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# MOMENTUM Knowledge Accelerator Annual Report 2020



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# Abbreviations

<b>AL</b>	Ariadne Labs
<b>AMELP</b>	Activity Monitoring, Evaluation, and Learning Plan
<b>AOR</b>	Agreement Officer’s Representative
<b>CAM</b>	Complexity-Aware Monitoring
<b>CLA</b>	Collaborating, Learning, and Adapting
<b>DHIS2</b>	District Health Information Systems 2
<b>EMMP</b>	Environmental Mitigation and Monitoring Plan
<b>EMMR</b>	Environmental Mitigation and Monitoring Report
<b>FP</b>	Family Planning
<b>IAL</b>	Innovation and Adaptive Learning
<b>IR</b>	Intermediate Result
<b>J2SR</b>	Journey to Self-Reliance
<b>JSI</b>	John Snow Inc.
<b>KM</b>	Knowledge Management
<b>KMT</b>	Knowledge Management/Translation
<b>LOC</b>	Letter of Commitment
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MAKLab</b>	Measurement, Adaptive Learning, and Knowledge Management Lab
<b>MCGL</b>	MOMENTUM Country and Global Leadership
<b>ME/IL</b>	Monitoring and Evaluation, Innovation, and Learning
<b>MEL</b>	Monitoring, Evaluation, and Learning
<b>MIHR</b>	MOMENTUM Integrated Health Resilience
<b>MKA</b>	MOMENTUM Knowledge Accelerator
<b>MNCH</b>	Maternal, Newborn, and Child Health Services
<b>MNCHN</b>	Maternal, Newborn, and Child Health and Nutrition

<b>MOMENTUM</b>	Moving Integrated, Quality Maternal, Newborn, and Child Health Services, Voluntary Family Planning, and Reproductive Health Care [MNCHN/FP/RH] to Scale
<b>MPHD</b>	MOMENTUM Private Health Care Delivery
<b>MSSFPO</b>	MOMENTUM Safe Surgery in Family Planning and Obstetrics
<b>PRB</b>	Population Reference Bureau
<b>PY</b>	Project Year
<b>QoC</b>	Quality of Care
<b>RH</b>	Reproductive Health
<b>RMNCAH</b>	Reproductive, Maternal, Newborn, Child and Adolescent Health
<b>SC</b>	Strategic Communications
<b>TOC</b>	Theory of Change
<b>UNICEF</b>	United Nations Children’s Fund
<b>USAID</b>	United States Agency for International Development
<b>USG</b>	United States Government
<b>WG</b>	Working Group
<b>WHO</b>	World Health Organization

# Executive Summary

The first nine months of the MOMENTUM Knowledge Accelerator (MKA) project yielded tremendous outputs. Co-creating with MOMENTUM stakeholders, MKA defined systems, mechanisms, and tools to connect monitoring and evaluation (M&E), knowledge management (KM), adaptation and learning, and strategic communications (SC) across the MOMENTUM suite of awards.

Transparency and collaboration were central in MKA's approach to building the foundation for MOMENTUM. From the beginning, MKA prioritized sharing information across awards by, for example, sharing redacted versions of its start-up plan, project year (PY) 1 budget, and PY2 budget request. The MOMENTUM Letter of Collaboration template, the terms of reference for the MOMENTUM working groups on Monitoring, Evaluation, Innovation, and Learning, Knowledge Management, and Strategic Communications, and the KM plan outline expectations for engagement and collaboration across awards. As MKA developed the systems, mechanisms, and tools that form the foundation of MOMENTUM collaboration and sharing, the project prioritized a participatory, consensus-driven approach. This approach led to some delays for the time required to seek input from awards that launched later than expected. However, this process has generated buy-in and enthusiasm across MOMENTUM for resources that will meet diverse needs.

All four MKA Intermediate Results (IRs) made progress toward systems, mechanisms, and tools for the MOMENTUM suite, as well as products for external audiences.

Highlights of the progress achieved in PY1 by IR include developing the following systems, mechanisms, tools, and products:

- **IR 3.1:** The [MOMENTUM Monitoring, Evaluation, and Learning \(MEL\) framework](#) lays out the conceptual roadmap that measures progress toward and captures the learning in realizing the MOMENTUM vision. The framework is broad enough to guide all MOMENTUM awards, yet specific enough to be relevant to the development of each award's activity monitoring, evaluation, and learning plan.
- **IR 3.1:** A [complexity-aware monitoring \(CAM\) methods technical guide](#) provides a comprehensive yet digestible introduction to CAM approaches—specialized mixed-methods approaches that are encouraged for all MOMENTUM awards to take into account the inherently unpredictable, uncertain, and changing nature of complex situations.
- **IR 3.2:** The KM platform, launched in October 2020, will serve as a central “gathering place” and digital library where staff across the suite can operate seamlessly—submitting and accessing internal tools, templates, and resource collections, sharing and seeing relevant news and events, learning from what others are doing, connecting with colleagues across projects in real-time, and engaging via working groups, live polls, and discussion boards.
- **IR 3.2:** A KM plan, developed throughout PY1, lays out a broad strategy for the suite describing core areas of work, defining specific activities, and illustrating links with other core focus areas. The plan offers practical guidance for awards, such as how to plan and budget for cross-award KM contributions.
- **IR 3.3:** The Theory of Change for MOMENTUM defines the key concepts, relationships, and pathways through which MOMENTUM will achieve the four results shared by all awards. A Learning Agenda outlines broad areas to be covered, mapped to USAID learning agendas and emerging agendas from MOMENTUM awards.
- **IR 3.3:** As part of Global Leadership, MKA staff participated in several global measurement groups, including a WHO task force to develop joint monitoring guidance for COVID-19 and the Improving

Maternal Health Measurement technical consultations. The global engagement allows MKA to incorporate the latest measurement thinking into project resources.

- **IR 3.4:** Branding and communication tools are unified across the suite to project MOMENTUM to external partners. These include a [website](#), logo, product templates, and Brand Identity Guide.
- **IR 3.4:** The SC plan outlines primary and secondary external audiences, specifies preferred communication channels and tactics, and distills a coordinated set of themes and messages for all of MOMENTUM. This guidance unifies the communications approach across MOMENTUM and also helps MKA to communicate the MOMENTUM story.

Throughout the first year, MKA has been learning just what it is that MOMENTUM awards need to buy in to the coordination, collaboration, sharing, and synthesis role USAID envisioned for MKA. A critical piece of that learning is that substantial time is needed for an effective consensus-driven process to develop tools that will be both relevant to and used by the diverse projects.

Several challenges also affected the first year. The COVID-19 pandemic reshaped the way project staff work together and with partners and introduced new priorities for the project. Delays in launching new MOMENTUM awards meant delays in MKA efforts to understand award needs and generate buy-in. The time necessary to generate buy-in and consensus was underestimated in the MKA PY1 workplan, also leading to some delays for PY1 deliverables.

Through all this effort, MKA has settled into operating as a high-functioning, effective project. Within MKA, staff have learned to work across partner organizations and to identify synergies across the four IR areas that define the project structure.

## Progress Achieved

MOMENTUM Knowledge Accelerator (MKA) connects the MOMENTUM suite of awards and facilitates learnings, adaptation, innovation, knowledge sharing, and strategic communication to tell a MOMENTUM story about the achievements of USAID's flagship program to accelerate reductions in maternal, newborn, and child mortality and morbidity in partner countries. The first nine months of MKA yielded tremendous outputs toward this vision. The mechanisms, systems, and tools created in this year form the foundation that will help operationalize collaboration across the MOMENTUM suite (see graphic, page 10). This annual report covers progress and achievements during the first project year (PY), December 31, 2019 to September 30, 2020.

The first task for MKA was to understand the diverse needs of MOMENTUM implementers. Co-creating with MOMENTUM stakeholders, MKA used this understanding to define systems, mechanisms, and tools to connect monitoring and evaluation (M&E), knowledge management (KM), innovation, adaptation, and learning (IAL), and strategic communications (SC) across (at least) six MOMENTUM awards (see Table 1). From the external MOMENTUM website and internal KM platform to the MOMENTUM monitoring, evaluation, and learning (MEL) framework, MKA designed MOMENTUM resources to meet user needs and fill gaps across the awards (see Box 1). Delays in the timing of the awards and MKA's commitment to securing buy-in from as many individual awards as possible contributed to delays in finalizing approvals for some key resources, including the external website, internal KM platform, and SC and KM plans, among others. While the delay means MKA cannot report

these resources as completed in PY1, we are confident that the time invested in consensus-building will pay off in future year outcomes, including use of these resources to tell a more complete MOMENTUM story and in their use to improve MOMENTUM programs.

