



# MOMENTUM PROJECTS IN EAST AFRICA

Regional Reference Brief



**USAID**  
FROM THE AMERICAN PEOPLE



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MOMENTUM works alongside governments, local and international private and civil society organizations, and other stakeholders to accelerate improvements in maternal, newborn, and child health. Building on existing evidence and experience implementing global health projects and interventions, we help foster new ideas, partnerships, and approaches and strengthen the resiliency of health systems.

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# ACRONYMS LIST

<b>BF-APEA</b>	Behaviorally focused applied political economy analysis
<b>CHWs</b>	Community health workers
<b>CSOs</b>	Civil society organizations
<b>DHMTs</b>	District health management teams
<b>EPMM</b>	Ending preventable maternal mortality
<b>FBOs</b>	Faith-based organizations
<b>FLHWs</b>	Frontline health workers
<b>FP</b>	Voluntary family planning
<b>GBV</b>	Gender-based violence
<b>HCD</b>	Human-centered design
<b>HMIS</b>	Health management information system
<b>iCCM</b>	Integrated community case management
<b>IPC</b>	Infection prevention and control
<b>ITOCA</b>	Integrated technical organizational capacity assessment
<b>IUD</b>	Intrauterine device
<b>LARC</b>	Long-acting reversible contraceptives
<b>MNCHN</b>	Maternal, newborn, and child health, and nutrition
<b>MNCH/FP/RH</b>	Maternal, newborn, and child health/voluntary family planning/reproductive health
<b>MNCHN/FP/RH</b>	Maternal, newborn, and child health and nutrition/voluntary family planning/reproductive health
<b>MIP</b>	Malaria in pregnancy
<b>MOH</b>	Ministry of Health
<b>MPDSR</b>	Maternal and perinatal death surveillance and response
<b>NGOs</b>	Non-governmental organizations
<b>PHE</b>	Population, health, and environment
<b>PNC</b>	Postnatal care
<b>PPFP</b>	Postpartum family planning
<b>QI</b>	Quality improvement

<b>RED/REC</b>	Reaching every district/reaching every child
<b>RH</b>	Reproductive health
<b>RMC</b>	Respectful maternity care
<b>SBCC</b>	Social and behavior change communication
<b>SNET</b>	Social norms exploration tool
<b>SSNB</b>	Small and sick newborn
<b>TB</b>	Tuberculosis
<b>UN</b>	United Nations
<b>UNICEF</b>	United Nations Children’s Fund
<b>UNFPA</b>	United Nations Population Fund
<b>WASH</b>	Water, sanitation, and hygiene
<b>WHO</b>	World Health Organization

# INTRODUCTION

**MOMENTUM** is a dynamic suite of six distinct yet related awards working with governments and institutions in USAID partner countries to accelerate reductions in maternal, newborn, and child death and disability. The six global awards work collectively across diverse focus areas and settings to support partner country goals to improve maternal, newborn, and child health, nutrition, voluntary family planning, and reproductive health (MNCHN/FP/RH) outcomes, as described in Figure 1 below.

The suite implements projects that support countries in their efforts to strengthen the capacity and resilience of community and health systems to introduce, deliver, scale up, and sustain the use of evidence-based, high-quality MNCHN/FP/RH services and care. This reference brief provides an overview of MOMENTUM projects and their completed or ongoing activities in the East Africa region. As of June 2023, MOMENTUM partner countries in this region include [Burundi](#), the [Democratic Republic of the Congo \(DRC\)](#), [Ethiopia](#), [Kenya](#), [Rwanda](#), [South Sudan](#), [Sudan](#), [Tanzania](#), and [Uganda](#).








**FIGURE 1. THE MOMENTUM SUITE OF AWARDS**



# MOMENTUM TOPICS, AREAS, AND THEMES, BY COUNTRY

The MOMENTUM suite supports partner countries to address a wide range of issues, tailoring project activities to each of their unique contexts and needs. The table below lists where each topic, focus area, or theme is being addressed in the East Africa Region.

	TOPIC / FOCUS AREA / THEME	COUNTRIES
HEALTH TOPICS	 CHILD HEALTH	Burundi, DRC, South Sudan, Tanzania, Uganda
	 COVID-19	DRC, Ethiopia, Kenya, South Sudan, Tanzania, Uganda
	 IMMUNIZATION	DRC, Ethiopia, Kenya, South Sudan, Tanzania, Uganda
	 MATERNAL HEALTH	Burundi, DRC, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda
	 NEWBORN HEALTH	Burundi, DRC, Kenya, South Sudan, Sudan, Tanzania
	 NUTRITION	DRC, South Sudan, Tanzania
	 VOLUNTARY FAMILY PLANNING / REPRODUCTIVE HEALTH	Burundi, DRC, Kenya, Rwanda, South Sudan, Tanzania, Uganda
	 WATER, SANITATION, AND HYGIENE/ INFECTION PREVENTION AND CONTROL	DRC, Sudan, Tanzania, Uganda
	TOPIC / FOCUS AREA / THEME	COUNTRIES
FOCUS AREAS	 CAPACITY STRENGTHENING	Burundi, DRC, Ethiopia, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda
	 COLLABORATING, LEARNING, AND ADAPTING	DRC, Ethiopia, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda
	 GLOBAL LEADERSHIP	DRC, Kenya, South Sudan, Tanzania
	 HEALTH RESILIENCE	DRC, South Sudan, Sudan, Tanzania, Uganda
	 HEALTH SERVICES	Burundi, DRC, Ethiopia, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda
	 LOCAL ENGAGEMENT	Burundi, DRC, Ethiopia, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda
	 MEASUREMENT	Burundi, DRC, Rwanda, South Sudan, Sudan, Tanzania
	 PARTNERSHIPS	Burundi, DRC, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda
	 QUALITY OF CARE	Burundi, DRC, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda
	 SOCIAL AND BEHAVIOR CHANGE	DRC, Ethiopia, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda

	TOPIC / FOCUS AREA / THEME	COUNTRIES
CROSS-CUTTING THEMES	 DIGITAL HEALTH	DRC, Kenya, South Sudan, Tanzania
	 FRAGILE SETTINGS	DRC, South Sudan, Sudan, Tanzania
	 GENDER	DRC, Kenya, Rwanda, South Sudan, Sudan, Tanzania
	 POPULATION, ENVIRONMENT, AND DEVELOPMENT	Tanzania
	 URBAN HEALTH	DRC, Ethiopia, South Sudan, Uganda
	 MARGINALIZED POPULATIONS	DRC, Ethiopia, Kenya, South Sudan, Sudan, Tanzania
	 YOUTH	DRC, Ethiopia, Kenya, South Sudan, Sudan, Tanzania, Uganda





# AFRICA BUREAU REGIONAL ACTIVITIES

## MOMENTUM Country and Global Leadership

MOMENTUM provides technical assistance to strengthen the capacity of government and non-governmental partners to accelerate reductions in maternal, newborn, and child mortality and morbidity. In sub-Saharan Africa, MOMENTUM Country and Global Leadership is collaborating with partners across the region to support two different objectives and scopes of work at the regional level:

1. Strengthening midwifery pre-service education (PSE) to expand the availability of skilled midwives and improve access to quality maternal and newborn care.
2. Supporting strategic planning to improve access to quality health education in schools.



### Strengthening Midwifery Pre-Service Education in Africa

#### FEATURED ACTIVITIES

- Collaborating with regional partners including the East Central and Southern Africa College of Nursing and Midwifery (ECSACONM), Federation of Associations of Francophone African Midwives (FASFAF), West Africa Postgraduate College of Nursing and Midwifery (WAPCNM), AFREhealth, Pact, and Johns Hopkins School of Nursing to co-develop, test, and apply Educational Capacity Frameworks (ECFs).
  - The ECF is a self-assessment tool that institutional stakeholders can use to describe current capacity in five key education domains. The tool was piloted with midwifery schools in Ghana, Togo, and Botswana. The ECFs aid the midwifery schools in prioritizing where investment is needed and facilitates the development of educational improvement plans or “investment cases.” They can then use these plans with country stakeholders to identify how to address the need for additional resources to improve gaps in midwifery PSE.
- Providing technical guidance to support regional midwifery organizations to work with select schools (future Midwifery PSE Centers of Excellence [COEs]) using ECFs to implement improvement plans that prioritize and address identified gaps. For example, ECSACONM helped the Institute of Health Sciences in Gaborone, Botswana to identify the need to improve the infrastructure management function of the ECF Infrastructure and Management domain, specifically strengthening the ability of faculty to teach skills and addressing the lack of appropriate equipment for student midwives to practice skills. The school developed a budget and plan with ECSACON to procure the necessary equipment for their midwifery students and partnered with Laerdal Global Health to facilitate a training for faculty in skills teaching and simulation.

- Strengthening capacity of regional midwifery partner organizations to improve collaboration and provide technical support to midwifery schools, as they ultimately grow into COEs and support additional schools in their respective sub-regions in the future. Under Pact’s guidance, regional partners and COEs first assessed their capacity using Integrated Technical and Organizational Capacity Assessment tool (ITOCA) and are using Capacity Action Plan (CAP) tools to align their improvement activities with ECF goals and improve educational outcomes.

### TESTING A NEW TOOL FOR MIDWIFERY EDUCATION

After testing the ECFs, the project validated the measures in the framework by evaluating the acceptability, appropriateness, and feasibility of the ECF as an effective assessment tool among midwifery schools. Survey results showed that users agreed the tool was **acceptable** (92% of users), **appropriate** (93%), and **feasible** (93%), and could be used with more midwifery schools to assess their programs.

## Supporting the Strategic Planning Advisors for Education and School Health in Africa (SPAESHA)

### FEATURED ACTIVITIES

- Strengthening the implementation of school health policy by identifying opportunities and barriers, and working together with country-level stakeholders, including Ministries of Education and Health in Kenya, Malawi, Senegal, and Uganda, to develop realistic and context-specific policy strengthening plans.
- Conducting a desk review and policy audit in each country, with an aim to use findings to inform qualitative field assessments where key local stakeholder—including teachers, learners, and

community members—participate in interviews and focus group discussions to share their experiences and perceptions of school health policy implementation and coordination.

