



Project Last Mile





Project
Last Mile

Since 2010, Project Last Mile has...



Supported government health systems in eight African countries



Pioneered a scalable model for cross-sector partnerships leveraging business solutions, facilitating access to skills and intellectual property from one of the world's largest and most successful business systems, and inspiring a movement of skills-based public-private partnerships in Africa



Raised over \$12 million in partner investment for tailored health system solutions across Africa, and ensured return on investment for donor partners on billions invested in life-saving medicines and vaccines in Sub-Saharan Africa

Some of our achievements include:



Optimizing delivery routes for over 3,500 health facilities in **Tanzania** and **Mozambique**, reducing delivery costs and increasing reliability



Developing proactive maintenance and repair systems for over 392 refrigeration units in Lagos, **Nigeria**



Supporting direct delivery of medications to almost two million people with chronic diseases in **South Africa**

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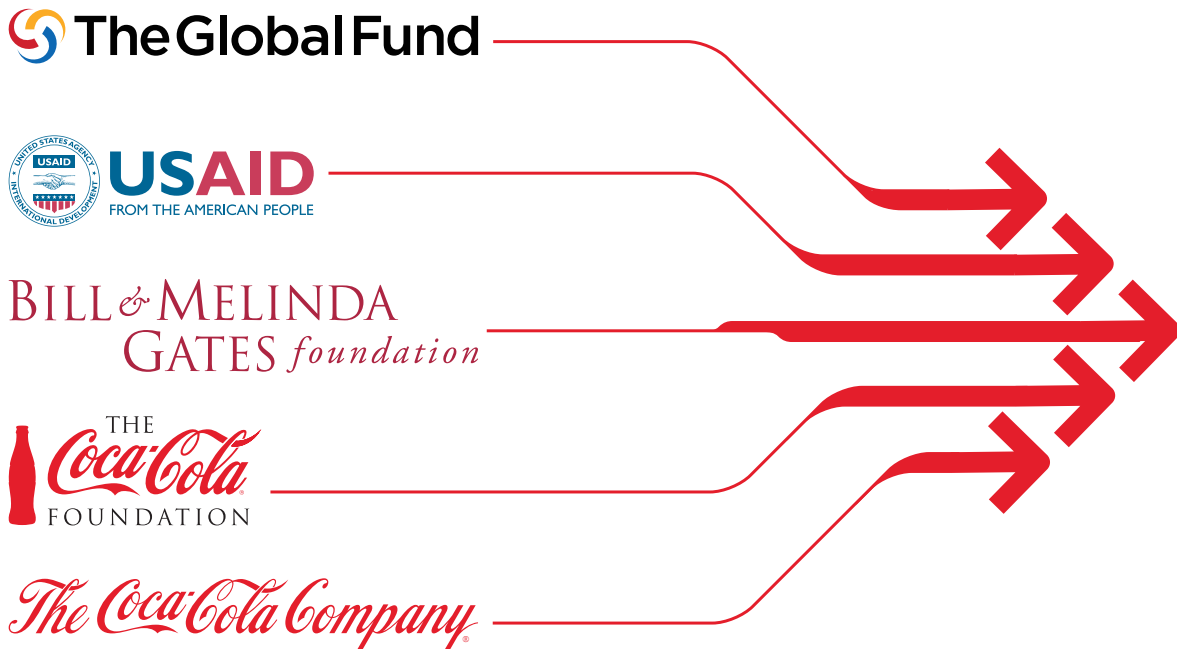
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Project Last Mile

Project Last Mile believes life-saving medicines and health services should be in reach of every person in Africa.

This pioneering cross-sector partnership between the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund), the United States Agency for International Development (USAID), the Bill & Melinda Gates Foundation and The Coca-Cola Company and its Foundation is improving the availability of life-saving medicines and the uptake of health services in Africa by sharing the expertise of the Coca-Cola system.



The challenge

Across Africa, governments and donors are investing billions of dollars to strengthen health systems and make affordable medicines available. However, government supply chains often struggle to get medicines and supplies to the health facilities and people who need them most. Key health supply chain challenges in developing countries include:



Poor information systems
that make reliable supply and demand planning of medicine difficult



Shortage of trained personnel to set up and manage efficient public health supply chains, caused by a limited talent pool of trained logisticians and insufficient human resources



Lack of appropriate equipment and maintenance for storage and handling of products, including cold chain equipment



Poor roads and infrastructure leading to inadequate transport between central warehouses and local distribution points

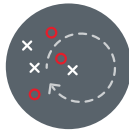


Limited engagement with private sector entities and their approaches to increasing efficiencies and best practices



Uncoordinated public financing, which leads to inefficient use of funds and resources

Demand for health services is essential for adequate access to and availability of medicines. However, ministries of health often lack the strategic marketing capacity to drive demand for health services, resulting in health facilities with medicines and services, but no patients. Key challenges to creating demand for health services in developing countries include:



Lack of strategic approach and cyclical process, which often results in inefficient prioritization and resource allocation



Limited engagement with private sector thinking and practices to stay up-to-date with the latest innovations and best practice in marketing



Inadequate access to best-in-class services and solutions, such as appropriate creative agencies and marketing research networks



Poor metrics and tracking capabilities that do not allow for measurement of the campaign's success or failure



Uncoordinated messaging campaigns driven by multiple stakeholders, which means missed opportunities to link marketing objectives and actions across relevant audiences and duplication of efforts



Shortage of trained personnel to set up and manage efficient public health strategic marketing campaigns

Our response

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

In Africa, a Coca-Cola product is available almost everywhere on the continent, yet nearly 50% of people lack access to life-saving medicines.*

Project Last Mile is closing this gap by sharing the expertise and extensive reach of the Coca-Cola system with governments across Africa to contribute to critical improvements in health systems, such as:



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



Improving the uptake of **essential health services** by using strategic marketing to create demand for health services



Modeling, inspiring and informing broader **private sector involvement** for global good

Project Last Mile is designed to bring focused private sector expertise to complement the work of larger public health initiatives. Every setting drives its own solution. However, for every solution, Project Last Mile relies on the existing Coca-Cola system to share its proven expertise and vast network.

