

Project  
Last Mile

**PROJECT  
LAST MILE**  
**ANNUAL REPORT**  
JANUARY – DECEMBER 2022

Global partners





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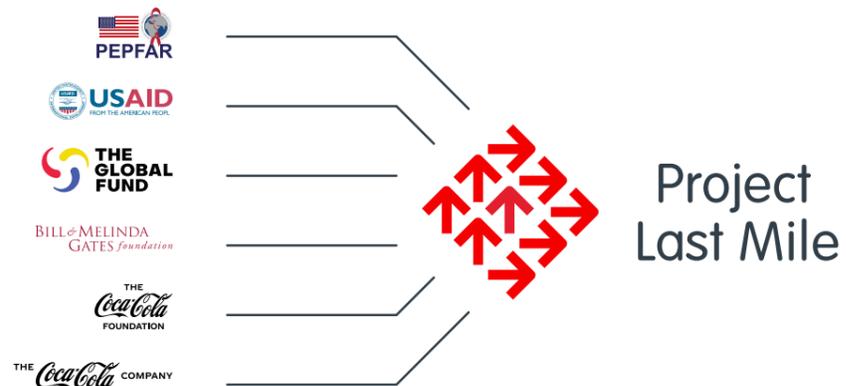
# ABOUT PROJECT LAST MILE

Project Last Mile works closely with ministries of health and partners to apply the Coca-Cola System’s best practices in route-to-market and marketing to improve access to, availability and uptake of life-saving medicines and health services down to the last mile in Africa.

Project Last Mile has developed a replicable and scalable model over more than a decade that facilitates the sharing of private sector innovations, such as best practices, tried and tested business processes, networks and general business acumen, to strengthen public health systems across Africa.

The partnership brings together The Global Fund to Fight AIDS, Tuberculosis and Malaria (The Global Fund), the President’s Emergency Plan for AIDS Relief (PEPFAR), the United States Agency for International Development (USAID), The Bill & Melinda Gates Foundation, The Coca-Cola Company and The Coca-Cola Foundation.

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## PROJECT LAST MILE IN NUMBERS AS OF END OF 2022



46 programs



14 countries



36 million people reached



5



# 2022 HIGHLIGHTS

## MILESTONES



Piloted a capability development model in **Côte d'Ivoire** to support last mile delivery workforces in managing health commodities.



Tested a last mile digital inventory tracking tool in **Sierra Leone** to improve supply chain visibility.



Explored expanding the *MINA. For Men. For Health* campaign from **South Africa** to **Namibia**, leveraging the Coca-Cola System's approach to localizing brands.



Developed a performance management toolkit for last mile delivery workforces in **Rwanda** and **Togo**.



Supported two social enterprises in **Uganda** and **Ghana** with route-to-market solutions for family planning products.



Initiated a project in **Malawi** to increase COVID-19 vaccine uptake among key populations.



Developed a strategy to involve faith-based leaders in promoting COVID-19 vaccinations and better health outcomes in **South Africa**.



Expanded a social media campaign in **Eswatini** to reach all Facebook users, building trust in COVID-19 vaccines.

# CONTINUED IMPACT

- > **Launched 7 VaccStations** in partnership with the Coca-Cola System and Cipla Foundation, supporting more than 197,000 COVID-19 vaccinations in South Africa.
- > Produced and distributed **13,300 faith-based demand generation toolkits** to encourage vaccine uptake in Tanzania.
- > Enabled a **31% expansion in cold chain storage capacity**, including ultra-cold storage for Pfizer vaccines, through maintenance and capacity building in Eswatini.

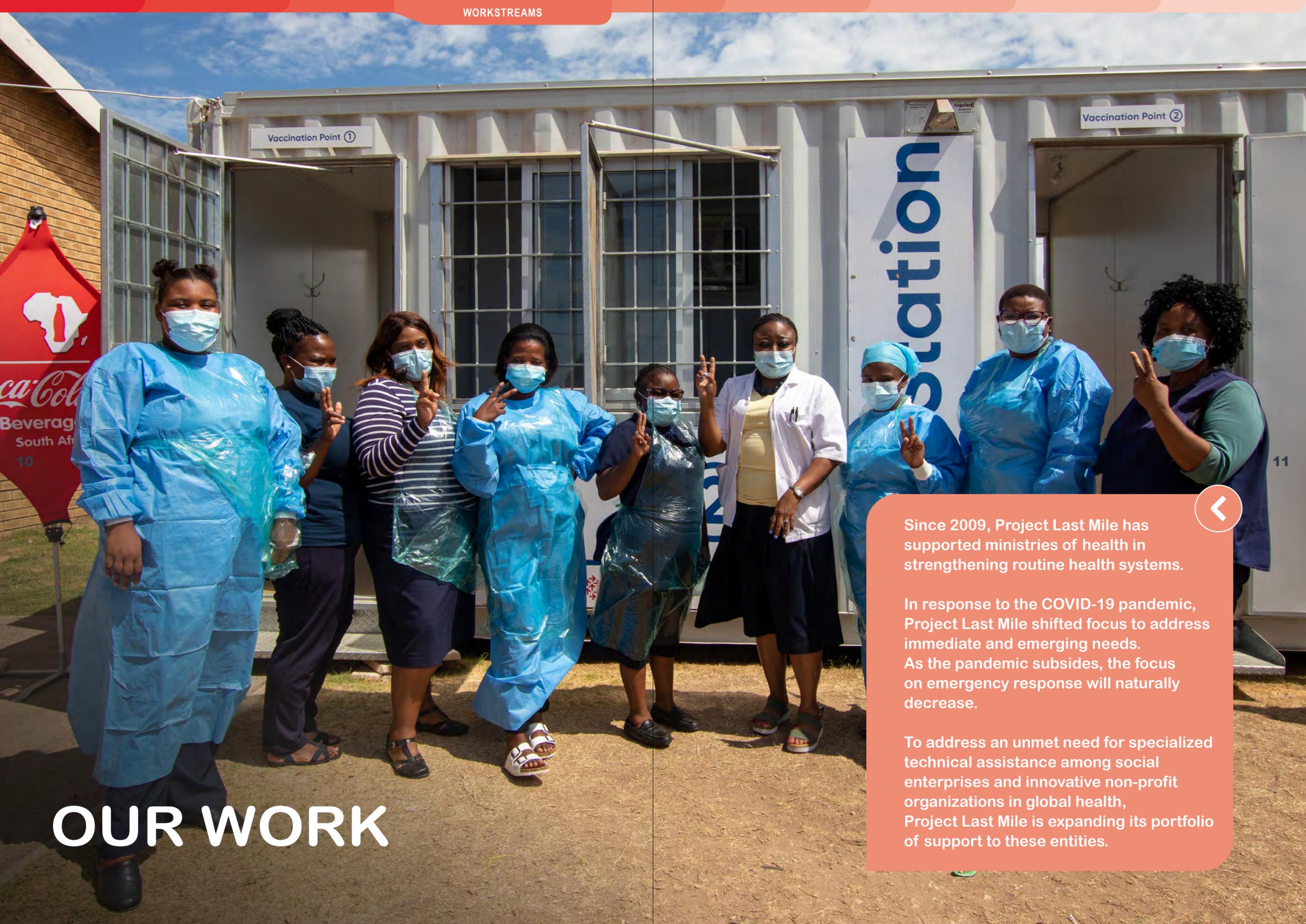
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- > **Reached more than 27 million people** in South Africa to promote **COVID-19 vaccination** and prevention.
- > Provided cold chain, last mile delivery, community outreach and communications support to the Ministry of Health in Kasarani sub-county of Nairobi, Kenya, resulting in **+73,000 vaccinations**.
- > Strengthened strategic coordination and planning for arrival of 20 ultra-low temperature freezers and **10 million vaccine doses** in Mozambique.