- Facilitating collaboration and knowledge-sharing across the global education, health, and school health communities through dissemination of assessment results to the project’s SPAESHA Global Advisory Committee. MOMENTUM Country and Global Leadership convenes meetings with the SPAESHA Global Advisory Committee, comprised of 18 global health and school health experts, as well as local and regional experts, to gather inputs on SPAESHA activities, and to share findings from the SPAESHA-supported assessments at the country, regional, and global levels.



# COUNTRY PROJECTS

## BURUNDI

### MOMENTUM Private Healthcare Delivery

In Burundi, MOMENTUM Private Healthcare Delivery collaborates with the Ministry of Public Health and partner organizations to strengthen governance of and support to the private sector to improve the quality and coverage of its maternal, newborn, and child health, voluntary family planning, and reproductive health (MNCH/FP/RH) and malaria services. To do so, the project works to strengthen the capacity of private health care providers, increase demand for quality health care services, improve collaboration between the private and public sectors, and support increased participation in and ownership of project activities and objectives by Burundian organizations.

#### FEATURED ACTIVITIES

- Strengthen the capacity of the private sector to provide quality family planning/ reproductive health, maternal newborn child health, and malaria services through trainings including on person-centered care, and integrated management of childhood illnesses.
- Supporting partners, *Association National pour la Franchise Sociale* and *Réseau des Confessions Religieuses pour la Promotion de la Santé et le Bien-être Intégral de la Famille*, in strengthening their technical and organizational capacity to engage directly with private and faith-based health care providers in activities such as conducting assessments,

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#### IN-COUNTRY PARTNERS

*Association National pour la Franchise Sociale* (ANFS, National Association of Social Franchise) and *Réseau des Confessions Religieuses pour la Promotion de la Santé et le Bien-être Intégral de la Famille* (RCBIF, Network of Religious Denominations for the Promotion of Health and the Integral Well-Being of the Family)

#### PERIOD OF PERFORMANCE

February 2021 – September 2023

#### GEOGRAPHIC COVERAGE

Bubanza, Bujumbura Mairie, Bujumbura Rural, Bururi, Cankuzo, Cibitoke, Gitega, Kayanza, Kirundo, Makamba, Muramvya, Mwaro, Muyinga, Ngozi, Rumonge, Rutana, and Ruyigi provinces

#### HEALTH TOPICS



#### FOCUS AREAS



#### CROSS-CUTTING THEMES





training, and supervision, in collaboration with the Ministry of Health.

- Collaborating with the Ministry of Health, through public-private working sessions, to identify and act upon opportunities for greater engagement of private health care providers at national and subnational levels.

- Strengthening continuous data collection and use by private providers around client experience of care to enhance service provision and meet the needs of communities through supportive supervision using the Health Network Quality Improvement System (HNQIS) tool, which includes dashboards that allow for tracking of clinical improvements in a wide range of health services.

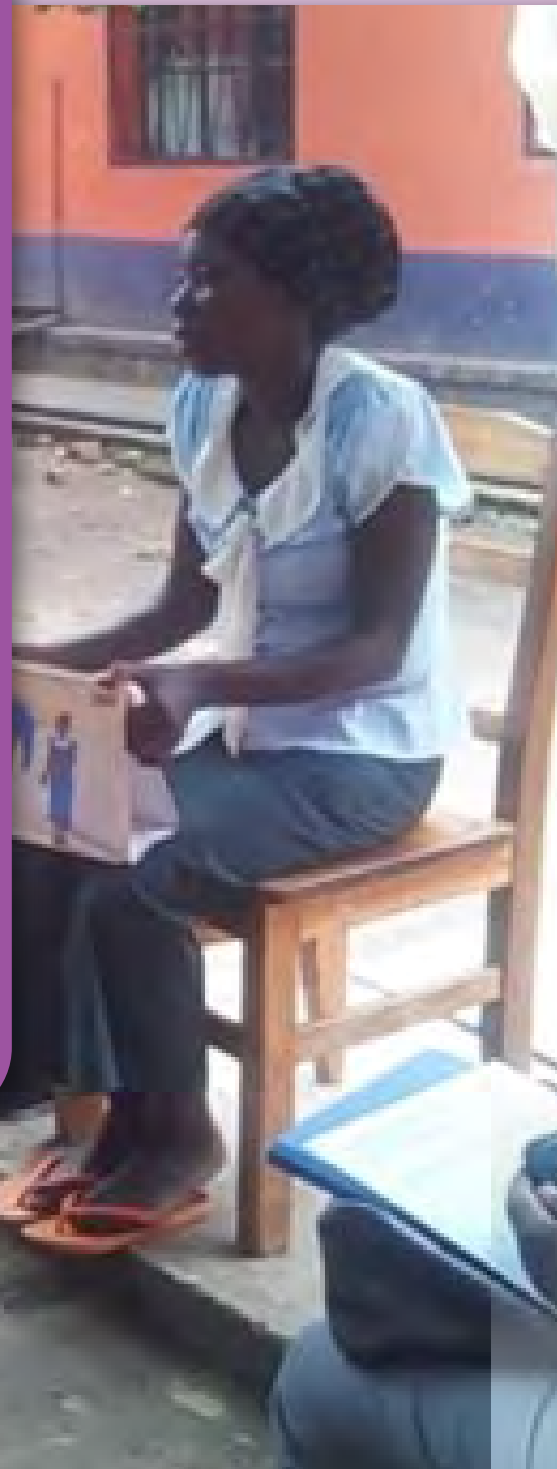
## PROJECT SUCCESS SPOTLIGHT

### Engaging Private and Faith-based Actors to Improve Family Planning Services

MOMENTUM Private Healthcare Delivery strengthened the capacity of healthcare providers to deliver high-quality voluntary family planning (FP) services in the private and faith-based sectors in Burundi. Capitalizing on their previous work in contraceptive counseling, MOMENTUM Private Healthcare Delivery trained seven trainers on PSI's innovative approach, Counseling for Choice. This approach aims to change how providers and individuals participate in FP counseling discussions, ensuring that people can use their voices and have agency to make the choices that meet their contraceptive needs. The project has trained 177 providers on C4C, including providers from faith-based and private health facilities.

MOMENTUM Private Healthcare Delivery also worked within the faith-based sector to strengthen the government's commitment to FP. In collaboration with USAID/Burundi, the project co-sponsored an FP consultation workshop with religious leaders as part of the formulation of national FP2030 commitments. Participants in this workshop included influential members of the government and community, such as the Minister of Health and high-level religious leaders. The workshop achieved its goal of elevating the commitments of religious communities to contribute to national FP efforts, including among several religious denominations that already supported access to modern contraception.

MOMENTUM Private Healthcare Delivery also worked extensively to improve social and behavior change communication in private health facilities across Burundi. The project trained 166 demand-creation agents, two-thirds of whom were female, on social and behavior change communication. The training of these demand-creation agents was crucial, as they play an important role in raising community awareness on issues related to sexual and reproductive health, maternal child health, and malaria prevention. More than 94,000 men and women were reached with messages on FP/RH/MNCH and malaria related topics and informed of the services available in their nearby private sector clinics.



# DEMOCRATIC REPUBLIC OF THE CONGO

## MOMENTUM Integrated Health Resilience

MOMENTUM Integrated Health Resilience partners with the Democratic Republic of the Congo (DRC) Ministry of Health (MOH) to improve maternal, newborn, and child health, voluntary family planning and reproductive health (MNCHN/FP/RH) outcomes and strengthen the resilience of health systems and communities. The project works with MOH offices in 10 health zones in North Kivu Province of eastern DRC, as part of the national post-Ebola transition and recovery plan to restore, stabilize, and sustain functional public and private primary health care, including during outbreaks and other crises.

### FEATURED ACTIVITIES

- Tailoring interventions and technical assistance to the MOH based on findings from several assessments, including the Fragility, Crisis Sensitivity, and Complexity (F2C) Assessment tool; recurrent monitoring surveys; nutrition knowledge, attitudes, and practices surveys; community capacity and needs assessments; [Early Warning and Response Systems \(EWARS\)](#) and the [Community Health Worker Assessment and Improvement Matrix \(AIM\) Tool](#).
- Supporting scale-up of community-based surveillance activities started during DRC's 10<sup>th</sup>—and the world's 2<sup>nd</sup> largest—Ebola outbreak (2018–2020), including the surveillance of epidemic-prone diseases and other events of health interest, provision of primary health information through house-to-house visits, and referrals to health facilities for primary health care services.
- Strengthening water, sanitation, and hygiene as well as infection prevention and control practices at health facilities and within the community.

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### PERIOD OF PERFORMANCE

September 2020 – July 2026

### GEOGRAPHIC COVERAGE

10 health zones of North Kivu: Beni, Mabalako, Kalunguta, Butembo, Katwa, Rutshuru, Rwan-guba, Karisimbi, and Goma cities

- Providing support to community and facility-based service providers to strengthen their tuberculosis (TB) screening, referral, treatment, and counseling services.
- Improving community health services, including access to essential health services, by supporting the institutionalization of community care sites that include integrated community case management for childhood illness (ICCM), screening for



acute malnutrition, referrals for suspected TB, and community-based delivery of FP services, including contraceptives.

- Working with the North Kivu provincial health department and health zone coordination offices to improve their annual operational planning and reviews, strengthen routine health information management systems, and enhance oversight and mentoring for health facilities and community health services.
- Strengthening access to preventative nutrition services by supporting local officials and vulnerable families to establish kitchen gardens and community nutrition support groups.
- Providing technical assistance to the MOH to reach every district/reach every child (RED/REC) with routine vaccines, including support for integrated Expanded Program of Immunization microplanning, which takes into consideration potential shocks. The project also supports the

MOH to generate demand for the COVID-19 vaccine and improve COVID-19 vaccination coverage while integrating it within routine immunization.

