

Project
Last Mile

**PROJECT
LAST MILE**
ANNUAL REPORT

January–December 2023

Global partners





Content

Foreword	4
Impact	5
Health system strengthening highlights	6
COVID-19 support highlights	8
About Project Last Mile	9
Our approach	11
Our core capabilities	12
2023 project overviews	13
Country highlights	14
Communication and thought leadership highlights	56
Toolkits and resources	58

Côte d'Ivoire 14

Reducing health commodity stockouts in the last mile

Kingdom of Eswatini 16

Strengthening demand creation for COVID-19 vaccines

Kingdom of Eswatini 18

Strengthening cold chain storage for COVID-19 vaccines

Kenya 20

Partnering to support COVID-19 vaccine rollout

Lesotho 22

Strengthening differentiated service delivery strategies for HIV services

Malawi 24

Strengthening demand creation for COVID-19 vaccines

Malawi 26

Strengthening cold chain capacity and storage for COVID-19 vaccines

Mozambique 28

Improving condom supply and demand through an integrated route-to-market and strategic marketing approach

Mozambique**30**

Strengthening ultra and routine cold chain readiness for COVID-19 vaccines

Mozambique**32**

Improving supply chain visibility

Namibia**34**

Researching a health behavior change campaign to promote HIV testing and treatment among men

Rwanda and Togo**36**

Developing a Last Mile Delivery Workforce Strengthening Toolkit

Sierra Leone**38**

Expanding an integrated digital last mile delivery model

South Africa**40**

Increasing COVID-19 prevention behaviors through strategic communication

South Africa**42**

Optimizing the Central Chronic Medicines Dispensing and Distribution program

South Africa**44**

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

Zambia**46**

Strengthening cold chain and ultra-cold chain planning for COVID-19 vaccines

Multi-country**48**

Supporting health enterprises to enhance the availability of family planning products

Multi-country**50**

Accelerating innovations to prevent and respond to emerging infectious diseases

Multi-country**52**

Collaborating with the Transform Health Fund to support African health enterprises

Multi-country**54**

Addressing specific challenges related to vaccine distribution and availability



Foreword

In 2023, we expanded Project Last Mile's impact through 21 projects in 12 African countries, reaching over 28 million people.

Our collective involvement in Project Last Mile fills us with a profound sense of pride. This comes from knowing that Project Last Mile stands as a true embodiment of partnership, integrating the distinctive capabilities and strengths of the private sector, public sector, and civil society to implement transformative projects. Our capabilities, rooted in private sector approaches, have been instrumental in achieving these milestones.

Reflecting on the past year's accomplishments, we sincerely appreciate each contributor who played a crucial role in Project Last Mile's success—including our valued partners and dedicated project team. We are fortunate to collaborate with an exceptionally talented and committed network of individuals.

This annual report highlights Project Last Mile's achievements and learnings over the past year. Looking ahead, we eagerly anticipate a significant milestone commemorating 10 years since the formal launch of our expanded global partnership.

Sincerely,

Adrian Ristow
Executive Director



Impact

SINCE 2009

55 PROJECTS



17 COUNTRIES



43 MILLION PEOPLE REACHED



IN 2023

21 ACTIVE PROJECTS

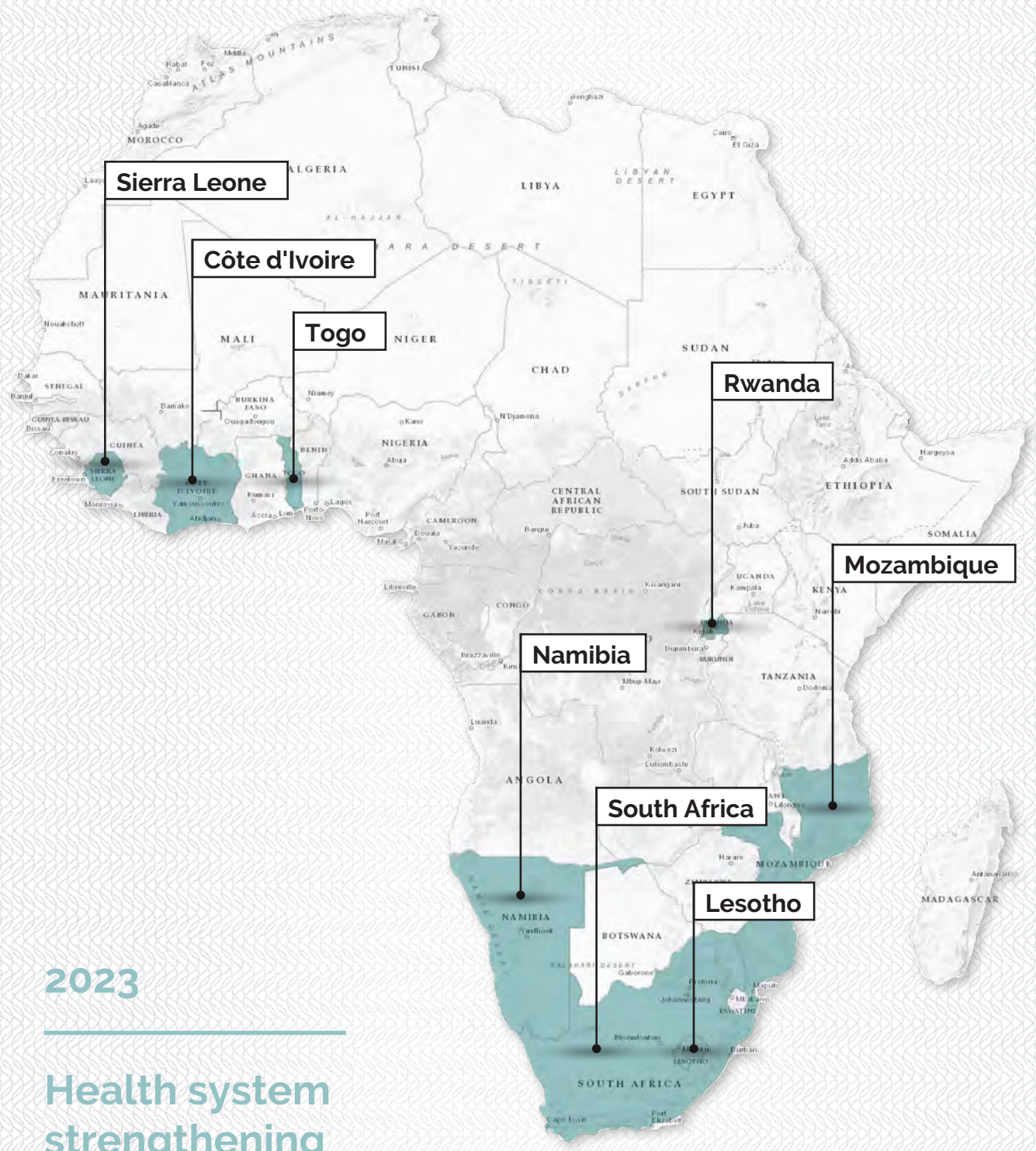
- Route-to-market: 13
- Cold chain strengthening: 2
- Strategic marketing and communications: 6

12 ACTIVE COUNTRIES



28.8 MILLION PEOPLE REACHED





2023

Health system strengthening highlights

Côte d'Ivoire



Reducing health commodity stockouts at Côte d'Ivoire's last mile by implementing effective distribution strategies, which improved inventory management skills and decreased stockouts in healthcare facilities, providing better access to life-saving medications.

Rwanda and Togo



Developing and testing a Last Mile Delivery Workforce Strengthening Toolkit in Rwanda and Togo to address challenges in managing public sector supply chain employees, resulting in positive feedback and identified areas for improvement.

Lesotho



Analyzing opportunities to expand and strengthen differentiated service delivery models in Lesotho through increased private sector engagement to support better healthcare outcomes for chronic medication access.

Sierra Leone



Expanding digital last mile delivery in Sierra Leone to enhance availability of health products, improve staff efficiency, and enhance service delivery at delivery points.

Mozambique



Strengthening condom supply and demand in Mozambique through integrated route-to-market and strategic marketing approaches, resulting in increased distribution and positive shifts in condom awareness and behaviors.

Partnering with Mozambique's Central de Medicamentos e Artigos Médicos to improve last mile delivery of medicines through the Next Mile and Strategic Plan for Information Systems.

