



# Project Last Mile

**Supporting health enterprises to improve  
the availability of family planning products**

## **Qualitative Research**

**PROJECT LAST MILE  
UGANDA AND GHANA  
CALL FOR PROPOSALS**

## REQUEST FOR PROPOSALS

The [Global Environment & Technology Foundation](#) (GETF) is a non-profit organization based in the United States with over 30 years' experience building and administering public-private partnerships for social impact at scale. [Project Last Mile](#) (PLM) is a public-private partnership administered by GETF, that leverages the supply chain and marketing expertise of The Coca-Cola Company and its network to improve medicine distribution and uptake of health services across Africa.

### BACKGROUND AND OBJECTIVE

In partnership with USAID's Global Health Office of Population and Reproductive Health Commodities (PRH), PLM applied its private sector commercial expertise to provide technical assistance (TA) to two social enterprises, one in Uganda and one in Ghana, focused on improving the access and availability of family planning products by distributing the products through locally based Community Based Agents (CBAs) who engage with customers at their households. The two enterprises included:

- **Healthy Entrepreneurs:** a social health enterprise that currently has operations in Uganda, Kenya, Tanzania, Ghana, and Haiti and is receiving support from PLM in the areas of marketing at point of interaction, entrepreneur capacity optimization, customer service modelling, route creation, transport configuration, growth path identification, compensation models and development of role profiles.
- **Total Family Health Organization (THFO):** a social marketing organization that currently operates in Ghana and will be receiving technical support from PLM in the following areas: community-based agent capacity optimization, customer service modelling, route creation and transport configuration and review of a previous pilot project that was conducted on the current operational model.

PLM developed best-fit route-to-market solutions with each enterprise and provided hands-on in-country support to guide the integration of the solutions into current operating models. To further support the process of moving from solution to implementation, PLM seconded an experienced marketing and operations expert with over a decade of experience within the Coca-Cola System to work with each enterprise team. The in-country support included the following:

- Hands-on implementation support: in-country support with operationalizing PLM recommendations and models from a dedicated and experienced consultant with expertise in Coca-Cola Company methodologies.
- Train-the-trainer approach: training key members of each enterprise to provide guidance on successfully transferring and adapting recommendations across the organization.

- In-field implementation: accompanying enterprise teams to supervise the training of CBAs.
- Troubleshooting support: enterprise teams receive guidance on challenges implementing PLM recommendations.

GETF is seeking a qualitative research partner to support a retrospective evaluation to understand the impact of PLM's TA on the enterprises. The qualitative research will focus on level (1) Enterprise-level and level (2) CBA-level of the program theory of change (draft theory of change below) and will build on the quantitative data collected internally by PLM.

