



Project Last Mile

2020

Annual report
twenty twenty

Global partners



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A note from the Project Last Mile team

“Through and beyond COVID-19, the need remains as strong as ever to ensure that life-saving medicines and health services are consistently available down to the last mile for all who need them.”

The COVID-19 crisis has brought health systems into the spotlight. It has exposed vulnerabilities and pulled the value of strong, flexible and resilient health systems and supply chains into sharper focus. This has become particularly visible among vulnerable populations in Africa where the availability of medicines and the uptake of health services are often poor.

While the pandemic seems to have changed almost everything, it has not changed our mandate to support our donor partners and governments to build stronger health systems across Africa by leveraging private sector best practices, tools, and networks from the Coca-Cola system. The strategic support of all our partners has bolstered Project Last Mile in its efforts to reach our goal of transforming health systems to reach the last mile more effectively. In 2020, a sixth member – the President’s Emergency Plan For AIDS Relief (PEPFAR) – joined the Project Last Mile partnership, expanding the commitment to propel Project Last Mile into its next phase of work – the “Next Mile”.

Over the last decade, Project Last Mile has delivered 18 programs across 10 countries, with active programs in five countries in 2020, and three pipeline programs slated to kick-off in 2021. This report will highlight our work in supply chain strengthening, strategic marketing, and our COVID-19 response in 2020. Throughout 2020, our long-standing route-to-market work in South Africa, Mozambique, Tanzania and Sierra Leone continued and scaled. Our work using private sector strategic marketing experience to increase the uptake of health services continued in Eswatini and expanded to new heights in South Africa – with two national-scale campaigns launched in partnership with the National Department of Health (NDoH).

Inevitably, the COVID-19 crisis has presented a diverse range of challenges to our teams and partners across Africa. However, it has also created opportunities for Project Last Mile to leverage our expertise to contribute to government’s efforts in fighting the pandemic. In the face of COVID-19, Project Last Mile has supported donor partners and African governments in catalyzing local production of personal protective equipment (PPE), developed targeted communications on COVID-19 prevention, and supported partners in supply planning to reduce disruptions in critical medicines supply during the pandemic. Project Last Mile also conducted a feasibility assessment of liquid carbon dioxide capabilities within the Coca-Cola system to support planning for ultra-cold chain vaccine distribution across 70 countries in Africa, Latin America, and the Pacific Islands. We anticipate supporting a broader range of COVID-19 efforts in 2021.

Through and beyond COVID-19, the need remains as strong as ever to ensure that life-saving medicines and health services are consistently available down to the last mile for all who need them.



2020 milestones

Improving the availability of life-saving medicines, including vaccines, through strengthening efficiency of supply chain and logistics.



A scale up of our redesigned last mile delivery model and digital data collection program launched in another district in **Sierra Leone** with the aim of strengthening distribution and availability of family planning commodities.



Mozambique achieved a key milestone, completing the mapping and modelling of every clinic, warehouse and road in all 11 provinces to create an optimal distribution approach for the central medical stores.



Project Last Mile kicked off a new partnership with the Mission for Essential Medical Supplies in **Tanzania** to support business planning to improve the distribution of essential medicines to faith-based organizations.



In **South Africa**, Project Last Mile continued to support the implementation of the NDoH's Central Chronic Medicines Dispensing and Distribution (CCMDD) program in 46 districts, with over 4 million patients, accessing their chronic medication in over 2,600 alternative pick-up points.

2020 milestones

Increasing uptake and demand for essential health services through strategic marketing

Project Last Mile worked with **South Africa's** NDoH to launch two new strategic marketing campaigns targeting over 4 million patients living with HIV and chronic conditions. These campaigns are:

- “MINA. For Men. For Health”, targeting men living with HIV for improved initiation and retention on treatment, and
- Dablapmeds, to recruit new chronic patients to the NDoH's CCMDD program.

In **Eswatini**, Project Last Mile focused on sustaining and expanding demand creation support for adolescent girls through two brands: Girl Champ and C.O.A.C.H. To reach a new population of adolescent boys and young men, Project Last Mile researched and developed a targeted communication campaign that can be activated by the National Emergency Response Council on HIV/AIDS (NERCHA).

Partnering to strengthen the capacity of ministries of health to respond to COVID-19

Project Last Mile conducted a rapid feasibility assessment of the capacity to manufacture dry ice within the Coca-Cola system's network of suppliers. The findings are being shared with partners to inform the feasibility of deploying COVID-19 vaccines requiring ultra-cold chain capabilities in 70 COVAX countries in **Africa, Latin America**, and the **Pacific Islands**.

During COVID-19, reducing the burden on public health facilities became an even more urgent need in **South Africa**. The existing support of the CCMDD program pivoted to accelerate the growth in the number of patients accessing medication outside health facilities beyond targeted projections.

In **South Africa**, Project Last Mile supported the development and activation of a new program to stimulate local production of essential COVID-19 supplies and PPE. This supported six local suppliers to catalyze production of essential supplies to support South African COVID-19 response efforts.

Based on the success of this work in **South Africa**, Project Last Mile conducted a rapid assessment of opportunities to spark local production of PPE within Mozambique and to understand the feasibility of replicating its South Africa PPE production support model.

In **Eswatini**, Project Last Mile supported the Ministry of Health and NERCHA by developing targeted communications for adolescents to promote live-saving prevention behaviors related to both COVID-19 and HIV.



About Project Last Mile

The World Health Organization estimates that millions of people in the poorest parts of Africa still lack access to essential healthcare and medicines. Yet, almost every person – even in hard-to-reach parts of the world – knows the Coca-Cola brand and can access a Coca-Cola product. The Coca-Cola system is widely recognized for getting the right product to the right consumer at the right time. Its consistent ranking as one of the most recognizable brands in the world supports its underlying expertise in supply chain and marketing.

Despite donors investing billions of dollars to strengthen health systems in Africa, ministries of health are often not able to consistently reach private sector benchmarks in terms of supply chain or strategic marketing. Thus, in 2009, a delegation from The Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund) and the Bill & Melinda Gates Foundation approached The Coca-Cola Company to discover how its core competencies might be used to improve distribution of life-saving medicines in hard-to-reach places. In response, The Coca-Cola Company and its Foundation partnered with the Global Fund and the Bill & Melinda Gates Foundation to form Project Last Mile. The United States Agency for International Development (USAID) and the PEPFAR joined the multi-sector partnership in 2014 and 2020, respectively.

Project Last Mile is pioneering a scalable model for health systems strengthening through transferring the business and technical expertise of the Coca-Cola system to ministries of health. This multi-sector partnership represents a global alliance between the Global Fund, PEPFAR, USAID, the Bill & Melinda Gates Foundation, The Coca-Cola Company, and The Coca-Cola Foundation. Project Last Mile has delivered programs in 10 African countries.

