



# SIERRA LEONE

If you can get a Coca-Cola product almost anywhere in Africa, why not life-saving medicines?



Project Last Mile

## CONTEXT

Sierra Leone is a small country in West Africa with a population of over 6 million people. In 2014, it declared a state of emergency to tackle the deadly Ebola outbreak in West Africa, which persisted into 2016, killing 3,956 people in the country. The epidemic aggravated Sierra Leone's already weak medical supply system. Project Last Mile is partnering with the Sierra Leone Ministry of Health and Sanitation to help redesign last mile distribution of life-saving medicines.

## PROJECT LAST MILE RESPONSE

Project Last Mile was invited by USAID in 2017 to partner with the Sierra Leone Ministry of Health and Sanitation to help strengthen the medical supply chain by linking the best private sector resources with public health partners. Project Last Mile is leveraging and adapting the Coca-Cola System's expertise in supply chain logistics, distribution and talent resource management to design a last mile delivery model that is effective in reducing out-of-stocks of essential commodities at the 1,267 Peripheral Health Units across the country.

## APPROACH

Project Last Mile is helping to support supply chain strengthening by:

- The existing last mile delivery model has been evaluated and a new model developed based on the outputs of the evaluation.
- A small-scale pilot will be run to test the model to ensure it is fit for purpose for the local operating environment. This will run in Freetown over 50 Peripheral Health Units for eight weeks from October 2018 to assist in developing further insights into the local operating environment.
- The model will then be refined and a national rollout plan will be developed to assist the Ministry of Health and Sanitation to fully implement it across the country throughout 2019.

In addition to the Ministry of Health and Sanitation, Project Last Mile has identified United States Agency for International Development (USAID) and The Global Fund (TGF) as critical partners, with the Clinton Health Access Initiative (CHAI) and the United Nations Children's Fund (UNICEF) consulted for input and contribution to the model development.

The local Coca-Cola bottler – Sierra Leone Bottling Company – is recruiting local resources to support the pilot, offering assistance with network design and planning, providing Standard Operating Procedures (SOPs) for transport and storage, recommending transport contractors for vehicle provision, and supporting in developing service tools and materials to help execute the storage “Look of Success” guidelines.

## TEAM

Two supply chain and logistics subject matter experts are leading Project Last Mile Sierra Leone with significant experience in the Coca-Cola System, and more broadly in the beverage industry. The project leader and technical advisor is mobilizing local resources and working with stakeholders to develop and implement the optimum last mile delivery model based on his broad experience of implementing similar models throughout the Coca-Cola System in Africa, Asia and the Middle East. Project Last Mile is also working with an expert with significant FMCG leadership experience in emerging markets, who brings considerable knowledge and experience to the organizational development component of the project.



Project Last Mile believes life-saving medicines should be in reach of every person in Africa. This pioneering cross-sector partnership between USAID, the Bill and Melinda Gates Foundation, The Global Fund to Fight AIDS, Tuberculosis and Malaria, The Coca-Cola Company and its Foundation helps life-saving medicines go the “last mile” to communities in Africa. We collaborate with regional Coca-Cola bottlers and suppliers in participating countries to build public health systems capacity in supply chain and strategic marketing by sharing the expertise and network of the Coca-Cola System with the local Ministry of Health. Project Last Mile Sierra Leone is specifically made possible by funding from The Coca-Cola Foundation. Project Last Mile aims to support 10 countries by 2020.

## Global Partners