- Supporting the MOH to strengthen adolescent health by leveraging adolescent and youth clubs to serve as spaces where young people can safely discuss their health needs and be informed on where to obtain health services.
- Providing assistance to the MoH to strengthen community participation in health planning, management and services delivery, through training and support provided to community groups like community health area committees (CODESA) and local NGOs.
- Strengthening access to family planning services through support provided to the MoH to conduct contraception mini-campaigns and CHWs supervised to deliver community-based contraception services.

#### HEALTH TOPICS



#### FOCUS AREAS



#### CROSS-CUTTING THEMES



# DEMOCRATIC REPUBLIC OF THE CONGO

## MOMENTUM Private Healthcare Delivery

MOMENTUM Private Healthcare Delivery is conducting a study in the Democratic Republic of the Congo (DRC) (and at additional sites in Nigeria and Tanzania) titled “Exploring Variations in Cost Drivers of Publicly Provided and Privately Provided Family Planning (FP) and Maternal Health (MH) Services in Three Countries.” The research assesses the costs of key FP and MH services in three public, three private for-profit, and three private non-profit facilities in each country. Results will provide insights into cost structures and drivers for FP and MH services in the public and private sectors that will help inform policy making for resource allocation in the DRC.

### FEATURED ACTIVITIES

- Adapting [Avenir Health’s OneHealth costing modeling tool](#) to include a private provider perspective and applying it to collect information on and evaluate the unit costs and cost drivers of FP and MH services in the DRC.
- Interviewing stakeholders in the public, private for-profit, and private non-profit sectors to assess potential opportunities for and barriers to increased involvement of private providers in the delivery of FP and MH services.
- Organizing dissemination to country stakeholders so policymakers have clear costing data to inform decisions about resource allocation for FP and MH services in public and private sectors.

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### PERIOD OF PERFORMANCE

July 2021 – September 2023

### GEOGRAPHIC COVERAGE

Kinshasa And Surrounding Areas



### HEALTH TOPICS



### FOCUS AREAS



### CROSS-CUTTING THEMES





# DEMOCRATIC REPUBLIC OF THE CONGO

## MOMENTUM Routine Immunization Transformation and Equity

MOMENTUM Routine Immunization Transformation and Equity supports the DRC Ministry of Health's Expanded Program on Immunization (EPI). This collaboration focuses on identifying and addressing barriers to equitable immunization coverage and supporting the implementation of the government's comprehensive routine immunization strengthening plan (the Mashako Plan) and the Kinshasa Declaration for the Eradication of Polio. MOMENTUM Routine Immunization Transformation and Equity also provides technical assistance to the Ministry of Health on the introduction of the COVID-19 vaccine and helps identify and develop solutions to potential problems throughout the vaccine's roll out, such as barriers to planning and vaccine demand, acceptance, uptake, access, and coverage.

### FEATURED ACTIVITIES

- Developing and implementing data collection tools to assess the root causes of persistent barriers to equitable routine immunization coverage and identify high-potential interventions and strategies to address them. The project will test high-potential interventions, including quasi-experimental evaluations, trials of improved practices, and human-centered design (HCD) approaches such as prototyping.
- Collaborating with project partners to explore and co-create solutions to address critical barriers to success. These include health worker motivation and performance; subnational capacity to micro-map and microplan to identify and reach zero-dose populations; local resource allocation to support outreach services; supply chain bottlenecks; and supervision approaches that go beyond data extraction to improve health worker performance

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### PERIOD OF PERFORMANCE

November 2020 – April 2024

### GEOGRAPHIC COVERAGE

Haut-Katanga, Kasai-Central, Kasai-Oriental, Kinshasa, Kongo Central, Lualaba Provinces

and cultivate a culture of data use to inform decision-making.

- Using HCD approaches to strengthen the capacity of actors at all levels of the health system to engage in iterative problem-solving, adaptive learning, and quality improvement.

- Providing targeted technical assistance to support the introduction of the COVID-19 vaccine by helping partners to:
  - Plan for equitable service delivery at the provincial, health zone, and health area levels.
  - Strengthen service delivery modalities and health worker capacity to support the high-quality delivery of vaccinations.
  - Implement a risk communication plan to address misinformation around the vaccine.
- Promote community engagement and implement social and behavior change activities to improve acceptance of and demand for the vaccine among priority populations.
- Strengthen vaccine safety and surveillance activities, including developing the COVID-19 vaccine District Health Information Software (DHIS)-2 data management module.

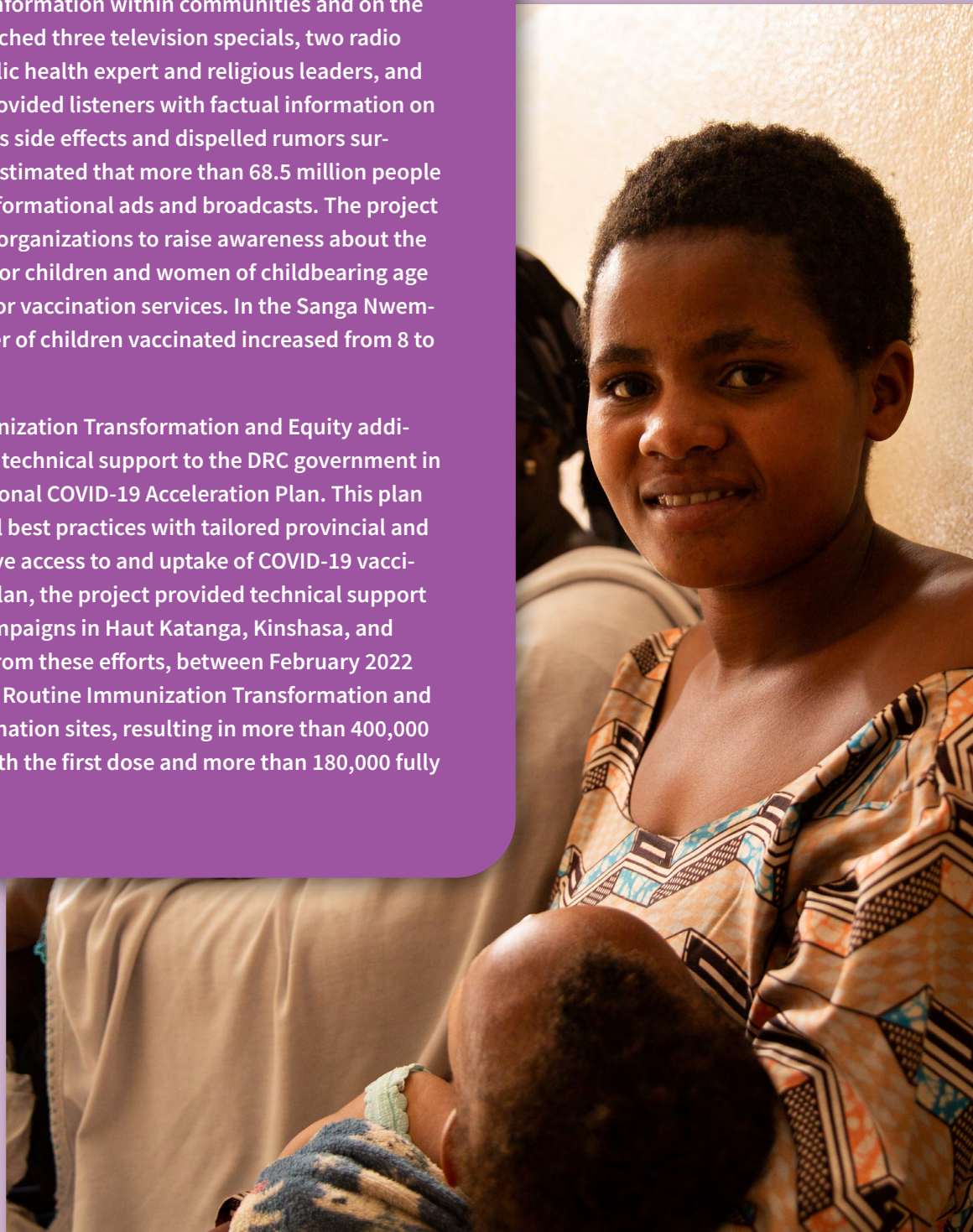


## PROJECT SUCCESS SPOTLIGHT

### Building MOMENTUM for Change: Enhancing the COVID-19 Vaccination Rollout in the Democratic Republic of the Congo

MOMENTUM Routine Immunization Transformation and Equity undertook various initiatives in the Democratic Republic of the Congo (DRC) to strengthen the government's COVID-19 response and vaccine rollout. The project used digital and social media mechanisms to encourage people to get vaccinated against COVID-19. In collaboration with community relays (community health educators), the project promoted COVID-19 vaccination site information within communities and on the radio. The project also launched three television specials, two radio interviews with a WHO public health expert and religious leaders, and a series of radio ads that provided listeners with factual information on the COVID-19 vaccine and its side effects and dispelled rumors surrounding the vaccine. It is estimated that more than 68.5 million people were reached with these informational ads and broadcasts. The project also worked with women's organizations to raise awareness about the importance of vaccination for children and women of childbearing age and to mobilize resources for vaccination services. In the Sanga Nwembue health area, the number of children vaccinated increased from 8 to 52 children per week.

MOMENTUM Routine Immunization Transformation and Equity additionally provided extensive technical support to the DRC government in the development of its National COVID-19 Acceleration Plan. This plan uses local and international best practices with tailored provincial and zonal approaches to improve access to and uptake of COVID-19 vaccination. To implement the plan, the project provided technical support to carry out vaccination campaigns in Haut Katanga, Kinshasa, and Kongo Central Provinces. From these efforts, between February 2022 and May 2023, MOMENTUM Routine Immunization Transformation and Equity supported 621 vaccination sites, resulting in more than 400,000 people being vaccinated with the first dose and more than 180,000 fully vaccinated.