South Africa



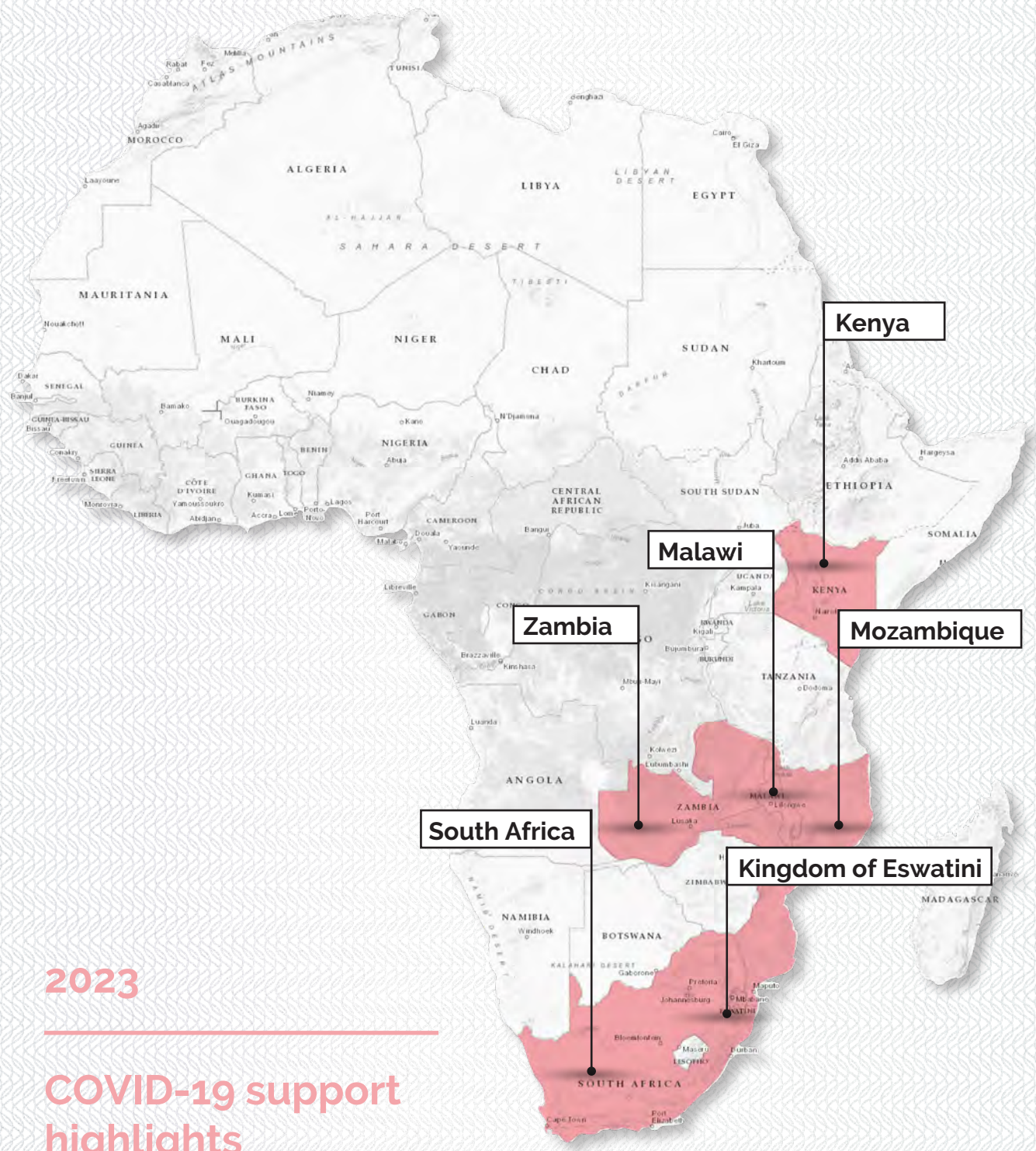
Improving access to chronic medications in South Africa through innovative pick-up point strategies, relieving congestion in healthcare facilities, and benefiting millions of patients.

Utilizing private sector marketing approaches to improve HIV care and treatment outcomes in South Africa, including targeted campaigns for men living with HIV and initiatives to promote Central Chronic Medicines Dispensing and Distribution services.

Namibia



Developing and testing the "AME. For Men. For Health" brand, targeting young men with the goal of improving HIV testing and treatment outcomes and increasing general attention to health and wellness.



2023

COVID-19 support highlights

Kingdom of Eswatini



Strengthening COVID-19 vaccine cold chain storage in Eswatini through infrastructure upgrades, distribution planning, and healthcare worker training, expanding capacity, preventing wastage, and supporting effective distribution to vulnerable populations.

Boosting COVID-19 vaccine demand in Eswatini via targeted marketing campaigns on digital platforms and wellness events, combating misconceptions, and driving uptake, leading to high online engagement and successful vaccination events.

Kenya



Strengthening COVID-19 vaccine rollout in Kasarani, Kenya, through strategic partnership, leveraging route-to-market, marketing, and cold chain capabilities for efficient distribution and high vaccination coverage.

Malawi



Strengthening the COVID-19 vaccine cold chain in Malawi with repairs, training, and infrastructure upgrades, supporting efficient delivery to remote areas, and supporting routine immunization.

Boosting COVID-19 vaccine acceptance in Malawi through targeted strategic marketing campaigns in rural communities, resulting in increased positive attitudes towards vaccination and a significant uptick in vaccinations administered.

Mozambique



Strengthening Mozambique's cold chain readiness for COVID-19 vaccines, including evaluation, repair, and maintenance of cold chain equipment, leading to expanded capacity and improved technical knowledge among healthcare workers.

South Africa



Enhancing COVID-19 vaccine acceptance and access in South Africa through targeted strategic communications, resulting in increased vaccination rates and engagement with high-risk populations.

Zambia



Improving global health security by bolstering cold chain infrastructure in Zambia to facilitate the effective distribution of COVID-19 vaccines, resulting in repaired equipment and enhanced capacity among health facility workers.



About Project Last Mile

If you can find an ice-cold Coca-Cola product almost anywhere in Africa, why not life-saving medicines?



Project Last Mile, a collaboration between donors, health ministries, and the private sector, aims to turn this vision into reality.



Project Last Mile works closely with public health systems and social enterprises.



We use the successful methods and networks of The Coca-Cola System.



We focus on route-to-market, cold chain strengthening, and strategic marketing and communications.



BILL & MELINDA
GATES foundation

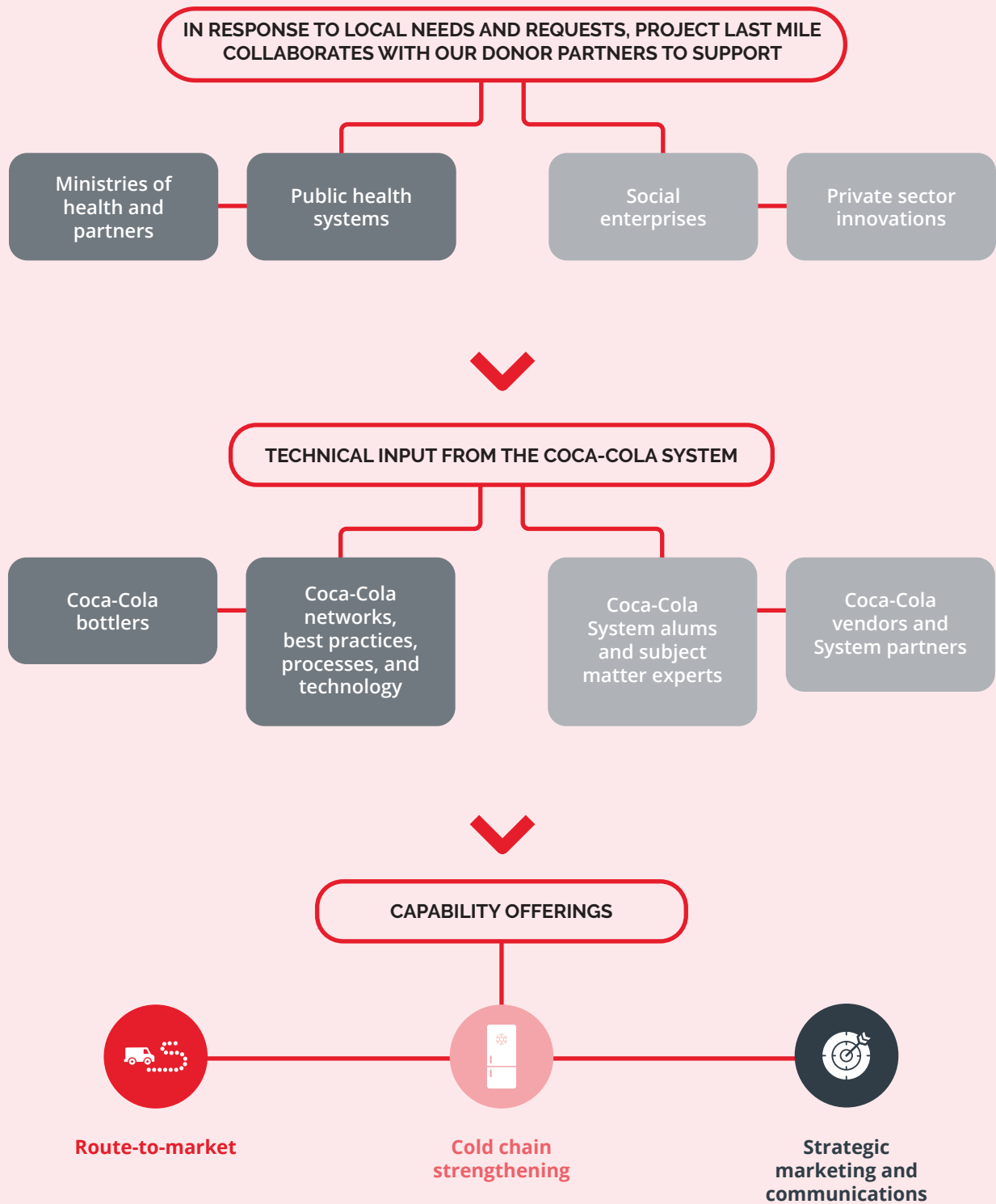


We assist our donor partners—PEPFAR, USAID, The Global Fund, and The Bill & Melinda Gates Foundation—to achieve ambitious goals.

Our aim is to improve access, availability, and demand for life-saving medicines and health services down to the last mile in Africa.



Our approach





Our core capabilities

Our core capabilities are derived from a private sector approach that is based on the strengths of The Coca-Cola System. The Coca-Cola Company and its brands are world-recognized for distribution, cold chain capability, and marketing. By leveraging Coca-Cola alums and subject matter experts in public health, we translate principles and expertise from the private sector to support public health systems and social enterprises in improving the delivery of medicines, vaccines, and health services.



Route-to-market: Project Last Mile applies the successful distribution expertise, methods, and innovations of The Coca-Cola System, adapting them to health systems to enhance how medicines, vaccinations, and other health products reach people. This helps ensure consistent and convenient availability down to the last mile.



Cold chain strengthening: Project Last Mile utilizes The Coca-Cola System's expertise and networks to improve systems that maintain climate-sensitive commodities at the right temperature. This is crucial for regular immunizations and emergency efforts such as COVID-19 and polio vaccinations.



Strategic marketing and communications: The Coca-Cola Company is world-recognized for its marketing and branding expertise. Project Last Mile applies these best practices to social behavior change and communication, aiming to motivate people to access health services such as HIV testing and treatment.