Route-to-market

Improve the availability of medicines, vaccines and other health products through building capacity in the supply chain and distribution to improve efficiency



Strategic marketing

Translate and leverage strategic marketing practices in The Coca-Cola Company for a public health need to increase the uptake of targeted health services



Promoting public-private partnerships

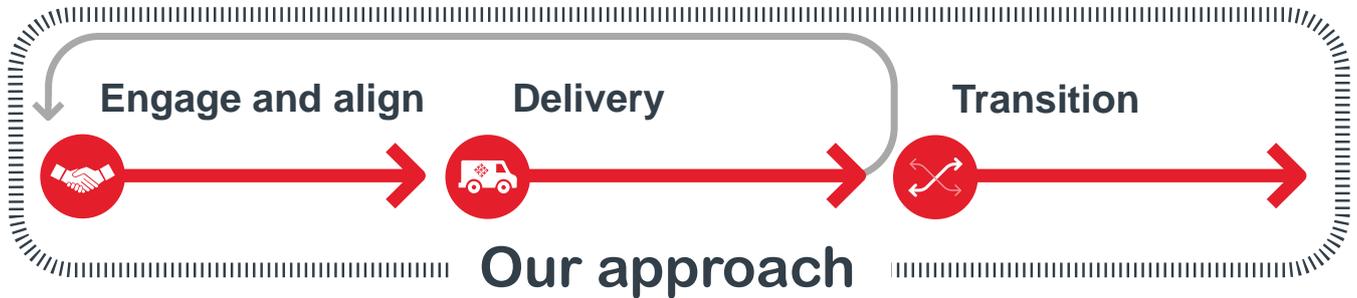
Model a replicable public-private partnership to solve many of the world's challenges through a model of knowledge sharing from the private sector



Our three main aims

How Project Last Mile works

Early engagement with partners in each country is a trademark of Project Last Mile's approach. We collaborate with governments and partner organizations to build relationships, assess and align fit between national priorities and Coca-Cola core competencies, and facilitate sharing of time and expertise for targeted solutions. This investment in early engagement is critical to success in later stages. In every country, our approach progresses through three phases:



Engage and align

Project Last Mile begins by engaging with partners to scope potential solutions that synchronize with local health priorities and meet the diverse needs of country stakeholders. Early alignment on how Coca-Cola expertise and tools can be applied to strengthen health systems is key to success. Building trust, setting expectations, and determining resources from the onset bolsters Project Last Mile's impact.

Deliver

Project Last Mile enlists industry experts from the Coca-Cola system to adapt best practices, deliver context-driven solutions, and build capability within the ministry of health and public health agencies. Activities are guided by inclusive governance structures that are country-led and embedded within local agencies to influence ways of working and improve system performance.



Transition

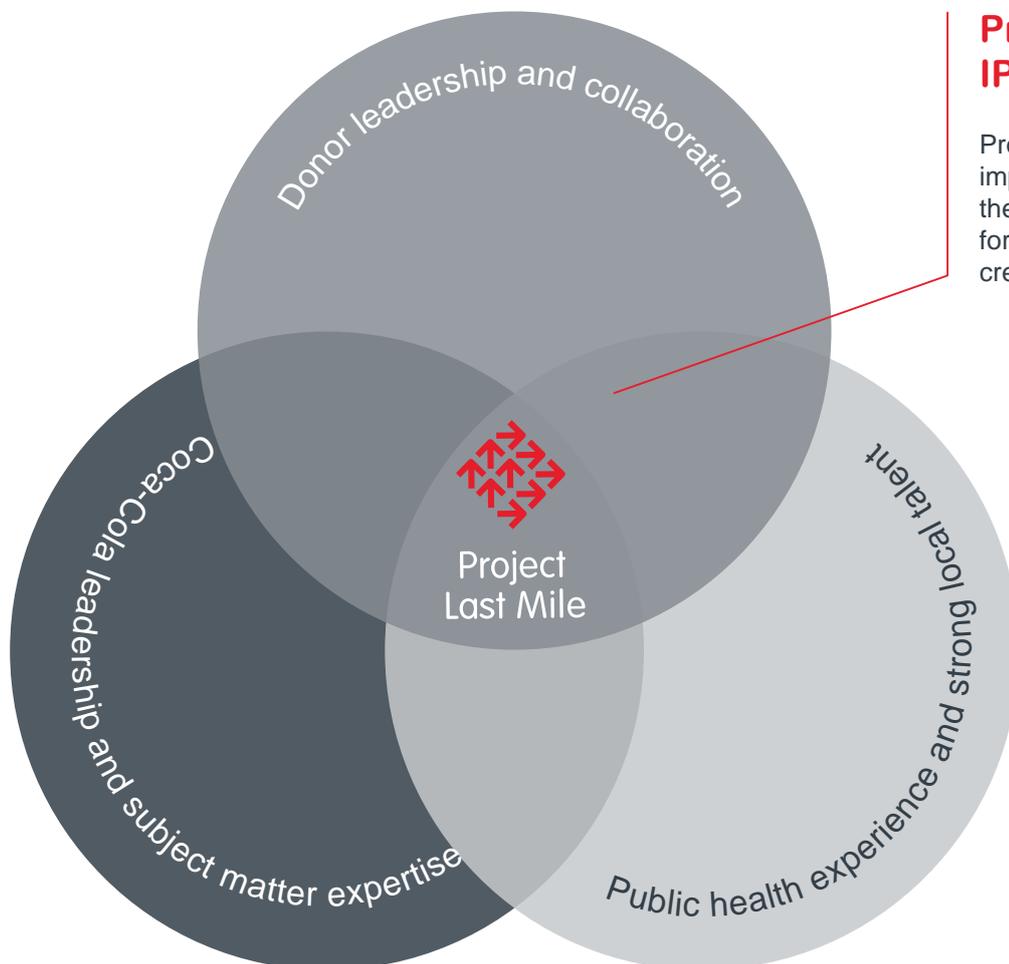
We strengthen systems and develop capacity within the ministry of health to encourage continued progress beyond the life of the project. Additionally, sustainability plans are incorporated into project scope. Relationships between Project Last Mile, ministries of health, and key stakeholders evolve into trusted partnerships with mutual commitment to sustained support, with enduring influence on health system processes and performance in-country.



How Project Last Mile works

What makes us different?

Our donors are the experts in public health and guide where and how we support governments in strengthening their health systems. At the direction of our donor partners, we create a response using a unique network with proven and tested models and best practices from the Coca-Cola system.



Project Last Mile IP Plus

Project Last Mile adapts and improves best practices from the Coca-Cola ecosystem for health systems, thereby creating new IP.

Improving availability of life-saving medicines

The global development community has increasingly invested in strengthening health systems, including supply chain management and logistics in Africa. Despite improvements and significant investment from global partners, critical supply chain gaps persist that undermine the availability of life-saving medicines for all. Supply chain inefficiencies and stock-outs can cost lives, waste precious resources, and leave people without critical medicines to treat disease and safeguard their health.

The private sector has exciting potential to improve the efficiency of supply chains and expand availability of medicines. With access to innovation, specialized expertise, and logistics tools, the private sector can transform the delivery of medicines and critical services in many sub-Saharan countries. One of the private sector companies long recognized by the development community for its potential to generate social impact is Coca-Cola. Through Project Last Mile, Coca-Cola, has responded to this call to action.

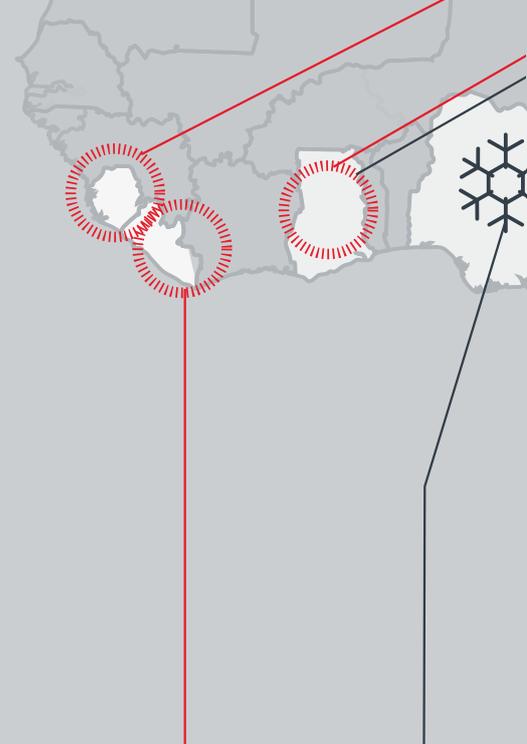
Coca-Cola operates one of the world's most extensive supply chains across more than 200 countries and territories.