# DEMOCRATIC REPUBLIC OF THE CONGO

## MOMENTUM Safe Surgery in Family Planning and Obstetrics

MOMENTUM Safe Surgery in Family Planning and Obstetrics works to build capacity and leadership in the Democratic Republic of the Congo (DRC) to provide respectful, holistic maternity care, including safe surgery to prevent and treat female genital fistula and safe surgical removal of the uterus during or directly after pregnancy due to life threatening complications, including hemorrhage. The project also supports partners in the DRC to improve the quality of FP services by expanding access to more voluntary contraceptive options, including long-acting and permanent FP methods, on the basis of informed choice.

### FEATURED ACTIVITIES

- Promoting the expansion of comprehensive emergency obstetric and neonatal care at selected Centers of Excellence by training surgical teams in safe cesarean delivery and hysterectomy.
- Strengthening clinical capacity to provide indwelling bladder catheterization to prevent fistula, FP services, and screening/referrals for gender-based violence. The project supports capacity building for facilities and health providers in urban/peri-urban areas through the dissemination of new guidelines and by delivering clinical training on the counseling and provision of LARCs and permanent methods as part of the full range of voluntary FP methods.
- Integrating simple, tested systems for fistula screening and referral into existing community and primary health care platforms, including household visits, community gatherings, postpartum/postnatal care, FP information and service contacts, and digital health platforms.
- Supporting government efforts to manage and sustain the National Family Planning Coordination

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DRC National Reproductive Health Program (PNSR), [DRC Integrated Health Project \(IHP/PRO-SANI\)](#), [HEAL Africa Hospital](#), [Panzi Hospital](#), and St. Joseph Hospital

### PERIOD OF PERFORMANCE

August 2021 – September 2025

### GEOGRAPHIC COVERAGE

Haut-Lomami, Ituri, Kasai Central, Kinshasa, North Kivu, and South Kivu provinces

Platform and effectively involve it in coordination, advocacy, and engagement activities with the MOH, donors, and other stakeholders. The project also works to strengthen the National Family Planning Coordination Platform's capacity to provide preservice and inservice clinical training, coaching, and mentoring through the use of standardized checklists to assess surgical competencies, including counseling, informed consent, anesthesia, surgical procedures, pre- and post-operative care, and IPC.

- Strengthening the capacity of facilities, health zones, and provinces to routinely collect and report service delivery data, conduct quality reviews of maternal and neonatal mortality and morbidity and surgical outcomes, and take appropriate action to improve performance.
- Supporting the National Fistula Working Group's efforts to advance the implementation of the

current national fistula strategy and in development of the next phase of the strategy.

- Reviewing HMIS indicators, national monitoring and evaluation frameworks, and other data sources to recommend priority indicators and client record revisions to strengthen oversight and quality improvement for safe surgery.



# ETHIOPIA

## MOMENTUM Routine Immunization Transformation and Equity

MOMENTUM Routine Immunization Transformation and Equity provides technical assistance to the Ministry of Health (MOH)/Expanded Programme on Immunization (EPI) on evidenced-based planning and coordination of COVID-19 vaccination by embedding an immunization expert within the MOH/EPI team. The project also supports COVID-19 vaccination demand generation and service delivery in Addis Ababa by conducting targeted behavior change communication interventions in communities, industry parks, and at local high schools and universities and by providing technical support to expand and enhance service delivery. The project aims to achieve the following key objectives:

- Support national-level COVID-19 vaccination evidence-based planning and coordination through the secondment of a technical advisor to the MOH/EPI.
- Support the Regional Health Bureau (RHB) of Addis Ababa to improve demand for and uptake of the COVID-19 vaccine in three sub-cities, including among priority populations, through strategic communications and community engagement.
- Support the RHB of Addis Ababa to strategically expand and tailor service delivery strategies to improve access to and reach of the COVID-19 vaccine in coordination with demand activities.
- Support select schools, colleges, and universities to dispel misinformation and promote increased uptake of COVID-19 vaccines in Addis Ababa.

### FEATURED ACTIVITIES

- Strengthening the national task force and technical working groups (TWGs) to support planning for service delivery, including linking with demand

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### IN-COUNTRY PARTNERS

Ministry of Health (MOH)

### PERIOD OF PERFORMANCE

July 2022 – June 2023

### GEOGRAPHIC COVERAGE

Addis Ababa City

generation and communication, developing a detailed work plan to reach communities with vaccination (referred to as “microplanning”), monitoring coverage among at-risk groups, and implementing mass vaccination campaigns based on analysis of COVID-19 vaccination data.

- Providing technical support to the Addis Ababa City Administration Health Bureau and three sub-cities on COVID-19 vaccination communication activities by conducting rapid baseline assessments, strengthening communication and demand generation, and supporting the development and revision of communication plans. Activities conducted to generate demand for COVID-19 vaccinations include:
  - Training health workers at the sub-city and health facility levels to organize demand-creation activities (e.g., engaging women’s and youth’s associations) coupled with on-site vaccination services provided by family health teams and urban health extension workers during COVID-19 vaccination campaigns.

- Conducting regional and sub-city-level advocacy meetings with the government, media, and other relevant stakeholders to discuss ideas for demand-generation activities for COVID-19 vaccine, such as facilitating mobile and outreach sessions and promoting it through social media. The project developed an advertisement that promotes COVID-19 vaccination among factory workers for broadcast on a local television channel.
- Training representatives involved in mini-media platforms (i.e., informative radio programs) within schools, health clubs, and student associations to be promoters of the COVID-19 vaccine.
- Adapting and disseminating various information education communication and behavior change communication materials, such as brochures, flyers, and banners, for targeted audiences to promote COVID-19 vaccinations.
- Providing technical and logistical support to Addis Ababa's three sub-cities to conduct outreach and mobile COVID-19 vaccination services to schools, universities, industry parks, and communities. The support includes technical and logistical support during COVID-19 vaccination campaigns.
- Conducting joint supportive supervision with the sub-city health office and providing guidance to 22 prioritized health facilities to integrate COVID-19 vaccinations with routine immunization services.



# KENYA

## MOMENTUM Country and Global Leadership

MOMENTUM Country and Global Leadership supports the Government of Kenya and local partners to advance Kenya's sustainable development goals by building the health system's commitment and capacity to improve the health of all Kenyans. The project addresses challenges posed by decentralization of the health system and services while promoting sustainability and local ownership of approaches to improve MNCHN/FP/RH outcomes for women and girls. Through an emphasis on partnership and multisectoral collaboration involving co-creation, collaboration, learning, and adaptation, the project aims to contribute to more equitable access to and use of quality health services that are responsive to all Kenyans' needs.

### FEATURED ACTIVITIES

- Supporting the Ministry of Health (MOH) to improve national and subnational coordination of health systems planning and management in Homa Bay and Vihiga counties. This support involves working with the counties' leadership to co-create, co-finance, and implement tailored capacity-building approaches, such as coaching and mentoring, to improve data use for adaptive management and institutionalize best practices in the delivery of high-quality MNCHN/FP/RH services. The project is supporting the two counties in the establishment of county-led quality improvement systems and teams, including strengthening maternal and perinatal death audits and response teams. Project activities will also support the implementation of robust county-led facility supervision systems, which include developing tools for supervision and supporting the roll-out of updated policies, strategies, and guidelines.
- Partnering with Youth for Sustainable Development (YSD), the project is using the Integrated Technical

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### IN-COUNTRY PARTNERS

Ministry of Health (Department of Family Health, including the Division of Adolescents & School Health the Division of Neonatal & Child Health, and the Division of Reproductive & Maternal Health); County Governments of Homa Bay and Vihiga; Jacaranda Health; Midwifery Association of Kenya; National Council for Population and Development; and Youth for Sustainable Development (YSD)-Machakos Chapter

### PERIOD OF PERFORMANCE

October 2021 – September 2024

### GEOGRAPHIC COVERAGE

Homa Bay and Vihiga counties

and Organizational Capacity Assessment (ITOCA) tool to co-develop and implement approaches to strengthen YSD's capacity to implement youth-led social accountability work. The youth-led work includes organizing community awareness-raising sessions and radio campaigns, conducting community scorecard sessions at health facilities to identify the surrounding community's health needs or issues, and leading coordination and follow-up activities to ensure progress on identified issues.

- Supporting the USAID-funded food security project Nawiri in Samburu and Turkana counties in its application of an adolescent- and gender-responsive health system framework to its work plan. The





## HIGHLIGHTS

From October 2021 to July 2023, MCGL-supported health facilities in Homa Bay and Vihiga counties delivered improved care to more than **460,000 family planning (FP) clients**. Almost **20%** of those clients were adolescents aged 10-19 and **18%** were first ever users of contraceptives.

project will provide technical assistance to Nawiri to integrate adolescent health into its ongoing programs and support development of a national adolescent health assessment tool for use in assessing county-level health systems.

- Working with Jacaranda Health in Kakamega and Kajiado counties to co-create tailored text messages for the Promoting Mothers in Pregnancy/ Postpartum Through SMS (PROMPTS) digital platform. The messages will provide clients reached by PROMPTS with information about postpartum family planning.
- Supporting implementation of the National Hormonal IUD Scale-Up Plan by partnering with the Midwifery Association of Kenya (MAK) to strengthen its technical and organizational capacity to improve demand for and access to hormonal IUDs as part of the method mix for LARCs available to clients at public health facilities in Homa Bay and Vihiga counties. With technical support from MOMENTUM Country and Global Leadership, MAK is training health care workers in public health facilities on hormonal IUD knowledge and skills, providing follow-up supervision of trained health workers, and monitoring uptake of this method among the wider contraceptive method mix.
- Supporting the Ministry of Health's Division of Reproductive and Maternal Health (DRMH) to implement a rights based family planning and quality of care intervention. The activity aims to support the roll out of recently launched quality of care standards for family planning and seeks to carry out a co-design workshop to design a multi-site QI intervention focused on improving quality of client-centered FP counseling and care. The co-design workshop will define measurable improvement aims and associated quality of care measures and measurement methods, including clients' experience of care. A client exit interview tool will be finalized with adaptations from several existing questionnaires that have been tested in other settings. The questionnaire will be adapted after interviews with pregnant women to tailor

the tool to local contexts. MOMENTUM Country and Global Leadership will support county Quality Improvement teams from Homa Bay and Vihiga Counties to apply findings from routine client exit interviews in the quality improvement process.