2023 Project overviews

Public health system strengthening





Côte d'Ivoire

Reducing health commodity stockouts in the last mile

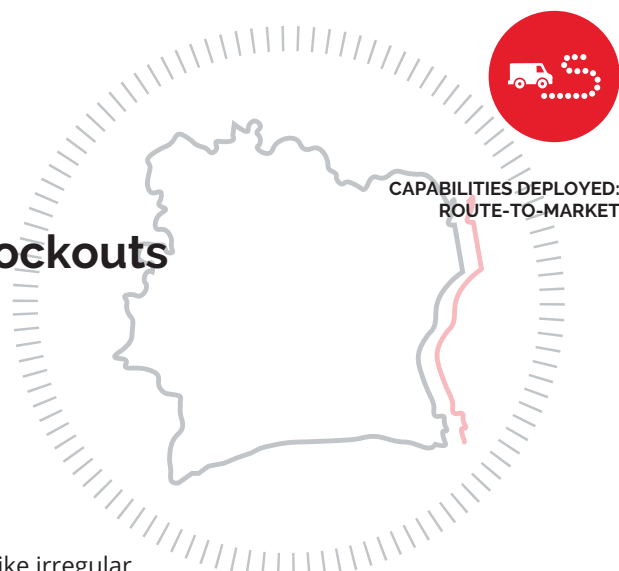
November 2021 – present

Background:

The healthcare supply chain in Côte d'Ivoire faces challenges like irregular commodity delivery, inadequate tools for stock management, and insufficient staff skills. Since 2021, with support from USAID and PEPFAR, Project Last Mile has partnered with the Direction de l'Activité Pharmaceutique and Nouvelle Pharmacie de la Santé Publique in Côte d'Ivoire, aiming to strengthen the last mile delivery activities of health commodities and reduce stockouts.

Project Last Mile deployed a last mile distribution coaching model across three districts, covering 39 health facilities. This initiative aimed to increase staff capacity in inventory management, ultimately providing a consistent supply of essential health commodities and better access to life-saving medications.

Project Last Mile is developing toolkits to enhance inventory management, order, and delivery practices based on route-to-market strategies and expertise from The Coca-Cola System. Additionally, Coca-Cola System frameworks are utilized to guide coaching sessions at health facilities, ultimately improving stock management practices.



Results:

The coaching intervention contributed to **enhanced health facility staff skills** in order generation, calculation, and inventory management.

Coaches' guidance led to **fewer errors, reduced stockouts of specific commodities, and improved efficiency in stock management.**

Average stockouts for key HIV, family planning, and malaria commodities **are trending downwards, with most districts reporting less than 5% average stockouts each month.**

Health facilities achieved **around a 20% improvement in commodity order submissions**, leading to on-time submissions most months.



"With the support of the coach, we organized the pharmacy, labeled all the shelves by program, and even developed an Excel sheet to help track key indicators by program."

– Christiane, PGP, Agban Village



Kingdom of Eswatini

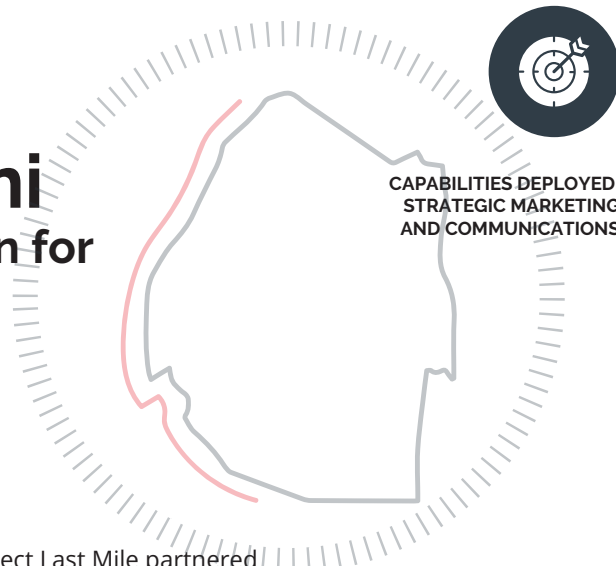
Strengthening demand creation for COVID-19 vaccines

April 2021 - July 2023

Background:

With support from USAID and The Coca-Cola Foundation, Project Last Mile partnered with Eswatini's Ministry of Health to boost demand for the COVID-19 vaccine. In 2021, challenges such as conspiracy theories, health misconceptions, and religious beliefs regarding vaccine safety and efficacy, especially among young people, hindered COVID-19 vaccine uptake.

Initially, Project Last Mile focused its technical assistance on strategic marketing to deliver targeted COVID-19 vaccine messages to individuals living with HIV and other health conditions. This evolved into a digital campaign that extensively utilized response data to combat COVID-19 misconceptions by adjusting campaign targeting, messaging, and influencers based on insights. Project Last Mile also organized wellness and vaccination events through private sector partnerships to reach the working population who had not yet been vaccinated.



CAPABILITIES DEPLOYED:
STRATEGIC MARKETING
AND COMMUNICATIONS

Results:

Over **580,000 users** were reached on Facebook.

Over **56 million** combined impressions on Facebook and Instagram.

851,000 clicks to the Ministry of Health's vaccine registration portal.


The project administered **487 COVID-19 vaccinations**, 45% of which were first-time vaccinations.

54% of event attendees brought an additional person with them, and 81% of event attendees stated that their primary motivation for attending was to get vaccinated.




 THE KINGDOM OF ESWATINI

Kwente konkhe
I know I have
HIV,
so I will not risk.
I will take
the COVID-19 vaccine
 Call 1212 for more information







Be The Difference
 This Health and Wellness Day

Visit us at: Matsapha City Council Sports Ground
 FREE ENTRY
 30th June 2023 | 9am - 6pm
 Take small steps towards a healthier you.


 #YibaNgumehluko
 DNM.CO









Kingdom of Eswatini

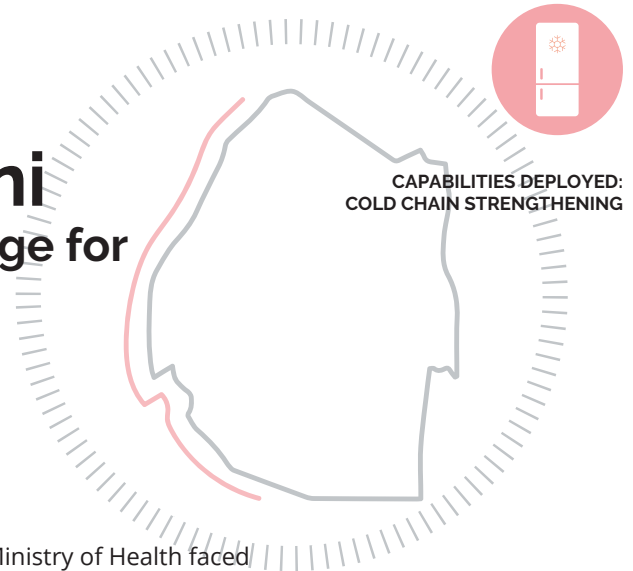
Strengthening cold chain storage for COVID-19 vaccines

April 2021 – September 2023

Background:

In 2021, as Eswatini began receiving COVID-19 vaccines, the Ministry of Health faced an urgent task: strengthening the cold chain and distribution systems to support swift and equitable vaccine distribution, especially to vulnerable populations at high risk of severe COVID-19.

In partnership with USAID and The Coca-Cola Foundation, Project Last Mile supported the Ministry of Health in improving vaccine access and availability in the last mile. This involved supporting cold chain infrastructure and strategic distribution planning, readiness for COVID-19 vaccination, and maintenance and service support for ultra-cold chain equipment. Project Last Mile leveraged a trusted third-party service provider from The Coca-Cola System to evaluate and repair cold chain equipment. Additionally, Project Last Mile utilized its technical expertise to conduct a national audit of the cold chain, forge key partnerships—including with Pfizer—and offer capacity-building assistance to Ministry of Health staff.



Results:

Eswatini's vaccine cold chain storage capacity was **expanded by 31.4%**, allowing for the effective storage of **1.5 million vaccines** and preventing the wastage of **15,210** doses of Pfizer vaccines.

Capacity building for **125 healthcare workers** on cold chain logistics, including training 12 Ministry of Health staff members on operating and maintaining ultra-low temperature freezers.

Increased cost-effectiveness achieved through preventative maintenance services, eliminating the need for repairs and enhancing the sustainability of existing cold chain equipment.



"We had so many things to learn because it was the first time to have a vaccine that needed an ultra-cold chain. Project Last Mile's team guided us in issues related to improved cold chain units and helped create a platform of mutual understanding."

– Xolisiwe Dlamini, Expanded Program on Immunization Program Manager



Kenya

Partnering to support COVID-19 vaccine rollout

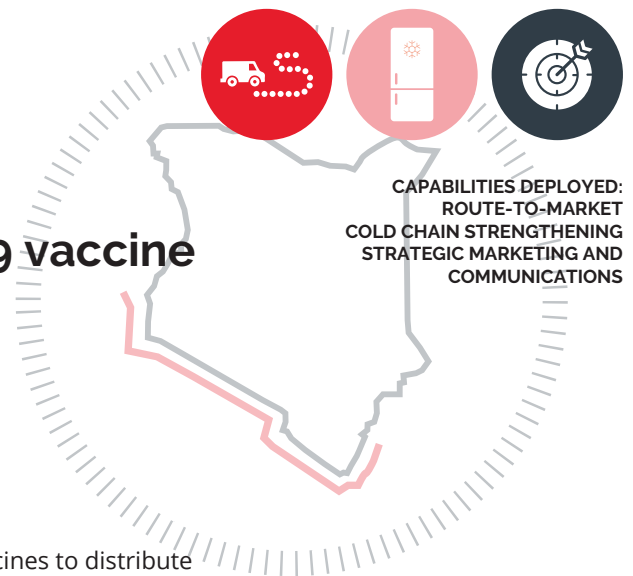
September 2021 – April 2023

Background:

In March 2021, Kenya received its first batch of COVID-19 vaccines to distribute across health facilities. Despite the government's efforts to roll out the vaccines, vaccination rates were low in sub-counties such as Kasarani due to the economic challenges and prevailing perceptions surrounding the safety of the COVID-19 vaccines. In partnership with Amref Health Africa, Project Last Mile supported the Kenya Ministry of Health with the COVID-19 vaccine rollout in Kasarani.

With funding from The Coca-Cola Foundation, Project Last Mile combined its private sector expertise with Amref Health Africa's public health expertise to improve planning and coordination for the COVID-19 response. Additionally, the project aimed to create demand for COVID-19 vaccines and control measures, improve the capacity of healthcare workers, and support the establishment of infrastructure for vaccine services. Project Last Mile also collaborated with Johnson & Johnson Global Public Health to utilize the research and communication assets they developed and made available for partner use.

