

Project
Last Mile

ANNUAL REPORT 2021





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PROGRAM LEARNING

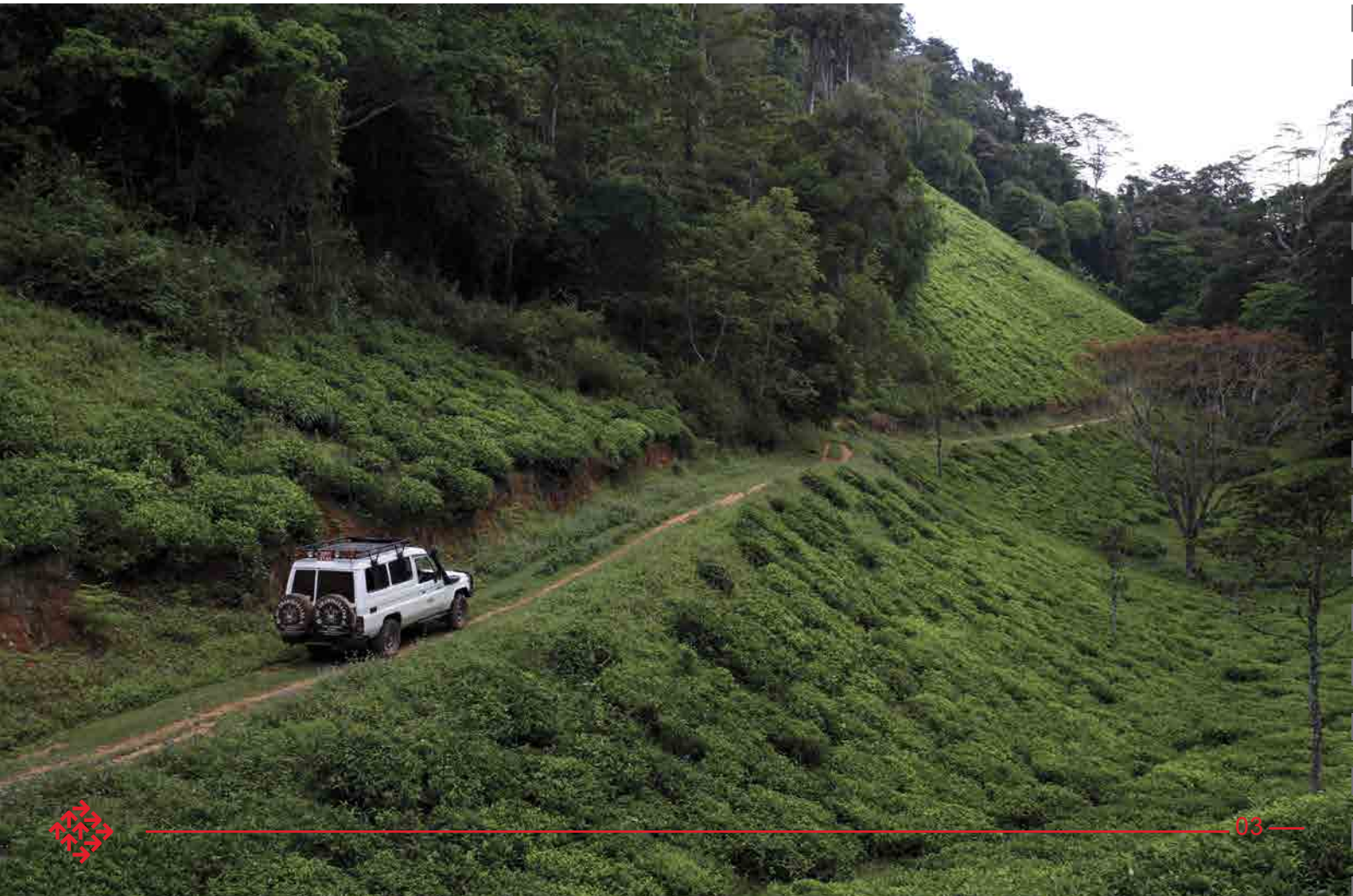
ABOUT PROJECT LAST MILE

Project Last Mile is pioneering a scalable model for strengthening health systems by transferring the Coca-Cola system's business and technical expertise to ministries of health and their partners across Africa. Leveraging private sector best practices, Project Last Mile seeks to improve the availability and uptake of life-saving medicines and health services down to the last mile.

This multisector partnership represents a global alliance between the United States Agency for International Development (USAID), the President's Emergency Plan for AIDS Relief (PEPFAR), the Global Fund to fight AIDS, Tuberculosis

and Malaria (the Global Fund), the Bill & Melinda Gates Foundation, The Coca-Cola Company, and The Coca-Cola Foundation. Project Last Mile leverages a pool of subject matter experts, service providers, and leading agencies with deep experience within the Coca-Cola ecosystem to work closely with ministries of health to apply private sector best practices to strengthen health systems.

The Global Environment and Technology Foundation (GETF) serves as the global secretariat for the Project Last Mile partnership, overseeing and administering programming across the partnership's portfolio.



PROJECT LAST MILE IN NUMBERS

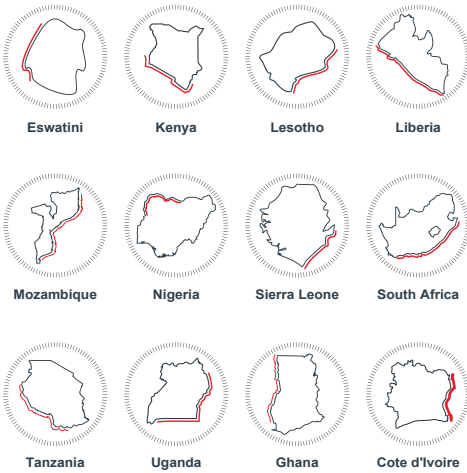
35 PROJECTS



5 WORKSTREAMS



12 COUNTRIES



35.6m
LIVES REACHED¹

¹Estimated lives reached through Project Last Mile activities through September 2021. Lives reached were calculated based on available data on estimated reach of behavior change campaigns, patients registered on decentralized drug distribution programs, estimated beneficiaries receiving PPE produced and distributed by small-medium enterprises supported by Project Last Mile, and other direct beneficiaries of Project Last Mile's programming.



2021 HIGHLIGHTS

New global development alliance with USAID through 2026

Based on the success of the Project Last Mile partnership, USAID announced a new global development alliance to extend its commitment to Project Last Mile for a further five years until 2026. USAID’s commitment will enable Project Last Mile to increase its route-to-market, cold chain, and strategic marketing programming in 12 countries across Africa.

Sierra Leone

Working with USAID, the Ministry of Health and Sanitation, and the National Medical Supply Agency (NMSA), Project Last Mile tested a digital last mile model to strengthen supply of family planning and essential medicine commodities. The integrated digital last mile model improved reporting rates and reduced stockouts by up to 48% – a greater reduction than in districts implementing only the digital inventory management intervention. USAID and NMSA are considering implementing the integrated digital last mile model in four additional districts in 2022.

Cote d’Ivoire

Project Last Mile kicked off programming in its twelfth country, launching a new last mile delivery project with PEPFAR and USAID. The program will apply the Coca-Cola system’s route-to-market principles to develop and pilot a redesigned last mile distribution model to reduce HIV product stockouts at last mile health facilities.

Uganda and Ghana

Project Last Mile is leveraging the Coca-Cola system’s route-to-market best practices to support health enterprise development in Uganda and Ghana. Project Last Mile is working with two social enterprises to strengthen market-based approaches to improve the availability of family planning products and services across Africa. Support includes providing technical advisory, coaching, mentoring support, and visits to Coca-Cola bottling plants to enable skills transfer on best practices.

Mozambique

Project Last Mile completed the second phase of work in a long-standing partnership with the Central Medical Stores (CMAM) to strengthen last mile service delivery by supporting routing optimization, outsourced distribution, and overall information technology systems capability.

Project Last Mile launched a new partnership with the National AIDS Council to test an integrated supply and demand model to drive uptake of condoms at access points outside the public health sector.

South Africa

Working with USAID and the National Department of Health (NDoH), Project Last Mile continued its support to strengthen distribution of chronic medication, reaching over 4.7 million patients.

Project Last Mile scaled two national behavior change campaigns to improve uptake of HIV services, with initial results suggesting improved HIV testing and treatment outcomes across targeted population segments.



COVID-19 RESPONSE AND VACCINE ROLL-OUT

The COVID-19 crisis has exposed health system vulnerabilities and highlighted the value of strong, flexible, and resilient supply chains and effective health communications strategies – particularly in vulnerable populations in Africa, where medicines availability and health services uptake are often poor.