Along with unparalleled reach, Coca-Cola has best-in-class consumer insight tools, global infrastructure, institutional knowledge of African markets, and an extensive talent network including local bottlers, suppliers, and agencies of record. Project Last Mile leverages that expertise, as well as the networks associated with it, to improve availability of life-saving medicines and access to services, through supply chain management and proven route-to-market tools that enable goods and services to reach the last mile.





Project Last Mile's solutions to improve the availability of life-saving medicines since 2010 in Africa include:

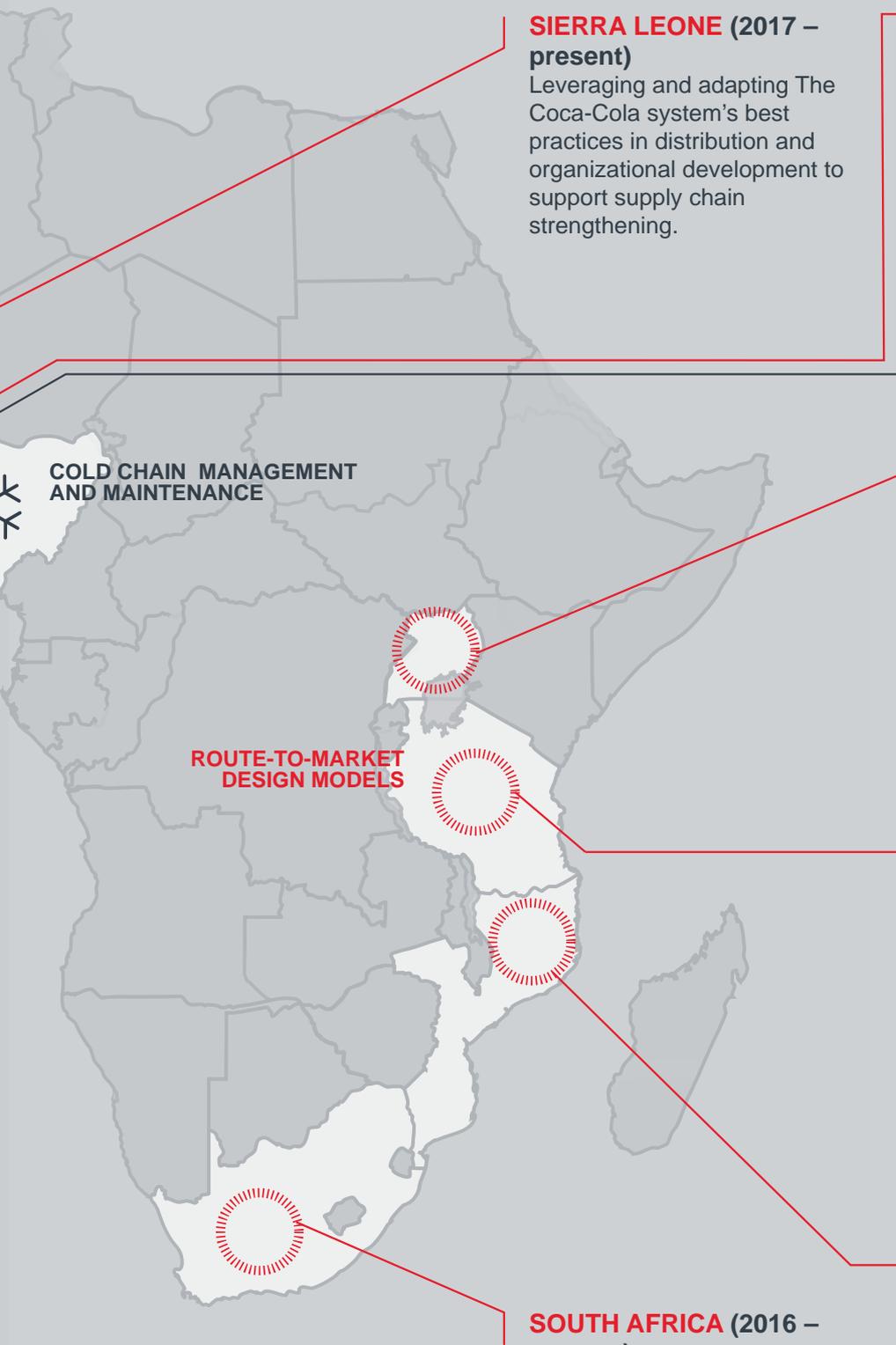


LIBERIA (2017 – 2019)

Leveraging and adapting The Coca-Cola Company's best practices in demand planning, distribution optimization, network design, and organizational development to strengthen the routine and emergency public health supply chains.

NIGERIA (2017 – 2019)

Tapping into the Coca-Cola system to help improve uptime and management of vaccine cold chain equipment and save the lives of children in Nigeria.



SIERRA LEONE (2017 – present)

Leveraging and adapting The Coca-Cola system's best practices in distribution and organizational development to support supply chain strengthening.

GHANA (2011 – 2013)

Created a blueprint for improved uptime of the cold chain equipment used for vaccines and introduced the use of market research and a segmentation model to improve uptake and adherence for immunizations.

COLD CHAIN MANAGEMENT AND MAINTENANCE

ROUTE-TO-MARKET DESIGN MODELS

UGANDA (2019)

Supporting a broader Africa Resource Center project by leveraging the learnings from South Africa's differentiated service delivery model to support the Ministry of Health in improving the availability of key chronic medicines.

TANZANIA (2010 – present)

Leveraging private sector expertise to help revolutionize distribution of chronic medicines for over three million people and developing strategic marketing campaigns to improve recruitment and retention of people living with HIV.

SOUTH AFRICA (2016 – present)

Leveraging private sector expertise to help revolutionize distribution of chronic medicines for over three million people and developing strategic marketing campaigns to improve recruitment and retention of people living with HIV.

MOZAMBIQUE (2016 – present)

Applying The Coca-Cola system's best practices in route-to-market and logistics to improve distribution of medicines and health products. Project Last Mile is supporting the Central Stores (CMAM) to implement a long-term supply chain improvement strategy.

This section will highlight Project Last Mile's active route-to-market projects in 2020 across Mozambique, South Africa, Tanzania and Sierra Leone.





Mozambique

Program overview

Since 2016, through support from The Global Fund, Project Last Mile has partnered with the Central de Medicamentos e Artigos Médicos (CMAM) to improve delivery of medicines to health facilities in remote areas, in support of Mozambique's Strategic Plan for Pharmaceutical Logistics (PELF). Project Last Mile brings together CMAM, the Global Fund, Frontline and Coca-Cola Beverages Africa (the local bottler) to design and scale public sector supply chain solutions that leverage private sector practices, methods, and tools. The focus of the support has been on building the capacity of CMAM in network optimization, outsourced distribution, logistics capability development, and improved visibility and integrated management of the end-to-end supply chain by providing key input and insights based on the local Coca-Cola bottler's expertise and experience.