Project Last Mile and Amref Health Africa worked closely with county and sub-county leaders, spreading information through mass media and community events, training healthcare workers on vaccination procedures, and improving cold storage for vaccines through repair and maintenance support. They also set up decentralized vaccine centers to make it easier for people to get vaccinated.



Results:

About **72,000** households were visited and received COVID-19 messages, and **130,000** community members were reached through mass media and community events.

189,140 COVID-19 vaccines were distributed efficiently through optimized routes and cold chain management.

85,775 COVID-19 vaccines were administered to roughly 18% of Kasarani's eligible individuals at decentralized vaccine centers.

Half of the vaccines given (**51%**) were first doses.



kaa rada pata chanjo

KAMA UNA MIAKA 12 AU ZAIDI, PATA CHANJO YA COVID-19 LEO.

ISHIA NA FAMILY YAKO KUGET CHANJO YA COVID-19, ZIKO SAFE NA EFFECTIVE.

NAIROBI CITY COUNTY

REPUBLIC OF KENYA
amref health africa
MINISTRY OF HEALTH

NIPE MKONO

Chanjo ni kama silaha za mwili zinazokinga Covid.

Weka mwili wako imara na upate chanjo leo!

REPUBLIC OF KENYA
amref health africa
MINISTRY OF HEALTH



Lesotho

Strengthening differentiated service delivery strategies for HIV services

June 2023 – present

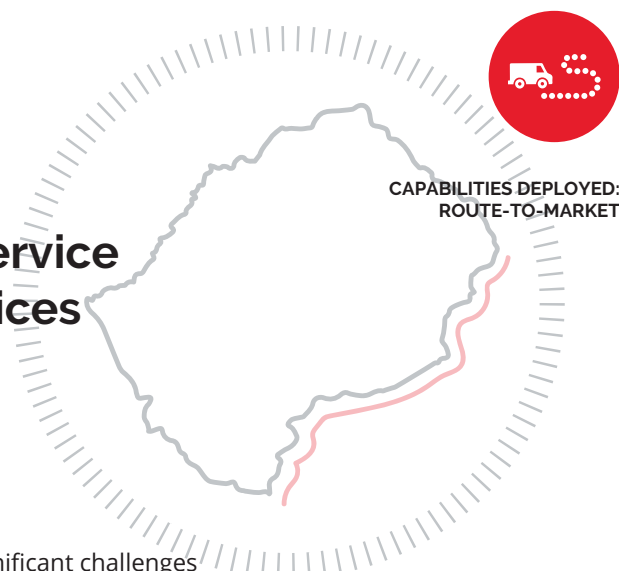
Background:

Lesotho faces a high HIV prevalence rate of 23.6%, posing significant challenges despite progress towards the UNAIDS targets known as 95-95-95. These targets aim for 95% of people living with HIV to know their status, 95% of those diagnosed to receive antiretroviral therapy, and 95% of those on treatment to have suppressed viral loads. Ensuring access to treatment for all affected individuals remains a challenge due to limited public healthcare infrastructure and constraints posed by the predominantly rural population. These limitations include significant time and financial constraints in accessing healthcare services.

To tackle these persistent challenges and improve treatment accessibility for HIV patients, USAID, in partnership with the Ministry of Health, is identifying models that can expand private sector engagement in new and existing differentiated service delivery (DSD) approaches. Project Last Mile was engaged to recommend options for consideration and support the analysis.

Project Last Mile has focused on developing a range of DSD options to support expansion in rural and urban areas, focusing on increased private sector participation. This phase included:

- Engaging stakeholders to gauge perceptions of DSD and private sector interest.
- Conducting geospatial mapping to understand the country's layout and population distribution in relation to health facilities and potential pick-up points.
- Surveying clients and clinicians to assess current medicine collection experiences and interest in DSD.
- Developing DSD models and business cases for recommended approaches.





"Project Last Mile's private sector expertise in differentiated service delivery is supporting the Lesotho Ministry of Health and Mission to identify strategies for sustainable access to critical health commodities for people living with HIV, adolescent girls, and key population segments."

– Ian Membe, Deputy Country Director, USAID Lesotho



Malawi

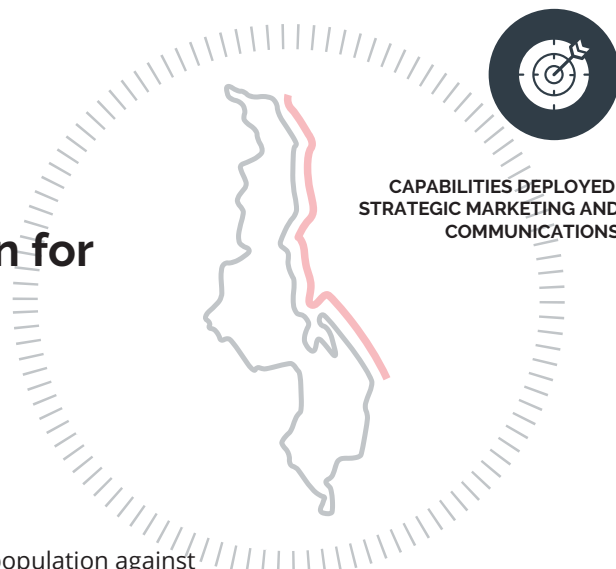
Strengthening demand creation for COVID-19 vaccines

July 2022 – September 2023

Background:

In early 2022, Malawi had fully vaccinated less than 5% of its population against COVID-19, with only about 1.9 million doses administered by March of that year. Recognizing the urgency of increasing COVID-19 vaccine uptake, Project Last Mile partnered with USAID, the Ministry of Health, and other implementing partners involved in COVID-19 vaccine communications efforts.

Supported by funding from USAID and The Coca-Cola Foundation, Project Last Mile applied its strategic marketing expertise to develop and execute a targeted campaign in rural communities in Zomba and Thyolo. This involved conducting a gap analysis, crafting campaign strategies, and engaging stakeholders. The campaign's objective was to increase COVID-19 vaccine acceptance through a combination of mass media initiatives and community events.



Results:

Approximately **68% of the target population** was reached by the campaign.

After engaging with the campaign, **58% of participants** reported feeling more positive towards COVID-19 vaccinations. Additionally, there was a notable decrease in safety concerns among those who were previously hesitant.

83% of the target audience expressed an increased likelihood of getting vaccinated in response to the campaign messaging.



3,630 vaccinations were administered at campaign events.



KODI ?

Mmadziwa

Kuti mukalandira katamera wa Covid-19 musufeteza omwe m'imawakonda kughatikizapo anthu okalamba komansa omwe ali ndi matenda am'gonagana

Kalandireni katamera wa Covid-19 kuti muhepetse kufala kwa matendawa

JOEACKIM GHAMBI
Minister of Health

USAID Kalandireni akupereka m'nyumba zina za umoyo mdera lana Ministry of Health

KODI ?

M'madziwa

Kuti COVID-19 imafala kwa aliyense mosayang'ana chipembedzo

Atsogoleri anzanga, ndi udindo wanu kuteteza anthu okalamba komansa amene ali ndi matenda am'gonagana ku muliri wa Covid-19




Kalandireni katamera wa Covid-19 kuti muhepetse kufala kwa matendawa

SHEIK DINALA CHABULIKA
Minister of Health

USAID Kalandireni akupereka m'nyumba zina za umoyo mdera lana Ministry of Health

KODI ?

Mmadziwa

Kuti COVID-19 imafala kwa aliyense mosayang'ana chipembedzo

Atsogoleri anzanga, ndi udindo wanu kuteteza anthu okalamba komansa amene ali ndi matenda am'gonagana ku muliri wa Covid-19




Kalandireni katamera wa Covid-19 kuti muhepetse kufala kwa matendawa

PASTOR YEHEMBA
Minister of Health

USAID Kalandireni akupereka m'nyumba zina za umoyo mdera lana Ministry of Health



Malawi

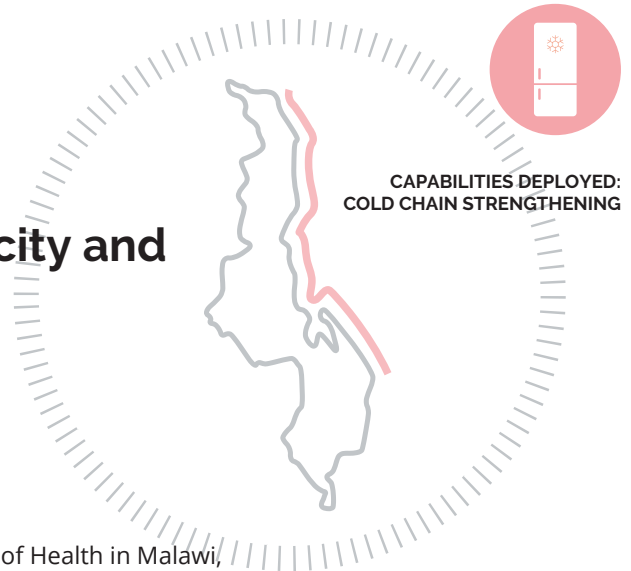
Strengthening cold chain capacity and storage for COVID-19 vaccines

July 2022 – January 2024

Background:

Cold chain maintenance is a critical challenge for the Ministry of Health in Malawi, impacting the effective delivery of vaccines to the last mile. Special efforts have been made to improve cooling systems and support proper vaccine storage, including nationwide targeted repair and maintenance drives for cold chain equipment. This initiative is pivotal for routine immunization and supports emergency COVID-19 and polio vaccination campaigns.

With funding from USAID and The Coca-Cola Foundation, Project Last Mile supported Malawi's Ministry of Health's Expanded Program on Immunization and Physical Assets Management to tackle cold chain challenges within the COVID-19 vaccination campaign. The focus was on enhancing infrastructure and strengthening the capacity of Ministry of Health staff and workers. Leveraging the expertise of The Coca-Cola System in maintaining a robust cold chain, Project Last Mile conducted a comprehensive national assessment. This was followed by repairing and maintaining the cold chain equipment, along with capacity-building efforts focused on maintenance and preventative measures.



Results:

Conducted national assessment at **575** government facilities.

Provided preventative maintenance on **836 cold chain equipment units** and curative maintenance on **91 units**.

Trained **576 health facility workers** and health surveillance assistants on basic cold chain equipment maintenance.