Through 2021, significant challenges emerged for countries across Africa in accessing COVID-19 vaccines. Even after vaccines arrived in-country, challenges remained to convert vaccine doses to ‘jabs-in-arms’. The challenges included:

- Supply chain constraints with ineffective distribution strategies that did not reach the most vulnerable populations

- Lack of cold chain equipment to maintain optimal vaccine storage temperatures
- Vaccine hesitancy
- Lack of awareness of the importance of vaccination for at-risk population segments
- Low uptake of COVID-19 vaccines
- Health facilities with vaccine supply but no patients

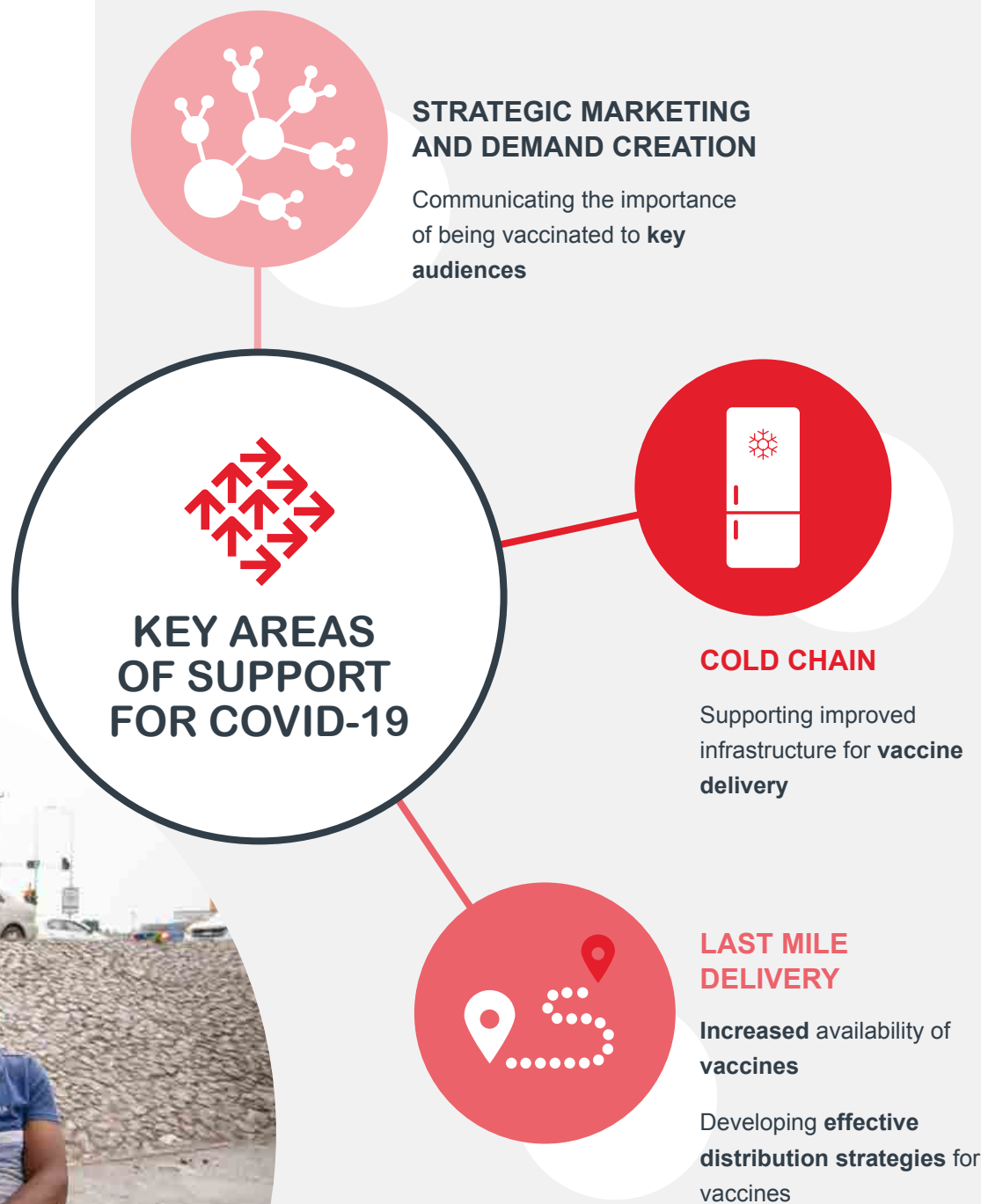
Through funding from USAID and The Coca-Cola Foundation, Project Last Mile rapidly mobilized support for the COVID-19 vaccine roll-out across Africa to address these challenges. Project Last Mile worked closely with donor partners, ministries of health, and non-governmental organizations to support the COVID-19 vaccine roll-out.

Through our years of work, we’ve been able to understand what is required to strengthen health systems. What COVID-19 has done is actually require those processes to be accelerated.

Adrian Ristow
Director of Project Last Mile

We are pleased that Project Last Mile has been able to leverage its strong platform to support our donor partners and governments in fighting the COVID-19 pandemic.

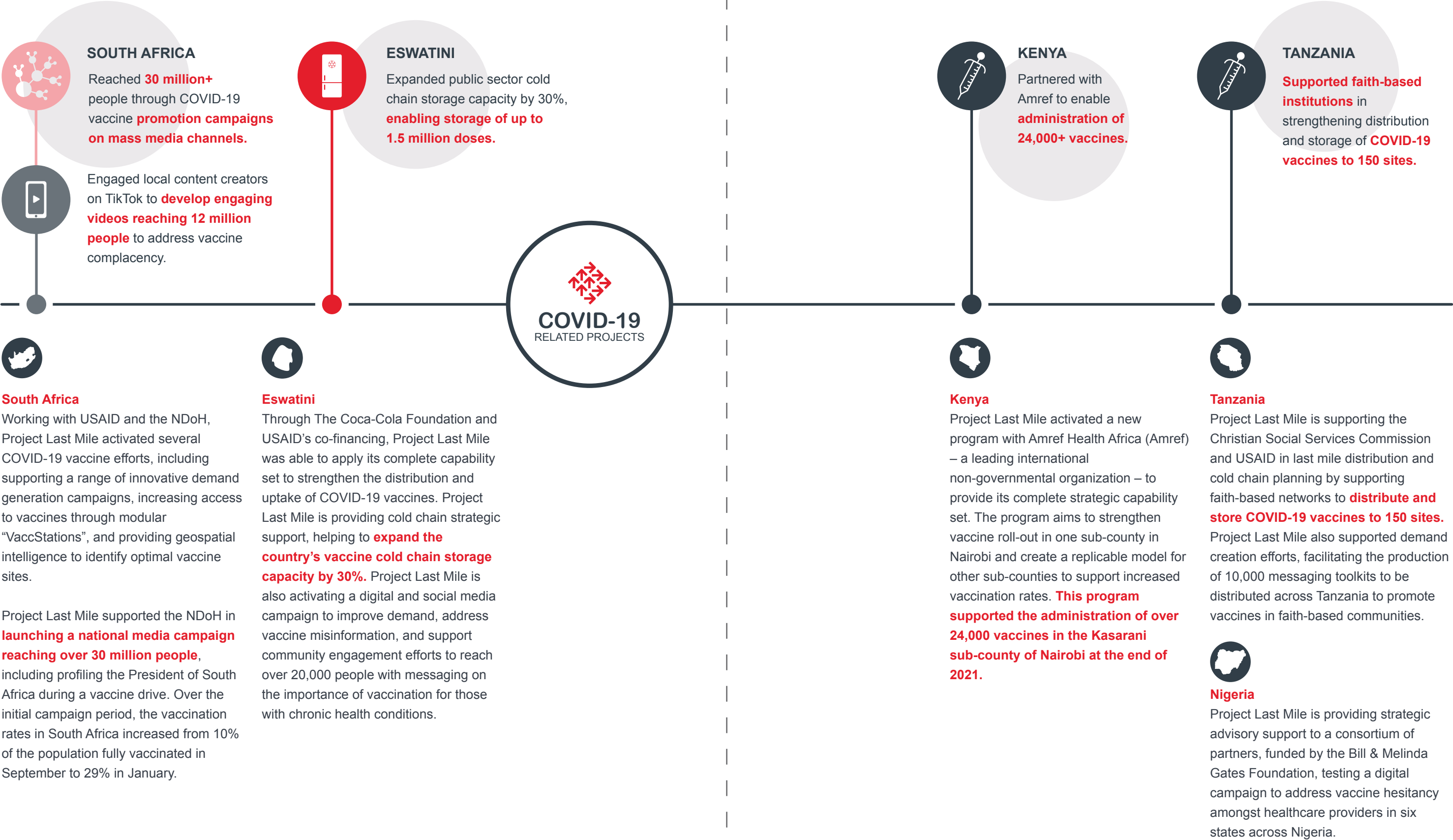
Saadia Madsbjerg
President of The Coca-Cola Foundation²



²Excerpt from an article originally published in the UK Standard.
Full article found here:
<https://www.standard.co.uk/optimist/vaccine-world/coca-cola-bill-gates-covid-vaccines-africa-eswatini-b956279.html>



COVID-19 RESPONSE AND VACCINE ROLL-OUT



WORKSTREAMS

Since launching in 2010, Project Last Mile has recruited a wealth of expertise and built direct experience in successfully addressing public health challenges across Africa. Leveraging the expertise and proven models of the Coca-Cola system, Project Last Mile has adapted and customized private sector approaches to create and meet the demand for essential products and services across health systems in Africa.

For every challenge, Project Last Mile leverages subject matter experts with deep experience in the private sector to

design a picture of success and deliver a customized solution grounded in each country's unique requirements.

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 Coca-Cola's route-to-market and marketing capabilities to support health systems strengthening across five primary workstreams:



Last mile delivery

Workstream objective:

supporting increased availability of medicines and improving infrastructure to support medicine delivery

2021 highlights:

Kenya, Tanzania, Côte d'Ivoire, Mozambique, Eswatini, Sierra Leone

Project Last Mile develops tailored last mile delivery solutions to strengthen the public sector's ability to deliver medicines and supplies reliably and efficiently to facilities and patients. The program uses Coca-Cola system best practices in logistics, business planning, and franchise management to improve customer service, expand access to medicines, and reduce unnecessary burdens on health systems.



Cold chain

Workstream objective:

supporting improved infrastructure to support vaccine delivery

2021 highlights:

Eswatini, Tanzania, South Africa, Kenya

The Coca-Cola system maintains an expansive cold chain asset base across Africa to offer temperature-controlled products to customers, even in remote locations. Project Last Mile leverages the Coca-Cola system's best practice for maintaining and repairing existing cold chain equipment and provides guidance on optimum storage and transport to expand access to vaccines and reduce unnecessary wastage.