2020 activities and results

In 2020, Project Last Mile supported activities across four workstreams:



Route optimization to improve medicine delivery to achieve nationwide coverage

In 2020, all 11 provincial route optimization studies were completed. To achieve this, more than 80,000 km of GPS tracking data was recorded to build a more complete routable road network for more accurate routing exercises. All of Project Last Mile's data, insights and recommendations have been compiled into a user-friendly Route Optimization Toolkit for any future distribution planning and route optimization exercises. *(continues on next page)*

Mozambique continued



These proof-of-concept studies show how improved efficiencies and cost savings can be achieved in transportation through the implementation of the PELF. These reports played an important part of Project Last Mile's advocacy role building a case for change in Mozambique.



End-to-end outsourced distribution exercises support last mile supply chain activities

Project Last Mile completed work to identify and assess potential third-party suppliers for outsourced distribution and build CMAM capability for end-to-end contract and supplier performance management. Project Last Mile collaborated with implementing partners (such as VillageReach), fourth-party logistics providers, and CMAM to support the setup and rollout of an outsourced distribution program across five provinces. As part of its support to CMAM, Project Last Mile worked closely with partners to conduct updated distribution planning, route optimization and cost analysis to support direct distribution and inform forecasting to health facilities in select districts across key provinces.



Capacity building goes virtual to support sustainable supply chain management for the future

In-person training efforts to build sustainable capacity for future route optimization activities were complicated in 2020 due to COVID-19. Thus, Project Last Mile developed step-by-step training videos demonstrating the end-to-end routing optimization process and application of the tools to support regular workshops with CMAM and partners.

In addition to the processes and tools, CMAM representatives were trained on how to use the Route Optimization Toolkit for distribution planning and optimization and actively took part in generating some of the routing, mapping and spatial analysis in the toolkit.



Visibility and integrated management of medicines supply to support the availability of medicines

Project Last Mile continued to develop and integrate an adapted visibility and analytics network (Visibilidade e Gestão Integrada do Aproveitamento de Medicamentos (VIGIAM) in Portuguese) in partnership with CMAM. Our support for VIGIAM is designed with the strategic objective of building CMAM's internal forecasting, procurement, and IT management capacity to ensuring the availability of the right health commodities when and where the beneficiary wants or needs them. This workstream supported CMAM in developing the tools and capabilities required in a future operating model that would enable implementation of the PELF and CMAM's planned autonomy.



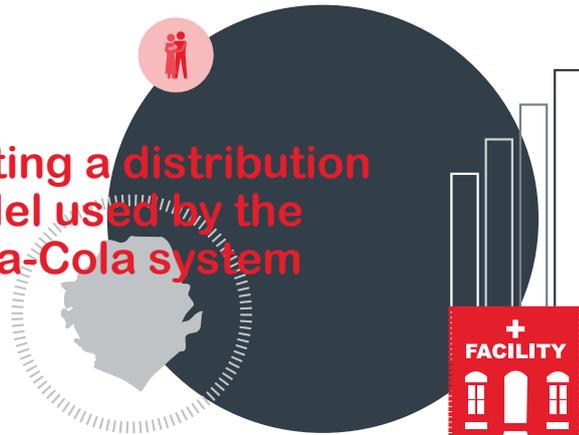
KOINADUGU DISTRICT MEDICAL STORE GOVERNMENT HOSPITAL - KABALA





Sierra Leone Program overview

Piloting a distribution model used by the Coca-Cola system



In 2018, Project Last Mile began a project in partnership with the Ministry of Health and Sanitation, National Medical Supply Agency and USAID to facilitate a supply chain redesign for effective delivery of medical commodities. In 2019, Project Last Mile successfully tested a redesigned last mile delivery model. The pilot adapted a distribution model used by the Coca-Cola system that ensures a wide range of commodities can be delivered to facilities in remote, hard-to-reach areas with existing resources. The pilot of the supply chain redesign ran over a 14-week period, reaching 23 public health units around Makeni Town, Bombali District. The pilot was credited with:

- Improved visibility and use of data;
- Improved stock management practices at the facility and county level;
- Shared accountability for stock between health facilities and county depot; and
- Improved service expectations, communication, and trust between the county and facility.

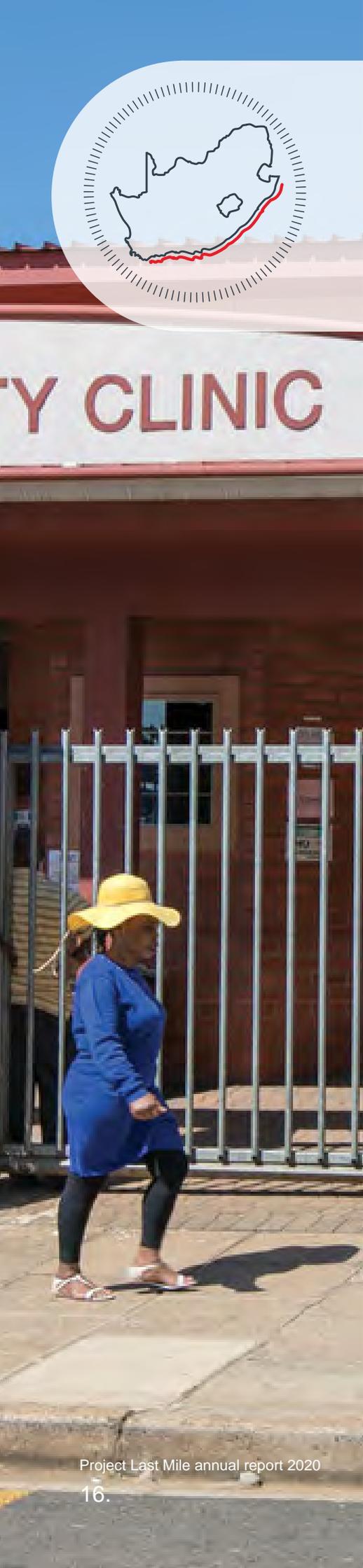
2020 activities and results



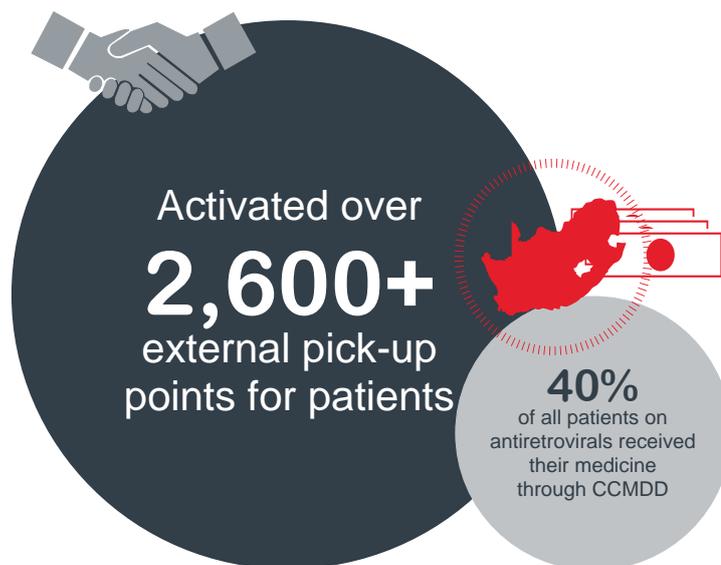
Improving the supply of family planning commodities

In January 2020, Project Last Mile launched a new phase of work supporting the National Medical Supply Agency and the Directorate of Drugs and Medical Supplies to expand the last mile delivery model in a new district. This phase of our work targeted 65 public health units in two districts. We tested a digital inventory management tool to strengthen visibility of family planning commodities at the last mile. This expanded pilot was completed in February 2021, with promising initial results suggesting improved reporting and accuracy rates of stock levels.





