PROJECT LAST MILE IN ESWATINI:
LEVERAGING STRATEGIC MARKETING EXPERTISE TO INFORM DEMAND CREATION FOR HEALTH SERVICES—THE GIRL CHAMP EVOLUTION.

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Yale Global Health Leadership Initiative
In this presentation

- Overview of Project Last Mile and M&E
- PLM in eSwatini: Strategic Marketing
- Girl Champ and COACH concept
- Results and Feedback
- Way Forward
Project Last Mile is a public-private partnership to improve availability of life-saving medicines.

- Funding: Bill & Melinda Gates Foundation, The Global Fund, USAID
- Technical Input: The Coca-Cola Company, 3PL Network, IP
- Management and Delivery: Delivery Leads, Country Leads
- Monitoring and Evaluation: Yale Global Health Leadership Initiative
- Project Leads: Ministries of Health, Local Bottlers, 3PL Network, IP,

Yale Global Health Leadership Initiative
PLM Approach and Solutions

Private Sector Solutions:
- Supply Chain Logistics/Distribution
- Cold Chain Equipment Maintenance
- Differentiated Service Delivery (route-to-market)
- Strategic Marketing and Communications
- Talent Management and General Business Skills
Since the first pilot in 2010, Project Last Mile has activated programs in 8 out of 10 countries in Africa.

**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 Coca-Cola best practices in demand planning, distribution optimization, network design, and organizational development.

**SIERRA LEONE (2017 – Present)**
Leveraging and adapting Coca-Cola best practices in distribution and organizational development to support supply chain strengthening.

**MOZAMBIQUE (2016 – present)**
Applying Coca-Cola 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 2 million people.

**eSWATINI (2016 – present)**
Leveraging and adapting Coca-Cola best practices in strategic marketing to support increased demand for health services for HIV prevention, especially focused on young women.

**TANZANIA (2010 – present)**
Building on six years of partnership to further strengthen distribution and management of medical supply chains in Tanzania.
How does GHLI evaluate partnerships?

- Longitudinal, mixed methods design
- Evaluating performance against **quantitative** Key Performance Indicators (KPIs)
- Understanding context and factors for success during **qualitative** ‘deep dives’
- Grounded in participatory research (context-driven) to understand impact and lessons learned

**Inputs**
- Measure financial investments
- Describe in-kind contributions

**Outputs**
- Track status of major contractual deliverables of local delivery teams

**Outcomes**
- Track intermediary changes in management systems, processes, and capacity

**Impact**
- Quantify changes in system performance at national scale
Demand Creation - PLM in eSwatini

- eSwatini is a small country in Southern Africa [population 1.3M with vast majority <35 y/o]
- Highest prevalence of HIV worldwide (27.4%) with young women at 16.7% compared to just 3% of young men.
- Fragmented health communications
- Lack of consistent, targeted messaging
- Limited capacity in strategic communications and demand creation within public sector
PLM partners with the Health Promotion Unit within the Ministry of Health and National Emergency Response Council on HIV and AIDS to co-design, implement and test strategic marketing to improve uptake of health services among adolescent girls and young women in partnership with Coca-Cola Marketing Africa

- DESIGN the health communication strategy based on in-depth market research
- PILOT the strategy – to be implemented and evaluated in Manzini
- TEST – scale-up talent and partners to continue these efforts.
PLM invited to apply Strategic Marketing Principles from private sector to the Demand Creation Process in public sector.
In eSwatini, HIV has a disproportionate impact on adolescent girls and young women.
In-depth market research provides unique insights

“The bird is being set free from the darkness of being naive. Once you have gained knowledge about protecting yourself you are being set free.

The bird is seeing light, like it has been in darkness for a long time. (What does this light represent?) It represents knowledge, knowing about the surroundings around you.

“I can have strength in my hand such that I can fight off someone who wants to touch me inappropriately. Like I can use it to defend myself from someone. You can see this, just as it is, I can use it to defeat someone with strength and then I can be protected from getting HIV.”

“This is a cactus plant. It grows in a harsh environment and it has thorns, but it is always green. Even if there is not rain it manages to survive because it protects itself with its thorns.

