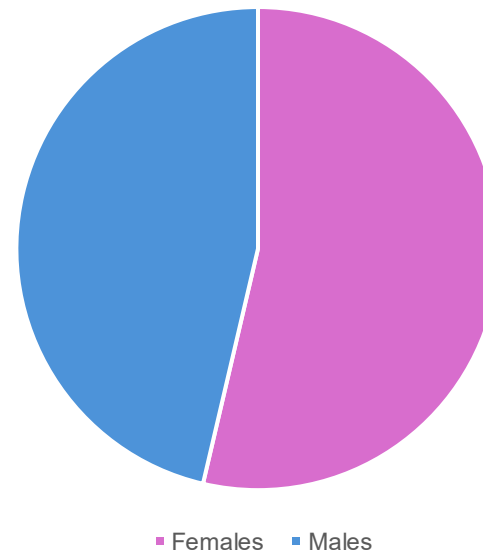
Quality in Supply Module

A total of 211 participants registered for the program, with 129 enrolling and 86 certificates awarded. Most recipients were pharmacy students and pharmacists based in Ghana.

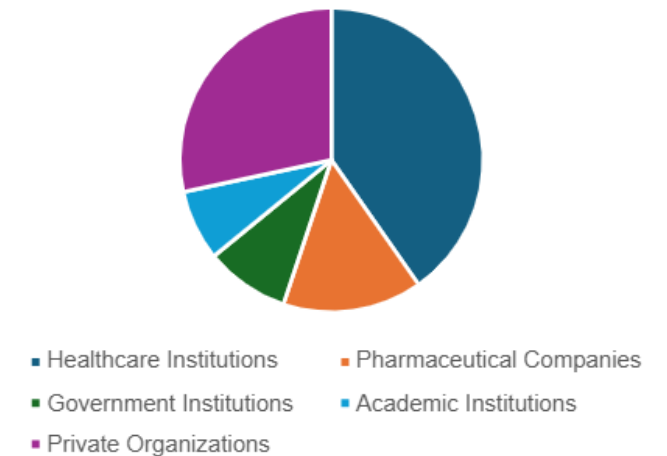
Number of QiS certificates 86



Completion by Gender



QiS Participants Industry Category



Ghana dominates the list with the majority of pharmacists, with a bias toward female pharmacists in Ghana.

The most common workplaces in Ghana include hospitals (teaching and regional), pharmaceutical companies (notably Ernest Chemists Ltd), and government institutions such as the Ghana Health Service.

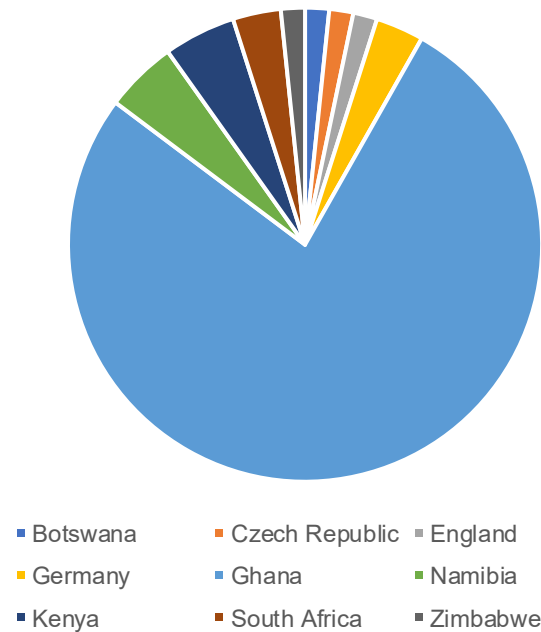
Outside of Ghana, pharmacists are present primarily in Kenya, England, South Africa, and Germany, with representation in pharmaceutical companies like Novartis, healthcare institutions, and academic organizations.

Audience of VCA Ghana Cohort 1 2025

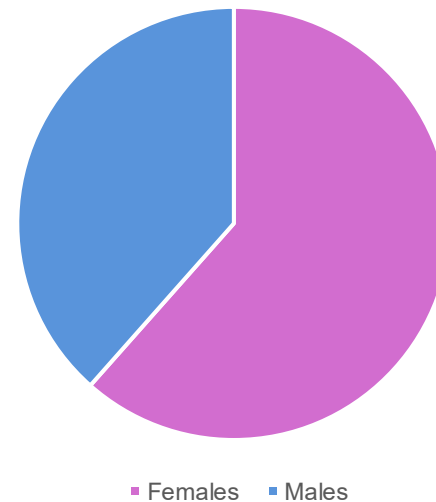
Supply Chain Management Module

A total of 215 participants registered for the program, with 120 enrolling and 61 certificates awarded so far. Most recipients were pharmacy students and pharmacists based in Ghana.

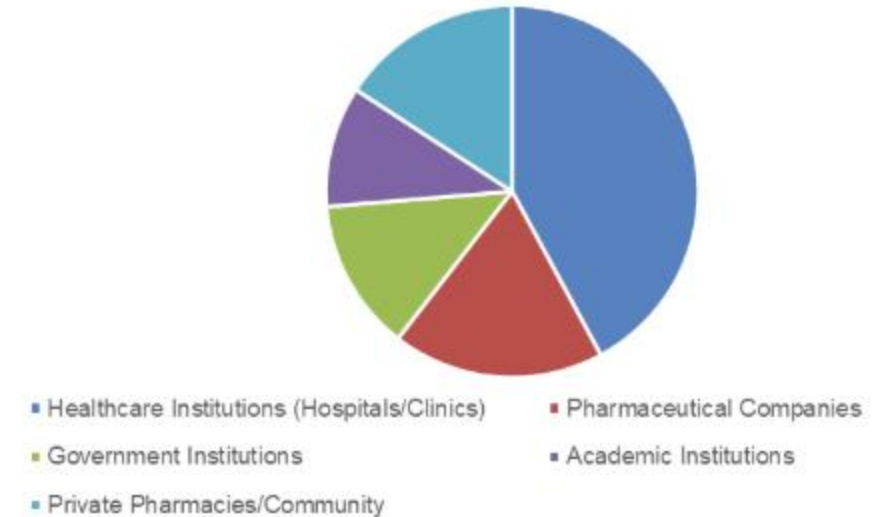
Number of SCM certificates 61



SCM Completion by Gender



SCM Participants Industry Category



Ghana leads the list, with most participants coming from the country and a majority being female pharmacists. Common workplaces in Ghana include healthcare institutions (e.g., Cape Coast Teaching Hospital, Korle-Bu Teaching Hospital), pharmaceutical companies (e.g., Ernest Chemists Ltd), and government entities like Ghana Health Service. Outside of Ghana, participants are from South Africa, Kenya, Germany, Botswana, Zimbabwe, and England. They work in organizations like Novartis Pharmaceuticals and Chinhoyi University of Technology, showcasing the course's geographical diversity and representation across healthcare, pharmaceuticals, government, and academia.