South Africa Program overview



South Africa has one of the world's highest HIV positive populations, with an estimated 7.7 million people living with HIV. The South African government manages the largest HIV donor-supported program in the world, with 4.9 million people on antiretroviral treatments. The high numbers of people who require routine access to medicines for HIV and other chronic conditions lead to congested health facilities, overburdened health staff, and challenges in the quality of care.

With funding from PEPFAR and USAID, Project Last Mile has partnered with the NDoH since 2016 to expand and constantly improve the Central Chronic Medicine Dispensing and Distribution (CCMDD) program. This differentiated service delivery solution improves access to chronic medicines, including antiretrovirals, by decongesting public health facilities through the creation of community-based and private sector pick-up points where people living with HIV and other chronic diseases can conveniently collect their medications.

South Africa continued



2020 activities and results



Private sector partnerships expanding of medicine collection options

Project Last Mile supported building a business case to engage and recruit private sector partners to provide pick-up point services to expand the number and coverage of pick-up points for public sector chronic medicines. Private sector partners mobilized in-kind resources in logistics, human resources, and storage to activate 2,600+ external pick-up points to service public sector patients for free. In addition, private sector partners have invested their own resources in mobilizing innovative solutions, such as smart lockers for medicine pick-up, bicycle home deliveries, and repurposed shipping containers as pick-up points to expand the reach of CCMDD.

Throughout 2020, Project Last Mile supported the NDoH to increase the number of patients collecting at external pick-up points by more than 55%. This indicates that most new patients are opting to collect from external pick-up points, and many existing patients are changing from pick-up points in health facilities to external pick-up points. Having more patients collecting chronic medicines from external pick-up points is an increasing priority to the NDoH during the pandemic.



Reducing patient costs

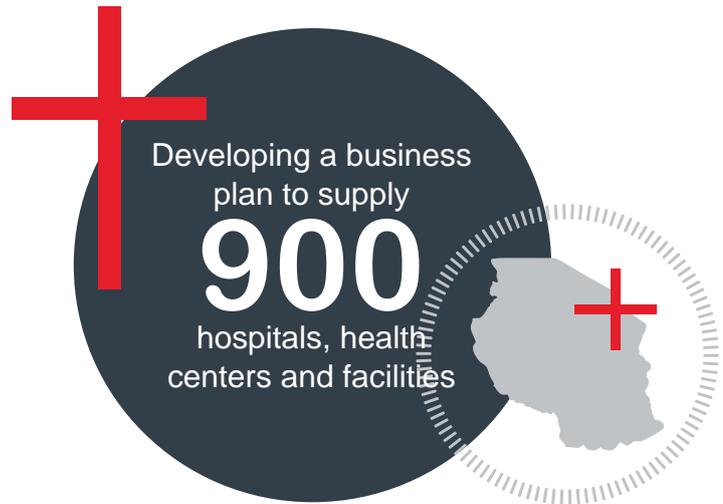
Since 2016, Project Last Mile's support for CCMDD has contributed to increasing access to antiretrovirals and chronic medications by over 500%, reaching a cumulative total of over 4 million patients registered on CCMDD. As of December 2020, 40% of all patients on antiretrovirals in South Africa received their medication through CCMDD. Project Last Mile has also found that being serviced at an external pick-up-point can generate intrinsic value for patients in the form of cost savings in the time and travel required to get to a pick-up facility. The intrinsic value to patients, generated from costs saved from visiting a facility, was an estimated reduction in costs of 67% for patients. CCMDD also improves efficiency gains by reducing the NDoH cost to treat patients by up to 50%.





Tanzania

Program overview



In Tanzania, expanding coverage of life-saving medicines to a range of health facilities is of key importance. To complement Ministry of Health distribution systems and expand access to medicines and supplies, engaging and servicing faith-based organizations and related clinics is needed. To address this need, the Christian Social Services Commission of Tanzania established the Mission for Essential Medical Supplies. Over the next five years, the Mission for Essential Medical Supplies aims to establish itself as a leading supplier of health commodities to the 900 hospitals, health centers and facilities supported by the Christian Social Services Commission. To achieve this goal, Project Last Mile partnered with USAID to support the Mission for Essential Medical Supplies and Christian Social Services Commission in developing a business plan to help guide its journey to become a more effective and efficient supply chain organization.

2020 activities and results



Leveraging faith-based organizations to improve the distribution of essential medicines

In 2020, Project Last Mile launched an activity in partnership with USAID to support the Mission for Essential Medical Supplies to develop a five-year business plan to improve the distribution of essential medicines to faith-based organizations throughout Tanzania. The initial draft of the Mission for Essential Medical Supplies Business Plan for 2021 to 2025 has been shared with the Christian Social Services Commission for feedback and input. In 2021, Project Last Mile will explore opportunities to support the Mission for Essential Medical Supplies with implementation planning.

Project Last Mile has applied the strength of The Coca-Cola Company's strategic marketing management process to public health systems in the following countries:

GHANA (2011 – 2013)

Created a blueprint for improved uptime of the cold chain equipment used for vaccines and introduced the use of market research and a segmentation model to improve uptake and adherence for immunizations.

KINGDOM OF ESWATINI (2016 – present)

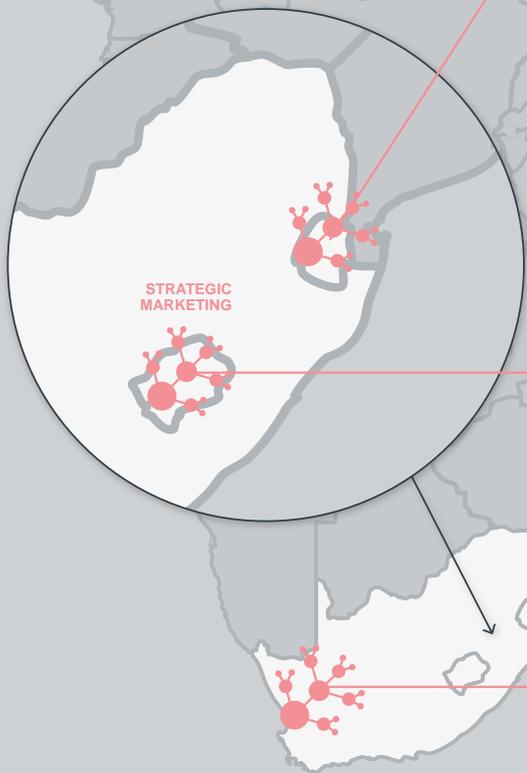
Leveraging and adapting The Coca-Cola system's best practices in strategic marketing to support increased demand for health services for HIV prevention, especially for young women and men.

LESOTHO (2019)

Building on experience from work in the Kingdom of Eswatini to develop strategic marketing solutions to support Lesotho's Adolescent Youth Program for HIV prevention and treatment.

SOUTH AFRICA (2016 – present)

Leveraging private sector expertise to help revolutionize distribution of chronic medicines to over four million people and developing strategic marketing campaigns to improve recruitment and retention of people living with HIV.



This section will explore Project Last Mile's strategic marketing work in the Kingdom of Eswatini and South Africa in 2020.



Kingdom of Eswatini

Program overview

Since August 2017, Project Last Mile has partnered with the Global Fund, Ministry of Health, NERCHA, and The Coca-Cola Foundation to leverage Coca-Cola's marketing expertise to

- Generate demand for HIV prevention and treatment services and
- Build national capacity for health communications.