Differentiated service delivery

Workstream objective:

supporting improved access to medicines and vaccines

2021 highlights:

South Africa

While progress has been made in diagnosing, treating, and managing conditions such as HIV, tuberculosis, and malaria, increased demand for routine access to healthcare services can lead to congested health facilities, overburdened staff, and reduced quality of care. Project Last Mile leverages Coca-Cola system expertise in segmentation, geospatial intelligence, and outlet creation to create effective decentralized medicine distribution models within the public and private sectors.



Enterprise development

Workstream objective:

supporting growth of local enterprise capacity across Africa

2021 highlights:

Uganda, Ghana, South Africa

One of the Coca-Cola system's core capabilities is local enterprise development, mobilizing small and medium enterprises (SMEs) across Africa to drive inclusive growth. Project Last Mile applies the Coca-Cola system's core capabilities to support health enterprises across Africa, strengthening SMEs to supplement the public sector's service delivery capabilities.



Strategic marketing and demand creation

Workstream objective:

supporting increased demand for health services

2021 highlights:

South Africa, Eswatini, Nigeria, Kenya, Tanzania, Mozambique

To meet a population's health needs, stimulating demand can be as important as availability and access to medicines. Without strategic marketing capacity, system strengthening may result in strong, well-supplied health facilities but no demand for health services. Project Last Mile leverages the Coca-Cola system's marketing strategies, methodologies, and networks to develop strategic marketing approaches to support sustained behavior change and increase demand for health products and services.



Supporting health enterprises to improve availability of family planning products

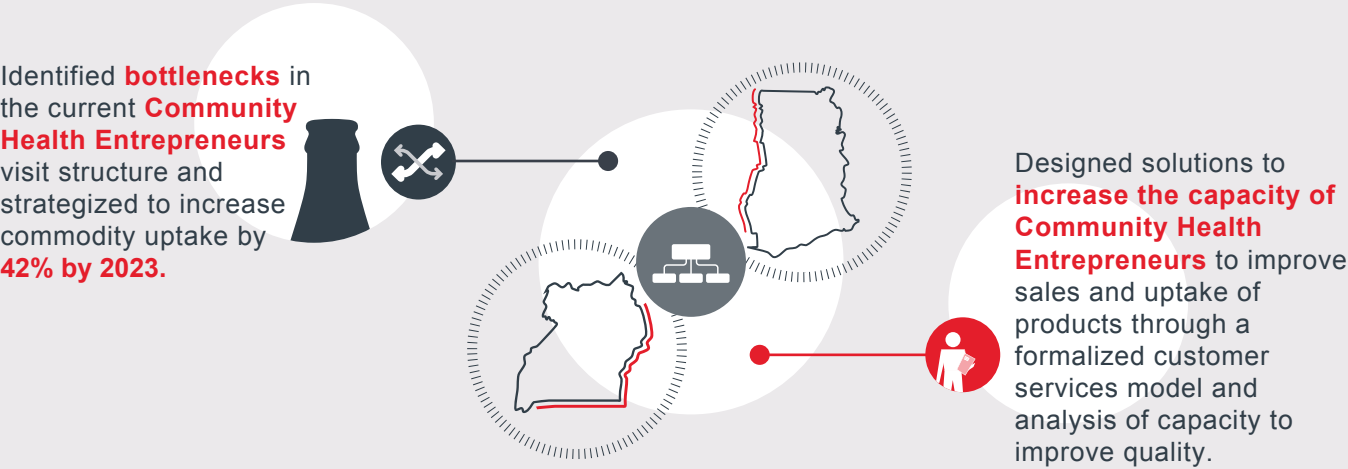
In partnership with USAID’s Global Health Office of Population and Reproductive Health, Project Last Mile was engaged to launch a new project to provide technical assistance for social enterprises focused on improving the access and availability of family planning products. Project Last Mile engaged in a call for applications for social enterprises involved in market-based approaches to promote family planning products.

Project Last Mile and USAID selected two social enterprises to provide technical advisory, coaching, and mentoring support to design tailored solutions to expand the reach of family planning products. They are:

Healthy Entrepreneurs:
A social enterprise delivering basic health services and products, including family planning products, by training community health workers to become entrepreneurs. The enterprise also has operations in Uganda, Kenya, Tanzania, and Burundi and is receiving support from Project Last Mile in the areas of marketing at point of interaction, entrepreneur capacity optimization, customer service modeling, route creation, transport configuration, growth path identification, compensation models and development of role profiles.

Total Family Health Organization (TFHO):
A non-profit social marketing organization that delivers family planning, maternal and child health, and water, sanitation and hygiene products and services through a community-based distribution

HIGHLIGHTS



Private sector expertise applied:
Commercial and route-to-market expertise

Key partners:
USAID’s Global Health Office of Population and Reproductive Health Commodities.

model that leverages traditional and non-traditional outlets to improve access at the last mile across Ghana. TFHO is currently receiving technical support from Project Last Mile in community-based agent capacity optimization, customer service modeling, route creation and transport configuration and review of a previous pilot project that was conducted on the current operational model.

This program has allowed Project Last Mile to expand its experience supporting enterprise development – a core capability of The Coca-Cola ecosystem. The program adapts methodologies from the Coca-Cola Company to design solutions to improve access and reach of family planning commodities, including route-to-market best practices,

organizational development framework, selling processes, and sales analysis. Project Last Mile leveraged key route-to-market concepts of the Coca-Cola Company to support these social enterprises in applying market-based best practices to strengthen their service delivery and expand their reach to consumers who might not be able to access formal health system structures. Project Last Mile engaged a bottler from the Coca-Cola system in Uganda to conduct a field visit for Healthy Entrepreneurs. This visit aimed to demonstrate sales, and to share route settlement and product promotion best practices. A similar field visit with TFHO in Ghana is being planned for 2022.



A FIELD VISIT IN UGANDA ILLUSTRATES

REAL-WORLD DISTRIBUTION APPROACHES

As part of its support for Healthy Entrepreneurs, Project Last Mile organized a field visit led by a team from Coca-Cola Beverages Africa in Uganda. The field visit aimed to demonstrate real-world applications of some recommendations and solutions shared during the partnership. As part of the field visit, the Healthy Entrepreneurs team had the opportunity to learn about route settlement and product promotion best practices – two critical aspects of the enterprise’s current operating model.

Much of Healthy Entrepreneurs’ work focuses on last mile medicine and healthcare access. By observing the approach to distribution of Coca-Cola Beverages Africa in Uganda, the Healthy Entrepreneurs team was able to gain knowledge, experience, and planning insights to support its work in last mile distribution of healthcare commodities, training, and services.

The field visit began with a session at Coca-Cola Beverages Africa in Uganda, presenting the company’s approaches to last mile distribution, operations, and sales. This was followed by visits to distribution partner outlets in Kampala, where the Healthy Entrepreneurs team had the opportunity to see how Coca-Cola Beverages Africa distributors in Uganda navigate stock management and planning and performance monitoring. The participants also visited several retailers to understand their experience of receiving stock through the distribution model before selling it to consumers.

“The Project Last Mile health innovator program offers great value for Healthy Entrepreneurs because we’d like to further improve the way we are operating as a professional organization using knowledge and experience from Coca-Cola Beverages Africa in Uganda’s years and years of distributing,” says Joost van Engen, Founder and Country Director at Healthy Entrepreneurs.

One of the stand-out learnings for Healthy Entrepreneurs was the division of roles and responsibilities between the distribution management and the sales teams. The experience also provided an opportunity for the visitors to gain increased insight into the different benefits and challenges of centralized and decentralized distribution models. This, along with the automated visibility across the entire process, provided valuable tools and learnings for the Healthy Entrepreneurs team to build on its work in the healthcare supply chain.

Charles Kazooba, National Route-to-Market Manager at Coca-Cola Beverages Africa in Uganda says, “This opportunity to share our knowledge and expertise allowed us to showcase the ‘real magic’ behind our work and the reach into the communities. We believe the ‘real magic’ happens when we come together and find connections with people. That’s what we did; we spent a day looking at our systems, processes, and people. We hope that their visit helped bring some life to the recommendations and solutions that Project Last Mile has developed with Healthy Entrepreneurs.”

MULTI-COUNTRY

COLD CHAIN



Private sector expertise applied:

Data and insights from experts within Coca-Cola bottling partners and liquid CO2 and dry ice suppliers from the Coca-Cola system.

Key partners:

Coca-Cola system network.

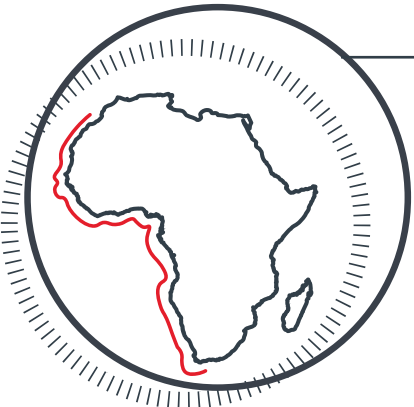
Assessing the dry ice landscape for ultra-cold chain feasibility for COVID-19 vaccine distribution

As cold chain requirements for COVID-19 vaccines emerged, low- and middle-income countries had to identify if sufficient raw materials and infrastructure were available to support the ultra-cold chain temperatures required for the Pfizer vaccine, such as liquid CO2, needed to manufacture the dry ice for an ultra-cold chain.

Project Last Mile conducted a rapid assessment of the availability of liquid CO2 in the Coca-Cola value chain in 70 countries in Africa, Latin America, and the Pacific Islands to assess the capacity to support the dry ice requirements for storing the COVID-19 vaccine.

Project Last Mile leveraged the expertise and contacts of the Coca-Cola system in Africa, Latin America and the Pacific Islands, consulting 15 bottlers and 35 liquid CO2 and dry ice suppliers. The quantities of dry ice and liquid CO2 available by country were then mapped against the demand determined by the COVAX Delivery Model.