Enhanced vaccine storage capacity by **9%**.

Collaborated with Coca-Cola Beverages Africa to **train 100 Ministry of Health technicians** on cold chain handling, vaccine management, and cold chain equipment repair.

Trainees showed a **sustained increase** in cold chain equipment **knowledge** and repair and maintenance **capability**.

Increased fully functioning CCE in health facilities by **7%**.



"Now, I can spend time with my family at night or during the weekend without having the stress of going back to the facility to check refrigerators."

– Wyson Chilonga, Health Surveillance Assistant at Mitundu Community Hospital



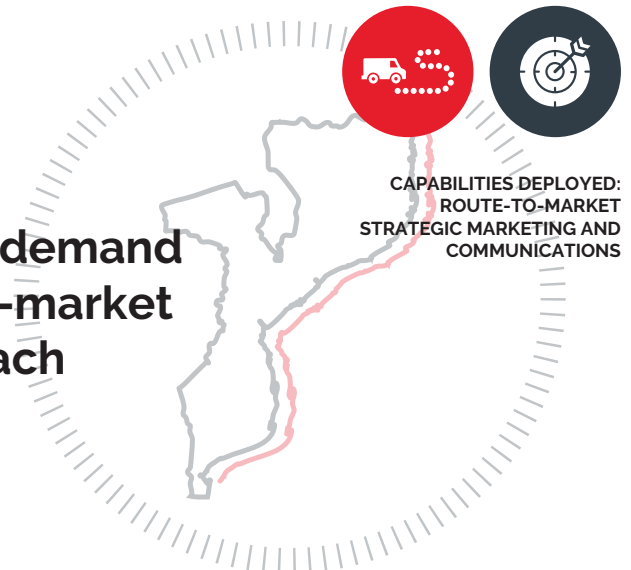
Mozambique

Improving condom supply and demand through an integrated route-to-market and strategic marketing approach

November 2021 – present

Background:

Funded by The Global Fund, Project Last Mile supported Mozambique's National AIDS Council to implement the National Condoms Strategy, which is aimed at addressing challenges related to condom usage and accessibility. Drawing upon best practices from the private sector, particularly The Coca-Cola System, Project Last Mile devised an integrated route-to-market and demand creation strategy with a client-centric focus to increase access to, availability of, and demand for condoms across the country. The effectiveness of this approach was tested in a six-month pilot conducted in Boane district from 2022 to 2023, which was then extended until March 2024.



Results:

A **43% increase** in active access points distributing free government condoms, primarily through non-traditional and decentralized channels like taverns or spaza shops.

1.2 million condoms were distributed during the pilot period, marking a substantial **243% rise** from the baseline average of **76,756 condoms** per month to an average of **200,000** per month during the pilot.

There were positive shifts in condom awareness, attitudes, and behaviors among the target population, including an **18% increase** in knowledge about where to obtain free government condoms, a **29% rise** in belief in the efficacy of these condoms, and **32%** indicating usage of free condoms.

Six months after campaign launch, **82%** of Boane residents were aware of the campaign.



O LAÇO QUE NOS UNE

USA OS PRESERVATIVOS MAHALA!
FAZES BEM

This poster features a yellow background with a red header containing the text "O LAÇO QUE NOS UNE". Below the header is a blue-bordered illustration of a man and a woman in a close embrace, with a condom being held between them. At the bottom, there is a white condom, the text "USA OS PRESERVATIVOS MAHALA! FAZES BEM", and several small logos.

CONSELHO DE BRADA

USA OS PRESERVATIVOS MAHALA!
FAZES BEM

This poster has a green background with a red header that says "CONSELHO DE BRADA". The central illustration shows a man in a yellow suit and red tie holding a condom, with several small icons of condoms floating around him. The bottom section includes a white condom, the text "USA OS PRESERVATIVOS MAHALA! FAZES BEM", and logos.

PROTEGE-TE E PROTEGE QUEM TU AMAS

USA OS PRESERVATIVOS MAHALA!
FAZES BEM

This poster features a yellow background with a red header reading "PROTEGE-TE E PROTEGE QUEM TU AMAS". The illustration depicts a woman with a green headwrap holding a condom, surrounded by various colorful icons like hearts and lips. The bottom part of the poster shows a white condom, the text "USA OS PRESERVATIVOS MAHALA! FAZES BEM", and logos.



Mozambique

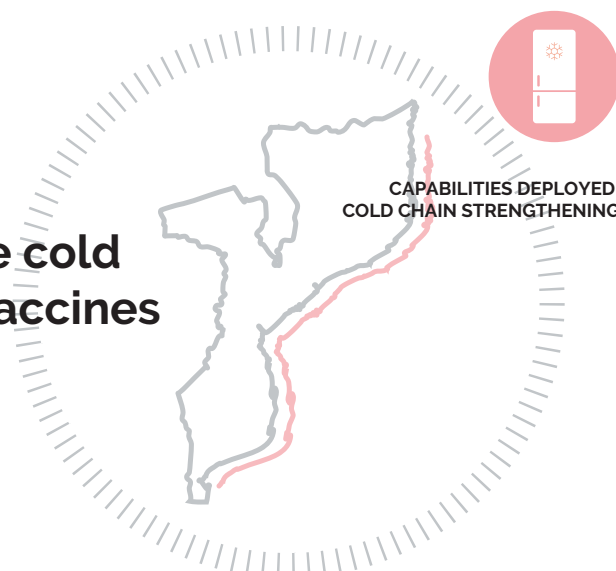
Strengthening ultra and routine cold chain readiness for COVID-19 vaccines

July 2022 - June 2023

Background:

As the Government of Mozambique prepared to receive 20 ultra-cold chain freezers and 10 million doses of the Pfizer-BioNTech COVID-19 vaccine, Project Last Mile, with funding from USAID and The Coca-Cola Foundation, supported the Mozambique Ministry of Health's Expanded Program on Immunization team in enhancing the country's readiness for cold chain equipment.

Project Last Mile leveraged a trusted third-party service provider from The Coca-Cola System to evaluate and repair cold chain equipment across health facilities nationwide. Additionally, Project Last Mile deployed experts from the private sector to train 71 system technicians and healthcare workers in cold chain equipment repair and maintenance, thereby boosting preventative maintenance capacity.



Results:

Cold chain equipment functionality was assessed at **647 health facilities** across all 11 provinces, representing **40%** of Mozambique's health facilities.

Mozambique's cold chain capacity was expanded to accommodate an extra **1.9 million** COVID-19 vaccine doses through installation, repair, and maintenance of cold chain equipment.

Additional cold chain capacity for **330,000** COVID-19 vaccine doses was created through Project Last Mile's emergency repair and maintenance response to Cyclone Freddie.

Measurable improvement in the technical knowledge of health system workers in **five out of six** technical capability areas immediately post training.

Voltage regulators installed by the third-party service provider **improved electricity reliability**. This allowed health facilities to store and preserve COVID-19 vaccines effectively, maximizing their shelf-life.



"I would like to express our gratitude for the support provided in the maintenance of the cold chain at all levels."

– Dr Quinhas Fernandes MD, MPH, Ministry of Health



Mozambique

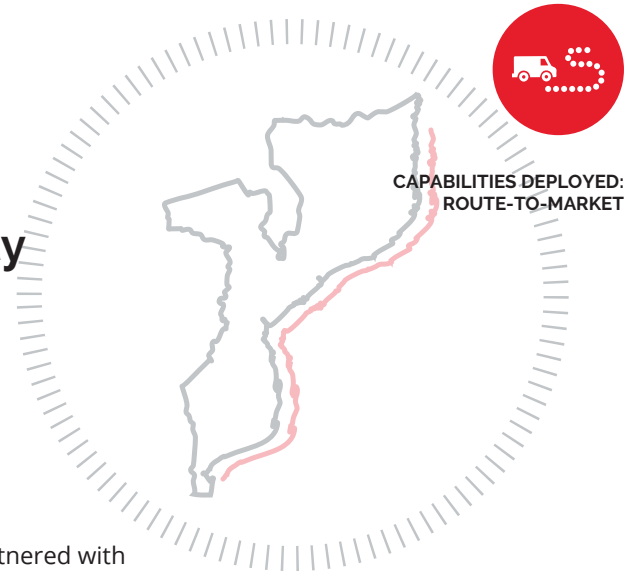
Improving supply chain visibility

August 2022 - present

Background:

With support from The Global Fund, Project Last Mile has partnered with Mozambique's Central de Medicamentos e Artigos Médicos (CMAM) to expand the Strategic Plan for Pharmaceutical Logistics, focusing on strengthening last mile delivery of medicines. This initiative aims to improve supply chain visibility and implement a data-driven model.

Drawing upon expertise derived from The Coca-Cola System, including insights into last mile delivery, outsourced distribution models, route optimization methodologies, and strategic information systems and processes, Project Last Mile has worked closely with CMAM and other partners to advance these goals.



Results:

Facilitated the consolidation and execution of supply chain and health systems strengthening plans.

Supported CMAM in implementing the Visibility and Integrated Management of Medicine Supplies operating model.

Assisted in last mile delivery activities, including deploying a performance framework and enhancing CMAM's capacity for direct distribution management.

Supported the Strategic Plan for Information Systems by integrating existing systems and establishing foundational strategic information systems.



"The initiatives provide CMAM with a unique opportunity to strengthen operational efficiency by optimizing transport routes for medicine and health product distribution, strengthening financial information systems, logistics, and human resources. This allows for better visibility of management information and accountability. These positive outcomes will have a major impact on health service provision to the population."

