



# Project Last Mile: Building Capacity to Save Lives

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## Background

Project Last Mile (PLM) uses the Coca-Cola system's logistic, supply chain and marketing expertise to help improve health systems across Africa in a sustainable way.

Through a global partnership between **The Coca-Cola Company, The Coca-Cola Africa Foundation, USAID, The Global Fund, and the Bill and Melinda Gates Foundation**, PLM aims to expand to ten African countries by 2020.

## Objective

We examined PLM's unique **multi-country partnership** to understand key components in scaling programs across country settings. Drawing on interactions with PLM partners, we describe PLM's expansion to South Africa, Mozambique, and Nigeria to elucidate **country-specific approaches** and identify factors that promote **early-stage alignment** with country priorities.



## Building Successful Partnerships

The pre-implementation phase is a cornerstone of Project Last Mile's success in creating transformative supply chain partnerships. Partner engagement in planning, relationship building and sharing time and expertise prior to program initiation is critical to successful multi-country expansion.

### South Africa



PLM supports the **National Department of Health's Central Chronic Medicines Dispensing and Distribution** program in improving access to medicines through the creation of alternative pick-up points (PuPs) for chronic medicines.

#### Pick-up Point Model

Designing the PuP model includes geo-mapping eligible patients, prioritizing regions and facilities, and creating a business plan to establish new PuPs in grocery stores, post offices, and transportation hubs. The model has been piloted in the Eastern Cape, Northern Cape, Free State and Tshwane.

#### Patient Enrollment

Stable, chronic care patients are currently being enrolled in CCMDD across the country. The program aims to more than triple enrollment to 1.7 million patients in 2017.

### Mozambique



The **Central de Medicamentos e Artigos Médicos** engaged PLM to support the Pharmaceutical Logistics Strategic Plan using expertise, tools, and training from the **Coca-Cola South African Bottling Company (Sabco)**

#### Network Optimization

PLM will facilitate the planning and implementation of a new route-to-market (RTM) model, informed by Coca-Cola Sabco's review of the current network design.

#### Outsourced Delivery

PLM will work to identify and evaluate potential third-party distribution suppliers and build capacity for contract and supplier performance management.

#### Logistics Management Capability

PLM will work to assess current capabilities, transfer and adapt new organizational and performance management practices, and provide staff trainings to facilitate the delivery of the new RTM model.

### Nigeria



PLM supports the **National Primary Healthcare Development Agency (NPHCDA)** to improve vaccine availability by leveraging the **Nigerian Bottling Company's (NBC)** expertise in cold chain equipment maintenance.

#### Picture of Success

NBC conducted a market visit to NPHCDA facilities in Lagos to evaluate existing use of equipment and understand current challenges.

#### Maintenance Training

Using materials from NBC and contractor FrigoGlass, PLM will develop and conduct preventative and specialized maintenance trainings for NPHDA staff.

#### Outsourced Maintenance Model

PLM is establishing a planned preventative maintenance and repair service with FrigoGlass, aligned to NBC costs and performance metrics.

### Assess Alignment

**PLM works with established in-country partners** to identify local opportunities for PLM support while also ensuring program alignment with long-term investments in public sector supply chain improvement. Prioritization from the local government coupled with donor backing helps secure political will for system-wide changes.

### Convene Partners

**PLM's ability to bring together key partners** across country contexts has been due largely to the "convening power" of Coca-Cola. The Coca-Cola brand is well respected, and approaching public-sector partners with an opportunity to translate their success and foster project-based learning has been successful in bringing a unique set of stakeholders to the table.

### Span Boundaries

**PLM identifies "boundary spanning" individuals** who understand both public-sector challenges and private-sector tools. These agents impart expertise in a relevant manner to both entities in the partnership to garner action. Boundary spanners sustain momentum behind project goals and are key agents of knowledge transfer.

### Diversify Inputs

**PLM leverages diverse funding sources from donors** to promote adaptation of program models that align with partnering Ministry of Health goals. In addition, PLM utilizes the diverse technical expertise of subject matter experts at Coca-Cola to promote the transfer of relevant skills and helps in-country partners visualize implementation goals.