# THOUGHT LEADERSHIP

- > **Yale Global Health Leadership Institution** published article on trust in public private partnerships based on insights from Project Last Mile.
- > *MINA. For Men. For Health* campaign featured in **The Sunday Times (South Africa)**.
- > Project Last Mile Compendium launched at **World Economic Forum** in Davos with The Global Fund.
- > Presented at **People that Deliver Global Indaba** on reducing drug stock-outs by strengthening last mile delivery in Côte d'Ivoire.
- > Presented research into efficacy of nudges on COVID-19 vaccine uptake at a **webinar** attended by over 500 people held by South Africa's National Department of Health.
- > Presented two sessions at the **Social and Behavior Change Communication Summit** in Marrakech, Morocco, covering private sector thinking applied to long-term campaigns and integrating behavioral nudges into health system strengthening.



# OUR WORK

Since 2009, Project Last Mile has supported ministries of health in strengthening routine health systems.

In response to the COVID-19 pandemic, Project Last Mile shifted focus to address immediate and emerging needs. As the pandemic subsides, the focus on emergency response will naturally decrease.

To address an unmet need for specialized technical assistance among social enterprises and innovative non-profit organizations in global health, Project Last Mile is expanding its portfolio of support to these entities.

# CAPABILITY AREAS

Project Last Mile leverages the Coca-Cola System's expertise to design customized solutions and support health systems strengthening across a number of capability areas.



## Last mile delivery

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 the Coca-Cola System's best practices in logistics, business planning, and franchise management to improve customer service, expand access to medicines, and increase efficiencies in distribution to the last mile.

### > 2022 highlights:

[Kenya](#) [Tanzania](#) [Côte d'Ivoire](#)  
[Rwanda](#) [Togo](#) [Uganda](#) [Ghana](#) [Sierra Leone](#)



## Cold chain strengthening

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 of maintaining and repairing cold chain equipment and on optimum storage and transport to expand access to vaccines and reduce wastage.

### > 2022 highlights:

[Eswatini](#) [Tanzania](#) [Kenya](#)  
[Mozambique](#) [Malawi](#)



## Differentiated service delivery

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 distribution models to expand access to health commodities across non-traditional access points outside the public sector.

### > 2022 highlights:

[South Africa](#) [Mozambique](#)



## Strategic marketing and communications

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 and commodities. Project Last Mile leverages the Coca-Cola System's marketing and communications strategies, methodologies, and networks to increase demand for health products and services, and support sustained behavior change.

### > 2022 highlights:

[South Africa](#) [Eswatini](#) [Kenya](#) [Tanzania](#) [Namibia](#)  
[Mozambique](#) [Malawi](#) [Uganda](#) [Ghana](#)

# 5 KEYS TO SUCCESSFUL PARTNERSHIPS

A systematic review by Yale's Global Health Leadership Initiative of Project Last Mile's experiences across multiple countries identified five keys to successful partnerships. These 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. A deep engagement phase prefaces Project Last Mile's work in each country to find a close fit between 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 to bridge public- and private- sector perspectives, enables troubleshooting, and promotes shared accountability for results.

Project Last Mile does more than import technical solutions in supply chain management or strategic marketing. With an eye to sustainability, we are committed to integrating these efforts within local initiatives owned by country government agencies and inclusive of other development partners.

**3 Adapt private sector capacity for public good**  
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.

Local coordinators facilitate knowledge exchange and implementation, giving partnerships a consistent touchpoint. 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.

**4 Ensure transparent and strategic use of data for decision-making**  
Transparent and strategic use of data for decision-making has emerged as a prerequisite for success across Project Last Mile country programs.

Country engagement always starts with focused analysis. From formative market research in Eswatini to detailed geo-mapping of health facilities in South Africa and Mozambique, Project Last Mile's data is shared openly with host agencies and development partners as the foundation for collaborative problem-solving and future performance monitoring.

**5 Commit to a proactive, client-centered culture**  
Translation of private sector capacity goes well beyond transferring concrete tools and expertise. Project Last Mile has catalyzed 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.

## Partnering for Health Compendium

These keys for success and our lessons learned have been documented in peer-reviewed scientific literature and the Partnering for Health compendium. They have become a foundation for all Project Last Mile endeavors.

The compendium, including five detailed case studies, can be accessed here:

> <https://www.projectlastmile.com/partneringforhealth>



Partnering for Health

A model for leveraging businesses to support and expand public health systems.



In 2022, Project Last Mile continued to support health systems strengthening in nine countries.




 NAIROBI METROPOLITAN SERVICES  
**DIRECTORATE OF HEALTH**  
**KASARANI HEALTH CENTRE**  
 SERVICES OFFERED  
 • GENERAL OUTPATIENT SERVICES  
 • CURATIVE HEALTH SERVICES  
 • HIV COUNSELING / TESTING  
 • TB DIAGNOSIS / TREATMENT  
 • COMPREHENSIVE CARE CLINIC  
 • EMT/CT SERVICES  
 • PHYSIO & OCC THERAPY  
 • PHARMACY  
 • LABORATORY SERVICES  
 • FAMILY PLANNING  
 • SEXUAL & GENDER BASED VIOLENCE  
 • MATERNAL & CHILD HEALTH  
 • IMMUNIZATION  
 • POSTNATAL  
 • CERVICAL CANCER SCREENING  
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# 2022 PROGRESS AND UPDATES



# CÔTE D'IVOIRE

## Last mile delivery strengthening

### 2021 – ONGOING

Project Last Mile is collaborating with Nouvelle Pharmacie de la Santé Publique and Direction de l'Activité Pharmaceutique to pilot a last mile delivery model that leverages best practices from The Coca-Cola System to reduce stock-outs of critical health commodities. After conducting a comprehensive field assessment, Project Last Mile identified significant capability gaps in order and inventory management among health facility and district-level staff, resulting in incorrect inventory monitoring and order placement and a higher risk of out-of-stocks.

To address this, Project Last Mile executed a three-month pilot in 43 health facilities across three districts, including facilitation of monthly task force meetings to review monthly consumption and commodities available for allocation, coaching for health facility staff, and implementation of last mile distribution to reduce variance in the order delivery lead times so that last mile facilities receive items before experiencing stock-outs.

### 2022 MILESTONES

According to a pre-post survey of training participants there was:

- an **increase in confidence calculating orders**,
- an **increase in confidence managing inventory**, and
- an **increase in knowledge of minimum stock required** at urban health facilities.

Program monitoring data also shows:

- **timeliness** of submitting orders and inventory reports **improved between 18-24%** across the three pilot districts, and
- an **improvement (decrease) in stock-out rates** for key commodities.

Piloted a capability development model in Côte d'Ivoire to support last mile delivery workforces in managing health commodities.





# SIERRA LEONE

## Integrated digital strategy to strengthen commodity availability at the last mile

### 2018 – ONGOING

Project Last Mile provided technical assistance and capacity building to the Ministry of Health and Sanitation and the National Medical Supply Agency (NMSA) in Sierra Leone.

The pilot of a new last mile delivery model, focusing on family-planning commodities and testing a simple digital tool for inventory tracking at facilities, was conducted across 23 primary healthcare units in Makeni, followed by an expanded pilot in two districts, Koinadugu and Falaba.