Certification of Completion & CPD Accreditation

Quality in Supply – 86 Certificates



In total Number of Certificates Issued	
Botswana	2
Cyprus	1
Czech Republic	1
England	5
Germany	3
Ghana	64
Kenya	4
Turkey	1
South Africa	2
Zimbabwe	1
Namibia	1
USA	1
TOTAL	86

Supply Chain Management – 61 Certificates



In total Number of Certificates Issued	
Botswana	1
Czech Republic	1
England	1
Germany	2
Ghana	47
Namibia	3
Kenya	3
South Africa	2
Zimbabwe	1
TOTAL	61

86 Certifications of Completion issued up to date

- Signed by **David Kihumba** – Novartis Associate Director, Value Chain Management – Global Health & **Yvonne Yirenskyiwa Esseku** – Rector of Ghana College of Pharmacists
- 2 CPD points** provided to everyone for QIS Module

61 Certifications of Completion issued up to date

- Signed by **David Kihumba** – Novartis Associate Director, Value Chain Management – Global Health & **Yvonne Yirenskyiwa Esseku** – Rector of Ghana College of Pharmacists
- 2 CPD points** provided to everyone for SCM Module

History of issued Certificates of Completion

History of Issued VCA Certificates					
Year	Country	Participants	Certificates	% of Success completion	Delivered
2018	Cameroon	26	26	100%	In person
2018	Ethiopia	52	52	100%	In person
2019	Uganda	42	30	71%	In person
2019	Nigeria	75	48	64%	In person
2021	Ghana	240	36	15%	Virtually
2021	East Africa	265	48	18%	Virtually
2023	Ghana	71	47	66%	Virtually
2023	Ghana	373	133	36%	Virtually
2024	Ghana	272	150	55%	Virtually
2024	Botswana	158	100	63%	Virtually
2025	Ghana	249	147	59%	Virtually
Total		1823	817		

Throughout the history of the program, **1,823 participants have taken part, with 817 certificates issued so far** (SCM testing for this cohort is still ongoing) and an average successful completion rate of approximately 43%.

While early years of in-person delivery achieved exceptional completion rates of 100%, virtual delivery introduced in 2021 initially faced lower success rates but has shown steady improvement over time.



Certification of Completion: Quality in Supply Course Performance Evaluation Summary

Summary Observations:

- The course **significantly improved foundational knowledge**, especially for participants starting with lower Pre-Test scores.
- Participants with higher Pre-Test scores **solidified their knowledge**, showing incremental progress.
- **97% of participants scored 90% or higher in Post-Test evaluations**, reflecting the overall effectiveness of the module.

Category	Details
Average Pre-Test Score	58.28%
Average Post-Test Score	82.01%
Average Percentage Improvement	23.73%
Participants Scoring 100% Post-Test	48 participants out of 86 (56.10%)
Highest Percentage Improvements	Participants with Pre-Test scores of 50%-70% most showed 30%-50% improvement, reaching 100% Post-Test scores.
Marginal Improvements (0-20%)	Participants with Pre-Test scores of 80%-100% showed consistent Post-Test scores, reinforcing their existing knowledge.
Outliers (Decline or Static Performance)	Few participants (e.g., DR FREDIA SELORM PATAMIA) showed static or declining Post-Test scores, requiring further investigation.

Certification of Completion: Supply Chain Management Course Performance Evaluation Summary

Summary Observations:

- The course significantly enhanced **foundational knowledge**, with participants starting with **lower Pre-Test scores** showing over 50% improvement.
- Those with **higher Pre-Test scores** (70%-90%) made steady progress, **reinforcing their understanding** of supply chain management concepts with 10%-30% improvements.
- Many participants achieved **Post-Test scores of 90%-100%**, highlighting the course's effectiveness in fostering mastery of the material.

Category	Details
Average Pre-Test Score	Approx. 60%
Average Post-Test Score	Approx. 90%
Average Percentage Improvement	Approx. 30%
Participants Scoring 100% Post-Test	35 participants out of 61 (57.14%)
Highest Percentage Improvements	Participants with Pre-Test scores of 30%-40% showed the highest improvements (50% or greater) after completing the course.
Marginal Improvements (0-20%)	Participants with Pre-Test scores of 70%-90% showed small yet consistent progress in reinforcing their understanding of SCM concepts.
Outliers (Decline or Static Performance)	Few participants (e.g., Mrs. Vivian Akpene Akussah and Dr. Josephine Kwakye) showed declining Post-Test scores, requiring further investigation.



2.0

Value Chain Academy Program Attendance

Overview of number of enrollments and
average attendance

Value Chain Academy Program Enrolment & Completion Overview

Quality in Supply

Registered	211
Enrolled	129
Average Attendance	83
Drop off number	46
Drop off rate	36%
Certificates issued	86
Successful completion	66.67%

Supply Chain Management

Registered	215
Enrolled	120
Average Attendance	70
Drop off number	50
Drop off rate	41%
Certificates issued <i>*SCM course ended 5th June so the numbers will continue to grow</i>	61
Successful completion	50.83%

The SCM module has a higher drop-off rate 41% compared to the QiS module, which stands at 36%, representing the average drop-off rate.

A deeper analysis (survey) is needed to understand why participants disengaged before successfully completing the program.

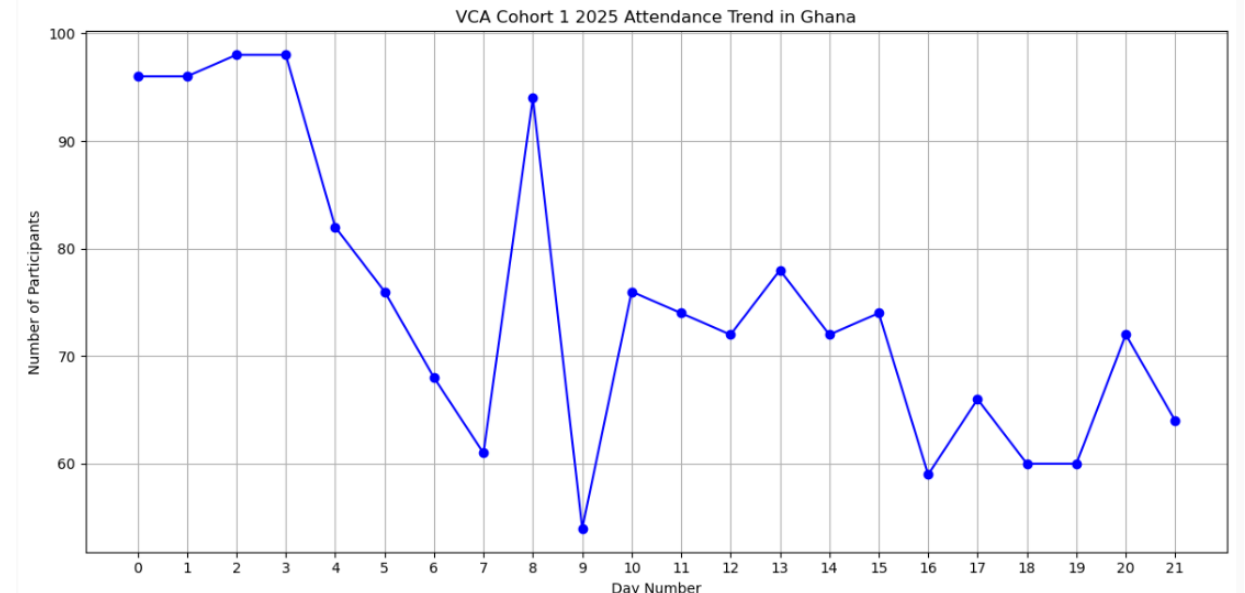
One potential factor could be the course's full duration of 2.5 months.