Project Last Mile worked with Bill & Melinda Gates Foundation and partners to disseminate the assessment findings, with the hope of supporting countries in determining the operational feasibility of maintaining an ultra-cold chain to distribute COVID-19 vaccines.



RAPID ASSESSMENT FINDINGS



Abundant liquid CO2 capacity to support ultra-cold chain requirements for COVID-19 vaccination program of up to **1% of each country's population.**



Immediate available capacity to produce dry ice in **15 countries, covering 59%** of the target population for vaccination.



Sufficient excess dry ice capacity in those 15 countries to immediately supply the remaining **32 countries by air transport.**



Where air transport is unviable, truck transport is possible to **13 neighboring countries.**



For the remaining 18 countries, **15 dry ice** plants can be installed in **13 countries** with truck transport to **5 countries.**



SOUTH AFRICA

DIFFERENTIATED SERVICE DELIVERY



Strengthening differentiated distribution of chronic medications

South Africa has one of the world's highest HIV-positive populations, with an estimated 7.7 million people living with HIV or AIDS (PLHIV). 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.

Project Last Mile partnered with the NDoH to expand and improve the Central Chronic Medicines Dispensing and Distribution (CCMDD) program. CCMDD improves access to chronic medicines, including antiretrovirals, by decongesting public health facilities through creating community-based and private sector pick-up points where PLHIV and other chronic diseases can conveniently collect their medications. This reduces the burden on the public sector and offers patients a more convenient medication access point to improve treatment adherence.

During COVID-19, Project Last Mile supported rapid decanting of patients to external pick-up points for chronic medication to reduce the burden on public facilities.

Private sector expertise applied: Geospatial intelligence, retail outlet creation, segmentation, and outlet management to activate private sector pick-up points.

Key partners: NDoH, PEPFAR, USAID, private sector retail and pharmacies, implementing partners, provincial and district departments of health.



The total number of **registered patients increased** by 739,000 (~19%) from **3.98 million patients** in October 2020 **to 4.72 million** in September 2021.



40% of HIV patients on antiretroviral medication in South Africa receive their **medicines through CCMDD**.



2,809 external pick-up points have been established through **600** private sector partners.



Delivery points for patients to access medication have increased by more than **80%**.



External pick-up points have become patients' most preferred collection modality, with **60% of patients** collecting at external pick-up points.



SOUTH AFRICA

STRATEGIC MARKETING AND DEMAND CREATION

Applying private sector marketing approaches to improve HIV care and treatment outcomes

Project Last Mile was engaged by PEPFAR, USAID, and the NDoH to apply consumer marketing best practices to increase the uptake of HIV services. This application resulted in Project Last Mile developing and launching three behavior change campaigns:

“MINA. For Men. For Health”

Men in South Africa substantially lag women in accessing HIV testing and treatment, with 12% fewer men on antiretrovirals than women. Despite making up only 34% of the PLHIV population, men make up 60% of AIDS-related deaths in South Africa due to various socio-cultural and economic factors.

Project Last Mile applied consumer marketing best practices to develop an insights-based, behaviorally informed campaign targeted at men living with HIV, to improve their uptake of HIV testing and treatment services. Through this process, “MINA. For Men. For Health” was developed as a through-the-line brand to speak to men living with HIV in and out of health facilities.



The NDoH endorsed MINA for a national roll-out, and the campaign was implemented across **437 facilities** in **27 districts**.



78,682 more men were on HIV treatment after the MINA campaign launch, with higher growth rates than women – another shift from historical trends.



Younger men aged 15 to 29 had **9% higher growth** rates of initiating treatment than women in the same age group, shifting historical trends.



Following the campaign launch, **men's HIV testing accelerated 6%** higher than women's, yielding an average of **109,000 more men** testing for HIV per quarter after the MINA launch.



National media reached over 4 million men in MINA's primary target market. A national survey showed that **91% of men** living with HIV were familiar with some aspect of the MINA campaign.



HOW “MINA. FOR MEN. FOR HEALTH” IS EMPOWERING MEN TO TURN THE TIDE ON HIV/AIDS IN SA

The isiZulu word “mina” translates to “me” in English. But for most South Africans, a person is only a person among other people. The sense of belonging to a community comes with a responsibility to play one's part and contribute to the greater good.

That's why the “Mina. For Men. For Health” campaign has a strong sense of Ubuntu (an Nguni language word that means “humanity” or a sense of togetherness) at its core. It was launched in 2020 with the aim of using men's health and wellbeing as a springboard to create positive social change in local communities.

The brand aims to encourage men to envision the roles they play within their communities. Take Thanduxolo Doro from Qonce (former King William's Town) in the Eastern Cape, for example.

Doro found out he was HIV positive during a health check for work. “The first person I told was my mother,” he says. “I had to invite the nurse to be around. I was not fully equipped to answer questions that my mother might have had.”

After realizing that he didn't have the support systems he needed, he decided to join a support group. Finding great value in it, he chose to pay it forward and now forms support groups to help others living with HIV/AIDS.

Doro's story illustrates that Mina is more than just a campaign; it's a movement that starts with men taking accountability for their health, and swells into the roles they can play in their communities, building into a wave that could see the country awash with even greater possibility.

³Excerpt from Sunday Times.
Full article is available here:
<https://www.timeslive.co.za/sunday-times/lifestyle/health-and-sex/2022-01-24-native-how-mina-for-men-for-health-is-empowering-men-to-turn-the-tide-on-hiv-aids-in-sa/>



SOUTH AFRICA

STRATEGIC MARKETING AND DEMAND CREATION

Dablapmeds

The NDoH has invested in expanding the CCMDD program, but the program itself is often difficult to explain to patients. To motivate uptake, a more accessible, consistent, patient-facing brand was needed to communicate the benefits of CCMDD.

Project Last Mile partnered with NDoH to bring private sector marketing rigor to a new strategic marketing program focused on rebranding the CCMDD initiative and increasing patient registrations. Project Last Mile developed Dablapmeds, a brand designed to communicate the benefits of CCMDD in an easy, accessible way to patients living with chronic conditions across South Africa.

Dablap is a colloquial term for a shortcut

New Status

U=U (Undetectable = Untransmittable) is an international campaign to promote the evidence that if a person living with HIV maintains an undetectable viral load, they cannot transmit HIV. This concept has shown to be a powerful motivator for PLHIV to start and stay on treatment, but there remains limited awareness of this concept and how to achieve this across South Africa.

Building off its partnership with NDoH and PEPFAR for behavior change communications, Project Last Mile is working to develop a new messaging approach to promote the concept of U=U as the “New Status”. The aim is to communicate the benefits of U=U in an easy and motivational way to destigmatize HIV and motivate PLHIV to stay on treatment to achieve viral suppression. This concept is being piloted in one province, with targets to scale up nationally in 2022.

Private sector

expertise applied:

Demand creation and strategic marketing.

Key partners:

NDoH, PEPFAR, USAID, CDC, PEPFAR district support partners, MenStar Alliance, PSI, Praekelt.org, civil society, Ipsos.

The **New Status**



SOUTH AFRICA

U=U

Undetectable

=

Untransmittable



dablapmeds

RESULTS AND ASSESSMENT FINDINGS



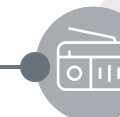
The NDoH endorsed Dablapmeds for a national roll-out across **3000+ public health facilities** and pick-up points in South Africa.



Dablapmeds has been activated in over **1,800+ facilities** nationwide.



Since the launch of Dablapmeds, an increase of **831,000 registered patients** (21%) and **220,000 patients** are collecting at external pick-up points (18%).⁴



2.2 million people were reached.



95% of patients and clinicians are aware of Dablapmeds after launch.⁵



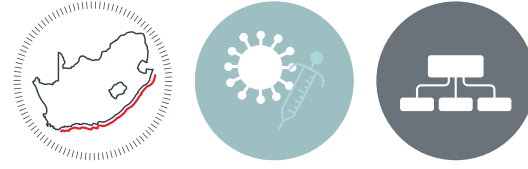
⁴Since the launch of Dablapmeds in September 2020.

⁵From a survey conducted among 1,500 clinicians, patients, and service providers.



SOUTH AFRICA

ENTERPRISE DEVELOPMENT



Catalyzing local PPE production

At the onset of the COVID-19 outbreak, supply chain challenges and reliance on imported goods resulted in stockouts of critical commodities like Change to personal protective equipment. This created an urgent need to foster local manufacturing capabilities to reduce dependence on imports and international supply chains.

In June 2020, Project Last Mile was invited by USAID and the United Kingdom's Foreign Commonwealth Development Office to launch a new program to support the rapid mobilization of local manufacturing for COVID-19 supplies, including PPE.

Given the gap in available, risk-free funding for SMEs, the program was designed to provide flexible but tightly managed grant capital to SMEs to rapidly address the immediate needs for PPE in South Africa.

Project Last Mile worked with various public and private partners, including Rand Merchant Bank, Business Unity South Africa, and the Clinton Health Access Initiative, to build an SME database.

Project Last Mile conducted technical and commercial due diligence on each supplier with a panel of manufacturing and commercial experts. Six suppliers were selected from across South Africa and supported with catalytic funding to mobilize or scale-up production of PPE and COVID-19 supplies:



Most **grantees exceeded initial production targets** and mobilized additional financing and revenue pipelines to sustain and expand production beyond the initial grant period.

The Health Foundation:

A public-private partnership to manufacture 3-layer high-quality cloth masks in the Western and Eastern Cape.

Respitek

A medical device manufacturer that pivoted to support the development of essential products and PPE required for COVID-19. Respitek is the only known producer of nasopharyngeal swabs on the African continent.

Nyati Health Products

A manufacturer and weaving plant in KwaZulu-Natal for local production of PPE.