In April 2022, Project Last Mile began a third phase of work with USAID and Momentum Country Global Leadership (MCGL) to pilot a last mile digital tool – mSupply – for inventory tracking and dispensing, and to design a national Electronic Logistics Management Information System (eLMIS) for the last mile tier of the health supply chain.

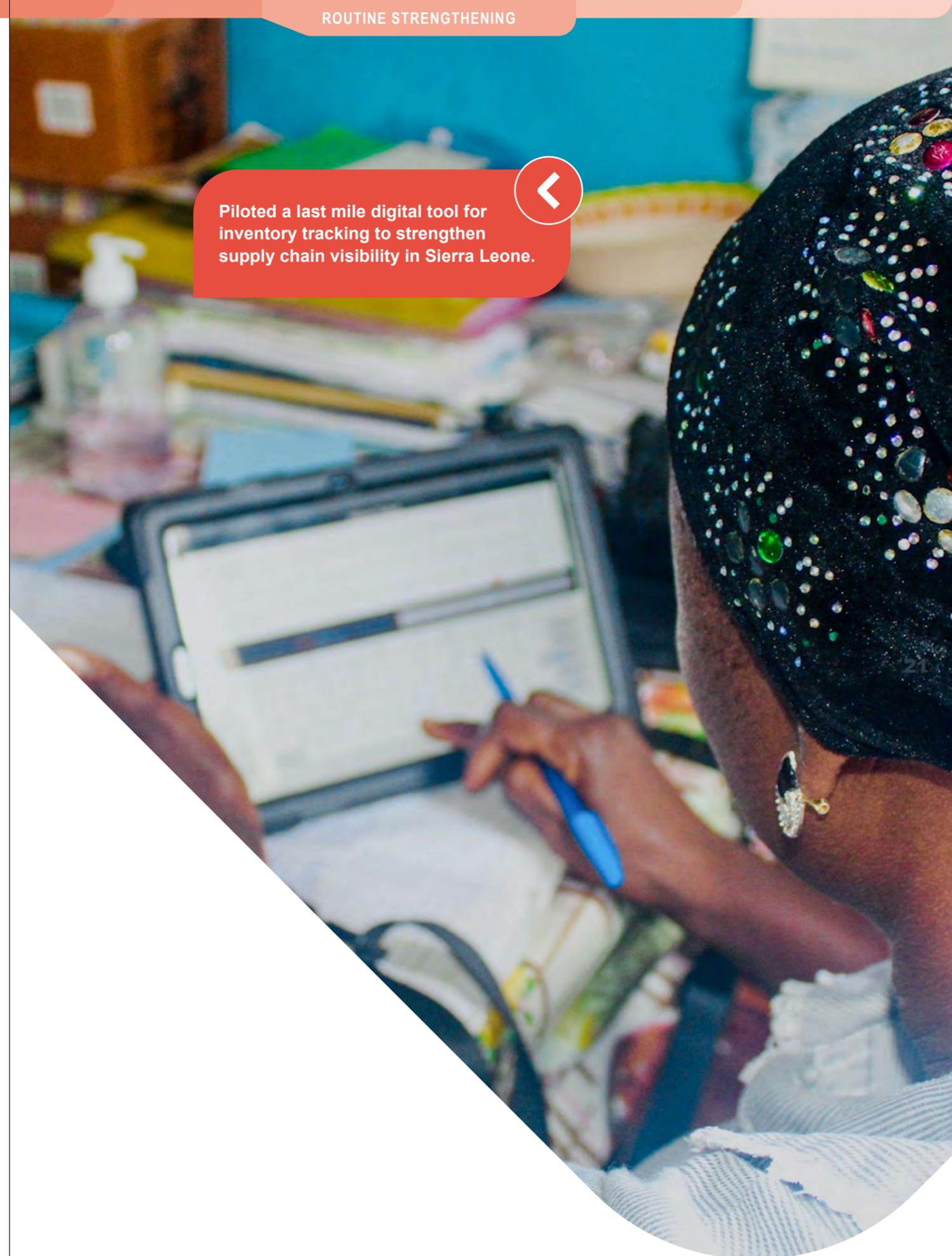
The pilot found that digitization alone is not enough to generate engagement with the tool and improvement in inventory management. Facilities receiving the digital tool without active support and monitoring visits had significantly more attrition than those receiving active support. Based on the success of the mSupply pilot, Project Last Mile was invited by USAID to extend its support through 2023 to build the foundation for a national scale-up of an integrated eLMIS last mile delivery system.

### 2022 MILESTONES

- Over **75%** of pilot participants found it easy to capture dispensing, take stock, track stock, and access patient records.
- User acceptance was high with **96%** finding the tool reliable.
- 86% of pilot participants found the digital tool to be **less burdensome than paper-based forms**.



Piloted a last mile digital tool for inventory tracking to strengthen supply chain visibility in Sierra Leone.





## MOZAMBIQUE

### Integrated route-to-market and strategic marketing to improve condom supply and demand

#### 2021 – ONGOING

Through funding from The Global Fund and in close partnership with the National AIDS Council (CNCS), Project Last Mile is delivering its first integrated route-to-market and demand creation project, focused on improving both supply and demand of condoms in Mozambique.

The approach is based on best practices from the private sector, in designing an integrated, consumer-centric strategy to drive both supply and demand at touchpoints consumers are most likely to desire and access target products.

A demand fulfillment and route-to-market strategy, based on the formative research gathered from condom users and detailed mapping of condom access points in the pilot area of Boane, targeted public sector and private 'hotspot' access points for condoms, with the goal of ensuring a stable supply of condoms at the access points most likely to be used by the target populations.

The formative research insights were also used to develop a campaign, *Fazes Bem* (Do it Well), to test a consumer marketing approach targeting men and women in Boane generally, as well as at the specific access points identified in the route-to-market strategy.

#### 2022 MILESTONES

- Formative research completed and used to develop a campaign, *Fazes Bem* (Do it Well).
- The pilot launched in November 2022 and ran till May 2023.



Developed a marketing campaign called *Fazes Bem* (Do it Well) to drive demand for condoms from targeted public sector and private access points.





## SOUTH AFRICA

Improving access to chronic medicines for stable patients by expanding decentralized access points through the private sector

### 2016 – ONGOING

South Africa has one of the world's highest HIV-positive populations, with an estimated 8.3 million people living with HIV. The high numbers of people requiring routine access to medicines for HIV and other chronic conditions lead to congested health facilities, overburdened health staff, and challenges in delivering quality care.

Project Last Mile partnered with the National Department of Health (NDoH) to support its Central Chronic Medicines Dispensing and Distribution (CCMDD) initiative. Project Last Mile supports the NDoH with technical assistance, governance, planning and implementation oversight to improve access to medicines for stable patients by allowing them to pick up medicines in convenient retail locations rather than their usual public health facility.

### 2022 MILESTONES

- More than **5.3M** registered patients.
- **13% growth** in patients using external pick-up points from September 2021 to September 2022.
- The CCMDD program now offers 2,910 approved external pick-up points, effectively **increasing public service delivery points by 80%**.
- **264 new pick-up points** contracted in 2022.
- **63% of CCMDD patients prefer to collect medication at external pick-up points.**
- CCMDD serves 40% of antiretroviral (ART) patients with medication.

Enabled the National Department of Health to reduce disruptions to chronic medication access by providing rapid business continuity planning support through civil unrest and natural disasters.