With new models, better access to information and financing, the private sector can positively transform the delivery of medicines and demand for health services in low- and middle-income countries.

*WHO, WHO Policy Perspectives on Medicines – Equitable access to essential medicines: a framework for collective action, World Health Organization 2004

Current solutions

Supply chain design and management:

Designing, testing and building capacity to execute improved delivery models to get medicines to points of need efficiently and effectively based on The Coca-Cola Company's experience and expertise.

Cold chain equipment maintenance:

Sharing The Coca-Cola Company's best practice in outsourced management and providing training to improve cold chain equipment maintenance to keep vaccines viable at points of service.

Strategic marketing:

Sharing and adapting strategic marketing models from The Coca-Cola Company to improve effectiveness of health communication campaigns to increase demand for health services and encourage healthy behavior change.

Differentiated service delivery:

Sharing The Coca-Cola Company's best practice in logistics, business planning and franchise management to better serve patient needs, expand access to life-saving medicines and reduce unnecessary burdens on health systems.

Route-to-market models:

Sharing and applying The Coca-Cola Company's expertise in delivering product to target markets to improve delivery and availability of medicines at health facilities.

These solutions result in:



➤ **Enhanced collaboration and communication** across sectors and partners



➤ **Innovative ways of working**, including strategic use of data; creative problem-solving; and novel technical tools to promote adherence to chronic medicines through scale-up of more convenient, client-centered service models



➤ **Greater attention to performance and operations management** for the public sector



➤ **Increased savings on distribution costs**



➤ **More reliable, efficient deliveries**

How we work

Project Last Mile works closely with ministries of health and their existing implementing partners to design a scope of work that:



Builds on donor partner initiatives, instead of duplicating efforts



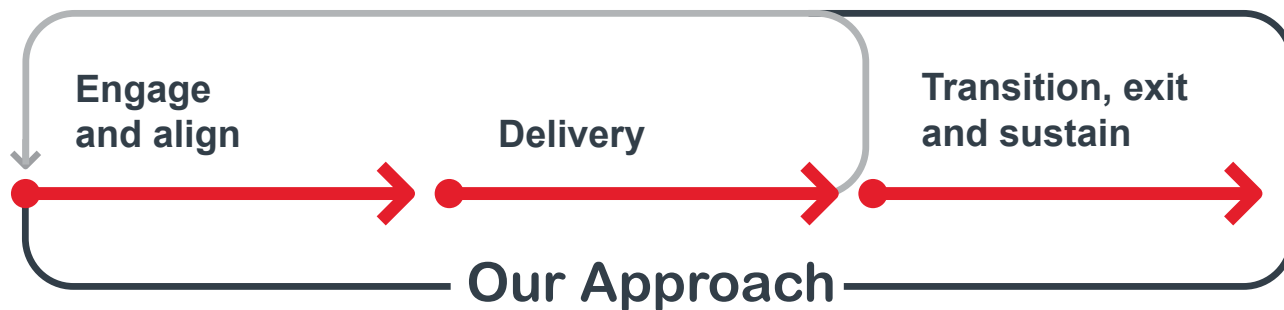
Integrates innovative private sector approaches to supply chains and strategic marketing challenges



Helps enable government partners to achieve their objectives

Project Last Mile is a technical advisory partner and leverages existing infrastructure to design and test new models in supply chain or strategic marketing.

It supports ministries of health to understand the business case for investing in concepts, once proven and advises on national scale-up.



Project Last Mile takes a three-stage approach to programs:

1. Engage and align

One of our partners invites Project Last Mile to work with a national ministry of health in strengthening the work they have initiated in improving their health system's capacity. Project Last Mile begins by scoping potential solutions with key stakeholders to understand local context and to design programs to meet the unique needs of country partners.

2. Delivery

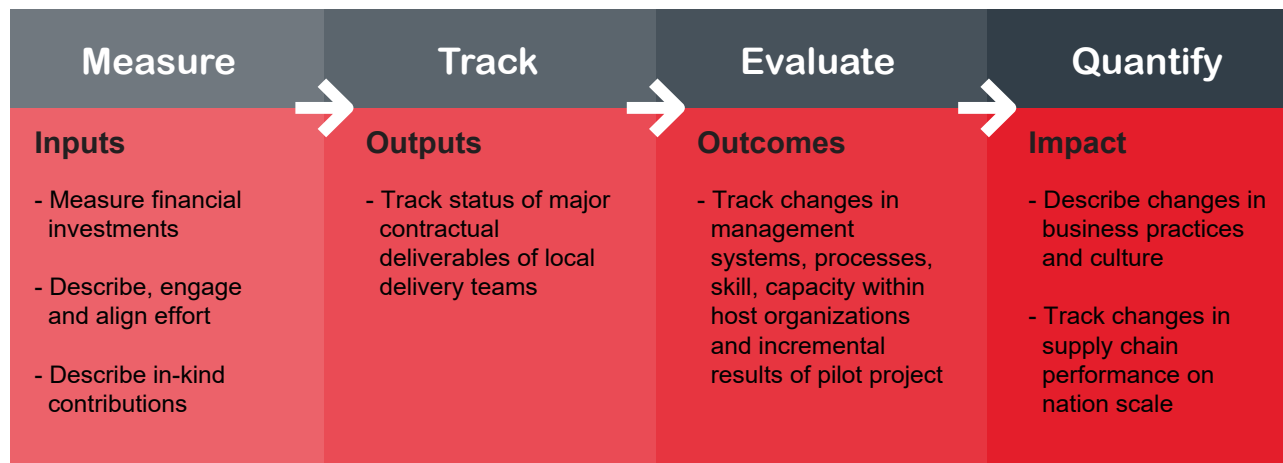
Project Last Mile develops and carries out solutions with key stakeholders by transferring skills and knowledge from the Coca-Cola system and bottler network to ministry of health partners. To build sustainable change, Project Last Mile teams top experts, mostly sourced from the Coca-Cola system, with the ministry of health to develop and customize solutions to fit the public health context. We help to build capacity within the ministry of health through knowledge transfer that goes beyond demonstrations to practical application.