- Working with the Kenyan government and key stakeholders to consult with national experts on the implementation of strategies for ending preventable maternal mortality (EPMM) and to provide input on a tracking tool to support national EPMM-related goals.
- Collaborating with the WHO, UNICEF, and the MOH to adapt and adopt WHO-recommended quality of care standards for pediatrics, including nutrition and care for small and sick newborns. Once adopted, MOMENTUM Country and Global

Leadership will support the MOH to implement these standards in the primary health care system's service delivery settings.

- Partnering with the National Council for Population and Development (NCPD), a semi-autonomous government agency, to lead advocacy efforts and provide multisectoral coordination for FP and ASRH interventions. These advocacy and coordination efforts aim to raise awareness of adolescent sexual and reproductive health needs, increase budget awareness and allocation for contraceptive commodities, and integrate the implementation of population, environment and development (PED) interventions across various sectors to maximize sustainable attainment of economic, social and political goals related to FP.



# KENYA

## MOMENTUM Routine Immunization Transformation and Equity

COMPLETED

### Supporting planning for and management of COVID-19 vaccination

MOMENTUM Routine Immunization Transformation and Equity provided technical support to the Kenya Ministry of Health (MOH) in policy planning and coordination, human resources for health, and supply chain management and logistics. Specifically, the project partnered with the MOH to strengthen systems-level interventions for introducing the COVID-19 vaccine in Kenya, such as developing a data management system and supporting capacity strengthening for health care workers. In close collaboration with government health officials, the project also worked to strengthen and ensure robust, ongoing supply tracking for different routine vaccines in the health system and provided complementary support for COVID-19 vaccine introduction in select counties.

#### COMPLETED FEATURED ACTIVITIES

- Provided technical support and coordination at national and county levels to expand COVID-19 vaccine rollout and apply best practices in vaccine delivery. This included supporting vaccination partners to improve vaccine delivery and implementing evidence-based, proven strategies to reach priority groups.
- Supported efforts by COVID-19 vaccination partners, such as USAID's Kenya Health Partnerships for Quality Services, to promote uptake of COVID-19 vaccinations in communities, through activities such as integrated service delivery and community outreach events.

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#### IN-COUNTRY PARTNERS

Ministry of Education, Science, and Technology; [Ministry of Health](#) (including the Kenya National Immunization Technical Advisory Group [KEN-ITAG], National Vaccines and Immunization Program [NVIP], and National Vaccine Safety Advisory Committee); Kenya Health Partnerships for Quality Services; and [Kenya Red Cross](#)

#### PERIOD OF PERFORMANCE

May 2021 – May 2023 (*completed*)

#### GEOGRAPHIC COVERAGE

Nairobi, Trans Nzoia, and Kakamega Counties

- Collaborated with non-traditional partners, such as Ageing Concern Foundation and the Boda Boda Association of Kenya, to educate and vaccinate priority populations.
- Engaged with county government leadership to support planning and coordination meetings and provide technical assistance for microplanning to reach priority populations with the COVID-19 vaccine, including support to adapt microplans as the COVID-19 situation evolves.
- Provided technical support focused on supply chain strengthening, building capacity on data collection and monitoring, monitoring for adverse effects following COVID-19 immunization, as well as tracking multiple vaccines in the system.

## Strengthening routine immunization services

MOMENTUM Routine Immunization Transformation and Equity also provided technical support to the MOH to strengthen routine immunization services. The project worked at the national level and in Homa Bay and Vihiga counties to identify and reach zero-dose and under-immunized children and other priority populations.

### COMPLETED FEATURED ACTIVITIES

- Provided support to national immunization technical working groups and subnational governments to address identified immunization priorities by developing or updating microplans to reach zero-dose and underimmunized children and communities for the life course vaccines, such as the COVID-19 and HPV vaccines.

- Provided technical support to the subnational level on malaria vaccine expansion.
- Strengthened the capacity of facilities and health providers in select counties to improve vaccine supply chain management by promoting existing resources and providing targeted facility-based mentorship and regular supportive supervision activities.
- Provided support to review and update adverse event following immunization (AEFI) investigation training materials and strengthen vaccine safety at the national level.

#### HEALTH TOPICS



#### FOCUS AREAS

#### CROSS-CUTTING THEMES



# RWANDA

## MOMENTUM Country and Global Leadership

MOMENTUM Country and Global Leadership supports the Government of Rwanda and country partners to strengthen the availability and quality of maternal health and voluntary family planning (FP)/reproductive health (RH) services. The project seeks to improve access to FP methods, support the Ministry of Health's (MOH's) efforts to adapt and implement global guidelines for respectful maternity care in the Rwandan context, and strengthen the prevention and management of postpartum hemorrhage to improve the quality of maternal care.

### FEATURED ACTIVITIES

- Collaborating with the Health Development Initiative to develop a national plan that expands the range of available FP methods, including fertility-awareness and Sayana press, and supporting the plan's implementation in two targeted districts (Bugesera and Gicumbi).
- Exploring innovative and human-centered approaches to improve clients' understanding of fertility in the postpartum period, and engaging local faith-based organizations (FBO) in ensuring all women delivering in FBO facilities have access to a full range of high-quality postpartum FP methods.
- Supporting the MOH to develop a Respectful Maternity Care (RMC) policy that will be integrated into Rwanda's existing policies on maternal, newborn, and child health (MNCH)/FP/RH by facilitating policy dialogue with stakeholders. This

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### IN-COUNTRY PARTNERS

Ministry of Health, Rwanda Biomedical Centre (RBC), and Health Development Initiative (HDI)

### PERIOD OF PERFORMANCE

June 2021 – June 2023

### GEOGRAPHIC COVERAGE

Bugesera and Gicumbi districts

policy dialogue process leverages global resources, including the *State of the World's Nursing Report: Policy Dialogue Facilitation Guide*, and builds on evidence from an ongoing RMC landscape analysis in Rwanda.

- Strengthening the Rwandan health system's management of postpartum hemorrhage through dissemination and implementation support for recently-updated national clinical guidelines, new labor care guide adaptation, tools and activities, and intrapartum care guidelines.
- Providing targeted capacity strengthening to providers in selected health facilities in Bugesera and Gicumbi districts to strengthen prevention and management of postpartum hemorrhage.

### HEALTH TOPICS



### FOCUS AREAS



### CROSS-CUTTING THEMES



# RWANDA

## MOMENTUM Safe Surgery in Family Planning and Obstetrics

MOMENTUM Safe Surgery in Family Planning and Obstetrics complements the Government of Rwanda and [USAID Ingobyi](#) activity's ongoing efforts to sustainably improve equitable access to and provision of high-quality, voluntary, indicated, and consented safe surgery in FP and maternal health. Focus areas of work include cesarean delivery, peripartum hysterectomy, fistula prevention and treatment, and provision of voluntary long-acting reversible contraceptives (LARCs) and permanent methods. The project works with national-level actors to support an enabling environment for institutionalizing effective interventions, testing promising practices, and monitoring essential indicators. It also seeks to accelerate reductions in maternal and newborn mortality and morbidity by increasing the capacity of the health system to introduce, deliver, institutionalize, and sustain the use of evidence-based, high-quality interventions.

### FEATURED ACTIVITIES

- Partnering with government and academic institutions to strengthen the health provider clinical capacity by providing ongoing professional development opportunities for general practitioners, nurse/midwives, and anesthetists.
- Supporting national processes for the update, adoption, dissemination, and uptake of evidence-based national guidelines for safe surgical obstetric care.
- Collaborating with the MOH to train health providers to provide LARCs and permanent methods and conduct outreach services for FP services.
- Supporting the implementation of the national plan to expand surgical teams' readiness and ability to provide safe care in the context of COVID-19 by delivering training, mentorship, and supportive

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### IN-COUNTRY PARTNERS

[Rwanda Ministry of Health](#) and Rwanda Biomedical Center (RBC)

### PERIOD OF PERFORMANCE

June 2020 – September 2025

### GEOGRAPHIC COVERAGE

Bugesera, Gasabo, Gatsibo, Gicumbi, Huye, Kamonyi, Kicukiro, Muhanga, Musanze, Ngoma, Ngororero, Nyabihu, Nyagatare, Nyamagabe, Nyanza, Nyaruguru, Rubavu, Ruhango, Rutsiro, Rwamagana districts



supervision to providers. The project also helps facilities procure essential equipment and supplies and strengthen IPC practices in facilities.

- Strengthening data collection and use by conducting a landscape review of national health indicators

and supporting the adaptation and use of an expanded list of global essential indicators for safe surgery and integrated MNCH/FP/RH services at the national level.



## PROJECT SUCCESS SPOTLIGHT

### From Training to Transformation: Improving Maternal, Newborn, and Child Health Care in Rwanda

In Rwanda, MOMENTUM Safe Surgery in Family Planning and Obstetrics worked diligently to ensure that health care workers provided safe and high-quality maternal, newborn, and child health, voluntary family planning, and reproductive health services to all patients. The project collaborated with the Ministry of Health/Rwanda Biomedical Centre on a series of initiatives to strengthen voluntary family planning and maternal health services. It trained nearly 30 health care providers on counseling and provision of permanent family planning methods, including tubal ligation (TL) and no-scalpel vasectomy (NSV) under local anesthesia. Throughout the training period, the project observed the performance of 7 TLs and 13 NSVs by program trainees to provide real-time feedback on their clinical skills.