VCA Attendance Overview – Curriculum details

Cohort 1 2025 Attendance Monitoring

VCA Cohort 1 2025 in Ghana Attendance monitoring			
WEEK nbr.	DAY nbr.	VCA Training Topic	Participants
1	0	Introduction to VCA Program	96
	1	QiS Introduction to QiS	96
	2	Preventing Degradation	98
2	3	QiS Preventing Contamination	98
	4	QiS Identity of Medicine	82
3	5	QiS Falsified Medicine & Security of Medicine	76
	6	QiS Foundation of Quality Management	68
4	7	QiS Managing Problems	61
	8	SCM Introduction	94
5	9	SCM Supply Model	54
	10	SCM Master Data Management	76
6	11	SCM Forecasting	74
	12	SCM Replenishment Planning	72
7	13	SCM Order Management &	78
	14	SCM S&OP principles	72
8	15	SCM Inventory Control	74
	16	SCM Warehousing, distribution	59
9	17	SCM Process & Control Metrics	66
	18	SCM Continuous Improvement	60
	19	Introduction to VCA Tools prior workshop	60
10	20	Workshop 1	72
	21	Workshop 2	64

Trainings Attendance Chart



The **attendance for VCA Cohort 1 2025** in Ghana **started strong with nearly full participation**, peaking at 98 participants, but showed a gradual decline over time, **stabilizing around 60–74 participants** in later sessions.

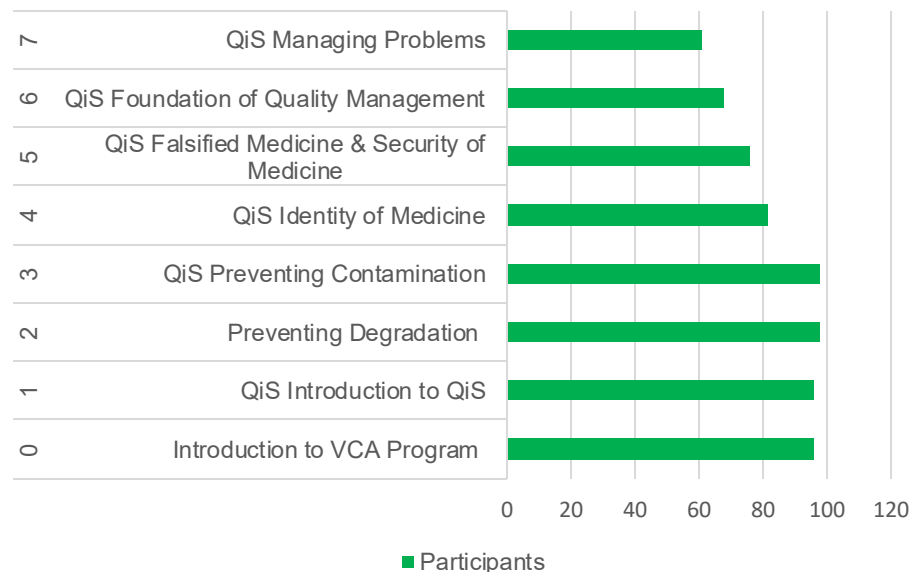
This trend highlights the importance of sustained engagement strategies throughout the training program.

DAY 0 – 7 for Quality in Supply live session
DAY 8 – 21 for Supply Chain live session

VCA Attendance Overview – Modules details

Quality in Supply (QiS) Attendance

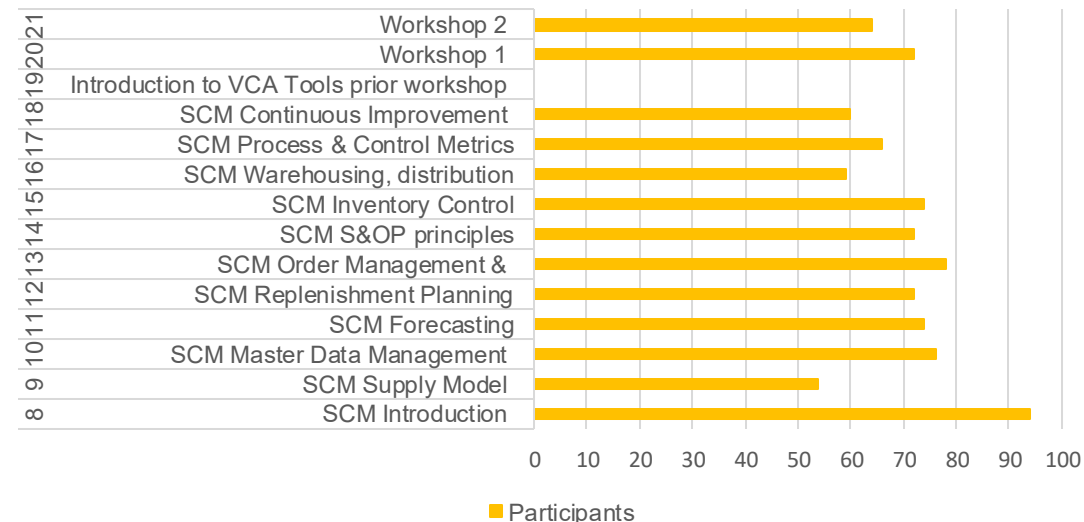
QiS Module Attendance (129 enrolled)



DAY 1	QiS Introduction to Quality in Supply	96
DAY 2	QiS Preventing Degradation	98
DAY 3	QiS Preventing Contamination	98
DAY 4	QiS Falsified Medicine & Identity of Medicine	82
DAY 5	QiS Security of Medicine	76
DAY 6	QiS Foundation of Quality Management	68
DAY 7	QiS Managing Problems	61
Average attendance per QiS Module		83

Supply Chain Management (SCM) Attendance

SCM Module Attendance (120 enrolled)



DAY 8	SCM Introduction to Supply Chain Management	94
DAY 9	SCM Supply Model	54
DAY 10	SCM Master Data Management	76
DAY 11	SCM Forecasting	74
DAY 12	SCM Replenishment Planning	72
DAY 13	SCM Order Management	78
DAY 14	SCM S&OP principles amd Application	72
Day 15	SCM Inventory Control	74
Day 16	SCM Warehousing and Distribution	59
Day 17	SCM Process & Control Metrics	66
Day 18	SCM Continuous Improvement	60
Average attendance per SCM Module		70



3.0

Value Chain Academy Social Impact

- **Social Impact Valuation - ROI**
- **Return on Investment (ROI) compared to Average Base Salaries**
- **Explanation**
- **Calculation**

Novartis Social, Environmental and Economic Impact Valuation

Novartis embarked on its Impact Valuation journey in 2015, and today, Impact Valuation results are available on a global scale, encompassing specific data sets for 190 countries across Social, Environmental, and Economic impact dimensions.

VCA capability-building initiative brings positive benefits to both individuals and society. The **impact value is derived using a learner's earning premium and an income utility model**, which translates changes in individual income into shifts in well-being.

Calculation of Social Impact Valuation for VCA was guided and supported through collaboration with the responsible [Social, Environmental, and Economic \(SEE\) Impact Valuation Team](#), adhering to the International Foundation for Valuing Impacts' General Methodology.