3. Transition, exit and sustain

Project Last Mile aims to build the capacity of ministry of health partners to improve the availability of life-saving medicines, demand for health services and to support a sustainable integrated solution through detailed transition planning and local engagement.

Monitoring and evaluation

Since the partnership's inception, the Yale Global Health Leadership Initiative (GHLI) has served as Project Last Mile's monitoring and evaluation (M&E) partner. GHLI is responsible for the design and implementation of Project Last Mile's M&E framework in all participating countries and uses mixed methods to measure program investment, progress toward deliverables, and impact over time. Detailed qualitative assessments with in-country stakeholders are held to identify the strengths, challenges and lessons learned beyond the numbers.



For more information, download the methods manuscript: <http://vol12.cases.som.yale.edu/medical-supply-solutions-tanzania>

Peer-reviewed M&E publications

Process evaluation of knowledge transfer across industries: Leveraging Coca-Cola's supply chain expertise for medicine availability in Tanzania. E. Linnander, C. T. Yuan, S. Ahmed, E. Cherlin, K. Talbert-Slagle and L. A. Curry; *PLoS One* 2017; 12:e0186832.

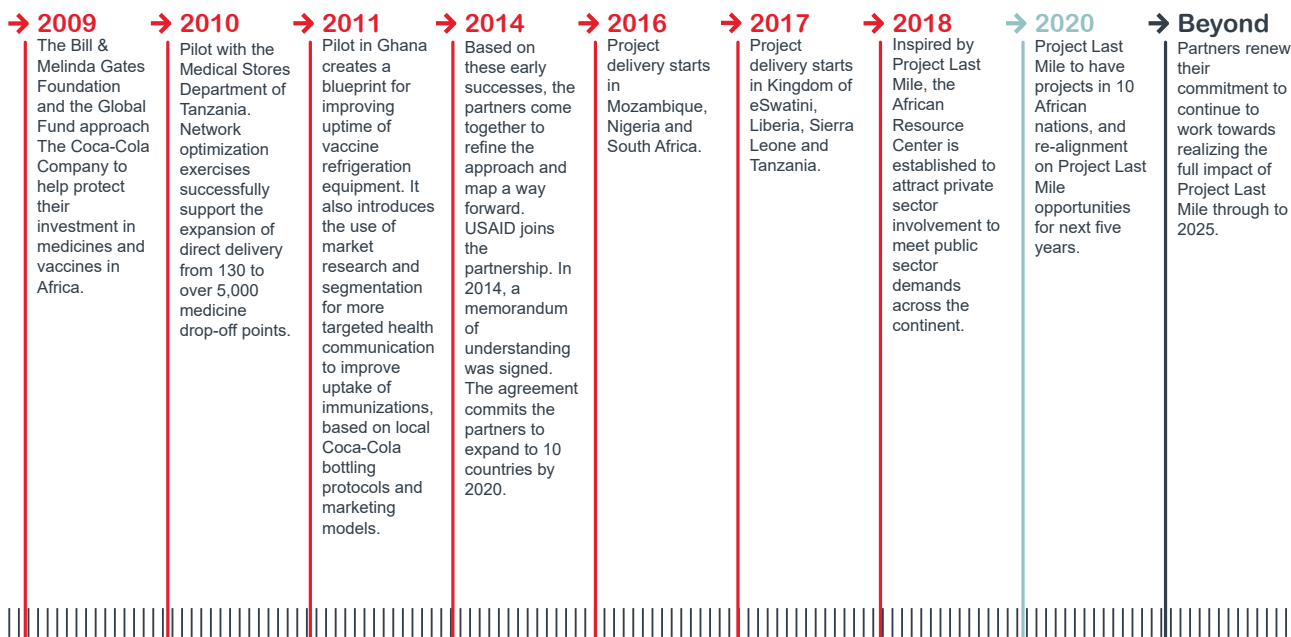
A Mixed Methods Evaluation of a Multi-Country, Cross-Sectoral Knowledge Transfer Partnership to Improve Health Systems Across Africa. Linnander, K. LaMonaca, M. A. Brault, M. Vyavahare, and L. A. Curry; *International Journal of Multiple Research Approaches*, 2018; 10(1):136-148.



Mapping the path from idea to implementation and expansion

The first steps of what would become Project Last Mile were taken in 2009, long before the partnership had a name or became a formalized agreement. A delegation from the Global Fund and the Bill & Melinda Gates Foundation approached The Coca-Cola Company to discover how its core competencies might be used to distribute life-saving medicines.

It became clear through exploratory visits and discussions in African countries that the partnership would work best and deliver maximum impact by finding a way for The Coca-Cola Company to work directly alongside its government counterparts to share best practice, build local capacity and strengthen the public health system.



Where we are now

As Project Last Mile evolved and expanded, it became clear that making life-saving medicines and health services in reach of more people in Africa looks different in each country.

As of October 2018, Project Last Mile had active or completed projects in eight countries, with explorations into potential new markets underway.