MOMENTUM Safe Surgery in Family Planning and Obstetrics also undertook initiatives to improve surgical obstetrics in Rwanda, with the objective of reducing unnecessary surgical interventions and the rate of preventable maternal deaths. The project team facilitated a two-week mentorship visit to Bigogwe Health Center, a health facility in north-west Rwanda that specializes in obstetrics and gynecology. During this visit, the team facilitated joint meetings with health facility leadership and staff to identify issues contributing to high maternal mortality rates in the region and to brainstorm solutions to address those issues. Facility leadership and staff prioritized solutions that would improve providers' clinical skills and patient care. Following the project's support, health care providers at the Bigogwe Health Center noticed significant reductions in cesarean deliveries, with the overall rate dropping from about 30% to 24%, the rate among first-time deliveries decreasing from about 32% to 23%, and the rate among multiparous women without prior risks dropping from about 12 % to 7%.





# SOUTH SUDAN

## MOMENTUM Integrated Health Resilience

MOMENTUM Integrated Health Resilience collaborates closely with the South Sudan Ministry of Health (MOH), partners, and key stakeholders to support improved MNCHN/FP/RH outcomes and to strengthen health system resilience. The project aims to improve access to and quality of integrated MNCHN/FP/RH services in the public and private health sectors; to increase demand for and use of quality MNCHN/FP/RH interventions and care by individuals, families, and communities; and to enhance the resilience and inclusiveness of the health system through strengthened capacity to provide integrated client-centered services and care.

### FEATURED ACTIVITIES

- Supporting the MOH to strengthen the resilience of individuals, households, communities, and systems to respond to shocks and stresses. Using a risk and resilience assessment tool, the project will support the identification of MNCHN/FP/RH service utilization variations and subsequent development of a health resilience action plan and plans to strengthen emergency preparedness.
- Developing and testing the Fragility, Crisis Sensitivity, and Complexity Assessment tool. The tool is designed to identify recent and current shocks, stressors, and crises; provide context and data on broad risk scenarios for health resilience work; and provide a baseline and framework to monitor the project context as resilience activities begin.
- Jointly creating tailored, evidence-based social and behavior change interventions with country partners and communities to address social norms related to family planning, reproductive health, and gender-based violence.

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[South Sudan Ministry of Health](#); Child Relief and Support Organization (CRSO); DevCom Consult, Ltd; Health Pooled Fund; Liverpool School of Tropical Medicine; Reproductive Health Association of South Sudan; The Rescue Initiative – South Sudan (TRI-SS); [South Sudan Nurses and Midwives Association](#); UNFPA; UNICEF; and USAID Partners ([Breakthrough ACTION](#), [Global Health Supply Chain Program – Procurement and Supply Management Project](#), and [Monitoring and Evaluation Support Project](#))

### PERIOD OF PERFORMANCE

August 2020 – December 2024

### GEOGRAPHIC COVERAGE

Central Equatoria (Juba and Kajo-Keji counties), Eastern Equatoria (Magwi County), Jonglei (Bor County), Western Bahr el Ghazal (Wau County), and Western Equatoria (Yambio County)

- Supporting the MOH to improve the quality of care in health facilities by organizing teams to resolve gaps in quality with local solutions and

to strengthen health management information systems for data collection, reporting, and learning.

- Collaborating with professional associations and the MOH to support the expansion of the Boma Health Initiative to increase communities' access to Boma health workers and strengthen their capacity to deliver quality health services.
- Strengthening social accountability mechanisms to improve the responsiveness of health services to

patient needs and to build trust between communities and the health system.

- Testing innovative interventions such as adapting the revised Management of At-risk Mothers and Infants (MAMI) Care Pathway tool, adapting a facility-level quality-of-care assessment tool, and scaling up self-administration of injectable contraception (DMPA-SC) at the community level.



# SOUTH SUDAN

## MOMENTUM Routine Immunization Transformation and Equity

### COMPLETED

In South Sudan, MOMENTUM Routine Immunization Transformation and Equity supported the Ministry of Health (MOH), Core Group Partner Projects (CGPP), and Global Fund partners to scale up COVID-19 vaccination, and strengthen routine immunization (RI). The project aimed to strengthen RI programs to overcome the entrenched obstacles contributing to stagnating and declining immunization rates and to address the barriers to reaching zero-dose and under-immunized children with life-saving vaccines. In light of the COVID-19 pandemic and the disruption of RI services, the project also sought to restore and sustain strong RI services at all levels in seven states and 35 counties of South Sudan.

The project aimed to achieve four key objectives: 1) provide technical assistance to accelerate urban COVID-19 vaccination and integrate COVID-19 vaccination into routine immunization; 2) provide technical assistance to increase risk communication and community engagement and COVID-19 vaccination demand-generation activities at the state and county levels; 3) provide technical assistance to increase equitable immunization coverage through supply chain, logistics, and generation and the use of timely, quality data and digital tools; and 4) support the coordination of the MOH and Global Fund Partners for COVID-19 vaccination at the state and county level.

### COMPLETED FEATURED ACTIVITIES

- Supported the MOH to conduct monthly technical working group (TWG) meetings for risk communication and community engagement activities and Expanded Programme for Immunization (EPI) TWG

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### IN-COUNTRY PARTNERS

[Core Group Project Partners \(CGPP\)](#) and Global Fund Partners (GFTAM)

### PERIOD OF PERFORMANCE

March 2022 – September 2023 (*completed*)

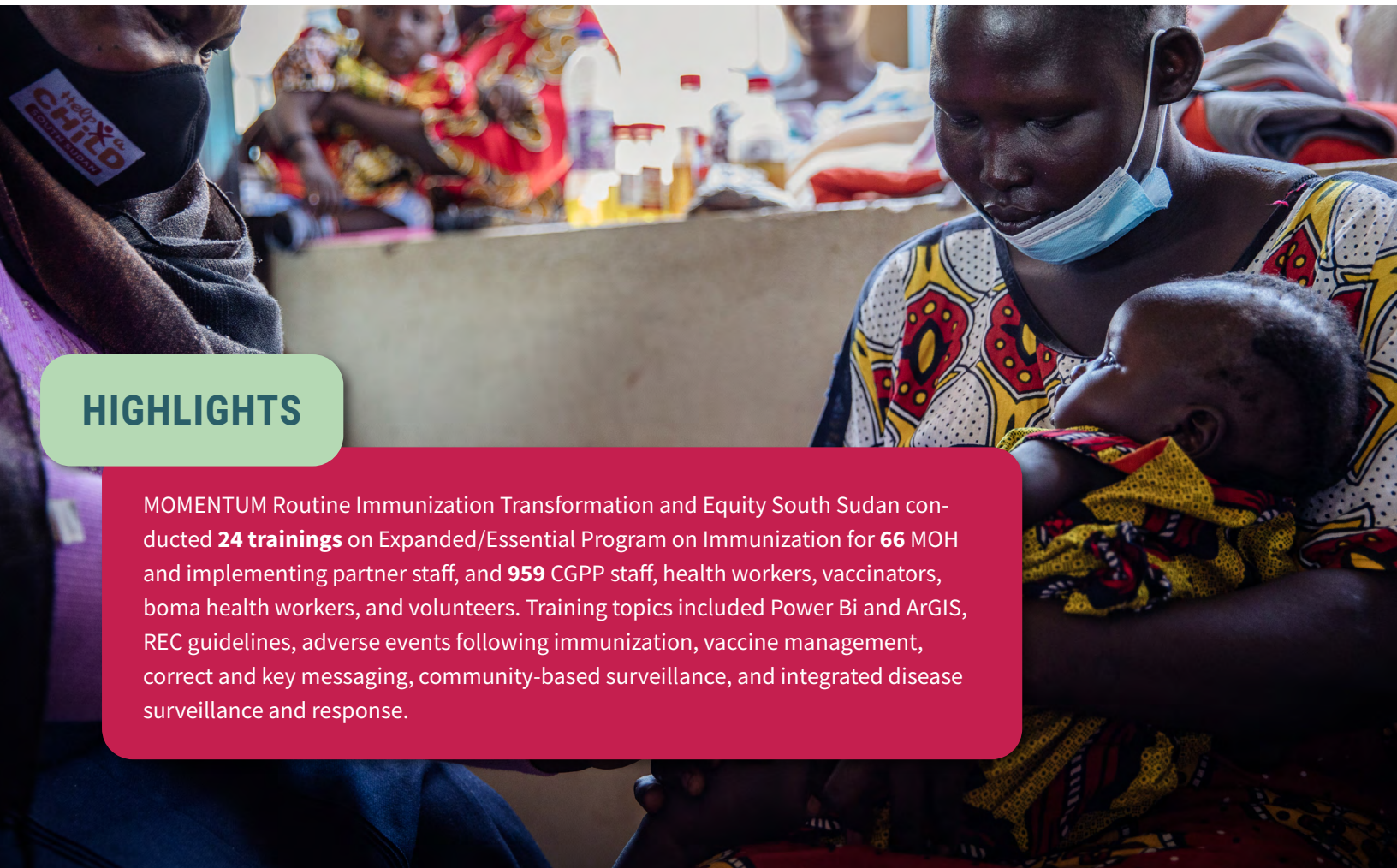
### GEOGRAPHIC COVERAGE

Central Equatoria, Eastern Equatoria, Jonglei, Unity, Upper Nile, Western Bahr El Ghazal and Western Equatoria states

meetings to enhance the capacity of partners and the MOH at the subnational levels to better respond to disease outbreaks and emergencies.

- Supported the MOH to conduct monthly TWG meetings for risk communication and community engagement activities and EPI TWG meetings to enhance capacity of partners and MOH at subnational levels to better respond to disease outbreaks and emergencies.
- Coordinated and conducted training of health workers to scale up and integrate COVID-19 in primary health care services.