— Lucrécia Venâncio Mateus, Head of Department—Monitoring & Evaluation, CMAM



Namibia

Researching a health behavior change campaign to promote HIV testing and treatment among men

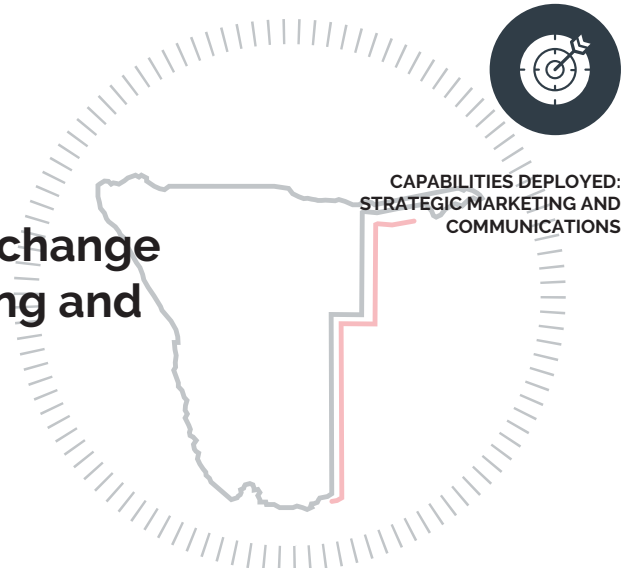
October 2022 – present

Background:

Namibia has improved its HIV treatment efforts but struggles to engage males aged 20–34 in HIV services. The Ministry of Health and Social Services planned to develop a Men’s Health Campaign to support the MenStar strategy. Inspired by successful private sector approaches promoting HIV testing and treatment among men, USAID sought to support the Namibian Ministry of Health and Social Services in determining if a similar campaign could be customized to the Namibian context.

With support from Project Last Mile, USAID collaborated with Namibia’s Ministry of Health and Social Services and the Namibian AIDS Coordination Program. The aim was to develop a brand for men’s health behavior change targeting the gaps in HIV testing and treatment among men aged 20–34 who are unaware of their HIV status. Our approach used insights from Project Last Mile’s marketing work in Africa to adapt universal truths and campaign elements to the local context.

Leveraging The Coca-Cola System’s approach of tailoring brands and messaging to local contexts, Project Last Mile enlisted a research agency to conduct a consumer study testing the messaging, visuals, and key insights for brand development by a creative agency. The resulting brand, named “AME. For Men. For Health,” underwent testing in 2023. A selection of materials used in this research is on page 35. Results and recommendations will be shared in 2024. Learnings from this project can be shared with other countries facing similar challenges in brand adaptation for public health campaigns.






**Ame,
I control
my destiny.
I look forward
to my future.**

AME empowers, educates
and supports Namibian men with
HIV to live a healthy, fulfilled life.

To find out more, please visit [URLs](#) or your nearest clinic

Facebook icon WhatsApp icon 008 14 999 992 8000 or 611 124 1000



**When
I speak out,
I help out.**

My name is Jonas Kamati
and I am HIV positive.
I do not stand alone.
We stand together.





Rwanda and Togo

Developing a Last Mile Delivery Workforce Strengthening Toolkit

July 2022 - October 2023

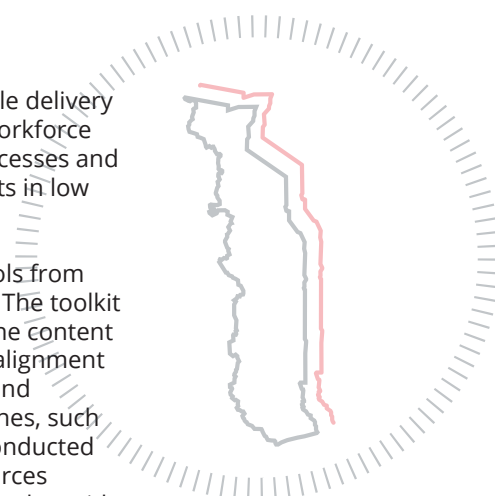
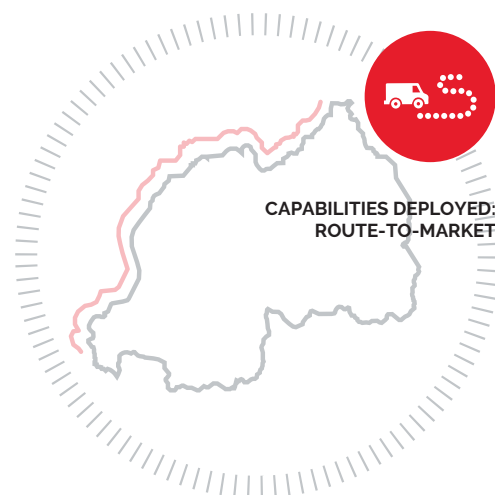
Background:

Project Last Mile partnered with USAID to leverage its expertise in last mile delivery and performance management to develop and test a last mile delivery workforce management toolkit. This initiative addressed the lack of established processes and tools to manage public sector supply chain employees, which often results in low motivation and high turnover rates.

Project Last Mile customized best practice performance management tools from The Coca-Cola System for the public health sector to develop this toolkit. The toolkit includes expertise in last mile delivery and performance management. The content benefited from collaboration with Coca-Cola Beverages Africa to ensure alignment with industry standards and optimize effectiveness. Available in English and French, the toolkit offers performance management processes and routines, such as on-the-job coaching and setting SMART goals. Two workshops were conducted with representatives from the relevant ministries of health, human resources professionals, and the Central Medical Stores teams in Rwanda and Togo, alongside USAID representatives.

Feedback from workshop participants was overwhelmingly positive, with all 20 participants saying that the content was relevant and could feasibly be implemented. Additionally, the workshops highlighted the pressing need for improved models and implementation practices.

Phase 2, which involves piloting the toolkit in Rwanda with selected users, will commence in 2024.



Scan to download the toolkit



www.projectlastmile.com/workforcestrengtheningtoolkit/





Sierra Leone

Expanding an integrated digital last mile delivery model

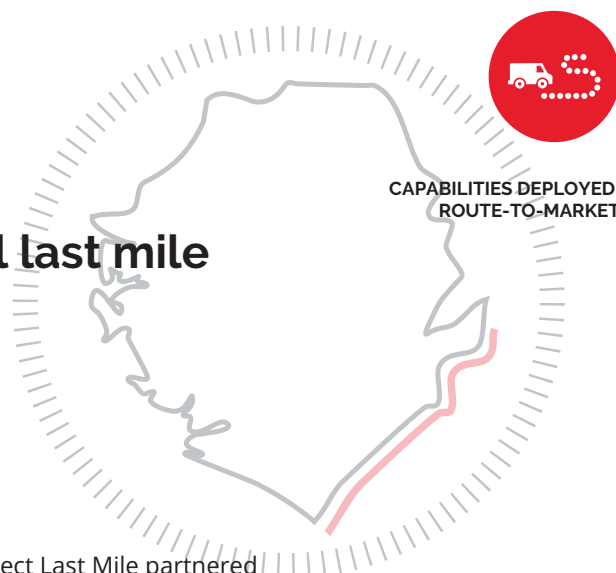
March 2022 – present

Background:

With support from USAID and The Coca-Cola Foundation, Project Last Mile partnered with Sierra Leone's Ministry of Health, the National Medical Supplies Agency (NMSA), and District Medical Stores. The aim was to strengthen NMSA's ability to create a sustainable model for an integrated digital system for delivering medical supplies to the last mile. This system aims to strengthen the availability of health products at delivery points, make health facility staff more efficient, and enhance overall service delivery.

Building on Project Last Mile's engagement with the Ministry of Health since 2018 and leveraging The Coca-Cola System's expertise in last mile delivery, a rapid assessment was conducted, and a pilot of the mSupply mobile application was introduced in 2022. More than 50 staff across 25 Primary Health Units (PHUs) in three districts were trained to use this platform. The pilot assessed mSupply's functionality, usability, and suitability. It identified its challenges, and strengths, offering valuable lessons and recommendations. This training significantly improved data visibility, enhanced efficiency among health facility staff, and increased the capacity of both facilities and individuals to perform key functions.

In 2023, Project Last Mile and its partners expanded the pilot of the electronic last mile information system (eLMIS) pilot to 15 government hospitals, including the entirety of Pujehun District, with its 103 health facilities. This expansion involved conducting baseline assessments and providing ongoing supportive supervision and training.



Results:

Launched the eLMIS pilot by providing training to **41** district/central oversight staff/stakeholders, **74** hospital pharmacists, and **206** PHU staff.

Onboarded **15** hospitals and **103** PHUs onto the mSupply mobile platform, providing supportive supervision and coaching.



"When we were using a paper system, it was difficult to manage. There are many people dealing with these documents...The app we use now is essential to the management of the facility."

– Matthew Yamba, [TITLE] at Lakka Community Health Centre



South Africa

Increasing COVID-19 prevention behaviors through strategic communication

August 2021 - December 2023

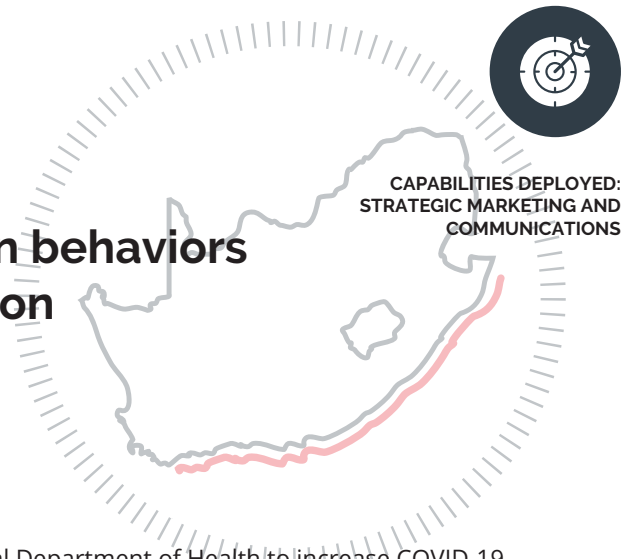
Background:

In 2023, Project Last Mile continued its support to the National Department of Health to increase COVID-19 prevention behaviors, funded by The Coca-Cola Foundation and USAID. This involved sharing insights gained from Project Last Mile's national support during the initial year of vaccine rollout and deploying more targeted campaigns to reach segments with low uptake or high risk from COVID-19.

Launched in February 2023, the "You've Got This" campaign concluded in September of the same year. This national mass media initiative, developed with a creative agency to refine the strategic approach and creative direction, aimed to encourage vaccination among individuals with chronic illnesses and those over 50 years old. The campaign included below-the-line activations to bring vaccinations and health screenings directly to communities.