Supply chain
design and
management



Cold Chain
equipment
maintenance



Strategic
marketing



Differentiated
service delivery



Route-to-market
models

GHANA (2011 – 2013)



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

NIGERIA (2016 – present)



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

LIBERIA (2017 – present)



Leveraging and adapting The Coca-Cola Company's best practices in demand planning, distribution optimization, network design, and organizational development. The goal is to help build a functioning medical supply chain for the Central Medical Stores.

SIERRA LEONE (2017 – present)



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

TANZANIA (2010 – present)



Building on six years of partnership to further strengthen distribution and management of medical supply chains in Tanzania.

MOZAMBIQUE (2016 – present)



Applying The Coca-Cola Company's best practices in route-to-market and logistics to improve distribution of medicines and health products.

SOUTH AFRICA (2016 – present)



Leveraging the Coca-Cola network and route-to-market experience to help revolutionize distribution of chronic medicines for over two million people.

KINGDOM OF ESWATINI (2016 – present)



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

Examples of impact



Supply chain management |



Route-to-market

In many countries, supply chain management for medicines and medical supplies has been challenged by decades of suboptimal performance, parallel distribution systems, active conflict or health crises.

Project Last Mile works with countries and local bottlers to develop tailored supply chain solutions to strengthen public sector ability to reliably get life-saving medicines to people when and where they are needed most. This may involve:



Route optimization and warehouse placement to ensure efficient distribution of medication to health facilities



Consideration of outsourcing to facilitate safe and reliable transport of medications



Redesign of the supply chain and its performance management



Organizational development to reinvigorate supply chain agencies with a shared vision and purpose

Project Last Mile has been involved in such projects in Mozambique, Liberia, Sierra Leone and Tanzania.

“One of the things [MSD] learned was that the challenges that we [Coca-Cola Bottlers Africa] face are the same challenges that they face... clearing containers from the port, transferring product around the country. So, it was actually an eye-opener – that they [MSD] are not unique in these challenges... I think the big learning was how we proactively plan to mitigate these challenges.”

Staff member from Coca-Cola Bottlers Africa, Tanzania

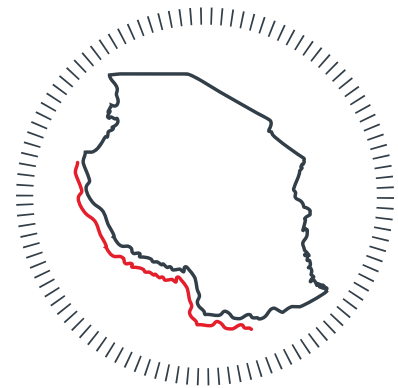


Project Last Mile established a relationship with the Tanzanian Medical Stores Department (MSD) in 2010 when it launched its first pilot program in Tanzania to support network optimization, improve logistics planning and procurement, and strengthen talent and performance management.

Through our work with MSD, a network optimization exercise supported the expansion of direct delivery of medication from 130 to over 5,000 drop points. Staff from Coca-Cola Kwanza helped MSD evaluate options for outsourcing distribution-shared approaches for planning and procurement. Using The Coca-Cola Company's model, MSD introduced a new performance management system, DRIVE, to increase staff accountability. These improvements led to an overall shift in business culture at MSD towards more proactive, client-oriented work.

Based on the strong ties it developed with MSD and Coca-Cola Kwanza, in late 2017 Project Last Mile was invited to help optimize distribution routes to 2,021 facilities in four zones in Tanzania: Dodoma, Muleba, Mbeya, and Iringa. This optimization will support reliable, on-time delivery of medicines to the last mile.

Project Last Mile also facilitated the exchange of technical expertise with Coca-Cola Kwanza through a skills exchange workshop in which route optimization experts from the Coca-Cola bottler shared best practices with 10 staff from MSD.



Tanzania (2010 – present)



Since 2016, Project Last Mile has partnered with Mozambique's Central de Medicamentos e Artigos Médicos (CMAM) to improve delivery of medicines to health facilities in remote areas, in support of the country's Strategic Plan for Pharmaceutical Logistics.

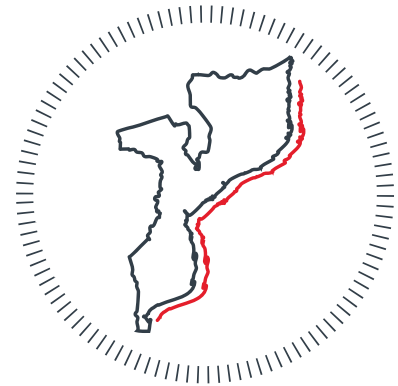
Project Last Mile brings together CMAM, the Global Fund, Village Reach, Coca-Cola service providers and Coca-Cola Beverages Africa (the local Coca-Cola bottler) to design and scale supply chain solutions that leverage private sector practices, methods and tools for the public sector.

All health districts have been mapped

Project Last Mile has collected in-depth GPS data to determine the optimal location for intermediary warehouses, and the ideal routes for vehicles and deliveries. These findings help CMAM to make informed decisions on the best-suited vehicles to service these regions and enable risk management and corrective action during the rainy season.

Savings in distribution costs

In addition to savings on more efficient use of labor and vehicles, savings are anticipated with the shift from 148 district depots and 11 provincial warehouses (current model) to 30 intermediary warehouses (new model).



Mozambique (2016 – present)

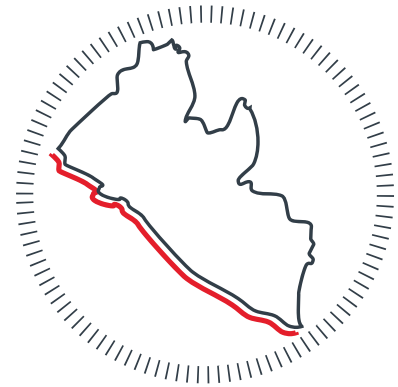


Following the Ebola epidemic in Liberia, the capacity of the Liberian National Drug Store to reliably store and distribute essential medicines was devastated. Project Last Mile was invited by USAID and the Ministry of Health to provide technical assistance and capacity-building support to the new Central Medicine Stores (CMS) during this critical transition and rebuilding period.