- Supported the MOH and partners to train state and county officials on reach every district/reach every child (RED/REC) guidelines.
- Provided technical support to the MOH and partners for planning and implementation of National Immunization Days, such as two rounds of National COVID-19 vaccination campaigns and Integrated measles follow-up campaigns.
- Supported the MOH in the rollout of REC guidelines to address immunization inequities and access in the country. Illustrative activities include conducting training of trainers for health workers and printing and distributing 3,000 copies of the REC guidelines.
- Conducted dialogue and advocacy meetings with community influencers and members (including village chiefs, women, youth leaders, and teachers) about infectious disease and COVID-19 vaccination campaigns and supported radio talk shows and radio spots to improve awareness about COVID-19 vaccination and RI.
- Supported the documentation, digitalization, and visualization of the vaccine supply chain management system at the state and county levels to enhance government decision-making. To support this, the project conducted regular mapping of the cold chain system and vaccine supply chain logistics to ensure that the MOH and partners had effective vaccine management practices in place.



## HIGHLIGHTS

MOMENTUM Routine Immunization Transformation and Equity South Sudan conducted **24 trainings** on Expanded/Essential Program on Immunization for **66** MOH and implementing partner staff, and **959** CGPP staff, health workers, vaccinators, boma health workers, and volunteers. Training topics included Power Bi and ArGIS, REC guidelines, adverse events following immunization, vaccine management, correct and key messaging, community-based surveillance, and integrated disease surveillance and response.

# SUDAN

## MOMENTUM Integrated Health Resilience

MOMENTUM Integrated Health Resilience partners with international and community-based organizations to strengthen the capacity of Sudanese institutions to sustainably plan and manage quality maternal, newborn, and child health (MNCH) and water, sanitation and hygiene (WASH) services in South Kordofan state. The project works with the South Kordofan State Midwife Association and institutions at the local levels to improve access to, use of, and delivery of evidence-based, quality MNCH and WASH services. In collaboration with health providers and community members, the project also employs adaptive learning approaches to improve data use in facilities and communities.

### FEATURED ACTIVITIES

- Coordinating with humanitarian actors, including United Nations agencies and non-governmental organizations (NGOs,) to maximize opportunities to improve the availability, quality, and use of an essential package of MNCH and WASH services by integrating services with existing programs.
- Providing monthly coaching to facility-based quality improvement teams to identify and prioritize gaps in maternal and newborn care and to develop, test, implement, monitor, and refine solutions through small change cycles.
- Strengthening routine supervision visits to improve the clinical capacity of maternal and newborn

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### IN-COUNTRY PARTNERS

South Kordofan Midwives Association and the humanitarian cluster system

### PERIOD OF PERFORMANCE

March 2021 – September 2025

### GEOGRAPHIC COVERAGE

Dilling, Habila and Kadugli localities in South Kordofan state

health care providers, including village midwives, in emergency obstetric and newborn care and other essential services through clinical mentoring and on-the-job competency-based training.

- Facilitating a quality improvement process to strengthen WASH services in health facilities (basic water, basic sanitation, hand hygiene at points of care, basic health waste management,

and environmental cleaning) using the [Water and Sanitation for Health Facility Improvement Tool \(WASH FIT\)](#). WASH FIT, created by the World Health Organization and UNICEF, brings together key stakeholders to assess facility needs; define priorities; and develop, monitor, and implement plans to improve WASH outcomes with local resources.

- Organizing and supporting local entrepreneurs, known as “[circuit riders](#),” to maintain water infrastructure for health facilities and surrounding communities through training and provision of essential tools and supplies.



## PROJECT SUCCESS SPOTLIGHT

In 2022, MOMENTUM Integrated Health Resilience entered into an exciting partnership with the South Kordofan Midwives Association (SKMA). The goal of this partnership was to strengthen the Association's organizational capacity to manage and deliver maternal and newborn health (MNH) services in the state. To reach this shared goal, MOMENTUM Integrated Health Resilience and SKMA immediately organized and executed a three-day training for 20 midwives in South Kordofan, covering a range of topics related to MNH such as emergency obstetric and newborn care (EmONC), kangaroo mother care for small and sick newborns, essential neonatal care, and uterotonics. Following this training, MOMENTUM Integrated Health Resilience and SKMA representatives conducted visits to 15 different health facilities where they provided EmONC refresher trainings and supportive supervision to 75 health care workers.

Results of this partnership have been quite promising, with Ms. Afaf Debou, Head, South Kordofan Midwife Association, remarking, "With this partnership, we midwives in the state of South Kordofan, have made it clear that we have an important presence and role and that we are moving forward." MOMENTUM Integrated Health Resilience will continue to support SKMA in developing the institutional groundwork needed to sustain a successful, long-running association.



# TANZANIA

## MOMENTUM Country and Global Leadership

MOMENTUM Country and Global Leadership supports the Government of Tanzania to strengthen the technical rigor of pre-service education (PSE) and to reduce routine, COVID-19, and HPV immunization coverage gaps. The project collaborates with the Ministry of Health (MOH)/Immunization Vaccination Development (IVD) and the President's Office Regional Administration and Local Government (PORALG) at national, subnational, and facility levels to train competent and confident health care providers by integrating interventions into PSE conceptual models. The pre-training support focuses on providers' reproductive, maternal, newborn, and child health skills. The project also works with partners at national and subnational levels in implementing the Reaching Every District/Reaching Every Child (RED/REC) strategy and enhancing routine immunization services to improve the uptake and quality of service delivery, reduce the number of unvaccinated and under-vaccinated children, and close immunization coverage gaps.

Together with the MOH/IVD department and the PORALG, the project provides ongoing technical support to identify and implement efficient and sustainable strategies to reach the national COVID-19 vaccination targets by implementing activities in various phases to continuously extend coverage efforts in regions across the country, including in Zanzibar. In the current phase, the project works in six regions to provide technical assistance in strengthening integration of COVID-19 into routine immunization and other primary health care services while continuing to implement targeted outreach and periodic intensification of routine immunization services in areas with low coverage, high number of zero dose and high number of defaulters.

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### IN-COUNTRY PARTNERS

Ministry of Health (MOH)/Immunization Vaccination Development (IVD) and President's Office Regional Administration and Local Government (PORALG)

### PERIOD OF PERFORMANCE

January 2021 – September 2024

### GEOGRAPHIC COVERAGE

**Pre-Service Education:** Dar es Salaam, Dodoma, Iringa, Kagera, Kilimanjaro, Lindi, Manyara, Mara, Mbeya, Morogoro, Mtwara, Mwanza, Njombe, Pwani, Rukwa, Ruvuma, Singida, Tabora, Tanga, and Zanzibar regions

**Routine Immunization:** Kagera, Mara, Morogoro, North Pemba, North Unguja, Pwani, South Pemba, and South Unguja regions

**COVID-19 Activities:** Arusha, Dodoma, Kagera, Kilimanjaro, Manyara, Mara, Morogoro, Pwani, Singida, and Zanzibar (Pemba and Unguja) regions (*Phase 1, which ended April 2022, also included regions where PSE activities were implemented*)



## FEATURED ACTIVITIES

- Supporting the MOH/ Human Resources Development Directorate, including the Nursing and the Allied Health Services Training Section, to strengthen and improve the technical rigor of PSE by:
  - Building the technical capacity of tutors, clinical instructors, and preceptors from 46 Public Health Training Institutions and 8 Zonal Health Resource Centres to train students on RMNCH technical competency.
  - Building capacity through simulation practice to enhance student skills in diverse technical competencies.
  - Developing 9 key technical documents to support effective implementation of PSE leadership, management and education roles and responsibilities.
  - Developing teaching methodology and facilitating the roll out of the methodology through Zonal Health Resource Centres.
  - Update curriculum for clinical officers and Operating Theatre management.
  - Developing national systems to track graduates' performance and deployments across the country.
- Providing targeted assistance to the MOH/IVD department, and the PORALG to improve routine immunization uptake, reduce dropout rates, and address zero-dose children by focusing on three critical competencies:
  - Implementing the RED/REC strategy, including microplanning.
  - Using human-centered design approaches to co-design context-specific interventions with community partners.
  - Using data for adaptive management at all levels of the health system.
- Providing targeted assistance to the MOH and the PORALG to increase COVID-19 vaccination coverage of high priority populations and HPV vaccine coverage by:
  - Developing and implementing a strategy for integration of COVID-19 vaccination into routine primary health care systems, including but not limited to routine immunization to promote restoration and recovery of routine immunization.
  - Supporting delivery of the COVID-19 booster in MOMENTUM Country Global Leadership-supported regions.
  - Bringing together donors and partners to mobilize resources and providing technical guidance on the integration of COVID-19 immunization with other health interventions, including supporting the MOH/IVD to develop a COVID-19 integration manual and tools to ensure standard practice.
  - Identifying missed cohorts of girls who have not received the first and second doses of HPV vaccination, identifying areas of high dropout rates, and addressing root causes of low uptake and/or high defaulter rates.
  - Implementing HPV Plus/integrated adolescent health services in priority low performing regions/districts.



## PROJECT SUCCESS SPOTLIGHT

MOMENTUM Country Global Leadership has made impressive strides toward reaching children in Tanzania with lifesaving vaccinations. The project worked with the government to implement the Periodic Intensification of Routine Immunization (PIRI) strategy in the Morogoro Region, which helps identify children who have missed out on essential routine vaccinations and then connects them to vaccination services. With the project's support, this strategy has seen promising outcomes. As a result, the rate of children who received the second dose of the measles-rubella vaccine in the Morogoro district council increased from **63%** to **80%** from May to December 2022. In the Ifakara and Mvomero district councils, more than **80%** of the zero-dose children identified in the PIRI have since received essential vaccinations.

Furthermore, the project provided health care workers, including community health workers, with the necessary training to improve immunization access and quality across the jurisdictions. Training topics included how to properly store vaccines, how to deliver quality immunization services, and how to identify zero-dose children at the household level during community activities. Facilitating these trainings helped ensure long-lasting, sustainable change at the lowest levels of the healthcare system.