Impact Dimension	Indicator	Short Description
Social	Social Impact of medicines	GDP contribution of healthier people
	Living wages	Social impact of salaries above/below living wage
	Employee development	Contribution to a person's future ability to earn a salary
	Occupational Safety	Social cost of occupational incidents
	Human Rights	Exposure to potential risks of forced labor and child labor along the supply chain
Environmental	Climate and energy ⁽¹⁾	CO ₂ equivalents
	All pollution	
	Water	Environmental impact of business activities, measured in the listed categories
	Waste	
	Land-use	Downstream environmental impact of metabolized medicine
	Pharmaceuticals in the Environment	
Economic	GDP Contribution	Direct GDP Contribution
	Employment	Employment assured through economic activity

(1) The climate and energy indicator is in line with Novartis Scope 1, 2 and 3 reporting

VCA Program's Impact on Cohort 1 2025 in Ghana

Social Impact Valuation – Return on Investment

Social Impact Value Cohort 1 2025: Individual: 43,442 USD, Society: 13,032 USD, Total: 56,474

Program	# Completions by Country	CTY	#of attendees	AVG age	Learning Hours of course	Training hour norm (by OECD)	Total Learning hours	Training coefficient	Annual AVG compensation in USD	Base value \$	Risk-free rate	Retirement Age	Time until retirement	Social impact value - individual	Social impact value - society	Social impact value - total
Value Chain Academy Cohort #11 2025	Ghana	GH	249	40	39.25	1000	9773.3	0.108	8,133	8,584	0.355	60	27.5	\$43,442	\$13,032	\$56,474

Return on Investment compared to Average Base Salaries

- These percentages represent the additional value everyone gets above and beyond their average salary because of the program being examined.
- Percentages vividly convey the ROI in relation to average salaries in Ghana.

Program	# Completions by Country	#of attendees	Annual AVG compensation in USD	Social impact value - individual	The effect on an individual amounts to this percent of their average earnings.	Social impact value - society	Social impact value - total
Value Chain Academy Cohort #11 2025	Ghana	249	8133	\$43,442	534.14	\$13,032	\$56,474

VCA Program's Impact on Cohort 1 2025

Social Impact Valuation Explanation

When examining the social impact value of the Value Chain Academy in Ghana, for Cohort #11 2025, the program generated a total social impact of \$56,474. This impact might initially seem modest by European standards. However, let's contextualize this in terms of local economic conditions:

Individual Impact:

- On average, a participant in Ghana has an annual compensation of \$8,133.
- The social impact value on an individual basis is \$43,442, which is 534.14% of their annual average earnings. This substantial percentage reflects how transformative the program is for each participant.

Comparison to European Standards:

- In Europe, such high relative impact is less commonly observed because average earnings are higher.
- For instance, if we consider an average European salary of €30,000, an equivalent impact would be €160,000, demonstrating substantial positive change.

Purchasing Power Parity (PPP):

- To further illustrate, when the social impact value of \$43,442 is converted using a PPP approach, the relative purchasing power might translate to a much higher impact value in Europe, given the differences in cost of living and economic variables.

Societal Impact:

- The program's broader societal impact value for Cohort #11 in Ghana is \$13,032. This collective measure indicates a significant contribution to the nation's social and economic development.
- When translated to European terms, considering higher costs of implementing similar initiatives, the societal impact could be equivalent to several hundred thousand euros or more.

VCA Program's Impact on Cohort 1 2025

Social Impact Valuation Calculation

To determine the social impact valuation number of the Value Chain Academy (VCA) program, the following steps are typically followed:
Step-by-Step Calculation:

1. Identify Key Metrics:

- **Annual Average Compensation:** The average yearly income of participants in USD.
- **Social Impact Value - Individual:** The valuation of the impact on each individual participant in USD.
- **Social Impact Value - Society:** The valuation of the impact on the broader society per individual.
- **Social Impact Value - Total:** The total valuation combining individual and societal impacts.

2. Calculate Individual Impact:

- Determine the social impact value per individual, which measures the economic benefit each participant receives due to the program.
- Express this in USD.

3. Calculate Societal Impact:

- Estimate the broader societal benefits derived from the program's influence on participants.
- This includes improvements in education, employment opportunities, overall economic growth, etc.
- Express this in USD.

4. Total Impact:

- Combine the individual impact and societal impact values to get the total social impact valuation for that cohort.

Example for Cohort #11 in Ghana (2025):

- **Annual Average Compensation:** \$8,133 (average yearly income of a participant).
- **Social Impact Value - Individual:** \$43,442 (direct economic benefit each participant)
- **Effect on Individual:** - Calculate the percentage of the average earnings:
- **Social Impact Value - Society:** \$13,032 (benefits to broader society per individual).
- **Total Social Impact:** - Sum individual and societal impacts: \$43,442 (individual) + \$13,032 (society) = \$56,474 (total).

$$(\text{Social Impact Value - Individual} / \text{Annual Average Compensation}) \times 100 = \left(\frac{43,442}{8,133} \right) \times 100 = 534.14\%$$

The social impact valuation number essentially combines the direct economic benefits (individual impact) and broader societal benefits to provide a comprehensive measure of the program's effectiveness.



4.0

Value Chain Academy Program Evaluation

Evaluation by

- Participants for both QiS and SCM module
- Novartis supporters overall

VCA Cohort 1 2025 Ghana

Participants QiS Module Feedback Overview

How engaging was the lead Facilitator?
(1 lowest - 5 highest)

Average Rating Number: 4.65

How engaging was the supporting Moderator?
(1 lowest - 5 highest)

Average Rating Number: 4.61

How useful was the training content? (1 lowest - 5 highest)

Average Rating Number: 4.79

What was the quality of the training venue overall?
(1 lowest - 5 highest)

Average Rating Number: 4.65



Great presentation
and point to implement
at workplace.
(Security of Medicines)

The time should be considered, probably 7PM, when most people are home and can participate fully.
(Identity of Medicines)

Include short videos.
(Falsified Medicines)

Training time(s) are not favourable to colleagues who do not have access to the internet out of working hours. I believe that this is part of professional development for employees, and institutions should support them by allowing them time to partake in this course during working hours.

(Managing Problems)

The polls and the chat quizzes are good and very engaging.
(Foundations of QM)

Medical waste management is very crucial. Insightful points discussed.
(Security of Medicines)

More practical examples would be useful.
(Preventing Degradation)

More poll questions should be provided to have a better understanding of the module.
(Preventing Contamination)

VCA Cohort 1 2025 Ghana

Participants QiS Module Feedback Summary

Training & Content:

Participants found the training content to be comprehensive, insightful, and relevant. Many appreciated the detailed presentations and felt the topics were well-explained.

Training Start:

The training sessions generally started smoothly with only occasional technical issues mentioned. Several participants suggested adjusting the session start times to better accommodate their schedules, such as holding sessions after working hours or at 7 PM (*now starting at 6 PM*).

Technical Aspects:

Technical aspects, including platform functionality, audio and video quality, received positive feedback. Some participants suggested improvements in sound quality and connectivity stability. Sometimes, the Zoom platform experiences instability.

Communication & Interaction:

Interactive elements, such as polls and quizzes, were highly engaging and appreciated by participants, enhancing the learning experience. Suggestions included more examples and open-ended questions and opportunities for participant contributions.