Project Last Mile serves as one of USAID's key technical partners in transitioning to the new CMS organization by offering support in two priority areas:

Supply chain redesign: In 2018, Project Last Mile successfully launched the pilot of the redesigned route delivery model in Margibi County. The model is driven by evidence-based forecasting, accurate data collection, and a systematic ordering process. It is inspired by Coca-Cola product distribution and based on the PreSell model, whereby a service technician executes a pre-planned, optimized route using a motorbike and services all 51 health facilities in the county on a four-week rotation. This redesign also included the creation of an optimized product list of over 350 commodities that will be stocked at health facilities.

Development of a patient-centric, branded service organization: Project Last Mile worked with local stakeholders at a national and county level to craft a new brand identity and transform the CMS into an effective, client-centered, service-oriented organization.

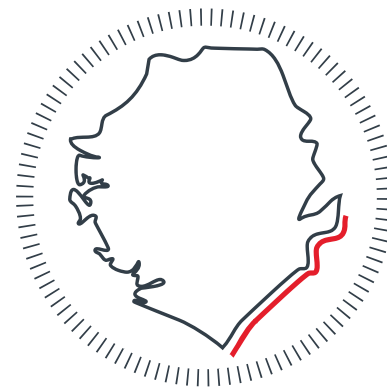


Liberia (2017 – present)



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

Project Last Mile launched a pilot of the supply chain redesign in 25 public health units in the town of Makeni in November 2018. The redesign aimed to restore the capacity of the National Medical Supplies Agency after the Ebola crisis. As part of the pilot launch, a list of core medical supplies and medications was finalized.



Sierra Leone (2017 – present)





Cold chain equipment maintenance

Cold chain equipment maintenance (CCEM) is essential to maintain availability of safe and viable vaccines and other life-saving medicines, including antibiotics. It also conserves resources and averts the costly replacement of cold chain equipment in public health departments with limited budgets.

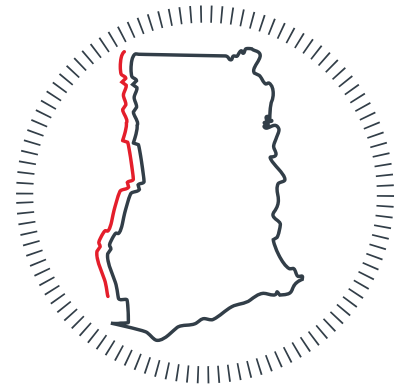
Because vaccines must be carefully stored and shipped at specific temperatures to remain effective, improving cold chain capacity helps reduce vaccine waste due to malfunctioning cold storage at health facilities and medical stores. It also enables life-saving vaccines to be available where and when they are needed.



In Ghana, Project Last Mile worked with the Ghana Health Service (GHS) to address challenges with cold chain uptime. Ghana has one of the best performing immunization programs in the developing world. However, the country's biggest challenge is ensuring the cold chain is working efficiently.

After investigating several potential support options in the health supply chain, the Ministry of Health asked Project Last Mile to focus its efforts on the immunization program. The Project Last Mile team first completed a comparative analysis of the performance of the vaccine refrigerators against those used by the local Coca-Cola Bottler. The Coca-Cola bottler experienced significantly lower downtime with its refrigerators than GHS, which led to an exploration into the reasons behind the difference. These insights assisted the Project Last Mile team in conducting a pilot project.

During the cold chain pilot, experts in the Coca-Cola system shared a more proactive national maintenance model and provided access to their processes, tools, and staff to ensure fewer equipment breakdowns and more reliable vaccine availability.



Ghana (2011 – 2013)



In Nigeria, Project Last Mile partners with the National Primary Healthcare Development Agency, the Lagos state government, the Bill & Melinda Gates Foundation, the Clinton Health Access Initiative, the Nigerian Bottling Company (NBC) and a key service provider to improve availability to vaccines by strengthening public sector refrigeration, or cold chain capacity.

The objective is to improve the functionality of cold chain equipment (CCE) through the repair and refurbishment of non-functional but repairable CCE across 15 local government areas in Lagos.

- A preventative maintenance curriculum for CCEM was developed, and eight trainers were trained to cascade the capacity
- A total of 121 service technicians have been trained nationally
- The curriculum has been shared with partners in Malawi to institutionalize CCEM in the public health sector
- A memorandum of understanding has been signed for an outsourced maintenance and repair service agreement with FrigoGlass (a supplier of The Nigerian Bottling Company), with the ultimate goal of improving cold chain reliability for vaccines

The NBC, the local Coca-Cola bottler, ensures 24- to 48-hour repair on all 77,000 of its refrigeration units in Nigeria, with a 99.3% uptime. Leveraging this expertise, the NBC is supporting state government partners to improve their refrigerator uptime from current levels through Project Last Mile.



Nigeria (2016 – present)





Strategic marketing

Public health agencies typically have access to budgets for social and behavior change communications, but rarely have the business acumen or skilled resources to apply evidence-based marketing principles to develop health communications that promote social change and increase demand for available health services.

Project Last Mile is changing that by building local capacity in basic marketing principles and availing best-in-class agencies to assist with strategic marketing for demand creation and health promotion.

Project Last Mile has applied The Coca-Cola Company's marketing best practices in Ghana and eSwatini.