Clifford Machines and Technology

A manufacturer of custom machines that designed a ventilator for hospital intensive care units in response to COVID-19.

Stellenbosch Nanofiber Company

An SME specializing in commercial-scale manufacture of advanced nanofiber materials producing reusable, environmentally friendly, surgical mask filters, and face masks.

Cape Peninsula University of Technology

A university expanding its testing services to set up the first accredited laboratory in South Africa to test and certify medical-grade PPE fabrics.

Private sector expertise applied:

Project Last Mile used its commercial expertise to support SMEs to mobilize local production and facilitate links with the public and private sectors.

Key partners:

USAID, The United Kingdom's Government's Foreign Commonwealth Development Office (formerly Department for International Development), Rand Merchant Bank, Business Unity South Africa, The Clinton Health Access Initiative, SMEs.

RESULTS



The project generated or retained **426 employment opportunities**, primarily for vulnerable women.



\$3 in co-financing was raised for every **\$1 invested** by donors in catalytic funding to sustain and scale programs.



6

6 local SMEs were supported.



SMEs produced and distributed **1.9 million PPE** and COVID-19 products.

"The Project Last Mile team has this other background and lens of thinking about the private sector as a possible outlet for health care. It was really amazing to see how with a limited investment, they were able to move so fast and leverage so much to further sustain efforts."

Joe Tayag
Health Systems Strengthening Team Lead,
USAID South Africa⁶

⁶Excerpt from an article originally published by USAID.
Full article found here:
<https://usaid-pse.exposure.co/south-africa-partnering-for-the-long-term-means-quick-action-on-covid19>

SOUTH AFRICA

LAST MILE DELIVERY,
STRATEGIC MARKETING AND DEMAND CREATION



COVID-19 vaccine roll-out and risk communications support

In early 2021, South Africa began to roll out the COVID-19 vaccine to healthcare workers. As distribution and demand planning for the vaccine progressed, challenges emerged in increasing vaccine uptake and access in harder-to-reach communities.

Project Last Mile has supported the NDoH and Business for South Africa initiative to strengthen the COVID-19 vaccine roll-out. Initially leveraging funding from The Coca-Cola Foundation, Project Last Mile supported distribution planning efforts to map optimal private and public sector vaccine sites ahead of the arrival of COVID-19 vaccines in South Africa. Project Last Mile has activated support to

public and private sector partners to increase access to and uptake of vaccines. Key areas of support for the vaccine roll-out in South Africa have included business model and resource mobilization for VaccStations and national risk communications campaigns.

Business model and resource mobilization for VaccStations

Project Last Mile worked with Cipla Foundation to develop a business and operational plan for the VaccStation – using repurposed shipping containers as modular vaccine sites to expand vaccine access in high-density areas with limited access to health facilities. Project Last Mile facilitated a partnership with the Coca-Cola system to unlock an investment to place seven VaccStations in two provinces.



SOUTH AFRICA



42,000
vaccines can be
administered monthly



Across **7** VaccStations
established by the
Coca-Cola system

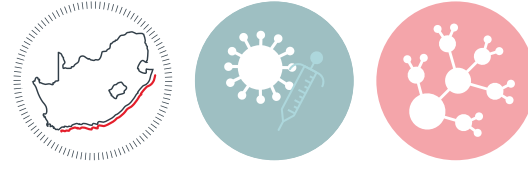


SOUTH AFRICA: MULTISECTOR PARTNERSHIP CONTRIBUTES TO THE VACCINE ROLL-OUT IN SOUTH AFRICA

Sister Mtatambi from Joe Slovo Clinic in Nelson Mandela Bay explains why the VaccStations are changing how they care for patients. “We kickstarted the vaccine program around July 2021. I was trained, and I was the site coordinator. But at that time, there was no space at the clinic because it is a small clinic. A few NGOs allowed us to use their space, so we started vaccinating at halls in the community. But then we received this VaccStation. The patients have told us this vaccination station is so beautiful. It motivated patients to come here for vaccination.”

Ncikzi Mkakweumkwe, who visited a VaccStation to receive a booster shot, shared her story. “I was afraid to get vaccinated because people said if I got vaccinated, I would die. They told me I would get sick with a fever or disease, but I said that I would prove that the vaccine works. I had the first vaccine; there were no problems. The second time there was nothing wrong. I received a message that I must come for a booster. That’s why I’m here. I went to the VaccStation because I live in the neighborhood with my sister. I am very positive about vaccination and want to motivate others to get vaccinated. People mustn’t listen to myths. There’s nothing wrong with the vaccine; I am proof of that. People must go and get vaccinated.”





National risk communications campaign

Project Last Mile was engaged by USAID to support the NDoH in strengthening communications efforts to increase awareness and uptake of the COVID-19 vaccine. As a partnership with the Coca-Cola system, Project Last Mile applies best practices in marketing from the private sector to strengthen how the public sector communicates and generates demand for health services.

When Project Last Mile began supporting the NDoH on COVID-19 communications in August 2021, there was a range of messaging that had been developed to promote the vaccine, but the messaging had limited reach across the country. Project Last Mile developed a national media strategy to expand the reach of communications promoting the COVID-19 vaccine. The strategy made sure messages could be seen multiple times across multiple channels to increase awareness of who could get the vaccine and continue reinforcing how and why to get vaccinated.

The national media campaign ran on a mix of mass media channels, including TV, radio, and digital – reaching an average of 27 million people across South Africa per

month from September 2021 to January 2022. During this period, South Africa's vaccination rates increased from 10% of the population fully vaccinated to 29%, above an average of 13% across the rest of Africa. Working with commercial media agencies, Project Last Mile was also able to negotiate added value to increase the impact of USAID's investment.

As the vaccine roll-out progressed in South Africa, a need emerged to identify more innovative, non-traditional, and engaging communications approaches to motivate vaccine uptake among the youth. Feedback suggested a desire for more two-way engagement and youth-driven content. Young people in focus groups noted that “older people must make the space for young people to engage in the vaccination program, to assess their own risks and make their own choices – not to keep telling them what to do.”

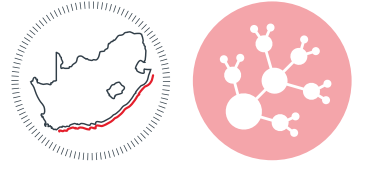
With that in mind, Project Last Mile shifted its focus to test alternative approaches to incentivize vaccine uptake among youth and engage them in content creation and promotion. One approach was to partner with local TikTok content creators in South Africa through a media agency to create their own content promoting vaccination in an easy-to-understand, engaging way.

Private sector expertise applied:

Route-to-market, geospatial intelligence, and risk communications capabilities.

Key partners:

NDoH, USAID, Risk Communications and Community Engagement Working Group, Clinton Health Access Initiative, UN Verified, Right to Care, Zito, M4Jam, Ipsos.



NATIONAL RISK COMMUNICATIONS CAMPAIGN HIGHLIGHTS

The campaign reached **over 30 million people on national TV, radio, digital, and out-of-home channels**, promoting COVID-19 vaccinations and preventative behaviors.

South Africa's fully vaccinated rates increased from 10% to 29% over the initial campaign period.

"Safer Holidays" festive season campaign showed shifts in **positive vaccine sentiment** through community radio, TV, and other media channels.

12 million users were reached on TikTok and radio through a local content-creator driven strategy.

22 community murals were painted on walls across South Africa, supported by local artists producing messaging to **encourage vaccine registration**, as well as to encourage men living with comorbidities to take the vaccine.

Two digital incentives pilots were launched, testing **rewards of airtime, electricity, or grocery vouchers** for youth completing positive vaccination tasks.





SOUTH AFRICA:

APPLYING PRIVATE SECTOR APPROACHES TO AMPLIFY COVID-19 VACCINE COMMUNICATIONS TO 27 MILLION PEOPLE

TikTok content creators, such as Mareon Potgieter, were identified for the campaign to help create engaging content to reinforce positive, fact-based messaging about vaccines.

“I was part of the vaccine campaign because I know a lot of people are very unsure about the vaccine. I wanted to encourage others to please get vaccinated because it helps stop the spread of COVID-19, and the symptoms are less severe if you get it,” Mareon says.

The video that Mareon made was based on a popular trend on TikTok, adapted to promote excitement around getting vaccinated. Mareon’s video received almost 3 000 views within the first 30

minutes and was viewed over six million times by Feb 2022. The viral video inspired other TikTok users to create their own videos, helping to spread the message far beyond South Africa to a global audience.

The campaign reached 12 million engagements on TikTok within three weeks and demonstrated a successful, alternative way of engaging youth around vaccines. Building on the success of the initial three-week TikTok campaign, Project Last Mile will be testing a longer social media-focused campaign on TikTok and Instagram in 2022, integrating polling to test if messaging has shifted younger people’s intent to get vaccinated.



KINGDOM OF ESWATINI

LAST MILE DELIVERY, COLD CHAIN



Supporting distribution, cold chain, and uptake of COVID-19 vaccines

Enabling the execution of the country's National Deployment and Vaccine Plan for COVID-19 vaccines requires a system-wide approach to strengthening supply, cold chain, and demand to ensure both availability and uptake of COVID-19 vaccines.

Project Last Mile applied its full capabilities in route-to-market, cold chain, and strategic marketing to strengthen supply and demand for COVID-19 vaccines in Eswatini, working with partners across workstreams to improve uptake and distribution of COVID-19 vaccines down to the last mile.

Project Last Mile has developed a last mile delivery plan for COVID-19 vaccine delivery up to vaccination points. The strategy is designed to be adaptable and tailored to different vaccines' transport and storage needs.