Additionally, Project Last Mile completed a youth engagement pilot, focusing one week of the five-week campaign on vaccinations (highlighting COVID-19 vaccines) and offering COVID-19 vaccinations at the two wellness day events. This program, which ran in two underserved townships in South Africa, aimed to evaluate engagement through youth development organizations to increase health-seeking behaviors, particularly among males aged 18–30.

Project Last Mile continued supporting the National Department of Health's Risk Communication and Community Engagement team in 2023 with various campaigns, including finalizing a communication strategy for the pediatric COVID-19 vaccine and other community-based initiatives.



"You've Got This" results:

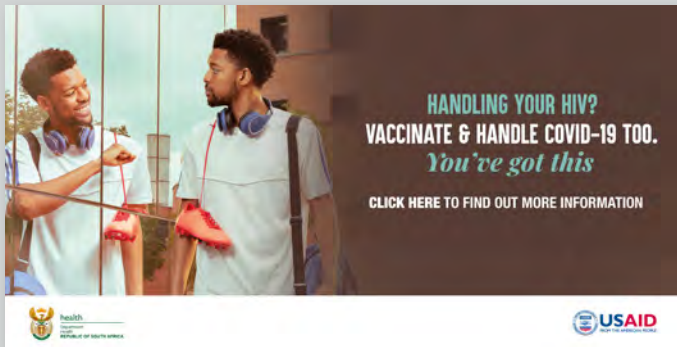
An average of over **27 million** people were reached nationally each month between September 2021 and January 2022.

Digital campaigns driven by influencers targeted youth through unconventional channels, garnering over **20 million views**.

A campaign offering digital rewards to incentivize vaccination among young people led to over **8,000** vaccinations.

Partnership with faith-based organizations resulted in the vaccination of **56%** of their congregants.

A campaign focused on creating awareness about the correct number of vaccine boosters increased the target audience's knowledge by **46%**.



Youth pilot results:

Partnership with youth non-profit organizations engaged **779 members** and delivered **1,333 health services**.

Held two health service outreach events, with **524 attendees**, **49%** of whom were under 30 years old.

Provided **1,333 health services**, including **61 COVID-19 vaccines**.



South Africa

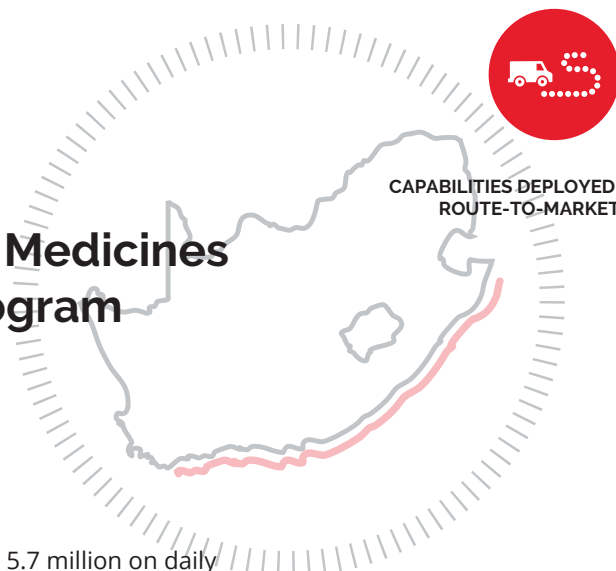
Optimizing the Central Chronic Medicines Dispensing and Distribution program

April 2016 - present

Background:

South Africa is home to 8.3 million people living with HIV, with 5.7 million on daily antiretroviral therapy. The country also faces a rising burden of non-communicable diseases, further straining limited healthcare resources and facilities. Patients often endure long journeys and sacrifice work or school days to obtain these vital medicines. In response, the National Department of Health initiated the Central Chronic Medicines Dispensing and Distribution (CCMDD) program to improve access to chronic medications through convenient pick-up points, thereby relieving congestion at crowded public health facilities.

To support the National Department of Health, Project Last Mile was invited by USAID and PEPFAR to apply expertise from The Coca-Cola System in differentiated service delivery, geospatial intelligence, and retail outlet creation to expand Dablapmeds, a rebrand of the CCMDD program. Initially, Project Last Mile developed a business plan and roadmap for external pick-up points in 2016, which was scaled nationally in 2017. During the COVID-19 pandemic, Project Last Mile shifted its focus to accelerate pick-up point growth and utilized its consumer marketing skills to launch the Dablapmeds brand. Project Last Mile continues to offer ongoing technical assistance for CCMDD management.



Results:

5.3 million patients have registered with the CCMDD program.

There are **2.9 million** active patients in the CCMDD program.

64% of patients are collecting their medication at external pick-up points.

40% of antiretroviral therapy users now collect their medication through the CCMDD program.



Watch a video about how Dablapmeds is improving access to chronic medications:



https://youtu.be/Nl_jB9JZvlg



South Africa

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

September 2020 – present

Background:

South Africa faces significant challenges with its high HIV-positive population, estimated at 8.3 million people, and retention rates for treatment falling short of targets. Approximately one-quarter of individuals drop off treatment and become lost to follow-up within 12 months of starting antiretroviral therapy. Moreover, men exhibit lower rates of testing and treatment initiation, with higher rates of treatment attrition compared to women. The rise in non-communicable diseases further strains healthcare resources and facilities.

Through funding from USAID and PEPFAR, Project Last Mile leverages private sector expertise in strategic marketing to educate and motivate people living with HIV towards achieving viral suppression. The “MINA. For Men. For Health” brand targets men living with HIV, employing insights-based consumer marketing to develop a resonant healthcare brand, with positive reception reported among men living with HIV.

Additionally, PLM’s support for national efforts for Undetectable=Untransmittable (U=U) also includes the development of a toolkit for in-clinic use and training health workers. Furthermore, in 2023, Project Last Mile initiated formative studies to understand young people’s prevention literacy and how to reach people living with HIV who are treatment interrupted.



Results:

Training was done with **523** healthcare workers on U=U, with pilot facilities showing higher rates of viral load testing.

There was positive reception of the MINA. For Men. For Health campaign, with **53%** of men living with HIV aware of the campaign.





Zambia

Strengthening cold chain and ultra-cold chain planning for COVID-19 vaccines



CAPABILITIES DEPLOYED:
COLD CHAIN STRENGTHENING

May 2023 – present

Background:

With backing from USAID and The Coca-Cola Foundation, Project Last Mile has joined forces with the Ministry of Health and Expanded Programme on Immunization (EPI) in Zambia to address critical challenges exposed by the COVID-19 vaccination campaign. These challenges include insufficient cold chain capacity for the effective distribution of vaccines and inadequate maintenance of facility-based vaccine storage facilities.

To strengthen vaccine preparedness, Project Last Mile leveraged The Coca-Cola System's expertise in maintaining a robust cold chain infrastructure, extending to the last mile. Project Last Mile engaged service providers from The Coca-Cola System to strengthen the operational efficiency of existing cold chain equipment and to develop and coordinate a national cold chain equipment strategy encompassing storage, monitoring, and transportation of vaccines. Additionally, Project Last Mile focused on building the capacity of health system workers.

Results:

Assessed **510 health facilities** and **666 CCE units**.

Increased vaccine storage by **57%**, adding **16,763 liters**.

Repaired **392 CCE units**.

Trained **134 EPI technicians** and **528 health facility workers** on cold chain equipment care.

Installed **132 new solar batteries**, **60 solar panels**, and **5 Stirling ULT freezers**.



2023 Project overviews

Social enterprise support





Multi-country

Supporting health enterprises to enhance the availability of family planning products



CAPABILITIES DEPLOYED:
ROUTE-TO-MARKET
COLD CHAIN STRENGTHENING
STRATEGIC MARKETING AND
COMMUNICATIONS

July 2021 – present

Background:

The COVID-19 pandemic strained global health systems, threatening access to vital reproductive health services like family planning. Social enterprises are crucial in connecting communities with these services, but many lack the expertise to expand effectively.

In Phase 1, Project Last Mile partnered with USAID to enhance the organizational effectiveness of two social enterprises directly delivering family planning products to households. Healthy Entrepreneurs in Uganda and Total Family Health Organization in Ghana positively impacted last-mile communities by providing access to health products and services with guidance from Project Last Mile experts.

Building on this, Phase 2 has begun. Project Last Mile and USAID received submissions from 11 organizations and selected two for route-to-market technical assistance:

- Maisha Meds: A technology-enabled healthcare company improving access to medicines in Kenya, Uganda, Tanzania, Zambia, and Nigeria, mainly through private sector pharmacies.
- Parkers Mobile Clinic: A Southern Nigeria-based not-for-profit, strengthening healthcare delivery for vulnerable populations through mobile family planning, telehealth services, and nutrition support.

In Phase 2, Project Last Mile will provide route-to-market technical assistance and in-country implementation support to these enterprises to integrate the solutions into their operations.

Results:

The number of households serviced by Healthy Entrepreneurs and Total Family Health Organization increased by over **250%**.

Staff members reported **increased professionalism, management skills, and overall organization** of business operations.

Staff motivation, confidence, sales, profits, and job satisfaction improved significantly.

As of October 2023, Project Last Mile's models continued to be implemented and scaled even after the project concluded.



"This opportunity showcased the 'real magic' behind our work, emphasizing the importance of connecting with communities. Spending a day examining our systems, processes, and people, we hope their visit brought Coca-Cola's solutions to life."

- Charles Kazooba, National Route to Market Manager for Coca-Cola Beverages Africa in Uganda



Multi-country

Accelerating innovations to prevent and respond to emerging infectious diseases

March 2023 - present

Background:

Infectious diseases pose a growing threat globally, with over 70% of epidemic-prone infectious diseases originating from animals, leading to frequent outbreaks like the COVID-19 pandemic. Recognizing the need for innovative solutions, Project Last Mile has partnered with the USAID to support enterprises in developing technologies to address emerging disease threats. Leveraging Project Last Mile's subject matter experts, tailored solutions are being developed.

Each selected enterprise will receive personalized support from a Project Last Mile subject matter expert, including technical advice, coaching, and mentoring. Grant funding may also be available. This initiative aims to strengthen enterprise capabilities to improve the reach, awareness, availability, access, and utilization of innovations focused on preventing emerging health threats.

An online database of enterprises was established to facilitate the call for proposals, resulting in the evaluation of 80 submissions for due diligence. Among these, 12 promising innovations were pinpointed, and from them, two candidates were chosen for further evaluation.