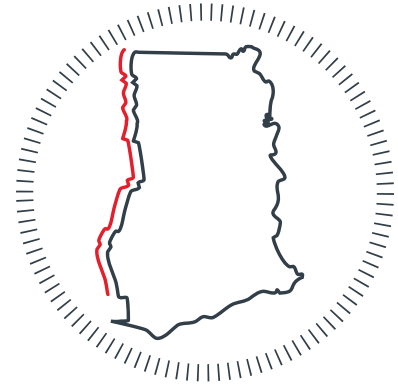


In Ghana, challenges can emerge when new vaccines are introduced and information about their uptake and adherence is not clearly communicated. Project Last Mile worked with the Ghana Health Service (GHS) to improve the methods of creating demand for new vaccinations.

Project Last Mile shared The Coca-Cola Company's approach to marketing communications and worked with a market research agency to apply this approach to immunization communications. The aim was to demonstrate how a more targeted, segmented approach to immunization communications could potentially yield better uptake and adherence.

The partnership also used the Coca-Cola system's leading market research capacities to help GHS understand the factors behind low uptake for vaccines, and create highly-targeted messaging for social campaigns to increase vaccine demand.

This original pilot in strategic marketing paved the way for Project Last Mile's work in the Kingdom of eSwatini.



Ghana (2011 – 2013)



In 2017, Project Last Mile initiated a partnership with the eSwatini Ministry of Health and the Global Fund to leverage The Coca-Cola Company's marketing expertise to create demand for HIV prevention, specifically among adolescent girls and young women.

Tapping into the Coca-Cola system, Project Last Mile was able to enlist best-in-class leadership, marketing research and creative talent to develop an innovative campaign with the Health Promotion Unit in eSwatini, and to up-skill local talent to implement and sustain the strategy.

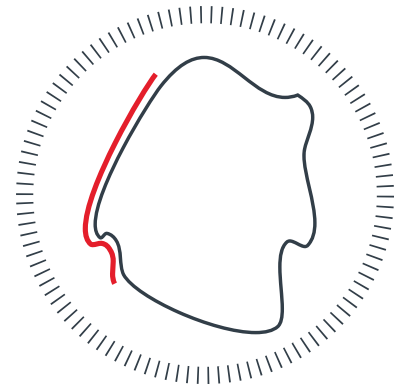
Powerful and relevant marketing research drove the campaign design, which was a point of departure from how health communications were previously undertaken in the public sector. Girl Champ, the resulting communications strategy developed by FCB Africa, was launched in the Manzini region in November 2018.

The Girl Champ concept targets adolescent and young girls to become informed and empowered to consider their future and protect their health. It involves setting up safe spaces for youth-centered dialogue on pressing health issues, in a girls-only, health club environment.

Girl Champ also engages front line healthcare workers as coaches who are trained in youth-friendly service delivery, and who will be further trained to reinforce messaging and enable safe consultations to link girls to appropriate health services and support.

In 2017, 15-24 year-old women were five times more likely to be living with HIV than their male counterparts (16.7% vs 3% prevalence).*

*Source: UNAIDS 'AIDSInfo' [Accessed October 2018]



Kingdom of eSwatini (2016 – present)





Differentiated service delivery

Differentiated service delivery (DSD) models have garnered international consideration as patient-centered approaches that simplify and adapt the delivery of healthcare services and medicines. DSD models meet the needs of patients and promote retention in care, while reducing the burden on national healthcare systems and resources by:

- Increasing the number of convenient locations to collect medicines
- Enabling significant decreases in waiting times for patients
- Decongesting hospitals and health facilities
- Improving adherence to medication

This model of medicine distribution is considered scalable in other settings throughout Africa as more patients are initiated on chronic medications, including antiretrovirals.

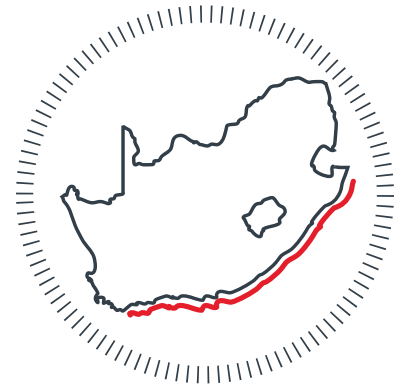
Project Last Mile has partnered with the National Department of Health in South Africa on Central Chronic Medicine Dispensing and Distribution, a renowned DSD model.



Since 2016, Project Last Mile has partnered with USAID and the South African National Department of Health's Central Chronic Medicine Dispensing and Distribution (CCMDD) initiative, a DSD program that improves access to medicines for stable patients.

The CCMDD program enables patients to pick up medicines at convenient, community-based retail locations rather than public health clinics.

- CCMDD grew from 411,000 cumulatively registered patients in 2016 to almost two million by 2018
- Roughly two-thirds of healthcare facilities are enrolled in CCMDD (3,336 in total) at the end of September 2018
- Over 600 new CCMDD Pick-up Points (PuPs) have been added since the partnership began, bringing the total to 868 external PuPs across eight provinces
- The business model prepared by Project Last Mile for CCMDD predicts R1.2 billion (USD87 million) in savings for patients and approximately R4 billion (USD289 million) savings in averted healthcare costs for the public health sector by 2020



South Africa (2016 – present)



Our partners

Project Last Mile is a powerful cross-sector partnership between key players in the health sector and The Coca-Cola Company. This partnership aims to leverage and share The Coca-Cola Company's core business capability to strengthen what public health departments are already doing to get medicines to the public and support health systems.