Overall:

Participants expressed overall satisfaction with the training program and found it very informative and educative. There is a strong interest in supporting future sessions, with requests for follow-up modules that provide higher-level knowledge.

(1 lowest - 5 highest)

Overall Average Rating Number: 4.68

VCA Cohort 1 2025 Ghana

Participants SCM Module Feedback Overview

How engaging was the lead Facilitator?

(1 lowest - 5 highest)

Average Rating Number: 4.78

How engaging was the supporting Moderator?

(1 lowest - 5 highest)

Average Rating Number: 4.77

How useful was the training content?

(1 lowest - 5 highest)

Average Rating Number: 4.77

What was the quality of the training venue overall?

(1 lowest - 5 highest)

Average Rating Number: 4.62



Practical cases or case study scenarios should be included.
(Intro to SCM)

Enjoyed the videos. Good insight of supply chain.
(Supply Model)

2 hours are a lot for class. It causes someone to lose focus.
(Master Data Man.)

Good and Engaging Content.
(W&D)

Brilliant teacher; very good explanations.
(Replenishment Planning)

Grateful for this session.
Kaizen is an opener. I've
really learnt a lot. Thank
you!

The blend of lectures and feedback questions are great.

(Continuous Improvement)

I learnt a lot from this session. Looking forward to more educative sessions. (Order Management)

I love that you included the short videos.
(S&OP)

Very grateful for EXCELLENT DELIVERY of this very important TOPIC. Very well understood. Keep it up. (Process and Control Metrics)

Very interesting presentation.
Presenter was very good, good clear delivery.
(Forecasting)

VCA Cohort 1 2025 Ghana

Participants SCM Module Feedback Summary

Training & Content:

Participants found the training content to be engaging and insightful. Many appreciated the practical examples and case studies included in the sessions and ask for more to be included in the future.

Training Start:

Training sessions typically commenced smoothly, though some participants suggested adjustments to start times for better convenience. Starting on time and ensuring smooth transitions were highlighted as key aspects.

Technical Aspects:

Technical aspects, including platform functionality and connectivity, were generally appreciated. Some participants noted occasional issues with audio quality and network stability, suggesting improvements for a smoother experience.

Communication and Interaction:

Interactive elements, such as polls and quizzes, were beneficial in maintaining engagement. Participants enjoyed the clear communication and vibrant discussions and suggested more interactive features.

Overall:

Participants expressed high satisfaction with the overall training program, noting that sessions were informative and well-paced. Requests were made for higher-level knowledge modules to further enhance their understanding and application.

(1 lowest - 5 highest)

Overall Average Rating Number: 4.74

VCA Cohort 1 2025 Ghana

Global Novartis Supporters - Overall Feedback Overview



Were you satisfied with the audience engagement?
(1 lowest - 5 highest)

Average Rating Number: 3.83

How well was the program managed (PM)?
(1 lowest - 5 highest)

Average Rating Number: 4.94

Rate your overall experience as Facilitator/Supporting Moderator for VCA. (1 lowest - 5 highest)

Average Rating Number: 4.73

**How would you rate your experience with CES
(learning operation services)?**
(1 lowest - 5 highest)

Average Rating Number: 4.56

Rate your comfort and certainty to delivery live session.

(1 lowest - 5 highest)

Average Rating Number: 4.72

Was the training content comprehensive and useful?

(1 lowest - 5 highest)

Average Rating Number: 4.83

VCA Cohort 1 2025 Ghana

Global Novartis Supporters - Overall Feedback Examples

I am passionate for sharing knowledge and VCA program is a great platform for knowledge/expertise sharing using professionals from all around the world. What also motivates me is the fact that this program can impact low - middle income countries and create opportunities for students/professionals to have access to such state-of-the-art program supported by volunteers.

The program is great. I have participated in 4 Cohorts, and I believe is the best organized/structured/impactful program ever. Keep up with the great job and wishing this program can reach our more audience, more countries in the near future.

Luvanka Hanxhari, SCM SME - Switzerland
Sr Manager AR&RM - RMP • Risk Detection and Management



I truly love how Novartis keeps supporting African population, and I felt very rewarding to be able to be part of this history. "Happiness doesn't result from what we get, but from what we give. - Ben Carson". I hope I can support on coming programs.

The preparation meetings that Zdenka scheduled in advanced helped a lot to have an insight about what to expect and how the others were performing. She created a enough spaced to talk and bring doubts or concerns. Excellent coordination.

Luis Garcia, QiS & SCM SME – Canada
Head, Supply Chain Mgmt and Cust Oper • SCM REGIONAL OFFICE



It's a privilege to contribute as facilitator transmitting the end-to-end value chain dynamics to help drive innovation and efficiency that ultimately benefits patients worldwide. I will continue support the program.

Federico Perez Mangado, SCM SME - Spain

Strategic Project Manager • ESTO - ESO SM Europe II



Yes, I would be interested in participating again. For me it's really rewarding to be part of the Value Chain Academy because contributing to this program isn't just about professional development; it's about making a real, measurable difference to health systems, lives, and communities worldwide.

Lizzete Martinez, SCM SME - Mexico
Global Procurement Category Manager RD Procurement



The passion to impart knowledge based on experience to participants and professionals so that they can implement at their various workplaces. To also engage on best practice sharing as we learn and leverage from each other.

Peris Kibandi, QiS SME – Kenya
Country Quality Head, ESA • QUALITY SSA



Health System Strengthening is critical to improving health outcomes of patients. Value and supply chain excellence is important to achieve this goal. VCA increase the capacity of quality and supply chain experts to improve the efficiency and performance of the entire value chain process.

It would be great to one day explore a F2F model in combination with the current virtual model in some aspects of the training, if possible. It will be a great opportunity for professionals to network and advance some critical conversations on the entire value chain ecosystem.

Kwaw Degraft-Johnson, Supporting Moderator – Ghana
Medical Representative • Malaria



I was interested in learning something new and sharing what I know with the participants. I would be happy to support the next Cohort.

It was a great experience for me, more interactive sessions would make the experience better.

Chris Salwa, SCM SME – Kenya
Value Chain Manager • Value Chain Management, Global Health



VCA Cohort 1 2025

Global Novartis Supporters - Overall Feedback Summary

Ratings Results

Overall, Role Experience:

Facilitators and moderators rated their overall experience highly, with many expressing satisfaction and enthusiasm to continue supporting the program. **4.78/5**

Audience Engagement and Support:

Ratings varied, with some feedback indicating room for improvement in audience engagement methods. **3.83/5**

Experience with CES (Prince):

Overall, facilitators and moderators found the CES company's learning and technological support excellent, contributing to smooth delivery. **4.56/5**

Program Management & Information Delivery:

The program management and information delivery were rated very well, with exceptional praise for coordination and preparatory meetings. **4.94/5**

Comfort and Certainty Level:

Facilitators and moderators generally felt comfortable and confident while delivering or supporting live sessions. **4.72/5**

Training Content:

The training content was found to be comprehensive and useful, aiding in knowledge transfer and professional development. **4.83/5**

Further Improvement

Technical Enhancements:

Suggestions included improving sound quality, network stability, and minimizing technical hitches during sessions.

Interactive Elements:

Expand the use of interactive features such as polls, quizzes, and allowing participants to open their cameras for better engagement.