## SOUTH AFRICA

### Rebranding CCMDD to increase patient registrations

#### 2020 – ONGOING

Project Last Mile partnered with NDoH to leverage The Coca-Cola Company's strategic marketing expertise to bring private sector marketing rigor to rebranding the NDoH CCMDD initiative to offer patients a more accessible, consistent brand to understand the benefits of CCMDD and increase registrations. The result is *Dablapmeds*. Project Last Mile completed the handover of the *Dablapmeds* brand to NDoH to maintain it as a central CCMDD brand across public and private sectors.

#### 2022 MILESTONES

- *Dablapmeds* endorsed as official branding for all CCMDD communications by NDoH Director General, with Project Last Mile providing branding toolkit and guidelines for new service providers.
- *Dablapmeds* rollout completed in all PEPFAR districts, with 98% of facilities activating branding.
- NDoH investing in expanding *Dablapmeds* brand in non-PEPFAR supported districts, with 34% of facilities activated so far.
- 1.28M increase in CCMDD registered patients and 361K patients collecting medication at external pick-up points since *Dablapmeds* launched in September 2020.

**dablapmeds**  
The shortcut to your chronic medication

The NDoH officially endorsed *Dablapmeds* as the official branding for all CCMDD communications across the public and private sectors.





# SOUTH AFRICA

## Demand creation among people living with HIV to improve uptake of prevention and treatment

In close partnership with the NDoH and USAID, Project Last Mile has applied its strategic marketing expertise to strengthen demand for HIV services through various campaigns. The *MINA. For Men. For Health* campaign, targeting men living with HIV, has been endorsed by the NDoH for national roll-out.

### 2020 – ONGOING

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 for men living with HIV, speaking to them in and outside of health facilities.

### 2022 MILESTONES

- The *MINA. For Men. For Health* campaign scaled to **531 facilities across 24 PEPFAR districts** between September 2021 to September 2022, a 21% expansion.
- **Men's HIV testing increased by 22%** over the same period, with an average of **2.9 million men tested for HIV** in facilities running *MINA. For Men. For Health*.
- **The initiation of men onto ART increased by 3%**, while women experienced a decline of 6%, indicating a reversal in historical patterns where women's initiation onto ART surpassed that of men.
- **Facilities running *MINA. For Men. For Health* contributed to 49% of the national growth in men on treatment**, reducing the gap to the second 90-90-90 target for MLHIV.
- The *MINA. For Men. For Health* campaign reached more than **30 million people** through mass media channels, contributing to the reduction of **stigma and shifting HIV perceptions** across South Africa.



The *MINA. For Men. For Health* campaign scaled to 531 facilities across 24 PEPFAR districts, marking a 21% expansion.





Developed a toolkit of materials for patients to build treatment literacy and knowledge on viral suppression and U=U.



# SOUTH AFRICA

## Building treatment literacy and knowledge about U=U

### 2021 – ONGOING

U=U (Undetectable = Untransmittable) means that when a person living with HIV achieves an undetectable viral load, they can no longer transmit the virus to a partner or newborn child. U=U can be a powerful motivator for people living with HIV to start and remain on antiretroviral treatment (ART), but awareness of this concept remains limited in many countries.

In South Africa, as part of broader national treatment literacy efforts, Project Last Mile has supported the NDoH and PEPFAR in developing and testing various materials to enhance treatment literacy and knowledge about viral suppression and the concept of U=U. Project Last Mile developed an “all-in-one guide to viral suppression” based on pilot testing, along with various in-clinic tools, to build treatment literacy and knowledge on viral suppression and U=U. These tools can be used by people living with HIV and healthcare workers in a facility setting to build comprehension about U=U and why it’s important to maintain viral suppression through treatment. These materials are undergoing further testing and adaptation for different population segments in 2023.

### 2022 MILESTONES

- Completion of an in-clinic pilot in eight districts.
- 523 healthcare workers trained on U=U materials during pilot.
- The pilot yielded higher rates of viral load testing in the first quarter after launch, with positive feedback from people living with HIV and healthcare workers.





# NAMIBIA

## Testing replication of a brand targeting men living with HIV

### 2022 – 2023

The UNAIDS 95-95-95 strategy aims to achieve specific goals by 2023, namely: ensuring that 95% of HIV-positive individuals know their HIV status, 95% of people diagnosed with HIV receive sustained ART, and 95% of people on ART achieve viral suppression. Namibia has reached a significant milestone by attaining a 90-98-91 score in the UNAIDS 95-95-95 treatment cascade, positioning itself as one of the first high-burden countries to achieve epidemic control. However, there is still a gap in accessing HIV services for men aged 20-34, as they are more likely to be unaware of their HIV status and not receiving treatment.

In neighboring South Africa, the National Department of Health partnered with PEPFAR and USAID to address a similar challenge by using consumer marketing best practices to develop and launch a behaviorally informed campaign called *MINA. For Men. For Health.* This through-the-line brand speaks to men living with HIV, targeting their attention both in and outside of health facilities.

Based on the success of the *MINA. For Men. For Health* campaign in South Africa, USAID has engaged Project Last Mile to explore whether a similar intervention could work in the Namibian context. It will provide recommendations on how USAID, PEPFAR and other public sector donors can scale successful behavior change programs across different contexts.

### 2022 MILESTONES

- Delivered a **rapid review of the current HIV landscape in Namibia** to inform consumer testing protocol.
- Contracted a creative agency to support with **production, adaptation and translation of *MINA. For Men. For Health* creative assets** to be tested.
- Contracted a research agency to conduct a **consumer study to test the messaging, visuals, and key insights** to inform the adaption of *MINA. For Men. For Health* to the Namibian context.



This will be the first example of a social behavior change brand leveraging the Coca-Cola System's approach to localizing brands and messaging for different contexts.

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Brought to you by **MINA**  
For Men. For Health.

**Thando's story**

**Ways to improve**

**your health as a man**

**HIV prevention tips**

**for you as a man**

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## RWANDA AND TOGO

### Performance management toolkit for last mile delivery workforce strengthening

#### 2022 – ONGOING

Project Last Mile aims to drive impact and inspire others to leverage private sector approaches by improving the performance management of last mile delivery activities in health systems.

Project Last Mile is developing a toolkit of best practices from the private sector, with support from USAID, to improve the effectiveness and efficiency of the last mile delivery model that can be applied across countries.

Through this activity, Project Last Mile is investigating the applicability of talent management tools from The Coca-Cola System to the public health sector and developing a user-friendly toolkit for central medical stores and partners to deploy for last mile delivery workforce strengthening in Rwanda and Togo.

The toolkit will be rolled out at workshops in Rwanda and Togo in July 2023, with potential for wider dissemination.

#### 2022 MILESTONES

- **A landscape review to identify best practice tools, assets, and resources** from The Coca-Cola System and Project Last Mile to improve last mile delivery workforce strengthening.
- **Collaboration with Coca-Cola Beverages Africa** to source and benchmark their tools and processes to inform the content of the toolkit.



Developing a user-friendly performance management toolkit for ministries of health to use to support workforce strengthening.





## UGANDA AND GHANA

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

#### 2021 – ONGOING

Project Last Mile provided technical assistance to social enterprises improving family planning product access in Uganda and Ghana. Project Last Mile seconded an experienced marketing and operations expert to each organization.

In Uganda, we supported Healthy Entrepreneurs in marketing, entrepreneur capacity, customer service, route creation, transport configuration, growth path identification, compensation models and role profiles.