Funding

 TheGlobalFund

 **USAID**
FROM THE AMERICAN PEOPLE

BILL & MELINDA
GATES foundation

THE
Coca-Cola
FOUNDATION

Technical input

The Coca-Cola Company

Coca-Cola Bottlers

Coca-Cola vendors
and system partners

Coca-Cola system alumni
and social intrapreneurs

Monitoring and evaluation

Yale

Global Health Leadership Initiative

Management and delivery



Project management
and Office Country
Leads

In-country partners

Ministries of health

Local non-governmental
and community-based
organizations

Why The Coca-Cola Company?

The Coca-Cola Company is the world's largest beverage company. Coca-Cola is the most popular and biggest-selling soft drink in history, as well as the best-known brand in the world.

The Coca-Cola Company achieves its reach and demand through proven supply chain and strategic marketing practices. Project Last Mile leverages these strengths to support capacity-building in public health systems in Africa.

The Coca-Cola Company's pervasive footprint across Sub-Saharan Africa is made possible by the commitment, passion and hard work of The Coca-Cola Company's bottling partners who manufacture, sell and distribute their products. It is to their credit that Coca-Cola products are available 'within an arm's reach of desire' to consumers everywhere, including in the most remote parts of the continent.



Over **90 years** of successful operation in Africa



More than **55 bottling partners** in Sub-Saharan Africa



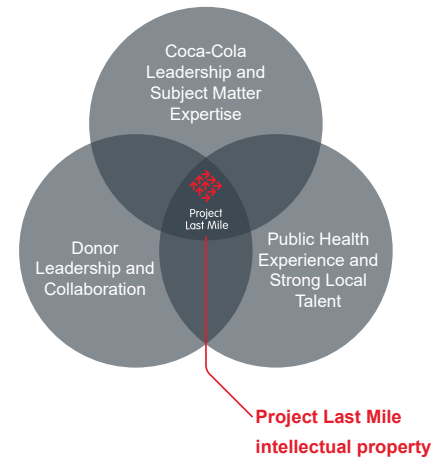
A portfolio of **over 50 brands** sold in nearly all Sub-Saharan countries



The Coca-Cola Company and its bottling partners (the Coca-Cola system) in Africa have more than **70,000 employees**, making the Coca-Cola system one of the largest private sector employers of labor on the continent

Unparalleled access to the Coca-Cola system networks and intellectual property allows Project Last Mile to:

- **Benchmark public health systems** against proven Coca-Cola system solutions, networks and subject matter experts for their local market
- **Apply customized solutions** to improve availability and demand for life-saving medicines in public health systems based on proven models
- **Leverage private sector knowledge**, insight and relationships to negotiate better supplier deals for ministries of health
- **Provide leadership and technical oversight** from experienced Coca-Cola system insiders with expertise in areas of supply chain logistics, route-to-market, cold chain maintenance, marketing and talent management



Project Last Mile has developed unique intellectual property built on the foundation of The Coca-Cola Company's business success in Africa, donor leadership and collaboration, and the insight and experience of strong local talent and public health experience to support African governments to build supply chain and strategic marketing capability.

"I [have] never seen partnerships where we just share information. This is the first time we keep on learning on a daily basis... I was expecting some money to be involved... The relationship is very valuable even without money. The information is also money somehow."

Supply chain support partner, Mozambique

Partner investment and contributions

The financial and in-kind investment of The Coca-Cola Company in response to development funding models, together with the success of the project, has enabled significant leveraging of contributions from donor partners and ministries of health. Examples of in-kind knowledge, time, and technology provided by the Coca-Cola system:



Technical expertise in route optimization and cold chain maintenance



Access to Coca-Cola bottlers' supplier lists, benchmarked negotiated rates, contract language, and performance management frameworks for both third-party logistics (transport/distribution) and cold chain maintenance



Access to innovative Coca-Cola route-to-market models (e.g. truck sell, micro-distribution centers) for adaptation to medical supply chains and public health programs



Site visits at local bottlers for ministries of health and partners for training purposes and knowledge exchange



Access to The Coca-Cola Company's marketing talent and global network of best-in-class market research firms and creative agencies for demand generation



Insights regarding current strategic marketing research and communication strategies from Coca-Cola Marketing Africa



Contributions of office space and use of vehicles

Reflections on our journey so far

Lessons learned on creating public-private partnerships

➤ **Commit at least a few dedicated resources to drive the initiative**

Successful knowledge uptake requires that information is adapted and packaged in a way that is useful for the people and health systems receiving it. Although the Coca-Cola system has a wealth of technical knowledge and many ministries of health are eager to improve their services, our projects require dedicated hands-on staff that understand both contexts and can facilitate the knowledge transfer process. Therefore, we seek people who can become boundary spanners at the partnership level first and then work to identify boundary spanners at country the level.

➤ **Seek boundary spanners who can translate across different industries**

Since Project Last Mile consists of partners from a wide range of sectors and industries, it is imperative that we seek individuals who recognize the value of the knowledge being transferred and engage others in implementation.

Individuals from The Coca-Cola Company have played a key role in bridging boundaries and championing the concept of knowledge transfer to development partners as well as Coca-Cola bottlers to allow for successful introduction and scale-up of the project.

Boundary spanners are individuals who gather critical information from their external environments and effectively translate this information back into their organizations to build relationships, interconnections and interdependencies.

➤ Invest in engagement and alignment to fit with government partners and existing initiatives, and promote buy-in

To ensure a **collaborative and effective process**, Project Last Mile engagement is driven by the following principles:

- Clear buy-in and mandate from the government partner's leadership for Project Last Mile support, and ongoing executive sponsorship
- Clearly established need for support in areas aligned with The Coca-Cola Company's expertise to enable meaningful impact
- Alignment of strategic objectives and goals with the government partner, development partners and donors, and agreement of Project Last Mile donors to the proposed initiative
- Alignment with Project Last Mile donor partners to provide the resources needed at the country level to support and sustain the effort
- Alignment on the delivery model for transferring knowledge and building capacity directly with the agreed upon institution for long-term sustainability

What we've learned about trust and the value of partnerships

Project Last Mile is built on the foundation that authentic partnerships have great potential to address the Sustainable Development Goals. When we come together, communities benefit.