As I know, I am supposed to grow and there are things that I should not do and I should protect myself. So I must stay away from things that will tempt me, like this tree.”
Clinics and Hospitals are Considered Valuable Sources of Information

Yet most girls are afraid to access services for fear of judgement. Health care providers must convey professional distance so AGYW are not fearful to access services. Girls need ‘safe spaces’ to discuss their challenges.
Who is a Girl Champ?

- When a young girl feels supported, she’ll start to make better decisions for her future.

- A Girl Champ is a fearsome female. Nobody can knock her down. Her challenges are many, but she knows that if she stays fit, healthy, protected, educated and believes in herself, she can conquer her opponents and achieve anything.

- The Girl Champ movement is about using fitness and health to build a positive and empowered community of young eSwatini women.
Empower

AGYW with Communication:

- Boxercise
- Girl Champ
- Lioness Logo
- eSwatini Visual Identity System

Support

Nurse/Healthcare Workers to provide Youth-Friendly Service:

- C.O.A.C.H Curriculum
- Youth-Friendly Refresher Training for all clinic staff

Mobilize

Community through existing structures and media:

- Schools
- Parents
- Health Committees
- Radio ads/Posters/Print
Girl Champ brand piloted in Manzini District

- Piloted at three sites
- Integrated fully into national Youth Friendly Service Initiative
- 2 step approach –
  - Engage adolescent girls and young women for Girl Champ
  - Sensitize front line health care workers for youth-friendly service delivery
- Monitor and evaluate engagement in Girl Champ strategy and health service utilization over time

10 Nov: Zombodze Lamvelase Clinic
17 Nov: Mafutseni Clinic
24 Nov: Luyengo Clinic
Attendance at Girl Champ activations exceeded expectations

Attendance at Girl Champ Events

- Zombodze Lamvelase: Expected Attendance 570, Registered 250, Consultations 63, Counselling & Testing 7
- Mafutsemi: Expected Attendance 544, Registered 250, Consultations 7
- Luyengo: Expected Attendance 822, Registered 250, Consultations 102
- Totals: Expected Attendance 1936, Registered 750, Consultations 172

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Feedback from Girl Champ participants was positive.

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<tr>
<th></th>
<th>YES</th>
<th>NEUTRAL</th>
<th>NO</th>
<th>TOTAL</th>
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<td>I really enjoyed myself today and had a great experience:</td>
<td>478</td>
<td>20</td>
<td>0</td>
<td>498</td>
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<td>(96%)</td>
<td>(4%)</td>
<td>(0%)</td>
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<tr>
<td>I would recommend Girl Champ to my friends/others</td>
<td>480</td>
<td>17</td>
<td>1</td>
<td>498</td>
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<td>(96.4%)</td>
<td>(3.4%)</td>
<td>(0.2%)</td>
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<td>I will share the knowledge that learnt today with others</td>
<td>470</td>
<td>28</td>
<td>0</td>
<td>498</td>
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<td>(94.4%)</td>
<td>(5.6%)</td>
<td>(0%)</td>
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<td>The healthcare workers made me feel comfortable:</td>
<td>466</td>
<td>26</td>
<td>6</td>
<td>498</td>
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<td>(93.6%)</td>
<td>(5.2%)</td>
<td>(1.2%)</td>
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Girl Champ delivers on brand promise.

“Being surrounded by people my own gender who actually understand what it means to be a girl and what the greatest challenges, we as girls face.”

“Knowing that people my age are also welcome to the clinic to ask about anything they feel like asking”

“I would like to thank the Ministry of Healthy for making this day so special. I learnt new things and I will share the knowledge that I learnt with others”

“I love the people, they were calm, friendly, and lovely ... it was incredible”
Conclusions and Way Forward

- Applying strategic marketing processes from private sector is feasible in public sector, and resonates with local communities.
- Important to leverage existing structures and local talent – consult, co-create, participate.
- Continue the momentum from Girl Champ and deliver brand promise throughout Ministry of Health support structures, i.e., SRH, CANGO
- Quantify impact of Girl Champ, and follow journey in care
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THANK YOU!