Cold chain equipment maintenance and monitoring

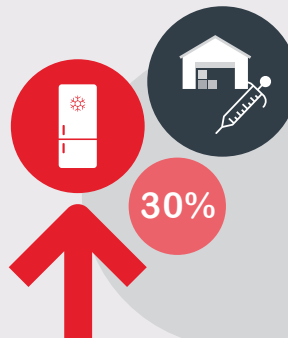
Ahead of the arrival of COVID-19 vaccines in Eswatini, Project Last Mile began partnering with the Ministry of Health and Central Medical Stores to support cold chain strategic planning and coordination, including strengthening ultra-cold chain readiness. This included establishing a working group. Project Last Mile played a central function in supporting the Ministry of Health to coordinate cold chain efforts across partners, outline gaps and mitigate risks to avoid preventable vaccine spoilage from cold chain lapses.

Project Last Mile engaged a Coca-Cola system maintenance provider to provide ongoing maintenance and cold chain equipment servicing to ensure functional cold chain equipment at all vaccine administration points. This support strengthened the country's readiness to distribute Pfizer vaccines by:

- providing guidance on the placement and installation of ultra-low temperature freezers at the Central Medical Stores and
- supporting the Central Medical Stores in identifying potential risks, such as generator failure and lightning, which could potentially impact ultra-cold chain storage.



Project Last Mile designed a last mile distribution model to inform **delivery of vaccines nationally to 180 sites.**



Through Project Last Mile's support, the Ministry of Health's cold chain storage capacity has **increased by 30%, enabling storage for up to 1.5 million vaccine doses.**



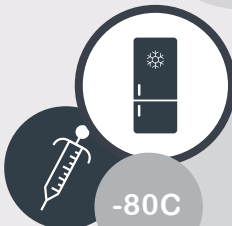
No vaccine doses have been wasted in-country due to cold chain failure.



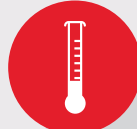
Partnerships were established with Pfizer, UNICEF, WHO, and other partners to coordinate COVID-19 vaccine roll-out efforts and troubleshoot challenges as they arise to minimize disruptions to vaccine supply.



617 acts of preventive maintenance, **214** repairs, and **168** preventive maintenance training programs were undertaken.



Ultra-cold chain storage capacity has been established to **store up to 300,000 Pfizer vaccines at temperatures of up to -80°C.**

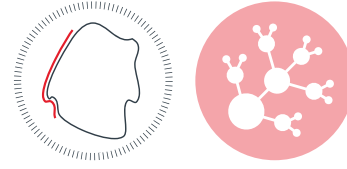


410 temperature monitors have been placed at fixed and mobile cold chain sites to enable ongoing monitoring and reduce potential vaccine wastage.



KINGDOM OF ESWATINI

STRATEGIC MARKETING AND DEMAND CREATION



Demand creation

Project Last Mile built on a long-standing partnership with the Ministry of Health on-demand generation efforts to mobilize support for the Risk Communications and Community Engagement working group. At the onset of the COVID-19 vaccine roll-out, Project Last Mile worked with partners to expand existing COVID-19 communications assets to more effectively tailor and target messaging for PLHIV and other chronic health conditions. Project Last Mile designed a community mobilization toolkit for people with comorbidities, conducted training with civil society organizations and community mobilizers, and disseminated messaging to address questions and myths on COVID-19 vaccinations for people living with chronic health conditions.

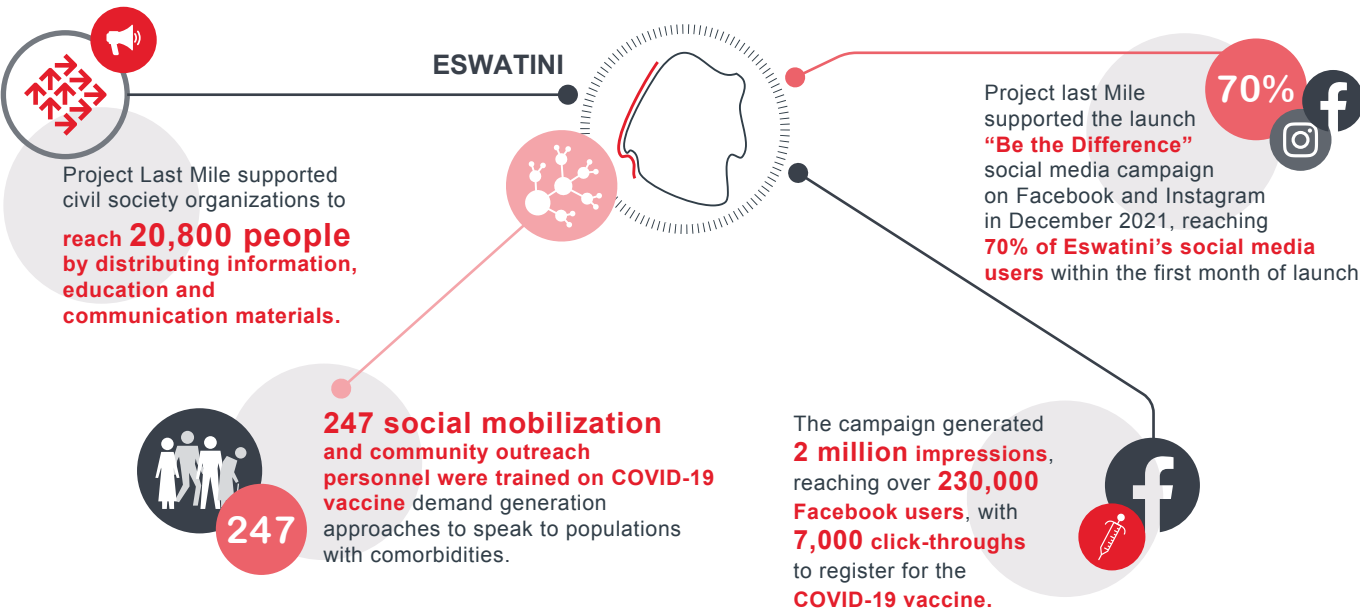
Towards the end of 2021, the Ministry of Health and USAID engaged Project Last Mile to support a targeted digital social media campaign to increase the uptake of COVID-19 vaccines for those aged 18 to 40. The campaign's primary objective was to address myths and misconceptions around COVID-19 vaccines, address hesitancy, and build more confidence and motivation to vaccinate. This campaign launched in December with promising initial results and continued through May 2022.

Private sector expertise applied:

Cold chain equipment maintenance and monitoring, demand creation and strategic marketing.

Key partners:

Ministry of Health, USAID, Central Medical Stores, UNICEF, WHO, IsrAID, The Luke Commission, PSI, Pact, Coca-Cola Swaziland Conco Limited.



ESWATINI: HOW COCA-COLA IS SUPPORTING THE DISTRIBUTION OF ICE-COLD VACCINES

Keeping beverages cold, supplying them to every continent and marketing them effectively is part and parcel of running Coca-Cola's vast global enterprise. Project Last Mile has harnessed this expertise and applied it to distributing COVID-19 vaccines in Eswatini and South Africa – monitoring cold chain systems to avoid vaccine wastage, using supply chain knowledge to enhance vaccine deployment plans, and supporting health ministries to communicate the benefits of the vaccine.

USAID funding has allowed Project Last Mile to use a local Coca-Cola system maintenance provider (responsible for

keeping Coke cooling systems running) in the small southern African nation of Eswatini to conduct a national audit of the government's cold chain equipment, assessing what was missing and what needs to be repaired.

Christopher Detwiler, USAID's country director in Eswatini, says Project Last Mile has brought know-how and speed to the operation:

"Every time I have a conversation with their consultants and technical experts, I walk away thankful we're engaging with Project Last Mile – not only because of their expertise but because of their ability to mobilize quickly," he says.⁷

⁷Excerpt from an article originally published in the UK Standard. Full article found here: <https://www.standard.co.uk/optimist/vaccine-world/coca-cola-bill-gates-covid-vaccines-africa-eswatini-b956279.html>

KENYA

LAST MILE DELIVERY STRATEGIC MARKETING AND DEMAND CREATION



Strengthening COVID-19 vaccine distribution and uptake in Nairobi

Project Last Mile is partnering with Amref – a leading non-profit organization – to strengthen COVID-19 vaccine planning, demand creation, health workforce strengthening, and increasing access via decentralized administration points in Kasarani sub-county of Nairobi, Kenya.

Building on its existing in-country networks and infrastructure, Amref is leading engagements with the Ministry of Health to activate vaccination sites and train and equip healthcare workers. Project Last Mile is leading demand creation and cold chain equipment management strategies to support making vaccines more accessible and increase vaccine demand.

To date, six vaccine outreach sites have been established across Kasarani sub-county. Each site includes eight

healthcare workers to administer the vaccines and five community health volunteers who support social mobilization of community members.

A cold chain equipment service provider has been identified to undertake a cold chain audit and preventative maintenance at health facilities administering vaccinations across the sub-county to further support increased vaccination.

Private sector expertise applied:

Demand creation, cold chain equipment evaluation and maintenance.

Key partners:

Ministry of Health, Amref.



KENYA

The outreach vaccination sites facilitated the administration of

over 24,000 vaccines through the end of 2021.

TANZANIA

LAST MILE DELIVERY



Private sector expertise applied:

Leveraged expertise in strategic planning, organizational development, supply chain optimization, and customer service.

Key partners:

MEMS, Christian Social Services Commission (CSSC), USAID.

Private sector expertise applied:

Leveraged outsourced cold chain vendor from the Coca-Cola system to conduct a cold chain audit, applying route-to-market and cold chain expertise to strengthen CSSC's COVID-19 vaccine roll-out support to the Ministry of Health.

Key partners:

CSSC, USAID.