Yale GHLI studied Project Last Mile to establish what lessons could be learned about building partnerships between the public and private sector. They found that:

- Trust emerged as important in the 'engage and align' phase, because of the partners' initial skepticism of working together in a global health partnership, and uncertainty about what the private sector can offer
- However, effective partnership is achieved with mutual trust that evolves and is consolidated during program delivery
- Trust is fostered by transparent communications and data sharing; active and participatory governance; and delivering on tangible outputs where the value of the partnership can be seen and thus understood
- Credible and dynamic team leaders who span the boundaries of the private and public sectors can foster camaraderie and teamwork, aligning diverse stakeholders for public benefit

"We've come to understand, in a much deeper way, the true meaning of cross-sector partnership. Project Last Mile has been able to challenge the boundaries of partnering, in terms of how funds are distributed to projects, how to engage from the private sector side, learning how to have patience and respect for the pace of decision-making, and the thoroughness that's required, before you embark on any actions in the public sector."

Adrian Ristow, Project Last Mile



The next mile

Project Last Mile is improving the availability of life-saving medicines and the uptake of health services in Africa by sharing the expertise of the Coca-Cola system. And we're not done yet. We plan to:



Deepen existing programs



Expand into new countries in Africa



Increase knowledge sharing between the Coca-Cola system and public health systems



Grow our pool of experts, volunteers and advocates within the Coca-Cola system

How you can get involved

Partners, donors and ministries of health

Share your ambitions with us. We want to support you.

Coca-Cola Africa network

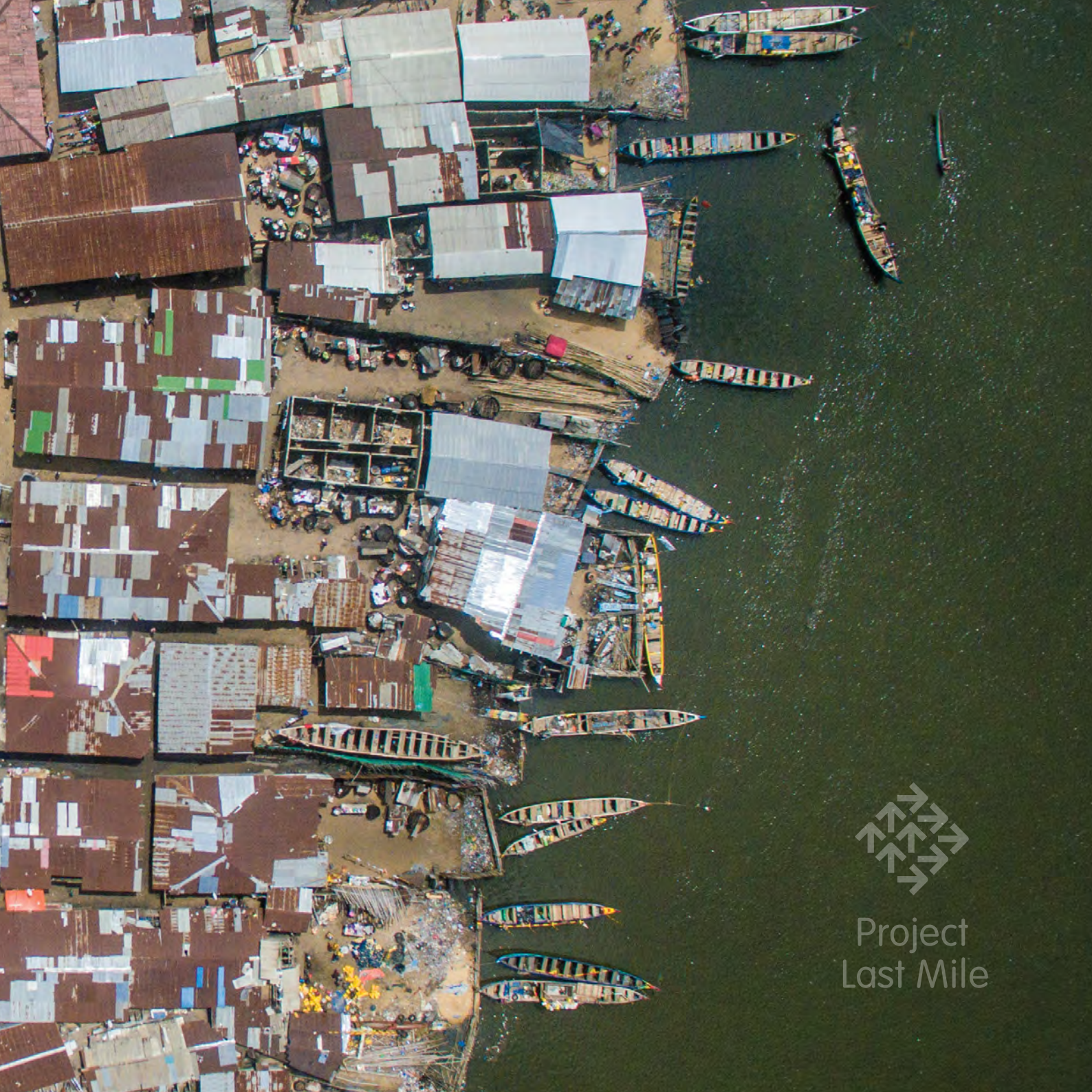
Volunteer your time and resources to address a need in your local community.

Career professionals

Join us and share your expertise and knowledge in supply chain and strategic marketing in the beverage industry to help a ministry of health.

Contact us

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



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