# TANZANIA

## MOMENTUM Integrated Health Resilience

MOMENTUM Integrated Health Resilience partners with national and international organizations to improve the health and resilience of individuals, households, and communities and safeguard sustainable natural resources in select districts in Tanzania. The project's partnerships and activities aim to improve population, health, and environment (PHE) services by supporting access to high-quality information and interventions, strengthening the capacity of systems to deliver services, increasing adaptive learning through local technical leadership, and promoting collaboration and partnership across sectors. More specifically, the project aims to:

- Sustain access to and use of quality, evidence-based population, health, and environment (PHE) information, services, and interventions.
- Strengthen the capacities of government, health, and community systems to deliver quality PHE services.
- Increase adaptive learning and use of evidence in PHE programming through sustained local technical leadership
- Increase cross-sectoral collaboration and innovative partnerships.

### FEATURED ACTIVITIES

- Supporting PHE champions and community health workers (CHWs) to conduct house-to-house, community, and village visits to promote key PHE behaviors, including the use of latrines, bath shelters, long-lasting insecticidal mosquito nets, and climate-smart agriculture and food security practices. The PHE champions and CHWs also promote the adoption of positive attitudes toward family

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### IN-COUNTRY PARTNERS

Government of Tanzania (regional offices in Arusha, Katavi, Kigoma, and Manyara and local government authorities (LGAs) of the Babati, Kiteto, Monduli, Simanjiro, Tanganyika, and Uvinza districts), [Amref Health Africa](#), [Jane Goodall Institute](#), [The Nature Conservancy](#), [Northern Tanzania Rangelands Initiative](#), [Tanzania Health Promotion Support](#), and [Tanzania National Parks Authority](#)

### PERIOD OF PERFORMANCE

March 2021 – May 2025

### GEOGRAPHIC COVERAGE

Babati, Kiteto, Monduli, Simanjiro, Tanganyika, and Uvinza districts

planning and respectful, inclusive decision-making between women and men.

- Collaborating with conservation partners to promote households/bomas practicing positive PHE behaviors as models in their communities and support partners' efforts to encourage similar behaviors by other households.
- Supporting District Community Development Officers to strengthen the health resilience of communities by conducting supportive supervision

for Community Conservation Microfinance Groups (CCMGs) and other environmentally-friendly livelihood and income generation activities.

- Conducting small group education for first-time parents and their key influencers to improve knowledge, attitudes, care seeking, and self-care practices related to FP/RH and MNCH and increase health resilience at the individual and household levels.
- Strengthening training, mentorship, and coaching of CHWs to deliver maternal and child health (MCH) counseling and services; to provide FP counseling, including providing clients with condoms, pills and referrals for injectable and long-acting reversible

contraceptives (LARCs); and to implement FP demand-creation activities.

- Partnering with district local government authorities (LGAs) and trained providers to conduct quarterly, integrated mobile FP and MCH outreach visits to communities to provide comprehensive FP and MNCH information, counseling, and services to promote use of facility-based care.
- Strengthening the capacity of local clinical service mentors to conduct regular on-site mentorship and supportive supervision of health service providers to improve the quality of MNCH/FP/RH care in the 60 facilities supported through the project in the six districts.



# TANZANIA

## MOMENTUM Private Healthcare Delivery

MOMENTUM Private Healthcare Delivery is conducting a study in Tanzania (and at additional sites the Democratic Republic of the Congo and Nigeria) titled “Exploring Variations in Cost Drivers of Publicly Provided and Privately Provided Family Planning (FP) and Maternal Health (MH) Services in Three Countries.” The research assesses the costs of key FP and MH services in three public, three private for-profit, and three private non-profit facilities in each country. Results will provide insights into cost structures and drivers for FP and MH services in the public and private sectors, which will help inform resource allocation policymaking for these services in Tanzania.

### FEATURED ACTIVITIES

- Adapting [Avenir Health’s OneHealth costing modeling tool](#) to include a private provider perspective and using the tool to collect information on and evaluate the unit costs and cost drivers of FP and MH services in Tanzania.
- Interviewing stakeholders in the public, private for-profit, and private non-profit sectors to assess potential opportunities for and barriers to increased involvement of private providers in the delivery of FP and MH services.
- Organizing dissemination to country stakeholders so policymakers have clear costing data to inform decisions about resource allocation for FP and MH services in public and private sectors.

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### PERIOD OF PERFORMANCE

March 2021 – September 2023

### GEOGRAPHIC COVERAGE

Dar es Salaam and surrounding areas



### HEALTH TOPICS



### FOCUS AREAS



### CROSS-CUTTING THEMES



# UGANDA

## MOMENTUM Country and Global Leadership

COMPLETED

MOMENTUM Country and Global Leadership supported the Government of Uganda and country partners with targeted and catalytic interventions to strengthen the availability and quality of maternal, newborn, and child health (MNCH) services and care. The project sought to improve integrated community case management (iCCM) of childhood diseases nationally and ensure the availability and delivery of high-quality and safe health care at the facility level across select districts in south-western Uganda.

### COMPLETED FEATURED ACTIVITIES

- Conducting a gap analysis using the [Community Health Planning and Costing Tool](#) (version 2.0) to inform the national iCCM Task Team's strategic planning and resource mobilization priorities and secure diverse sources of financing, such as the Global Fund to Fight AIDS, Tuberculosis, and Malaria.
- Provided technical assistance to health facilities in the Kabale, Kanungu, Kasese, Kisoro, and Rukungiri districts to identify, plan, and implement needed improvements to strengthen water, sanitation, and

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### IN-COUNTRY PARTNERS

Ministry of Health, Water/Solstice and Uganda Protestant Medical Bureau (UPMB)

### PERIOD OF PERFORMANCE

**iCCM activity:** October 2021 – September 2022  
(completed)

**WASH/IPC activity:** July 2020 – May 2022  
(completed)

### GEOGRAPHIC COVERAGE

**iCCM activity:** National-level

**WASH/IPC activity:** Kabale, Kanungu, Kasese, Kisoro, and Rukungiri districts



hygiene (WASH)/infection prevention and control (IPC) measures in facilities that would ensure the continuation of essential health services during the COVID-19 pandemic.

- Collaborated with District Health Offices and the Uganda Protestant Medical Bureau to strengthen facilities' quality improvement approaches for WASH/IPC by conducting in-person and virtual

training for providers working in 25 targeted health facilities (15 public, one private, and nine faith-based) across project districts.

- Strengthened the capacity of subnational government staff to sustain IPC standards in health facilities through monitoring and supportive supervision.



# UGANDA

## MOMENTUM Private Healthcare Delivery

COMPLETED

MOMENTUM Private Healthcare Delivery worked with the Uganda Private Midwives Association (UPMA) in Uganda to increase access to high-quality voluntary family planning and reproductive health (FP/RH) services, particularly postpartum FP services, through private sector clinics in mostly urban areas of Uganda. The project strengthened the capacity of the UPMA, a network of private health facilities and providers, to expand access to high-quality postpartum family planning services.

### COMPLETED FEATURED ACTIVITIES

- Strengthened the capacity of UPMA to deliver person-centered, quality FP/RH care across 40 private health facilities. Activities include:
  - Trained midwives on FP counseling for antenatal and postpartum care, counseling, and provision of the full range of contraceptive methods, providing referrals for permanent contraceptive methods, and delivering youth-responsive services for young pregnant women.
  - Trained midwives using the [Counseling for Choice](#) approach focused on quality improvement and assurance and the delivery of quality, person-centered care.

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### IN-COUNTRY PARTNER

[Uganda Private Midwives Association \(UPMA\)](#)

### PERIOD OF PERFORMANCE

June 2021 – April 2023 (*completed*)

### GEOGRAPHIC COVERAGE

Kampala, Mukono, and Wakiso districts



### HEALTH TOPICS



### FOCUS AREAS



### CROSS-CUTTING THEMES







- Provided ongoing mentorship of trained providers through UPMA mentors to promote adherence to standards of care and informed choice for clients.
- Integrated FP services into UPMA's immunization services by adapting counseling practices to generate demand for FP services and supporting providers to provide counseling and offer FP services during immunization service days.
- Engaged local district health officials, community health workers, and male action groups in activities to increase community demand for high-quality postpartum FP services and products.
- Collaborated with UPMA to strengthen their organizational capacity by co-developing and implementing solutions to improve their organizational governance and management and using the [Organizational Capacity Assessment tool](#) to identify additional areas for improvement.

## PROJECT SUCCESS SPOTLIGHT

### Strengthening the Quality of Midwifery and PostPartum Family Planning Services in Uganda

In Uganda, MOMENTUM Private Healthcare Delivery worked to strengthen health provider capacities and deliver high-quality voluntary family planning (FP) services. MOMENTUM worked closely with the Uganda Private Midwives Association (UPMA) to strengthen their organizational capacities in a variety of areas, including administration, governance, finance, organizational management, and program management. This fruitful partnership led to the development of several key products, including a draft strategic plan for 2022-2027 and a human resources manual, as well as functional and sustainable financial control systems. You can learn more about how MOMENTUM strengthened UMPA's organizational capacity in [this blog](#).

In addition to strengthening the association's organizational capacities, MOMENTUM Private Healthcare delivery also sought to strengthen their clinical capacities. As part of this plan, the project held training sessions for more than 80 UPMA providers, focusing on on-the-job mentorship for Counseling for Choice and postpartum family planning (PPFP) skills. The project also facilitated a user-centered design workshop in collaboration with UPMA, which generated three PPFP-related intervention prototypes that will be implemented to support demand creation within the context of informed choice.

Strong results have come out of MOMENTUM Private Healthcare Delivery-supported areas and facilities that they support. More than 3,000 women delivered babies in MOMENTUM Private Healthcare Delivery-supported facilities, while nearly 6,000 women delivered their babies and voluntarily adopted a modern contraceptive method in MOMENTUM Private Healthcare Delivery-supported facilities. Currently, 100% of MOMENTUM Private Healthcare Delivery-supported service delivery sites provide FP counseling and/or services and nearly 50,000 FP visits were made to those service delivery sites and facilities.





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