Project Last Mile initially worked with NERCHA to develop two brands: Girl Champ and C.O.A.C.H. Girl Champ is an innovative brand that encourages adolescent girls and young women to safeguard their health and protect their future. C.O.A.C.H targets healthcare workers to deliver services to adolescent girls and young women in more approachable and attractive ways. Following successful activations of both programs in the pilots in Manzini, The Coca-Cola Foundation supported an extension of the project through 2020.





2020 activities and results



Reaching a broader audience with messages about wellness and sexual reproductive health

In 2020, Project Last Mile focused on sustaining and expanding Girl Champ in Eswatini. One of the goals of our work this year was to continue to expand the strategic marketing work to focus on new segments of the population. To do this, Project Last Mile applied our strategic marketing processes to inform and develop a health communications strategy for adolescent boys and young men from 14 to 19 years of age. Using insights and research on young boys and men conducted in late 2019 and early 2020, we developed and presented a targeted communications and creative strategy for boys NERCHA that can use as a platform for HIV and COVID-19 prevention messaging for young men across the country. When the COVID-19 pandemic began, the Ministry of Health and NERCHA also engaged Project Last Mile to support urgent efforts to prevent COVID-19 related morbidity and mortality in eSwatini. We quickly pivoted to leverage the existing Girl Champ brand to promote prevention messaging to adolescent girls and young women. More detail on this effort is highlighted later in the report.



Developing materials to support replicable and sustainable strategic marketing work

This program supporting NERCHA and the Ministry of Health on demand generation for HIV prevention and treatment services in Eswatini was completed in December 2020. As part of its handover process, Project Last Mile developed materials to support the Ministry and its local partners to replicate and sustain the brands and creative assets developed during our work. We handed over a “Brand in a Box” detailing the process, approach, and inputs required for other stakeholders to independently replicate Girl Champ and C.O.A.C.H activations, including COVID-19 messaging.

Project Last Mile also developed and handed over a “Brand in a Box” for adolescent boys and young men. This included a recommended roll-out for NERCHA, the Ministry of Health, or partners wanting to implement the targeted boy’s brand. We will continue to stay engaged with NERCHA and the Ministry of Health in identifying potential opportunities to leverage existing health system infrastructure and partnerships to implement targeted communications for adolescent girls and boys across the country.



Girl Champ
 Girl Champ is an innovative brand that encourages adolescent girls and young women to safeguard their health and protect their future.

EVEN WHEN FACED WITH COVID-19 & HIV

I AM A **GIRL CHAMP**



FIERCE BUT NOT FEARFUL

**I MATTER
 I COUNT
 I AM FIERCE**

My courage is my shield.

I am young, I am healthy, I am beautiful, living positively with HIV. I can have a child without infecting them.

To avoid exposure to **COVID-19** through frequent travel, I have taken my 3 months ARV refill from my local health facility. I always wear my mask when I have to go out.

Avoid nonessential travel, stay at home, prevent the spread of COVID-19.

To get reliable information on COVID-19:

- Call the Ministry of Health on 977
- Visit WHO website: (<https://covid19.who.int/>)
- Call the NDMA (National Disaster Management Agency) on 112

EBIS Radio 1, 0815 Tuesdays
 Starting 11 August 2020
 Shiwitza Likasasa
 Letlu Lebesemuka ne HIV








South Africa

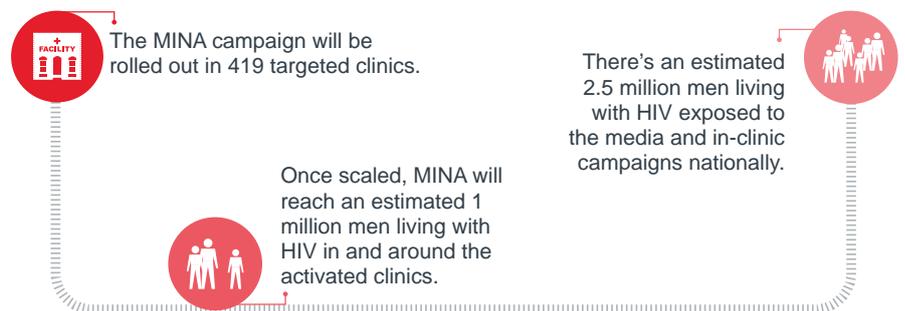
Program overview

Project Last Mile worked with PEPFAR and the NDoH to leverage The Coca-Cola Company’s strategic marketing expertise to redefine the way the public sector recruits and retains patients on lifesaving medication in South Africa. In 2019, we were engaged to bring private sector marketing rigor to develop and launch a new strategic marketing program focused on two objectives:

- Rebranding the NDoH CCMDD initiative to increase patient uptake
- Developing a targeted men’s campaign to increase treatment retention and adherence among men living with HIV

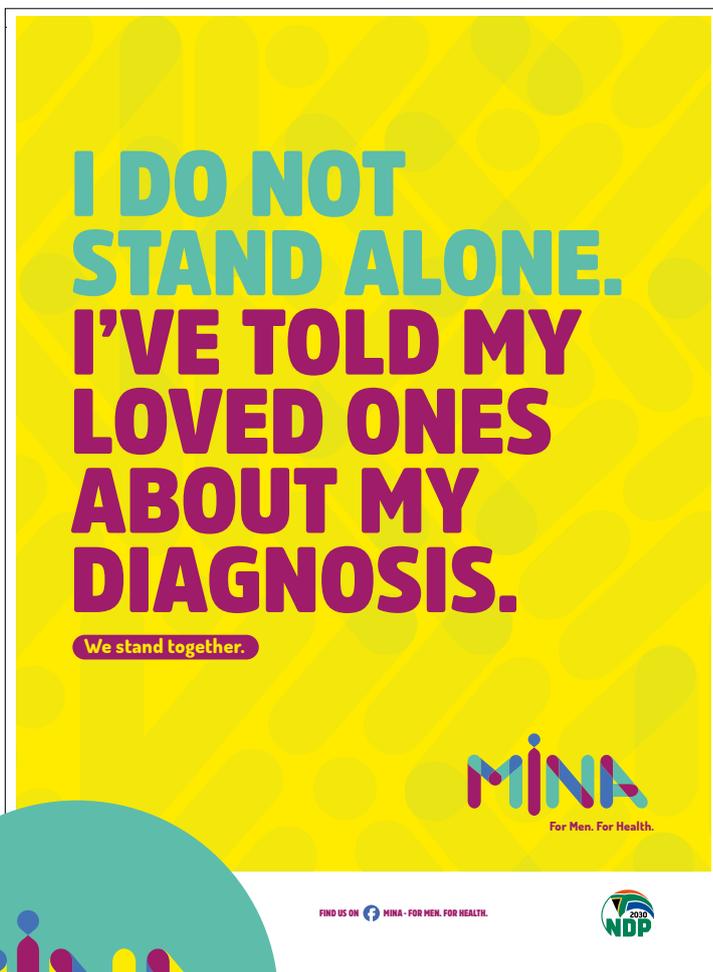
Project Last Mile conducted a comprehensive market analysis to better understand men’s needs regarding HIV services. This research informed the development of a communications strategy to increase retention and adherence among men living with HIV between 25 and 39 years of age. Through this process, the “MINA. For Men. For Health” (MINA) campaign emerged. The MINA campaign is designed to increase the number of men accessing and regularly using HIV treatment services. The campaign promotes men’s overall health and wellness through a national media campaign via TV, digital, and radio, and in-facility branding.