Building a business plan to improve efficiency of health commodity distribution

Project Last Mile developed a business plan to help the Mission for Essential Medical Supplies (MEMS) provide effective, efficient, and reliable health commodities distribution to 900 health facilities in Tanzania. The business plan included outlining opportunities to increase distribution planning efficiencies, an investment case, and an implementation approach.

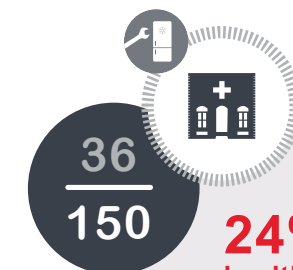
In response to shortages and poor quality of essential medical supplies at health facilities across Tanzania, Project Last Mile launched a new program with funding from USAID to support MEMS to improve the distribution of essential medicines to faith-based organizations. Project Last Mile developed a five-year (2021 to 2025) business plan to improve the distribution of essential medicines throughout Tanzania.

The business plan developed and shared with MEMS enabled the organization to submit funding justifications to donors and raise funding to mobilize resources to support the transition to a new operating and distribution model.

COVID-19 vaccine support for faith-based health facilities

Tanzania was one of the world's last countries to commence its COVID-19 vaccine roll-out. The public health supply chains required rapid mobilization and strengthening to enable optimal distribution and cold chain support to enable vaccine distribution down to the last mile.

USAID engaged Project Last Mile to support CSSC. This faith-based organization supports the Ministry of Health in mobilizing its networks to facilitate the distribution and uptake of the COVID-19 vaccine. Project Last Mile launched a cold chain audit across 150 health facilities, developed a last mile distribution plan, and supported the production of information, education and communication materials to support demand creation across faith-based communities.



24% of the 150 health facilities have received cold chain service assessments.



Preventative maintenance was conducted on **22%** of total cold chain equipment.



10,000 COVID-19 messaging toolkits were developed and distributed to faith-based organizations across Tanzania.



MOZAMBIQUE

LAST MILE DELIVERY



Route-to-market and strategic supply planning for CMAM

Since 2016, through support from The Global Fund, Project Last Mile has partnered with the Central Medical Store (CMAM) to improve delivery of medicines to health facilities in remote areas in support of Mozambique's Strategic Plan for Pharmaceutical Logistics (PELF).

PELF aims to enable cost-efficient and effective distribution of essential medicines and health commodities to reform Mozambique's public health supply chain. Despite progress, the reforms outlined in the PELF have yet to be implemented, requiring supply chain strengthening and capacity building for CMAM to execute.

Project Last Mile supported CMAM in strengthening route-to-market and distribution of essential health commodities, including routing optimization, outsourced distribution strategies, design for an integrated visibility and analytics network, and building capacity for CMAM to become autonomous within the Ministry of Health. Project Last Mile is in ongoing discussions with CMAM and The Global Fund to scope the next phase of work, targeted to begin in early 2022.

Key achievements

Comprehensive routing optimization:

- 80,000 kilometers of GPS data collected through physical routing exercises across 10 provinces.
- 1,529 facilities (93%) were mapped nationally, enabling accurate cost-to-serve and drive-time analysis.

Building capacity:

- Project Last Mile adapted capacity-building activities during COVID-19, producing user-friendly virtual guides and toolkits to demonstrate end-to-end routing optimization processes.
- Project Last Mile trained CMAM representatives on using outputs of the routing optimization toolkit to support distribution planning and identify efficiencies and cost savings from routing scenario planning.

End-to-end outsourced distribution planning:

- Project Last Mile identified and assessed potential third-party suppliers for outsourced distribution and built 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 roll-out of an outsourced distribution program across five provinces.
- 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.

Visibility and integrated management of medicines supply:

- Project Last Mile continued developing and integrating an adapted visibility and analytics network (Visibilidade e Gestão Integrada do Aproveitamento de Medicamentos; (VIGIAM) in Portuguese)

Private sector expertise applied:

The local Coca-Cola bottler's expertise and experience in network optimization, outsourced distribution, logistics capability development, and improved visibility and integrated management of the end-to-end supply chain.

Key partners:

Central de Medicamentos e Artigos Médicos (CMAM), Ministry of Health, Coca-Cola Beverages Africa Mozambique, the local Coca-Cola bottler, VillageReach.

MOZAMBIQUE

LAST MILE DELIVERY

STRATEGIC MARKETING AND DEMAND CREATION



Private sector expertise applied:

Route-to-market and strategic marketing.

Key partners:

The Global Fund to Fight AIDS, Tuberculosis and Malaria, CNCS, CMAM, UNAIDS, PSI.

in partnership with CMAM. Support for VIGIAM is designed with the strategic objective of building CMAM's internal forecasting, procurement, and information technology management capacity to ensure the availability of the right health commodities when and where the beneficiary wants or needs them. This workstream supported CMAM in developing tools and capabilities required in a future operating model to enable implementation of the PELF and CMAM's planned autonomy.

Supporting improved condom supply and demand

The National AIDS Council (CNCS) and The Global Fund approved Project Last Mile's proposal to provide integrated route-to-market and strategic marketing support to improve the supply and demand of condoms down to the last mile. The route-to-market workstream will support CNCS in improving the reach and implementation of the Mozambique National Condom Strategy, specifically in strengthening the supply of condoms at access points within and outside the public health sector. Project Last Mile will also develop and test a strategic marketing approach to improve condom uptake among young men. The integrated route-to-market and marketing model will be tested in one district in Mozambique from 2022 to January 2023.



80,000 kilometers of GPS data has been collected through physical routing exercises across 10 provinces.



1,529 facilities (93%) have been mapped nationally, enabling accurate cost-to-serve and drive-time analysis.



SIERRA LEONE

LAST MILE DELIVERY



Integrated digital last mile strategy to strengthen family planning supply

Ongoing supply chain challenges and lack of data visibility at the last mile have led to frequent stockouts and inefficient distribution systems for essential medicines and family planning commodities in Sierra Leone.

Since 2018, Project Last Mile has partnered with the Ministry of Health and National Medical Supplies Agency to test a redesigned last mile delivery model. The objective was to strengthen the national medical supply chain by improving last mile delivery and physical inventory processes.

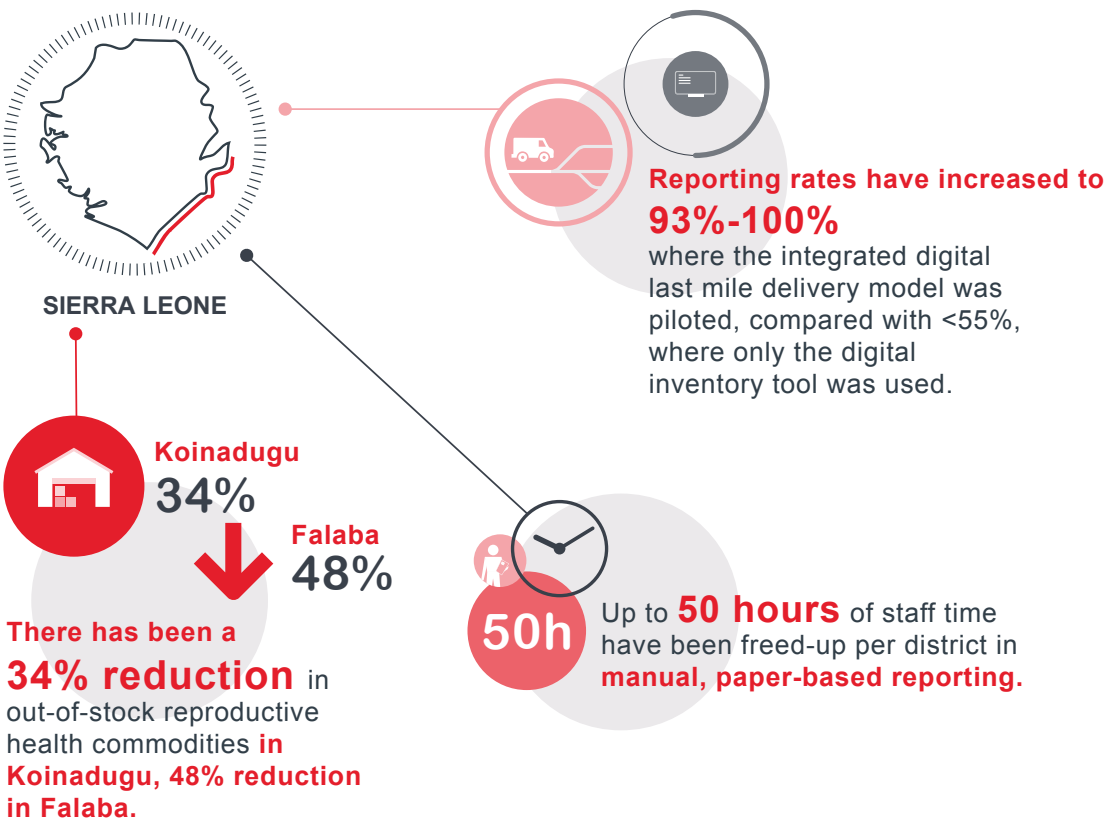
In Phase I, Project Last Mile developed and tested a last mile delivery model to strengthen supply chain visibility and inventory management at peripheral health units (PHUs). In Phase II, from 2020 to 2021, Project Last Mile expanded its pilot in two additional districts to include an integrated digital solution to strengthen inventory management for family planning commodities. Project Last Mile worked with NMSA and the Ministry of Health to test the integrated digital last mile delivery solution in Koinadugu and Falaba across 65 peripheral health units, leveraging existing district staff and vehicles to enable sustainability. Based on successful results showing improved reporting rates and reductions in out-of-stocks for reproductive health and essential medicine commodities, the model is being considered for national roll-out in 2022 and 2023.

Private sector expertise applied:

Leveraging and adapting the Coca-Cola system's route-to-market best practices to test an integrated digital last mile delivery model.