We also supported Total Family Health Organization in Ghana with community-based agent capacity optimization, customer service modeling, route creation, transport configuration and a review of a previous pilot project.

Early data suggests that enterprises have increased their field-based workforce and entered new markets. They have cited Project Last Mile's field-based approach and sharing of insights as critical factors contributing to this expansion. In 2023, two new social enterprises will be selected to expand across Africa.

### 2022 MILESTONES

- Total Family Health Organization trained **four community based organization managers** on Project Last Mile developed solutions, who then **trained 519 community based agents** on the use of the approaches and templates.
- Healthy Entrepreneurs **increased its number of community health entrepreneurs from 5,892 to 9,238**. It also served **669,000 more households** in 2022 than in 2021.

Supported two social enterprises with route-to-market solutions to improve access and availability of family planning products.



VACCINATE TODAY TO  
BEAT CORONAVIRUS.  
GET YOUR LIFE BACK.

Register online or walk into your  
nearest vaccination centre.



In 2022, Project Last Mile mobilized support for the COVID-19 vaccine roll-out across Africa in nine countries through funding from The Coca-Cola Foundation and co-financing from USAID.



# EXTENSION AND EXPANSION OF COVID-19 RESPONSE AND VACCINE ROLL-OUT PROJECTS





# KINGDOM OF ESWATINI

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

### 2021 – ONGOING

Project Last Mile provided support to the Ministry of Health and Central Medical Stores in Eswatini to effectively store 1.5 million vaccines, including the Pfizer vaccine, with no losses due to cold chain breaches. Our support also helped expand the country's vaccine cold chain storage capacity by 30%.

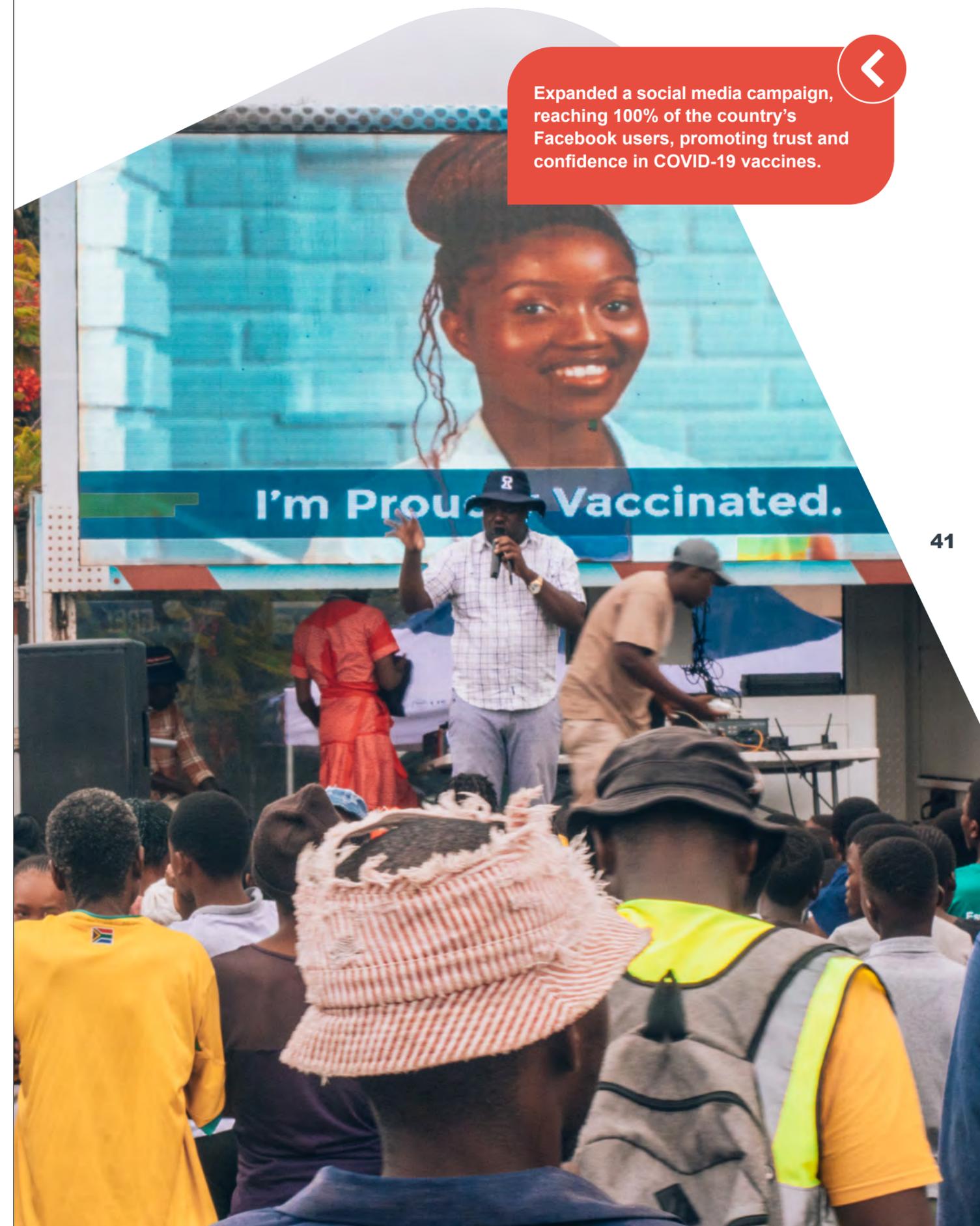
To improve vaccine demand and address misinformation, Project Last Mile launched a digital and social media campaign that reached over 500K social media users, including 100% of Eswatini's social media users, resulting in increased click-throughs to the Ministry of Health's vaccine registration portal.

Project Last Mile tested new approaches to bring vaccines closer to people at their workplaces, launching a partnership with Eswatini Business Health to target businesses in the sugar belt during harvesting season.

### 2022 MILESTONES

- Conducted a cold chain audit for 220+ health facilities in Eswatini, with 1000+ maintenance and repair services performed.
- Expanded national cold chain storage capacity by 30% through service, repairs, and preventative maintenance.
- Launched a social media campaign to counter disinformation, reaching over 500K users and exceeding engagement benchmarks, directing traffic to the Ministry of Health vaccine registration portal.
- Successfully partnered with the private sector to promote COVID-19 vaccinations in the sugar belt, across four events, more than 500 COVID-19 vaccinations were administered, with 45% given to individuals who had not previously received the vaccine.

Expanded a social media campaign, reaching 100% of the country's Facebook users, promoting trust and confidence in COVID-19 vaccines.





## TANZANIA

### COVID-19 vaccine support for faith-based health facilities

#### 2021 – 2022

In Tanzania, the COVID-19 vaccine rollout was delayed, and public health supply chains needed quick mobilization and strengthening to support effective distribution and cold chain to reach the last mile.

To address this, USAID enlisted Project Last Mile to assist the Christian Social Services Commission, a faith-based organization working with the Ministry of Health to distribute and encourage uptake of the vaccine through their networks. Project Last Mile conducted a cold chain audit of 150 health facilities, created a last mile distribution plan, and produced materials to increase demand for the vaccine among faith-based communities.

#### 2022 MILESTONES

- A cold chain audit of equipment across 150 health facilities was conducted with a Coca-Cola System maintenance provider.
- 100% of the facilities were assessed and 163 cold chain equipment units were serviced to improve uptime.
- 13,300 faith-based demand generation toolkits were produced and distributed to encourage vaccine uptake in Tanzania.

Project Last Mile created a vaccine deployment plan for the Christian Social Services Commission.