F2F Model Exploration:

Consider exploring a face-to-face training model in combination with virtual sessions, offering networking opportunities and advancing critical conversations.

Preparation and Material Updates:

Continue preparatory meetings and keep training materials updated with current processes. Additionally, case studies and practical examples should be shared in advance.

Extended Reach:

Expand the program to more countries and find innovative ways to increase audience engagement using various tools.

Motivations

Knowledge Sharing:

A strong passion for imparting knowledge and sharing experiences with participants was a common motivator. Many appreciated the opportunity to learn and engage in best practice sharing.

Program Impact:

Facilitators were motivated by the program's positive impact on health systems, supply chain efficiency, and professional development in low- to middle-income countries.

Personal Fulfillment:

Personal goals of contributing to a larger cause, supporting the African population, and making a measurable difference to communities motivated many to participate and continue supporting future cohorts.

Overall

High Satisfaction:

Facilitators rated their overall experience very highly and expressed willingness to support future cohorts.

Effective Management:

The program's management and information delivery were praised for their excellence and supportive coordination.

Room for Improvement in Engagement:

While overall engagement was positive, there are opportunities to enhance participant interaction and engagement through technical and logistical improvements.

VCA Strategies for Further Improvement

Enhance Technical Aspects and Connectivity	Adjust Training Session Start Times	Enhance Engagement and Interaction	Improve Training Content Delivery	Optimize Communication and Information Flow	Enhance Learning Experience	Increase Use of Practical Examples and Case Studies	Continuous Professional Development
Sound Quality: Address audio quality issues by using headset and ensuring sound tests are conducted prior to sessions.	Convenient Scheduling: Consider adjusting training session start times to better accommodate participants' schedules, such as starting sessions after typical working hours or at 7 PM when most are home.	Polls and Quizzes: Maintaining and expanding the use of interactive elements like polls and quizzes to keep participants engaged. Implementing more open-ended questions to encourage deeper discussions.	Comprehensive Materials: Ensuring training materials are thorough and available ahead of sessions to allow participants to prepare. Including practical examples and case studies to enhance understanding.	Clear Instructions: Providing clear and consistent communication regarding session details, expectations, and follow-ups. CES to prepare let's get started info (schedule, materials, etc.) and send to all at the beginning of Module.	Interactive Multimedia: Incorporating short videos and multimedia presentations to break up the monotony and keep the sessions engaging.	Case Studies: Integrating more practical cases and scenario-based learning in the curriculum to improve participants' ability to apply concepts in their work environments.	Advanced Training: Offer advanced training sessions aligned with participants' professional development needs.
Network Stability: Considering using MS Teams in regions where possible for better internet stability and offering guidance on troubleshooting common issues. CES to prepare FAQ	Flexible Timings: We are offering recorded sessions for participants who cannot attend live sessions due to time constraints.	Participant Contributions: Increasing opportunities for participants to actively contribute during sessions, not just via chat. Allow time for participants to speak or share their perspectives.	Higher-Level Knowledge Modules: Develop follow-up modules that provide higher-level knowledge and deeper insights into specific areas. This will cater to advanced learners and those seeking further professional growth.	Feedback Loop: Already using a robust feedback loop where participants can continually provide input on their learning experience. Also, this feedback will be used to make iterative improvements to the program.	Hands-on Training: Already offering hands-on training opportunities such as SOP development, simulations, and practical scenario discussions to enhance real-world applicability.	Real-World Application: Providing more examples from real-world supply chain challenges and solutions to contextualize the learning material.	Knowledge Sharing: Foster a culture of knowledge sharing by inviting experienced professionals to share best practices and insights. Already offering access to Center of Excellence for all participants

5.0


Feedback:

VCA on social media
VCA Partner
VCA Participant
VCA Supporters

VCA on LinkedIn

- Post published 6th June 2025
- 1270 impressions
- 656 members reached
- 53 reactions
- 10 comments
- 11 reposts





Zdeňka Rabi • You
Program Manager for Novartis Value Chain Academy & Founding Pa...
2w • Edited •

Celebrating Another Successful Cohort of the Value Chain Academy in Ghana!

✓

129 participants completed the Quality in Supply module, with 77 certificates issued and CPD (Continuing Professional Development) points awarded.

✓

Our Supply Chain Management module just wrapped up, culminating in two dynamic workshop sessions to put learning into practice. 120 participants enrolled and are now tackling their final exams!

Over the past 2.5 months, we've experienced yet another wave of passion, learning, and knowledge-sharing—further strengthening health systems in LMICs while fostering a vibrant network of skilled pharma professionals in quality supply and supply chain management.

A sincere thank you to our local partner, the Ghana College of Pharmacists in Accra, Ghana, and our learning operations services partner, Continuous Education Service (CES).


A heartfelt thank you to our amazing Novartis facilitators and supporting moderators for giving your time and expertise to make this program impactful.

Thank you to the Global Health Alliance team and the Novartis Stiftung für Mensch und Umwelt, whose generous support made this possible.

Since 2018, we've proudly trained 1,823 participants and issued 747 certificates—a testament to the commitment and drive within our community.

Thank you to our incredible participants for your willingness to learn, grow, and make a difference.

The journey continues, and we can't wait to see what we achieve together next!

 What's next?

We're happy to say that, for the first time, we're expanding beyond Sub-Saharan Africa—heading to the Philippines to launch the VCA program later this year!

#Novartis

#GlobalHealth

#CommunityHealth

#ValueChainAcademy

#HealthSystemsStrengthening

#SubSaharanAfrica

#GhanaCollegeOfPharmacists

#CES


#ContinuingProfessionalDevelopment

#GlobalImpact

#SupplyChainExcellence

#QualityInSupply

#SupplyChain




Barbara Pozzi • 1st
Team leader QA with extensive experience in deviation managemen...
2w • • •

Thank you again for this worthy experience! **Zdeňka Rabi** thank you for your continuous support!

Like

1

Reply




Luis Garcia • 1st
Head of Supply Chain, W&D and Customer Operations | Life science...
2w • • •

Grateful to the organizers **Zdeňka Rabi** for this impactful initiative. The Value Chain Academy is more than training—it's building resilient health systems and empowering pharma professionals. Honored to be part of this journey. Excited for what's ahead in the Philippines!

Like

1

Reply




Kwaw Degraft-Johnson, Pharm D., PMP® • 1st
Registered Pharmacist || Certified Project Management Professional ...
2w • • •

Novartis Value Chain Academy continues to strengthen health systems through interactive learning and inculcating strategic principles across the entire value chain to improve access to quality and efficacious medicine's in SSA. The workshop sessions and practical case studies are great opportunities for quality and supply chain profession ...more

Like

3

Reply




Taufiq "TJ" Jiواني, Ed.D, MBA • 1st
IGNITOR: Impossible is just a word, its meaning an illusion. Ignitors ...
2w • • •

Honored to have had the opportunity to serve as one of the facilitators for this program.

Like

1

Reply




Federico Perez Mangado • 1st
Strategic Project Manager NOVARTIS ESO SM SRT Europe II
2w • • •

Impressive attendance and interactive sessions, well organised and useful content. Always glad to support Novartis value chain academy as supply chain subject matter expert. let's go for another Cohort bringing again value together to society!!