CAPABILITIES DEPLOYED:
ROUTE-TO-MARKET
COLD CHAIN STRENGTHENING
STRATEGIC MARKETING AND
COMMUNICATIONS



"Through identifying and supporting innovations for emerging infectious disease threats, we are enabling our stakeholders to better prevent future outbreaks by being ready to detect them at early stages and facilitate a rapid response."

- Dr Rohit Chitale, USAID Emerging Threats Division.



Multi-country

Collaborating with the Transform Health Fund to support African health enterprises

January 2023 - present

Background:

Amidst the strain on public healthcare systems and limited resources, health enterprises play a crucial role in providing market-based solutions to increase health product and service delivery. Despite advancements in financing for health enterprises in Africa, there remains a notable gap in accessing capital and support services for scaling up. Recognizing this need, Project Last Mile partnered with the USAID to initiate a new program channeling investments into African health enterprises. USAID has committed funding to Project Last Mile to establish a technical advisory facility, enabling Project Last Mile's unique technical assistance to support companies in the Transform Health Fund pipeline.



CAPABILITIES DEPLOYED:
ROUTE-TO-MARKET
COLD CHAIN STRENGTHENING
STRATEGIC MARKETING AND
COMMUNICATIONS



A key objective of the Transform Health Fund is to build a resilient healthcare ecosystem by investing in and scaling locally-led innovations that improve access to quality and affordable care and supplies for the most vulnerable populations in sub-Saharan Africa.



Multi-country

Addressing specific challenges related to vaccine distribution and availability

February 2023 - present

Background:

While new vaccines are becoming available, many countries struggle to afford them or lack the necessary infrastructure for effective distribution. Consequently, up to one in 10 children in Gavi-supported countries miss out on routine vaccinations. In response, Project Last Mile partnered with Gavi INFUSE to test and scale innovations from its cohort of enterprises. The goal was to increase the availability, demand, and access to life-saving immunizations in Africa. Initiated as part of Project Last Mile's COVID-19 response portfolio and funded by The Coca-Cola Foundation, this collaboration aims to build resilient immunization systems to prevent and prepare for future pandemics.

Leveraging best practices from The Coca-Cola System, Project Last Mile will offer tailored solutions to address specific challenges related to vaccine distribution, availability, and access across the continent. This may involve providing technical assistance focused on cold chain equipment, route-to-market, and demand creation through strategic marketing.

The first enterprise, Reach, has been selected. Project Last Mile is collaborating with Reach to develop an above-market playbook aimed at enhancing its ability to create demand for its WhatsApp-based products across Africa. To facilitate better knowledge transfer, Project Last Mile is partnering with Reach on a case study in conjunction with this playbook. The case study employs a strategic marketing approach inspired by The Coca-Cola System, focusing on a public sector healthcare hotline dedicated to increasing vaccination rates among babies and small children in Mozambique.

Project Last Mile will continue to support both organizations with technical assistance throughout 2024.



CAPABILITIES DEPLOYED:
ROUTE-TO-MARKET
COLD CHAIN STRENGTHENING
STRATEGIC MARKETING AND
COMMUNICATIONS



"We are thrilled to see The Coca-Cola Foundation and Project Last Mile bring funding and expertise to INFUSE 2.0. We value their leadership to support the scaling of cutting-edge technologies for immunization. We believe the private sector and innovations are playing an ever-growing role in safeguarding immunization systems against further shocks."

– Marie-Ange Saraka-Yao, Managing Director, Resource Mobilization, Private Sector Partnerships and Innovative Finance



Communication and thought leadership highlights

Throughout 2023, our commitment to impactful partnerships has advanced global health goals and earned global and regional recognition across various platforms.

Our aim is to share our approach, achievements, resources, and tools to inspire and enable other public-private partnerships to achieve global health goals.

Strategic communication activities

World Economic Forum (January 2023):

Announced a collaboration with Gavi and their INFUSE platform in Davos, Switzerland, which aims to improve vaccination coverage in lower-income countries by matching investors with innovators and entrepreneurs.

African Social Marketing Conference (April 2023):

Shared insights into leveraging digital and faith-based influencers in social marketing campaigns and led sessions on innovative marketing strategies tailored to public health interventions.

South African AIDS Conference 2023 (June 2023):

Actively engaged in seven events, including satellite sessions, presentations, and posters, at the SA AIDS Conference in Durban.

Global #ScalingUp Community of Practice Annual Workshop (August 2023):

Shared innovative scaling approaches in a webinar, emphasizing global and last mile delivery capacities, financing, and partnerships.

Presentation to USAID Deputy Administrator (September 2023):

Presented our health system strengthening work in South Africa to USAID Deputy Administrator Paloma Adams Allen in Cape Town, emphasizing innovation and cost-effectiveness.

Yale University's Digital Media for Health Outcome Webinar (September 2023):

Delved into the application of private sector marketing principles to public health, drawing on examples from Project Last Mile's initiatives in South Africa during a webinar for Yale University.

Global Health Supply Chain Conference (November 2023):

Presented in four sessions covering various healthcare delivery initiatives in South Africa, Mozambique, and Sierra Leone.

South African Primary Healthcare Conference (November 2023):

Reported results and learnings from a youth pilot program aimed at engaging young people in healthcare uptake in underserved areas.

Journal of Health Communications (December 2023):

Published a peer-reviewed article presenting findings from a study conducted by Project Last Mile and Ipsos, revealing the significant influence of factors such as easy access, time off work, reservations, and transportation on COVID-19 vaccine uptake among segments of the unvaccinated population in South Africa.



Scan the QR code to view these resources:

www.projectlastmile.com/communication-and-thought-leadership-highlights-in-2023/



Media coverage and recognition

Strategic press release collaboration:

- **Malawi (May 2023):**
Partnered with USAID and The Coca-Cola Company to craft a press release about our COVID-19 demand creation work in Malawi, resulting in significant media coverage, including an interview on a national breakfast show.
- **Mozambique (December 2023):**
Collaborated with Coca-Cola Beverages Africa to share progress in our work in Mozambique through a press release, garnering visibility in five national newspapers.

Media recognition as a public-private partnership:

- Forbes, Forbes Africa, and the Yale School of Management acknowledged Project Last Mile as an exemplary public-private partnership model. These articles spotlighted Project Last Mile's pivotal role in strengthening public health systems across Africa, fostering innovation and scalability, and facilitating cross-sector knowledge exchange.
- Kelly Barner further underscored Project Last Mile's impact on supporting public health supply chains in Africa through a feature on the podcast "Art of Supply," exemplifying our commitment to effective partnership-driven solutions.

Awards:

- Received a Certificate of Appreciation from the Western Cape Government: Health and Wellness for contributions to achieving over 5 million COVID-19 vaccinations.
- The creative campaign "FAZES BEM," developed by Create Mozambique for Project Last Mile, won prestigious awards in Lisbon, Portugal.
- Nahana Communications Group was selected as a finalist for the Marketing Achievement Awards for the purpose-led COVID-19 vaccination campaign developed for Project Last Mile.



Toolkits and resources

Project Last Mile has developed several materials at both the global and country levels in 2023. However, many of these resources transcend specific geographies and can be applied to other regions.



The Influencer Marketing for Public Health guide explains when, why, and how to best utilize a private sector approach to influencer marketing in the public health sector. It is based on different Project Last Mile campaigns that leveraged social media influencers, faith-based leaders, and celebrities to drive demand for COVID-19 vaccines.



Scan the QR code to download the toolkit:

www.projectlastmile.com/influencer-marketing-for-public-health/

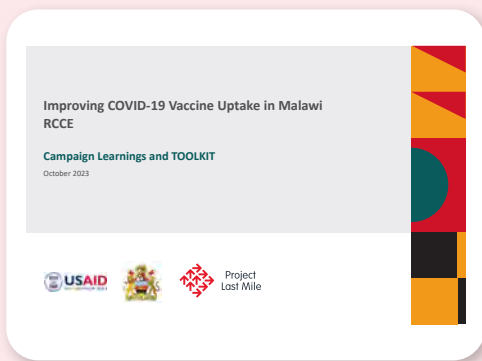


The **Workforce Strengthening Performance Management Toolkit** empowers healthcare workers across Africa to optimize the delivery of essential medicines to patients. Available in English and French on our website, this toolkit exemplifies our commitment to supporting healthcare professionals and improving healthcare delivery systems.

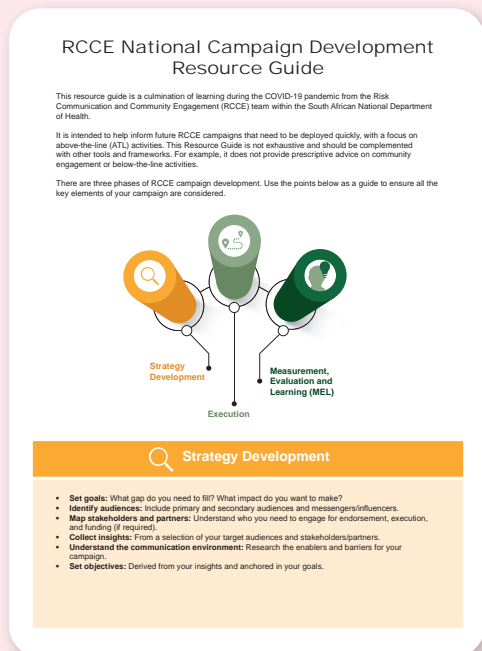


Scan the QR code to download the toolkit:

www.projectlastmile.com/workforcestrengtheningtoolkit/



Project Last Mile has developed country-specific toolkits and guides, such as the **Risk Communication and Community Engagement Toolkit for Malawi** and the **Vulnerable Populations Toolkit for South Africa**. Reach out to us if you'd like more details about these guides.



Based on our experience within the Risk Communication and Community Engagement (RCCE) team at South Africa's National Department of Health, we developed **resources to enhance the capability of RCCE practitioners**, including:

- The Risk Communication and Community Engagement Campaign Development Resource Guide
- Lessons Learned from RCCE During the COVID-19 Pandemic
- A Guide to Co-Creating Public Health Communication Campaigns

For more information about these guides, please contact us.



Project Last Mile

For more information, visit:
www.projectlastmile.com

© Project Last Mile 2024