# SOUTH AFRICA

## Expanding vaccine access

### 2021 – 2022

Project Last Mile partnered with Cipla Foundation to develop a business and operational plan for the VaccStation. This innovative approach repurposes shipping containers as modular vaccine sites to provide vaccines in densely populated areas with limited access to healthcare facilities.

Project Last Mile facilitated a collaboration with USAID, The Coca-Cola System in South Africa, provincial departments of health, and Cipla Foundation to launch 20 VaccStations across the Eastern Cape and Western Cape.

During the peak of the COVID-19 vaccine roll-out, the VaccStations were used for vaccine distribution, expanding access to vaccines and reducing traffic in overburdened health facilities. Following the successful launch, the VaccStations were handed over to the Department of Health and are being evaluated for their long-term potential to provide additional health services.

### 2022 MILESTONES

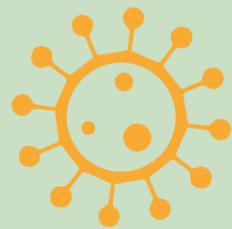
- The project successfully developed a business model and demonstrated the feasibility of the VaccStation concept.
- 20 VaccStations were established in the Eastern and Western Cape, with seven supported by the Coca-Cola System and 13 supported by USAID.
- An estimated 197,000 vaccines were administered at the VaccStations
- The VaccStations provide capacity for the NDoH to vaccinate up to 42,000 people each month.

Launched seven VaccStations in partnership with the Coca-Cola System and Cipla Foundation, supporting more than 197,000 COVID-19 vaccinations.





# WHY BOOSTER



Reached more than 27 million people in South Africa through partnership with USAID and National Department of Health to promote COVID-19 vaccination and prevention.



## SOUTH AFRICA

### Strategic risk communication and community engagement to increase COVID-19 vaccine uptake

At the start of the COVID-19 vaccine rollout in South Africa, Project Last Mile supported the NDoH to build mass awareness in the general population about why, how and where to get vaccinated. As the pandemic and vaccine rollout evolved, Project Last Mile supported the NDoH with targeted communication approaches to reach specific population segments with low COVID-19 vaccine uptake.

This work included adapting strategic risk communication support to align with NDoH communication priorities, including support in developing four key policies and guidelines and a nationally representative study with Ipsos to guide evidence-based program design.

The content was channeled through national TV and radio, out-of-home, digital and in-person platforms to targeted audiences.

### 2022 MILESTONES

- **Eight targeted campaigns.**
- **Five provinces** with the highest COVID-19 rates and lowest vaccination rates targeted.
- National above-the-line media **reached an average of 27 million** people per month, resulting in a **rise in vaccination rates from 10% to 33%** of the population vaccinated during the campaign's first phase.
- **Implemented a booster dose campaign** targeting essential workers, individuals with chronic illnesses, and those over the age of 50, **resulting in a 5,239 increase in booster doses administered.**





## SOUTH AFRICA

### Digital influencer campaign to increase vaccine uptake

#### 2022

Project Last Mile collaborated with South Africa's National Department of Health (NDoH) to enhance COVID-19 vaccine uptake by implementing influencer-led approaches. Initially focusing on mass media and awareness strategies, the project shifted towards targeted approaches using influencers to motivate specific segments with low vaccine uptake.

Project Last Mile and NDoH found that vaccine uptake rates among young people were slowing due to complacency and pervasive vaccine myths. To address this challenge, they aimed to increase the volume of COVID-19 conversations and overcome hesitancy among 12-17-year-olds, 18-24-year-olds, and their parents in metro areas with a significant presence of these groups on social media. The campaign aimed to engage young people by encouraging them to ask questions and share their concerns and leveraging friends and family as influencers.

Feedback from previous campaigns indicated that young people wanted to engage, ask questions, and share their concerns rather than being spoken to. Studies also showed that friends and family played a significant role as influencers, and social media was an important information channel for young people. Therefore, Project Last Mile and NDoH decided to utilize digital influencers on social media platforms to initiate conversations about COVID-19 and encourage vaccine uptake.

Project Last Mile and NDoH used digital influencers on social media to increase COVID-19 presence in online conversations, address confidence issues, and test the hypothesis that highlighting social norms could increase vaccine uptake. The digital influencers were provided with key messaging and data aligned with NDoH's COVID-19 vaccine messaging. Some influencers directly shared the approved messaging with their followers, while others created their own content using the key messages that resonated most effectively with their audience.



Implemented an influencer-led approach to overcome vaccine hesitancy among 12 to 24-year-olds and their parents.

#### 2022 MILESTONES

- Over 12 million people were reached through digital influencer campaigns targeting young individuals and their parents.
- 10 million views on TikTok.
- The micro-nano influencer campaign saw a 21% uplift in positive sentiment and a 40% decrease in negative sentiment.



## SOUTH AFRICA

### Faith-based leader campaign to address low COVID-19 vaccine uptake

#### 2022

Project Last Mile and the Western Cape Government Health (WCGHW) recognized the need for targeted interventions to address low COVID-19 vaccine uptake. They applied segmentation-based marketing approaches to test partnerships with faith-based organizations (FBOs).

Despite older people having higher vaccination rates overall, in certain geographic areas, the vaccination rate among older people was closer to the national average. Project Last Mile and WCGHW selected two of these areas, Khayelitsha and Mitchell's Plain in the Western Cape, as focal communities for a pilot campaign. By early April 2022, the vaccination rates in these areas had slowed, with the 60+ age group having a vaccination rate of only 50%.

Project Last Mile and WCGHW identified potential FBOs by ensuring that the worship day congregation had a minimum of 100 attendees and that the FBO leadership was supportive or open to COVID-19 vaccination. Ultimately, six FBO sites participated in the pilot campaign.

Project Last Mile developed a toolkit of recommended resources and messaging to support the FBOs in engaging their congregations on these topics. The toolkit contained communication and activation ideas to inspire the congregation and community to embrace wellness and healthy living. The call to action involved encouraging members of the congregation, their families, and friends to get vaccinated and receive booster shots, as well as participate in health screenings.

#### 2022 MILESTONES

- **906 COVID-19 vaccinations administered** during the pilot period, exceeding the target by 51%.
- **56% conversion rate of wellness day attendees** to COVID-19 vaccine uptake.
- **2,472 wellness screenings conducted for attendees**, including HIV or TB screening.
- **Average vaccination rates during the campaign period were 110% higher** than the average performance in the pilot catchment areas before the campaign.

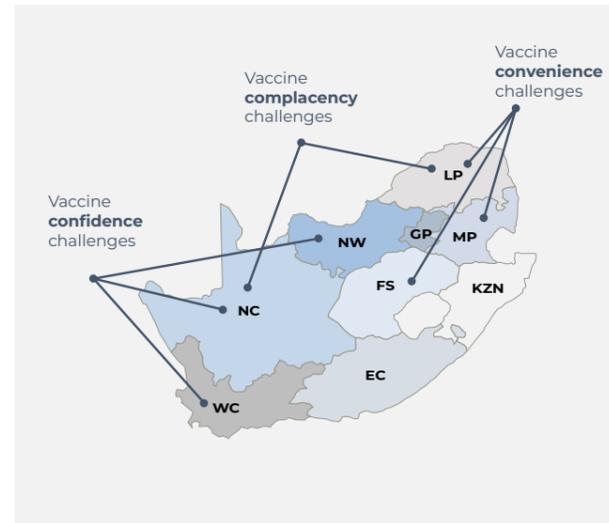


Developed a strategy to involve faith-based leaders in promoting COVID-19 vaccinations and better health outcomes in South Africa.