Like

4

Reply




Paolo Calegari • 1st
ISPI Future Leader - Global affairs | Management Engineer @Novart...
2w • • •

Thanks **Zdeňka** for the great work behind this academy! Proud to support and be part of this amazing **Novartis** initiative aimed to share knowledge and best practices along the entire pharma value chain, in a truly global collaboration perspective 🚀

Like

3

Reply




Uday Walhe • 1st
Manager - Learning Services @ Novartis Healthcare Pvt Ltd. + LMS ...
3d • • •

Congratulations Zdenka 🎉

Like

1

Reply



Nina Bressler • 1st
Reimagining Value with Societal Learning || Systems Awareness, Resi...
1w • • •

Amazing impact, Zdenka and team!

Like

1

Reply

Company size	
10,001+ employees	39%
1001-5000 employees	11.1%
51-200 employees	8.5%
11-50 employees	7.6%
201-500 employees	5.5%
Job title	
Medical Sales Representative	2.6%
Pharmacist	2.3%
Co-Founder	1.8%
Project Manager	1.6%
Chief Executive Officer	1.5%
Location	
Prague Metropolitan Area	8.3%
Accra	6.5%
Greater Hyderabad Area	5.2%
The Randstad, Netherlands	4.1%
Basel Metropolitan Area	2.6%
Company	
Novartis	21.1%
Sandoz	1.5%
Industry	
Pharmaceutical Manufacturing	40.7%
Hospitals and Health Care	5%
IT Services and IT Consulting	3.7%
Business Consulting and Services	3.3%
Human Resources Services	2.9%
Seniority	
Senior	34.3%
Entry	22.8%
Director	12%
Manager	11.4%
Owner	2.8%

VCA on Novartis Yammer

- Post published 9th June 2025
- 3062 seen
- 16 reactions
- 4 comments

Posted in One Novartis



Rabi, Zdenka (Ext)

Jun 9 • Edited • @34

Seen by 3,062 ...

Wrapping Up Ghana, Gearing Up for the Philippines! 🚀

We've just completed another successful cohort of the **Value Chain Academy (VCA)** in Ghana—and it wouldn't have been possible without the incredible help of our **Novartis supporters** delivering virtual live session as lead **Facilitators** and **Supporting Moderators**.



- ✅ 129 participants completed the **Quality in Supply** module, with 78 certificates issued.
- ✅ The **Supply Chain Management** module wrapped up with two dynamic workshops and 120 participants now completing their final exams, with 20 certificates issued so far.

Over the past 2.5 months, **your energy, time, and expertise have helped strengthen health systems and empower pharma professionals in LMICs. Thank you for making this program impactful and meaningful!**

What's next?

We're excited to announce that we're expanding beyond Sub-Saharan Africa for the first time—**launching in the Philippines later this year!**

👉 If you're interested in joining us as an SME in either Quality or Supply Chain/Facilitator or as a **Supporting Moderator**, please reach out to me directly.

We'd love to have you on board as we continue this journey of learning, collaboration, and impact.

Let's keep building stronger, more resilient health systems—together. 🙌

#Novartis #GlobalHealth #GlobalCommunity #ValueChainAcademy #NovartisSupporters #Ghana2025 #Philippines2025 #ContinuousProfessionalDevelopment #SubSaharanAfrica #GlobalImpact

Hoos, Simon Kihumba, David Mwaluda, Jonathan Sam-brew, Maama Adwoa-1 Darfoor, KwasiOduor, Michael A N, Mahesh Rugel, Masa Mwashuruti, Juma Sameh, Ahmed Pozzi, Barbara Lenardic, Jera Kaouri, Katerina Green, Lauren Sedlakova, Nina Hanxhari, Luvanka Calegari, Paolo Ramakrishna, Venkata Jiwani, TJ Martinez, Lizzete Mohanty, Sangeeta-1 Naef, Thomas Rozankova, Hana Salwa, Chris Fouad, Esraa Perez Mangado, Federico Degraft-Johnson, Kwaw Kibandi, Peris Garcia, Luis Fajardo, Jocelyn Anand, Sushant Austria, Aileen Mato, Borja Antonio, Terence John



Perez Mangado, Federico Jun 10

Congratulations for continuing the journey and the expansion to other countries. Well deserved.



👍❤️ 2



Ray-Taylor, Muriel Jun 10

Congratulations 🎉



❤️ 1



Garcia, Luis Jun 10

Thrilled to have been a facilitator for the Value Chain Academy in Ghana! It's been inspiring to see the impact and growth we can generate together! Excited to gear up for the Philippines next!



❤️ 1



Hanxhari, Luvanka Jun 16

It is always a great honor and pleasure for me to be part of this program. [Rabi, Zdenka \(Ext\)](#) you are brilliant in leading this program end-to-end.



@❤️ 2



VCA Partner - 3rd party vendor supporting learning operation services & tech support

“As Operations Manager at Continuous Education Services, I am truly grateful for the opportunity to be part of this impactful program by Novartis Global Health, focused on strengthening community health systems and leadership in LMICs.

The experience has been incredibly enriching and will directly influence how we at CES design and deliver support to healthcare professionals. It has given us practical insights that will enhance our operational strategies and long-term impact.

A special thank you to Zdeňka Rabi for your exceptional leadership in coordinating this program. Your calm, thoughtful, and well-structured approach was both inspiring and instructive. I’ve taken away valuable lessons in facilitation, leadership, and collaboration.

Special acknowledgment to the Ghana College of Pharmacists for their role in making this learning journey meaningful. Their commitment to professional development in Ghana continues to set a strong foundation for progress in healthcare delivery.