Key partners:

Ministry of Health and Sanitation, National Medical Supplies Agency, Directorate of Drugs and Medical Supplies, Clinton Health Access Initiative.



NIGERIA

STRATEGIC MARKETING AND DEMAND CREATION



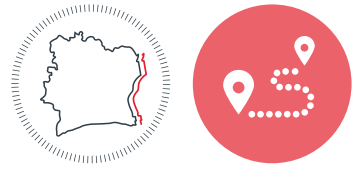
Using digital messaging to address COVID-19 vaccine hesitancy by healthcare workers

A consortium of partners funded by The Bill & Melinda Gates Foundation and led by advertising agency M&C Saatchi invited Project Last Mile to join as a strategic marketing advisor on a social behavior change project focused on designing and testing social media campaigns to reduce COVID-19 vaccine hesitancy and increase vaccine uptake among healthcare providers in Nigeria.

The consortium comprises UpSwell, Breakthrough Aid, Sydani, and George Washington University. Project Last Mile supports the project by providing strategic marketing advisory guidance and identifying opportunities for leveraging the Coca-Cola system to amplify the project's goals.

CÔTE D'IVOIRE

LAST MILE DELIVERY



Last mile delivery strengthening

In Cote d'Ivoire, Project Last Mile has been invited by the USAID Côte d'Ivoire mission to design and test a model to strengthen last mile delivery to health facilities based on proven route-to-market models from the Coca-Cola system that have been successfully adapted and applied by Project Last Mile across health systems in Africa.

Project Last Mile's work will involve enhancing the performance of the last mile delivery model by improving inventory management at health facilities and developing the performance capacity of district health officers to support compliance with inventory management protocols and processes. The project began in October 2021 and will run until September 2022.



PROGRAM LEARNING

A global partnership model supports the achievements of Project Last Mile. Project Last Mile has thrived based on sustained endorsement and advocacy by champions within each global partner organization. These individuals support the growth and evolution of the Project Last Mile approach and open doors to country-level engagement.

This model enables Project Last Mile to operate as a neutral advisory platform and partner to governments with the collective endorsement of four of the leading global health agencies. In this model, the ministries of health, not funders or development partners, are the clients at the center of the solution design and delivery process.

WHAT WE’VE LEARNED

5 KEYS TO SUCCESS

Through a systematic review of Project Last Mile experiences across diverse countries by Yale’s Global Health Leadership Initiative, five keys to success consistently emerged. These keys can serve as guideposts for governments, business leaders, and development partners committed to multi-sectoral partnerships.

1. CONNECT GLOBAL CAPACITIES TO MEET LOCAL PRIORITIES

Strategic alignment among partners is essential. Project Last Mile’s work in each country is prefaced by an Engage and Align phase to find a close fit between three components: Project Last Mile’s core business strengths, the investment priorities of an anchor donor partner, and the development priorities of

the host government agency. This three-way alignment promotes ownership by the host agency, prevents duplication and overlap, and complements existing investments for sustainability.

2. ESTABLISH GOOD GOVERNANCE FOR SHARED OWNERSHIP

Investment in a steering or working committee chaired by the host government helps bridge public- and private-sector perspectives, enables troubleshooting, and promotes shared accountability for results. Project Last Mile does not just import technical solutions in supply chain management or strategic marketing. Instead, it is committed to integrating these efforts with local initiatives, so they are owned by country government agencies and inclusive of other development partners, with an eye toward sustainability.



WHAT WE’VE LEARNED

3. ADAPT PRIVATE SECTOR CAPACITY FOR PUBLIC GOOD

Successful partnerships will leverage multiple strengths of the private sector partners. Project Last Mile’s global partnership model has played a central role in adapting private sector capacity for the public health sector. In most country settings, Country Program Leads translate long careers from The Coca-Cola system into every aspect of the project.

In some countries, local Coca-Cola bottlers freely share their expertise and business intelligence with their peers in the public sector. In other countries, Project Last Mile taps into world-class analytic and design expertise from the agencies Coca-Cola contracts regularly. Local coordinators facilitate knowledge exchange and implementation, so there is a consistent touchpoint for the partnership.

Over the past 10 years, Project Last Mile has become adept at leveraging private sector capacity and translating it to fit the operating realities of public health agencies.

4. ENSURE TRANSPARENT AND STRATEGIC USE OF DATA FOR DECISION-MAKING

Across country settings, transparent and strategic use of data for decision-making emerged as a prerequisite for success. Country engagement always starts with



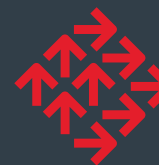
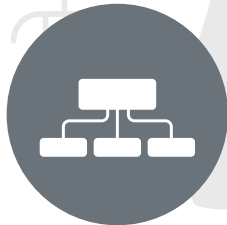
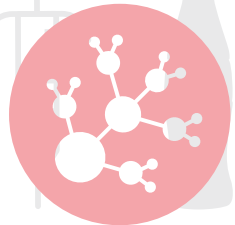
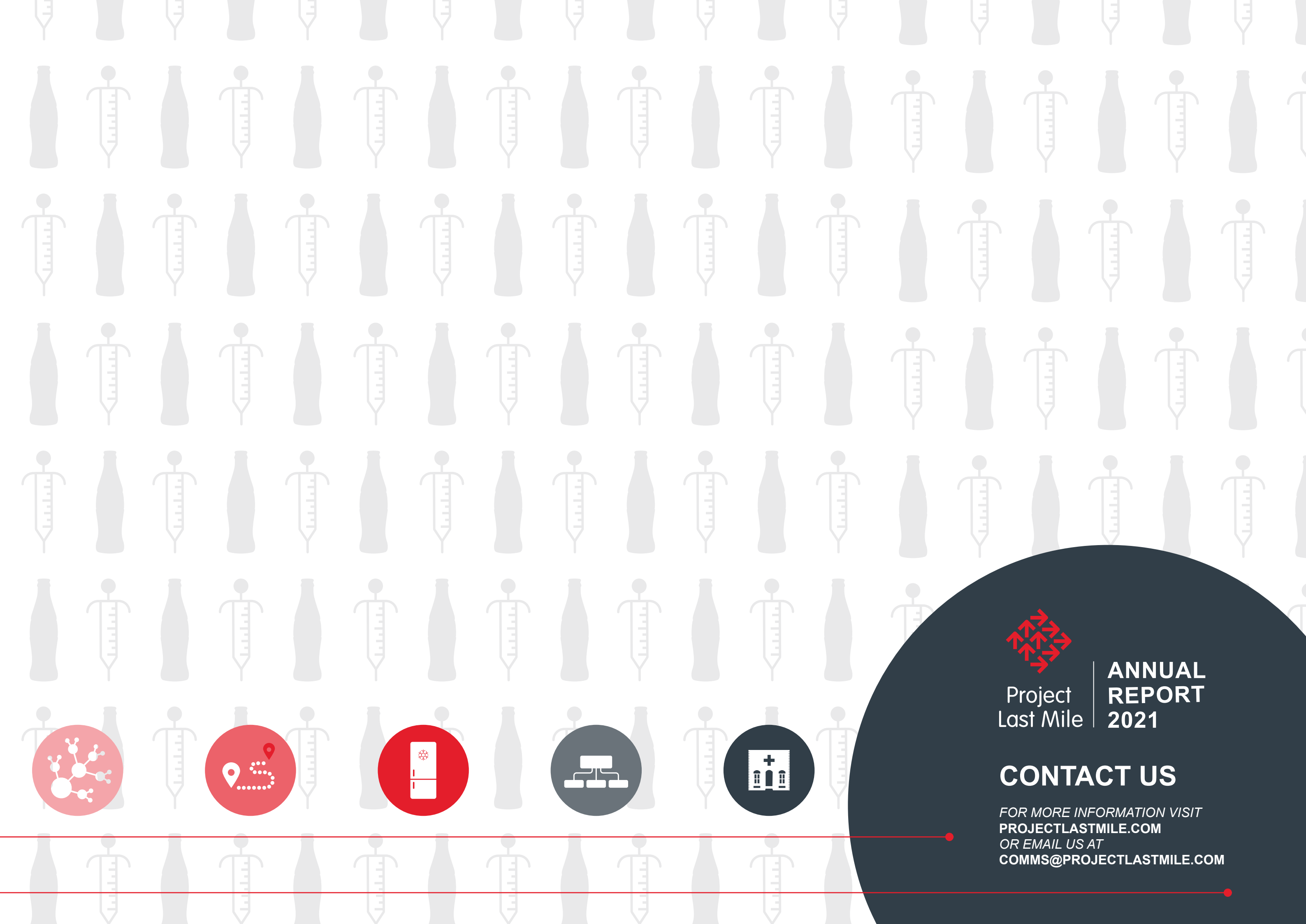
focused analysis. From formative market research in Eswatini to detailed geomapping in South Africa and Mozambique, this data was shared openly with host agencies and development partners as the foundation for shared problem solving and onward performance monitoring.

5. COMMIT TO A PROACTIVE, CLIENT-CENTERED CULTURE

Translation of private sector capacity goes well beyond the transfer of concrete tools and expertise. As Project Last Mile moves toward maturity in each country’s market, Project Last Mile catalyzes a shift in business culture to reflect more proactive, client-centered approaches, such as a maintenance mindset in Nigeria, and increasing reliance on data for business planning and advocacy in South Africa. Project Last Mile’s donor partners – including the Global Fund, USAID, PEPFAR, and the Bill & Melinda Gates Foundation – enable the systemic shifts through aligned engagement and funding.

The lessons learned have been documented in peer-reviewed scientific literature and the Partnering for Health compendium (available from: projectlastmile.com/partneringforhealth/) and built into subsequent Project Last Mile endeavors.





Project
Last Mile

**ANNUAL
REPORT
2021**

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