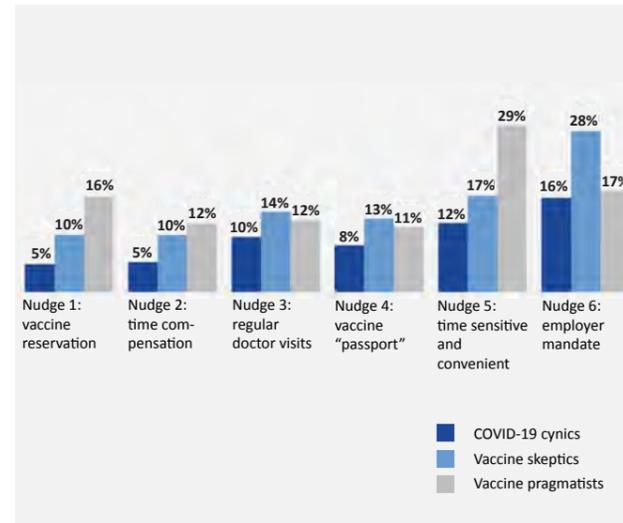




Vaccination challenges by province, among unvaccinated



Program or incentive most likely to influence getting first or next vaccine dose



Most influential vaccination nudge



	COVID-19 cynics	Vaccine skeptics	Vaccine pragmatists
<b>Gender</b>	♂ 63% ♀ 37%	♂ 55% ♀ 45%	♂ 58% ♀ 42%
<b>Age</b>	18-24: 15% 25-34: 35% 35-49: 29% 50+: 21%	18-24: 29% 25-34: 39% 35-49: 25% 50+: 7%	18-24: 26% 25-34: 37% 35-49: 27% 50+: 11%
<b>Province (top 6)</b>	Gauteng 36%, KwaZulu-Natal 20%, Western Cape 15%, Mpumalanga 7%, Eastern Cape 7%, North West 6%	Gauteng 40%, KwaZulu-Natal 22%, Mpumalanga 9%, Limpopo 7%, Eastern Cape 6%, Western Cape 5%	Gauteng 35%, KwaZulu-Natal 21%, Limpopo 11%, Mpumalanga 9%, Eastern Cape 8%, North West 6%
<b>Household living standard</b>	Struggle with basics: 26%, Ok with basics but can't save: 55%, Comfortable: 17%	Struggle with basics: 30%, Ok with basics but can't save: 51%, Comfortable: 18%	Struggle with basics: 51%, Ok with basics but can't save: 39%, Comfortable: 10%
<b>Employment status</b>	Working full-time: 23%, Working part-time: 7%, Self-employed/informal: 16%, Not working: 54%	Working full-time: 18%, Working part-time: 9%, Self-employed/informal: 13%, Not working: 60%	Working full-time: 12%, Working part-time: 8%, Self-employed/informal: 12%, Not working: 69%

# SOUTH AFRICA

## South Africa COVID-19 vaccine nudge research

Project Last Mile places a high value on obtaining insights and new data to inform public health campaigns. While behavioral nudges and incentives have proven effective in promoting healthy behaviors, there has been limited research on their effectiveness for vaccine uptake in low- and middle-income countries, particularly in Africa.

To support the efforts of the National Department of Health (NDoH) and partners in accelerating the uptake of COVID-19 vaccines, Project Last Mile collaborated with Ipsos to conduct the first nationally representative study in South Africa. The study aimed to understand and explore the feasibility of incentive programs and behavioral nudges to improve COVID-19 vaccination rates.

The findings were shared with the NDoH and implementing partners to guide evidence-based program design.

## METHODOLOGY AND FINDINGS

Project Last Mile and Ipsos conducted a nationally representative study in South Africa. Data were collected through a random digit dialing telephone survey administered to 5,000 people between March and May 2021. The purpose was to explore the feasibility of incentive programs and nudges to improve COVID-19 vaccination rates across different demographic segments.

Findings show that doctors, nurses, and healthcare workers were the most trusted messengers for information about COVID-19 and the vaccine. Nudge 5 (time sensitive and convenient), and 6 (employer mandated) are the most influential overall, with Nudge 5 being especially influential for enthusiastic pragmatists and Nudge 6 for vaccine skeptics.

➤ <https://www.projectlastmile.com/nudging-people-towards-covid-19-vaccination-in-south-africa/>



# KENYA

## Strengthening COVID-19 vaccine distribution and uptake in Nairobi

### 2021 – ONGOING

In Kenya, Project Last Mile collaborated with Amref Health Africa to assist the Ministry of Health in achieving its COVID-19 vaccination targets. Project Last Mile provided advisory services in route-to-market, cold chain management, and strategic marketing.

To support effective last mile delivery planning, Project Last Mile developed and reviewed the last mile delivery plan, making necessary recommendations for improvement.

Project Last Mile devised a cold chain plan for outreach sites, to be overseen by Amref. This plan aimed for the cold chain system to support efficient vaccine rollouts by safeguarding the vaccines' viability with minimal loss or wastage. Project Last Mile also provided maintenance protocols and equipment to maintain the cold chain integrity during transportation and storage, all the way to the outreach sites.

Additionally, Project Last Mile partnered with Johnson & Johnson Global Public Health to develop a targeted vaccine demand creation strategy. This strategy was based on Johnson & Johnson's vaccine audience segmentation research and geospatial data. Leveraging existing creative assets from Johnson & Johnson, Project Last Mile supported the initial phase of the campaign in the Kasarani district.

More than 73,000 vaccinations administered.



### 2022 MILESTONES

- Over 200 vaccine outreach events across the sub-county, providing 73,000 vaccine doses to the community.
- 79 cold chain equipment units at 51 health facilities repaired and maintained.
- 30 healthcare workers trained on cold chain equipment repair and maintenance and vaccine management.
- 28,042 ad plays over five weeks, generating an estimated 803,580 impressions. The TV commercial was played in 18 different matatu (minibus) locations.
- 270 community healthcare workers and 30 healthcare workers trained on COVID-19 management and control measures.



Commenced a new project to improve COVID-19 vaccine uptake in high-priority districts.



## MALAWI

### Strengthening ultra-cold chain infrastructure and COVID-19 vaccine uptake

Project Last Mile was invited by USAID to support Malawi's Ministry of Health in strengthening cold chain infrastructure and improving COVID-19 vaccine uptake.

The project's cold chain equipment workstream conducted a national assessment of cold chain equipment, repaired four of seven ultra-cold chain freezers for Pfizer vaccines, and developed a training program for Ministry of Health technicians to improve cold chain equipment maintenance. The assessment identified opportunities for improving maintenance practices, leveraging equipment data, and enhancing technician skills. Project Last Mile is finalizing the assessment report and will launch the repair and maintenance phase upon approval.

The risk communication and community engagement workstream conducted a gap analysis of COVID-19 demand creation strategies and developed a targeted communication and community engagement strategy to inform the campaign roll-out in the Thyolo and Zomba districts. The campaign will leverage community leaders and household heads to reinforce messages on the importance of receiving the COVID-19 vaccine, and was launched in March 2023.

### 2022 MILESTONES

- **Conducted a nationwide evaluation of cold chain equipment conditions** and compliance with preventative maintenance protocols at 575 government health facilities.
- **Finished a comprehensive analysis of the existing gaps in capability development** to guide the creation of customized and relevant training programs for Ministry of Health personnel responsible for cold chain equipment maintenance and management.