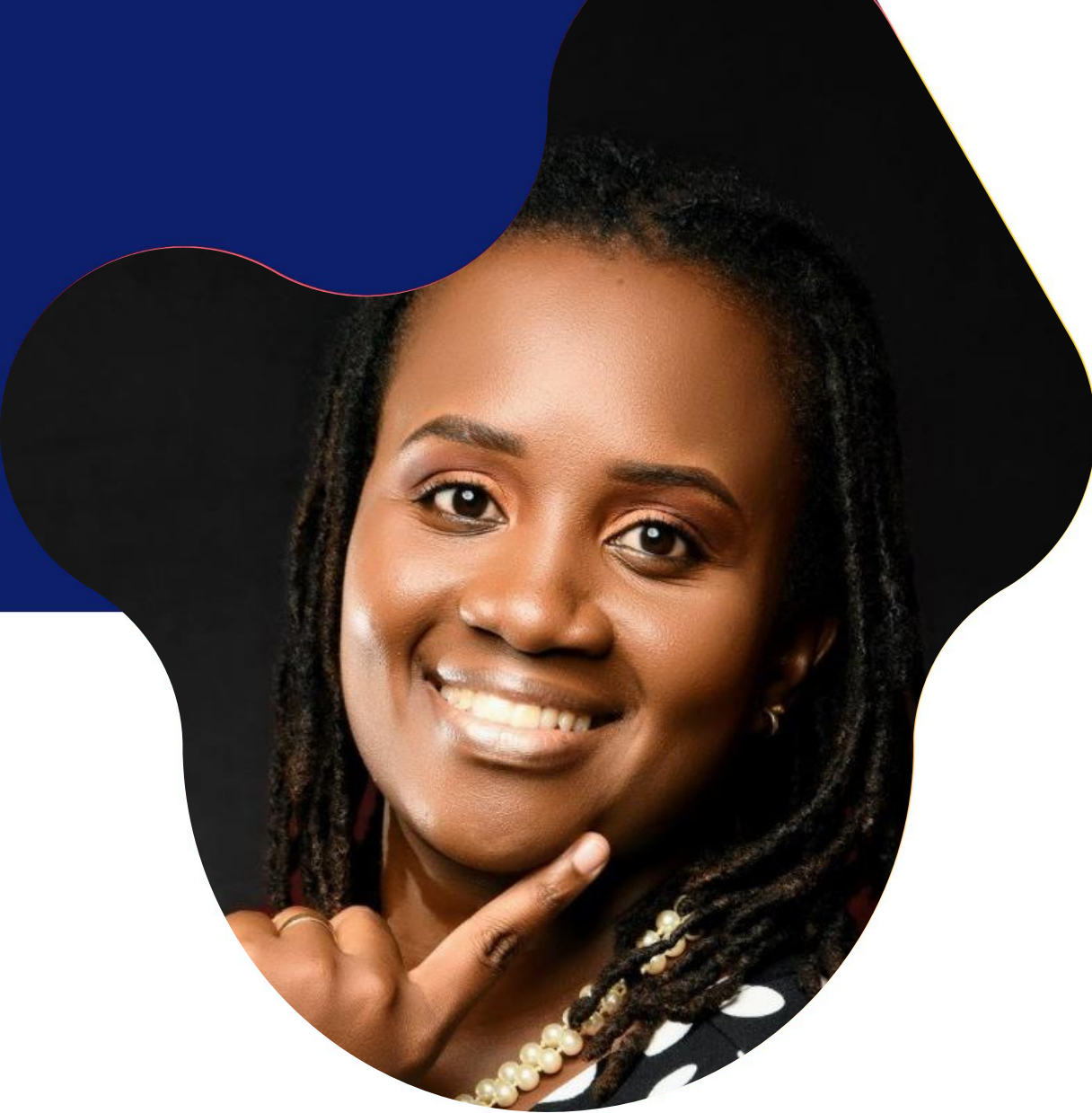
Sincere appreciation as well to all moderators and facilitators whose dedication and expertise made this program so impactful.”

PRINCE ACHEAMPONG

**Operations Manager at CES (Continuous Education Services)
Accra, Ghana**

LinkedIn post

https://www.linkedin.com/posts/prince-acheampong-a314b11b1_novartis-globalhealth-communityhealth-activity-7337469727327289344-ihRC?utm_source=share&utm_medium=member_desktop&rcm=ACoAABGZtfoByp0M1_ND2Az0La-aC1KNXrQgS80



VCA Participant of Cohort 1 2025 in Ghana

“As a participant in the Value Chain Academy Program - Supply Chain Management, I found it very insightful, engaging and informative. Once again Norvatis you nailed it! Kudos to the team that facilitated and made this a reality. I hope there would many such encounters in the foreseeable future. Thanks Norvatis.”

ZILLAH KWAKYE-SAFO

PharmD/Clinical Research/Regulatory Compliance & GCP

Greenbelt, Maryland, United States

LinkedIn post

<https://www.linkedin.com/feed/update/urn:li:activity:7273279154173759488?commentUrn=urn%3A%3Acomment%3A%28activity%3A7273279154173759488%2C7335747089194266627%29&dashCommentUrn=urn%3A%3Acomment%3A%287335747089194266627%2Curn%3A%3Aactivity%3A7273279154173759488%29>



VCA Global Supporter

- Subject Matter Expert in Quality in Supply & Supply Chain Management
- Leading 2-day Workshop group on Falsified Medicines & Preventing Degradation

"Honored to be part of this impactful journey. The passion, collaboration, and commitment to strengthening health systems through the Value Chain Academy 🎓 in Ghana truly inspire me. Grateful for the opportunity to contribute as a facilitator and subject matter expert and learn alongside such dedicated professionals."

LUIS GARCIA

Head, Supply Chain Mgmt and Cust Oper • SCM - REGIONAL OFFICE

Novartis Pharma Canada Inc.

Montreal, Canada

LinkedIn post here:

https://www.linkedin.com/posts/luis-garcia-7549b624_novartis-globalhealth-communityhealth-activity-7336701888353980416-aB_Q?utm_source=share&utm_medium=member_desktop&rcm=ACoAABGZfoByp0M1_ND2AzoLa-aC1KNxRQg580



VCA Global Supporter

- Subject Matter Expert in Quality in Supply
- Delivering Identity of Medicine lecture and Leading 2-day Workshop group on Falsified Medicines & Preventing Degradation

"Last year, I joined the Value Chain Academy, an educational initiative aimed at training pharmaceutical personnel in Africa through collaboration with various SMEs.

I delivered sessions on Quality in Supply topics. I first discovered the program through Talent Match—one of my colleagues was already participating, so I decided to get involved as well. It's a great opportunity for both Novartis stakeholders and communities in Africa, and it was incredibly rewarding for me personally.

Hearing their stories and understanding their challenges taught me so much. I find it truly inspiring to contribute to the delivery of high-quality medicines to the market and to have the chance to share my knowledge both within and beyond the company."

MASA RUGEL

Quality Team Leader QA Operations

Novartis farmacevtska proizvodnja d.o.o.

Ljubljana, Slovenia

Interview for Novartis Podcast , part about VCA starting at 03:58 [Accepting challenges](#)



VCA Global Supporter

- Subject Matter Expert in Supply Chain Management
- Leading Training on Order Management

"Thank you, Zdeňka Rabi, for all the amazing work you do in this initiative! I'm honoured to have been a trainer for the Order Management module as part of the impactful Value Chain Academy program in Ghana. This initiative continues to empower pharma professionals to drive quality supply and strengthen health system. So excited to continue this journey and see what we achieve next! 🙌"

LIZZETE MARTINEZ BELLO

**Global Procurement Category Manager, R&D
Procurement**

**Novartis Farmaceutica S.A. de C.V.
Mexico City, Mexico**

LinkedIn post here:

https://www.linkedin.com/posts/lizzete-martinez-bello_novartis-globalhealth-communityhealth-activity-7341982605782720512-8TQ5?utm_source=share&utm_medium=member_desktop&rcm=ACoAABGZtfoByp0M1_ND2Azola-aC1KNXrQgS80



VCA Global Supporter

- Supporting Moderator
- Supporting 3 sessions on Preventing Degradation – Order Management and Workshop day 2

"A feeling of happiness, satisfaction and gratitude to be part of the Value Chain Academy again, this time in Ghana. Inspiring people. New knowledge and experiences. Again, a new and different perspective of the world. I would not waste words, but would just add: "Life, thank you."

JERA LENARDIC

Logistics Expert

Novartis farmacevtska proizvodnja d.o.o.

Ljubljana, Slovenia

LinkedIn post here:

https://www.linkedin.com/posts/jera-lenardic%C4%8D-5720468a_novartis-globalhealth-communityhealth-activity-7336631393520640000-_rIz?utm_source=share&utm_medium=member_desktop&rcm=ACoAABGZtfoByp0M1_ND2Azola-aC1KNXrQgS80

Zdenka Rabi

Zdenka.Rabi_ext@novartis.com

[Book time with Rabi, Zdenka \(Ext\)](#)

Thank you!