To increase patient awareness and uptake of CCMDD’s differentiated service delivery services, Project Last Mile worked to develop Dablapmeds, a rebrand of the NDoH’s CCMDD program, focused on increasing rates of consistent pick-ups of chronic medication at external pick-up points. It involves targeted, in-person communication within clinics, as well as a public radio campaign. These campaigns were endorsed by the NDoH for a national roll-out across all provinces. Both campaigns are available in South Africa’s 11 official languages. The campaigns will continue to be scaled up and monitored in 2021.



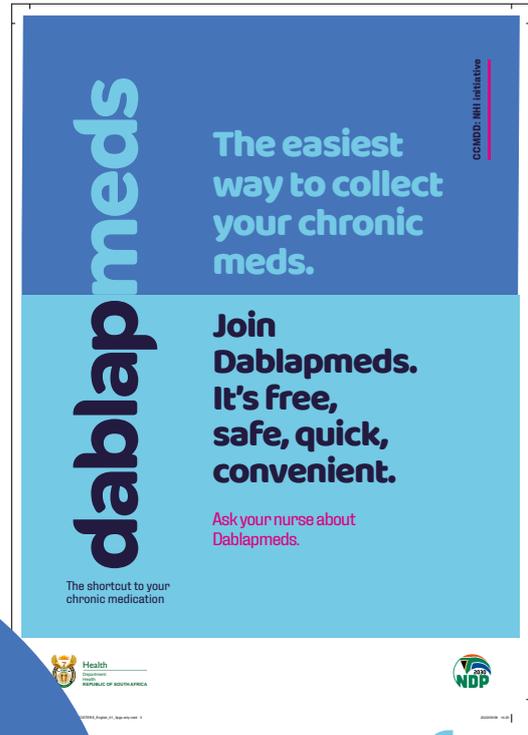
MINA

The MINA campaign is designed to increase the number of men accessing and regularly using HIV treatment services.



Dablapmeds

Dablapmeds, a rebrand of the NDoH's CCMDD program, is focused on increasing rates of consistent pick-ups of chronic medication at external pick-up points.



The shortcut to your chronic medication

How to pronounce it? "Double Up", but because we like shortcuts, "Dab...lap" will work very well.



Partnering to strengthen the capacity of ministries of health to respond to COVID-19

In 2020, the leading COVID-19 vaccine candidates in development required ultra-cold chain. This meant that equitable global distribution of the vaccines could be hindered by a lack of ultra-cold chain facilities on the African continent.

In 2020, a year like no other, Project Last Mile remained agile to requests from donor partners to support health systems strengthening on the African continent, and beyond, in response to COVID-19. These solutions called on Project Last Mile to leverage the core capabilities of the Coca-Cola system to respond to partners' needs in-country. Our team was proud to contribute key data, insights and technical support to strengthen COVID-19 response planning and execution, as part of the global response to the pandemic.

This section will explore Project Last Mile's health systems strengthening work in response to COVID-19.

Assessing the dry ice landscape for ultra-cold chain feasibility for COVID-19 vaccine distribution

In 2020, the leading COVID-19 vaccine candidates in development required ultra-cold chain. This meant that equitable global distribution of the vaccines could be hindered by a lack of ultra-cold chain facilities on the African continent. Ultra-cold chain relies on dry ice as part of its supply chain. Dry ice is made of liquid carbon dioxide, an ingredient in many Coca-Cola Company beverages. Thus, the Bill and Melinda Gates Foundation invited Project Last Mile to conduct a rapid assessment of the availability of liquid carbon dioxide in the Coca-Cola value chain.

70 countries included in LCO₂ assessment

With a fast-moving pandemic, no one is safe, unless everyone is safe. Therefore, the Bill and Melinda Gates Foundation requested that Project Last Mile expand its scope of analysis beyond Africa to include COVAX countries in Latin America and the Pacific Islands. COVAX is a global initiative aimed at equitable access to COVID-19 vaccines led by UNICEF, Gavi, the Vaccine Alliance, the World Health Organization, the Coalition for Epidemic Preparedness Innovations, and others. This expanded request brought the total countries evaluated for this feasibility study to 70 across three regions.

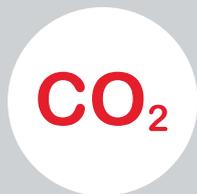
Project Last Mile leveraged its networks within the Coca-Cola system in Africa, Latin America and the Pacific Islands to identify potential sources of dry ice and liquid carbon dioxide to evaluate availability of existing carbon dioxide. Fifteen bottler and 35 liquid carbon dioxide and dry ice suppliers from the Coca-Cola system were consulted for this assessment. The quantities of dry ice and liquid carbon dioxide available by country were mapped against demand determined by the COVAX Delivery Model and shortfalls in capacity were identified.

Project Last Mile is continuing to work with the Bill & Melinda Gates Foundation to disseminate the findings of the assessment, with the hope that the assessment can support countries in determining the operational feasibility of maintaining an ultra-cold chain to distribute COVID-19 vaccines.

Countries included in LCO₂ assessment.



The key findings from the assessment indicated:



At the time of the evaluation, there was ample liquid carbon dioxide capacity to support the ultra-cold chain requirements for the COVID-19 vaccination program for up to 1% of the total country population across each of the 70 countries



There is immediate available capacity to produce dry ice in 23 countries, covering 61% of the target population for vaccination in those countries.



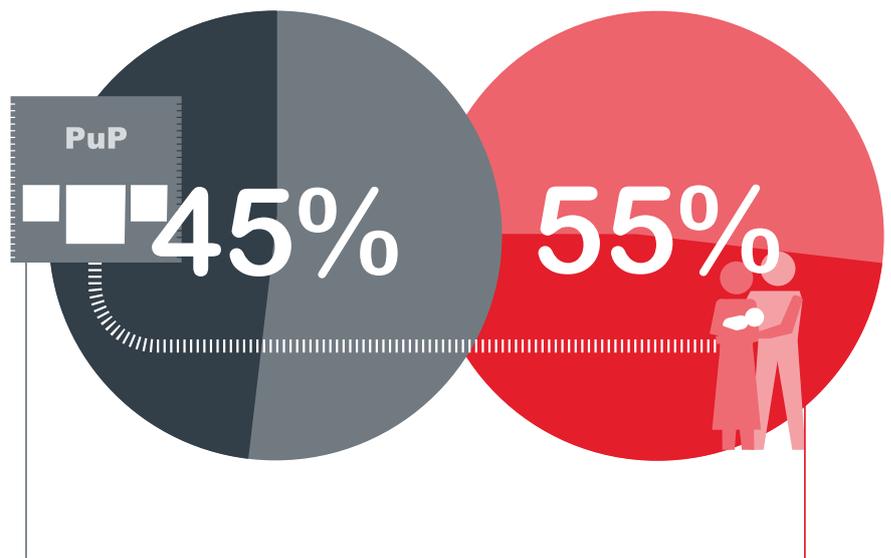
Where air transport is unviable or undesirable for countries with insufficient local dry ice supply, a combination of installing dry ice capacity and transportation where possible can be implemented at a cost of \$17.5m for 1% of total country population or \$1.24 per person vaccinated using two doses over 21 days.



Decongesting health facilities and health workers for the COVID-19 response

South Africa

In addition to routine support to the NDoH, in 2020 Project Last Mile supported the Department in strategic business scenario planning of the CCMDD COVID-19 response plan. With an increased need to reduce the burden on public health facilities across the country in response to COVID-19, CCMDD became a key tool to decongest facilities. Project Last Mile supported the Department in adapting methods to support rapid decanting which resulted in:



Supporting 45% more patients to collect their medicine parcels through CCMDD pick-up points found outside of facilities.