# MOZAMBIQUE

## Strengthening cold chain and ultra-cold chain planning and readiness

### 2022 – ONGOING

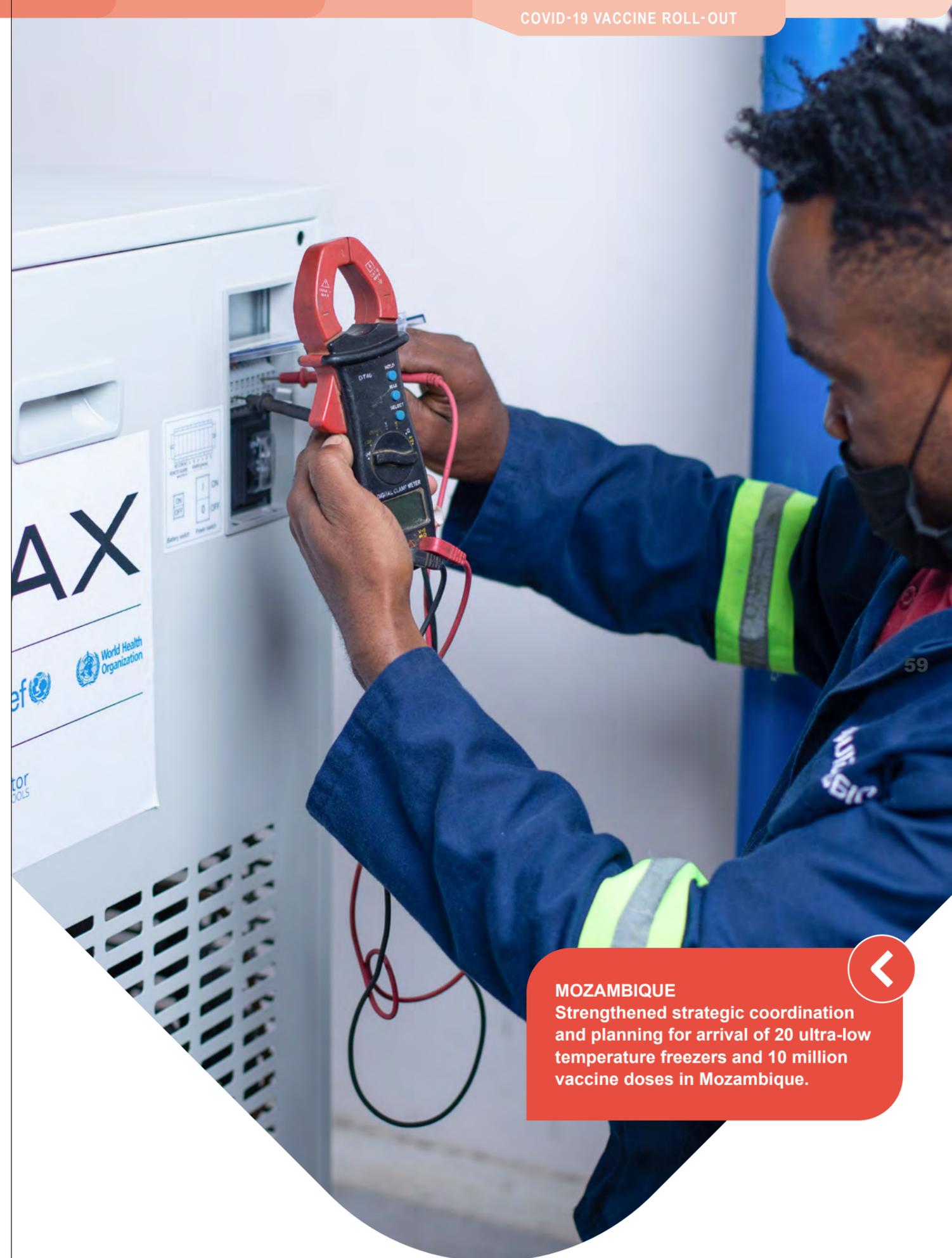
In order to support Mozambique's Ministry of Health in rolling out its national COVID-19 vaccination campaign, there was a need to strengthen coordination and strategic planning. This included expanding readiness to store and distribute Pfizer vaccines, as well as addressing gaps in ongoing strategic and technical support for routine and ultra-cold chain storage down to the vaccine administration point level.

From August 2022, Mozambique began the process of receiving 10 million doses of the Pfizer-BioNTech COVID-19 vaccine, which required storage at -60/-80°C. To prepare for this, Project Last Mile worked with USAID, the Ministry of Health, and implementing partners to strengthen coordination and strategic planning ahead of the arrival of 20 ultra-low temperature freezers and 10 million vaccine doses in-country.

Project Last Mile completed a national audit of existing cold chain equipment and ultra-low temperature freezers across eight provinces so that the country was fully prepared to receive and distribute the Pfizer vaccine.

### 2022 MILESTONES

- Project Last Mile, UNICEF, Ministry of Health, GHSC-PSM and partners collaborated to enhance ultra-cold chain capacity, **facilitating the storage of more than 9,708,150 doses of Pfizer vaccine.**
- Provided maintenance and repair services, **enabling storage of up to 2.1 million Pfizer vaccine doses.**
- Mozambique achieved nearly **60% full vaccination for the population** and up to **98% vaccination for adolescents aged 12-17**, surpassing average rates in Africa and globally.



### MOZAMBIQUE

Strengthened strategic coordination and planning for arrival of 20 ultra-low temperature freezers and 10 million vaccine doses in Mozambique.



# COCA-COLA SYSTEM ENGAGEMENT AND SUBJECT-MATTER EXPERTS

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.

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 implementation requirements.

The Coca-Cola System provided support by collaborating with the Project Last Mile network across East and Southern Africa to identify partnership opportunities and contribute our work. The ecosystem support included in-kind donations of vehicles, fuel, and cold chain equipment, as well as investment in modular VaccStations. Additionally, they leveraged Coca-Cola's media assets to promote health messaging and awareness.

Project Last Mile continues to expand its database of experts from the Coca-Cola ecosystem of former employees, subject matter experts, and vendors supporting The Coca-Cola Company in achieving sustained availability across the African continent.

By leveraging private sector expertise for public health challenges, Project Last Mile exemplifies a successful public-private partnership.



## 2022 MILESTONES

- Project Last Mile facilitated partnerships between the **Coca-Cola System and local organizations** in Eswatini, South Africa and Mozambique to support COVID-19 vaccine rollout efforts.
- Coca-Cola Beverages South Africa hosted a reception for the new **US Consul General to highlight the partnership with Project Last Mile and the United States Government** collaboration through USAID and PEPFAR.
- Project Last Mile worked with the Coca-Cola System in South Africa to **leverage Coca-Cola's media and communications assets** and networks to amplify COVID-19 vaccine communication campaigns, including bulk media discounts, partnerships and distribution networks.
- Coca-Cola Peninsula Beverages partnered with the Western Cape Department of Health in South Africa to **amplify the government's COVID-19 messaging**, including vaccine registration, messaging on truck backs, mobile registration stations and hydration for frontline staff at vaccine centers.
- In Kenya and Tanzania, Coca-Cola East Africa Franchise **accompanied Project Last Mile for communications visits**.
- In Mozambique, the local Coca-Cola Beverages Africa leadership team **participated in the inaugural Steering Committee meeting** for the increasing uptake and availability of condoms project.



Project  
Last Mile



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For more information, visit:  
[www.projectlastmile.com](http://www.projectlastmile.com)

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