| OUTCOMES                                                                                                                                               | IMPACTS                                                                                                                                                                                                                  | BLOCKERS                                                                                                                                        | MEASUREMENT STRATEGY                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ENTERPRISE LEVEL</b>                                                                                                                                |                                                                                                                                                                                                                          |                                                                                                                                                 |                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>➤ Learning PLM methods</li> <li>➤ Deployment of learning</li> <li>➤ Sustained deployment of learning</li> </ul> | <ul style="list-style-type: none"> <li>➤ Increased network efficiency</li> <li>➤ Increased retention of CBAs and customers</li> <li>➤ Increased demand for products</li> <li>➤ Increased sales/revenue/income</li> </ul> | <ul style="list-style-type: none"> <li>➤ Record-keeping</li> <li>➤ Inventory management</li> <li>➤ Logistics</li> <li>➤ CBA capacity</li> </ul> | <ul style="list-style-type: none"> <li>➤ KPIs/business data collected at project close, 6 months, and 12 months</li> <li>➤ Qualitative interviews with enterprise leads and local supervisors/coordinators</li> </ul>                                             |
| <b>COMMUNITY HEALTH ENTREPRENEUR LEVEL</b>                                                                                                             |                                                                                                                                                                                                                          |                                                                                                                                                 |                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>➤ Learning PLM methods</li> <li>➤ Deployment of learning</li> <li>➤ Sustained deployment of learning</li> </ul> | <ul style="list-style-type: none"> <li>➤ Increased motivation/self-efficacy</li> <li>➤ Increased demand for products</li> <li>➤ Increased sales/revenue/income</li> </ul>                                                | <ul style="list-style-type: none"> <li>➤ Record-keeping</li> <li>➤ Access to products</li> <li>➤ Transportation</li> </ul>                      | <ul style="list-style-type: none"> <li>➤ KPIs/business data collected at project close, 6 months, and 12 months</li> <li>➤ Qualitative interviews with enterprise leads and local supervisors/coordinators</li> <li>➤ Qualitative interviews with CBAs</li> </ul> |
| <b>COMMUNITY LEVEL</b>                                                                                                                                 |                                                                                                                                                                                                                          |                                                                                                                                                 |                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>➤ Increased access to affordable family planning products and information</li> </ul>                            | <ul style="list-style-type: none"> <li>➤ Increased ability to make family planning decisions and manage family planning within households and communities</li> </ul>                                                     | <ul style="list-style-type: none"> <li>➤ No demand for products</li> <li>➤ Stigma</li> </ul>                                                    | <ul style="list-style-type: none"> <li>➤ Measured within the enterprise selection process. Enterprise supplies evidence of household and community impact through the delivery of its business model.</li> </ul>                                                  |

GETF seeks a partner with local experience and presence in Uganda and Ghana, that can commence support in February 2023, for a rapid 6-8 week engagement. The partner will design data collection tools and data collection methods, recruit the participants from PLM introductions, collect the data, analyse the data, and produce a detailed report on findings. The partner may be an organization or an independent consultant.

## AUDIENCES AND RESEARCH QUESTIONS

The qualitative research will focus on the following audiences:

- Enterprise managers (regional and local)
- Field supervisors and trainers
- CBAs

The qualitative research will capture information on the following key areas:

1. What they learned from the PLM TA
2. How they have implemented what they learned

3. Challenges with implementing what they learned
4. How has this changed how they work
5. What has been the impact on their business (organization-level and CBA level)
6. Experience of working with PLM
7. What further needs could be met through TA

## METHODOLOGY

PLM assumes that in-depth interviews would be the most effective approach to this research but is open to the creative suggestions of agencies. It may be possible to arrange interviews in a field setting so that observational elements can be included. PLM is hoping to conduct a minimum of 12 interviews with each enterprise (total minimum of 24) within the project budget. After agreeing the research methodology with the partner, PLM will provide warm introductions to the participants.

## MATERIALS AND LANGUAGE

PLM will work collaboratively with the partner to develop the research tools in English. The agency will be responsible for translation of the research tools into local languages as needed. Research outputs should be provided to the PLM team in English.

## BUDGET

The maximum budget for this research is USD \$12,000 (including tax, as applicable).

## PROPOSAL AND PROJECT KICK-OFF TIMELINE

|                                                                    |                        |
|--------------------------------------------------------------------|------------------------|
| RFP sent to agencies                                               | January 13 2023        |
| Deadline for agency questions                                      | January 19 2023        |
| PLM to share responses to agency questions (with all participants) | January 23 2023        |
| <b>Deadline for proposals</b>                                      | <b>January 27 2023</b> |
| Final decision/award                                               | February 3 2023        |
| Project kick-off                                                   | February 6 2023        |
| Project deliverables due                                           | April 3 2023           |

## PROPOSAL REQUIREMENTS

Please submit a short, clear, concise proposal not exceeding 8 pages detailing:

1. Proposed approach and rationale
2. Capabilities and experience of your organization, including:
  - a. Technical expertise – qualitative design and execution

- b. Knowledge and experience of working in Uganda and Ghana
- 3. Key team members' (including interviewers) capabilities and experience
- 4. Timeline
- 5. Budget

Please email your proposal to [esther@projectlastmile.com](mailto:esther@projectlastmile.com) by **January 27<sup>th</sup>, 2023**