The number of active patients collecting at external pick-up points increased by 55%, indicating that most new patients are opting to collect from external pick-up points, and existing patients are revising collection points from internal to external pick-up points.



Rapid mobilization of local manufacturing for COVID-19 supplies

South Africa

To bolster South Africa's national pandemic response, The Foreign Commonwealth Development Office (formerly Department for International Development) and USAID allocated funding to Project Last Mile to identify and provide grants to local manufacturers to produce COVID-19 supplies, including PPE. Forty-two local suppliers submitted applications for funding, with 67% of applicants representing small, medium, and micro enterprises.

The suppliers produced a range of medical and non-medical COVID-19 related supplies. Project Last Mile engaged industry experts in manufacturing and commercialization to conduct technical and commercial due diligence on each supplier. Priority was given to suppliers with the ability to demonstrate speed to market, a product meeting immediate COVID-19 demand in South Africa, and sustainability beyond the pandemic.

In collaboration with The Foreign Commonwealth Development Office and USAID, Project Last Mile identified six grantees to receive funding, including:

- A partnership between the Western Cape Government and a local non-profit to develop a buy-one-get-one-free model for textile masks. The initiative employs community seamstresses to produce high-quality masks. One free mask is distributed to vulnerable communities across the Western Cape for each mask sold commercially.
- A medical manufacturer that pivoted to producing a range of COVID-19 consumables and supplies, including being the only producer of nasopharyngeal swabs in Africa.
- A fabric testing laboratory looking to expand into medical-grade PPE testing to offer critically needed services to enable higher quality, medical grade PPE to be produced locally.



Through Project Last Mile's support to these local suppliers through the end of 2020, over

360 702

COVID-19 supplies were produced and distributed.



99 922

Beneficiaries in vulnerable communities received free high-quality face masks produced by community seamstresses in the Western Cape.



27 000

nasopharyngeal swabs were produced locally and distributed for COVID-19 testing within South Africa.



160 000

3-ply face masks and

30 000

medical coveralls and aprons were distributed to a new hospital for medical workers and patient use in KwaZulu-Natal.





Rapid mobilization of local manufacturing for COVID-19 supplies continued

By leveraging catalytic grants administered through Project Last Mile, through December 2020 grantees reported raising over \$1.2M in funds to expand and scale their work, amounting to a 1:3 return on investment.

Project Last Mile's support for these enterprises is ongoing and the final metrics on beneficiaries served and employment opportunities created will be measured in 2021.

Mozambique

Following the success of Project Last Mile's rapid mobilization of local manufacturing for COVID-19 supplies in South Africa, The Global Fund engaged Project Last Mile to assess the feasibility of replicating a similar model in Mozambique. The project included a six-week rapid landscape analysis to assess feasibility of sparking local PPE manufacturing through catalytic financing and/or technical assistance. The assessment focused specifically on understanding current reality and challenges to mobilize local production in Mozambique; understand binding constraints including financing, evolving demand, or procurement policies which could facilitate or impede the market for PPE in Mozambique; and identifying gaps and opportunities for applying catalytic financing and/or technical assistance to mobilize production.



Supporting COVID-19 prevention through radio

Kingdom of Eswatini

When the pandemic began, the Ministry of Health and NERCHA engaged Project Last Mile to support urgent efforts to prevent COVID-19 related morbidity and mortality in eSwatini. We leveraged the existing Girl Champ brand to promote prevention messaging to adolescent girls and young women. As part of this work, Project Last Mile developed a radio series targeted at young women called “The Next Chapter”. The 12-part show was distributed on national radio across eSwatini from August to November 2020. The radio show is designed to be a “binge-able” and relatable series about a group of girlfriends who help one another overcome challenges. Episodes featured implicit and overt messaging about sexual reproductive health, wellness, and COVID-19.

Project Last Mile worked with Coca-Cola to identify local partners, such as The Red Cross, to support the distribution of Girl Champ branded pamphlets, masks, and posters promoting HIV and COVID-19 prevention messaging. In this way, the Girl Champ platform helped to combat false narratives about the virus and spread messages about prevention and treatment of COVID-19.



The next mile

Project Last Mile is improving the availability of life-saving medicines, including vaccines; increasing the demand for health services; strengthening ministries of health capacity to respond to COVID-19 and modelling a replicable model of public private partnership by sharing the expertise of the Coca-Cola system.

As the COVID-19 pandemic continues, we are committed to deepening our support to strengthen health systems and directly support ministries of health and partners to address COVID-19. As we look to 2021, Project Last Mile will continue the work to be part of creating a world where life-saving medicines are within reach of every person and people are motivated to seek health services.

Acronyms and abbreviations

CCMDD

Central Chronic Medicines Dispensing and Distribution

CMAM

Central de Medicamentos e Artigos Médicos

Global Fund

The Global Fund to Fight AIDS, Tuberculosis and Malaria

HIV

Human Immunodeficiency Virus

NERCHA

National Emergency Response Council on HIV/AIDS

PEPFAR

The President's Emergency Plan for AIDS Relief

PELF

Strategic Plan for Pharmaceutical Logistics

PPE

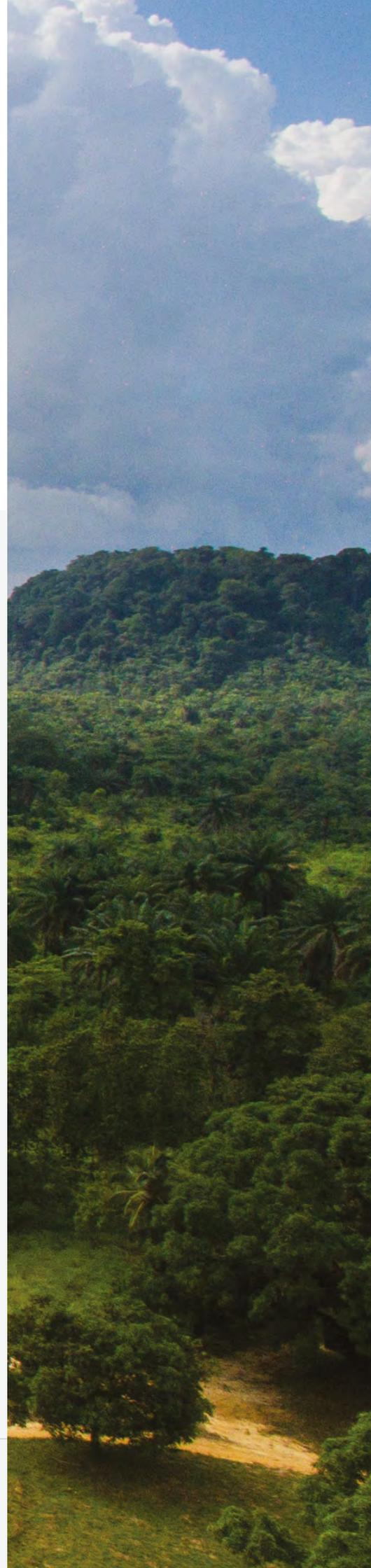
personal protective equipment

USAID

The United States Agency for International Development

VIGIAM

Visibilidade e Gestão Integrada do Aproveitamento de Medicamentos





Project Last Mile

For more information, please visit projectlastmile.com or email info@projectlastmile.com



Global partners