**Table 1**  
**MOMENTUM Knowledge Accelerator Workstreams**

<b>Workstreams</b>	<b>Description</b>	<b>Examples</b>
<b>SYSTEMS</b>	Systems established to engage with stakeholders	Intranet (KM and data sharing platforms), MOMENTUM external website, social media accounts, editorial calendar
<b>MECHANISMS</b>	Mechanisms created to share information, build capacity, and/or co-create with stakeholders	Working groups, communities of practice, share fairs, peer-to-peer virtual exchanges, story ambassadors, media networks
<b>TOOLS</b>	Methods, approaches, frameworks, plans and guidance developed related to ME/IAL/KM/SC	MOMENTUM theory of change, M&E framework, learning agenda, adaptive learning guide, knowledge sharing repository, guidelines, templates, dashboards, KM plan, SC plan, social media toolkits
<b>PRODUCTS</b>	Briefs drafted to inform and influence MOMENTUM awards and their country offices, USAID, and external public health and other stakeholders	Technical analyses and syntheses, programmatic synthesis briefs, reports, presentations, blogs, fact sheets, videos, lessons learned compilations, infographics, interactive web features, press releases, data visualizations
<b>INNOVATIONS</b>	Novel approaches developed that lead to substantial improvements in addressing development challenges	Virtual innovation lab, context assessment, innovation challenges, new metrics

*MOMENTUM Knowledge Accelerator activities broadly fit under the five workstreams shown here. Many of the PY1 investments and results are systems, mechanisms, and tools that form the MOMENTUM foundation for collaboration, learning, and adapting.*

Transparency was a central principle in MKA’s approach to building the foundation for collaboration and sharing across MOMENTUM awards. From the beginning, MKA prioritized sharing information across awards, for example, by developing a MOMENTUM-wide editorial calendar during the start-up period to coordinate communications efforts and programming across awards. MKA further took the lead in sharing redacted versions of its start-up plan, PY1 budget, AMELP, and PY2 budget request in

the onboarding “care package” it shared with new awards. In modeling early sharing, MKA hoped to encourage other awards to share program information prior to it being “fully-baked” in order to leave flexibility to rescope activities and build in complementarities and synergies while avoiding duplication of effort. As an example of a positive outcome of sharing, when MOMENTUM Integrated Health Resilience (MIHR) shared an early version of its PY1 workplan, MKA revised its PY2 workplan to respond to a request from MIHR to provide expert technical assistance in measuring resilience to its activity, which is a keystone of MIHR’s workplan.

The MOMENTUM Letter of Collaboration template, the terms of reference for the MOMENTUM working groups on Monitoring, Evaluation, Innovation, and Learning, Knowledge Management, and Strategic Communications, and both the KM and MEL plans outline expectations for engagement and collaboration across awards. MOMENTUM awards are increasingly coordinating, using systems like the editorial calendar and the conference tracker for the International Conference on Family Planning (ICFP) 2021. The rollout of the KM Platform in PY2 will centralize these resources as well as many more tools and mechanisms to foster collaboration, create opportunities for interaction, and offer spaces where MOMENTUM awards can share, learn, and conceive ideas for adaptation.

Throughout the first year, MKA has been learning just what it is that MOMENTUM awards need to buy in to the coordination, collaboration, sharing, and synthesis role that USAID envisioned for MKA. A critical piece of that learning is the substantial time needed for an effective consensus-driven process to develop tools that will be both relevant to and used by the diverse awards. For example, MKA anticipated that the MOMENTUM data sharing guidance would take weeks to develop, but it has in fact required months of discussions, reviews, and revisions for buy-in. This has been true across all four IRs of MKA. This learning has shaped how MKA designs and plans for activities, informing much of the planning for PY2.

In addition to understanding what MOMENTUM awards need, MKA has made an ongoing effort to ensure USAID and MOMENTUM stakeholders understand MKA’s unique connector role and what the project offers the suite. These efforts began with the project launch event in June and are continued in the “care packages” of resources and onboarding materials shared with each new award.

Through all this effort, MKA has settled into operating as a high-functioning, effective project. Within MKA, staff have learned to work across the three separate partner organizations (Population Reference Bureau, John Snow Inc., and Ariadne Labs). MKA staff have identified synergies across the four Intermediate Result (IR) areas that define the project structure, learning to identify where each IR needs to take the lead, where there are overlaps requiring coordination, and how to leverage staff and technical expertise across IRs.



## Box 1

### **Business “Not-As-Usual”:** Creating the Building Blocks for MOMENTUM

Each award in the MOMENTUM suite focuses on distinct obstacles or opportunities to expand equitable access to respectful quality maternal, newborn, and child health services, voluntary family planning, and reproductive health (MNCH/FP/RH) care. MOMENTUM Knowledge Accelerator (MKA) serves as the connector across the awards, building systems and creating tools for sharing data and information, and for advancing learning and implementation research across each award. Drawing on these shared resources and accounts from individual awards, MKA will tell a unified story of the learnings and the successes of MOMENTUM to audiences in the United States and in the countries where USAID works.

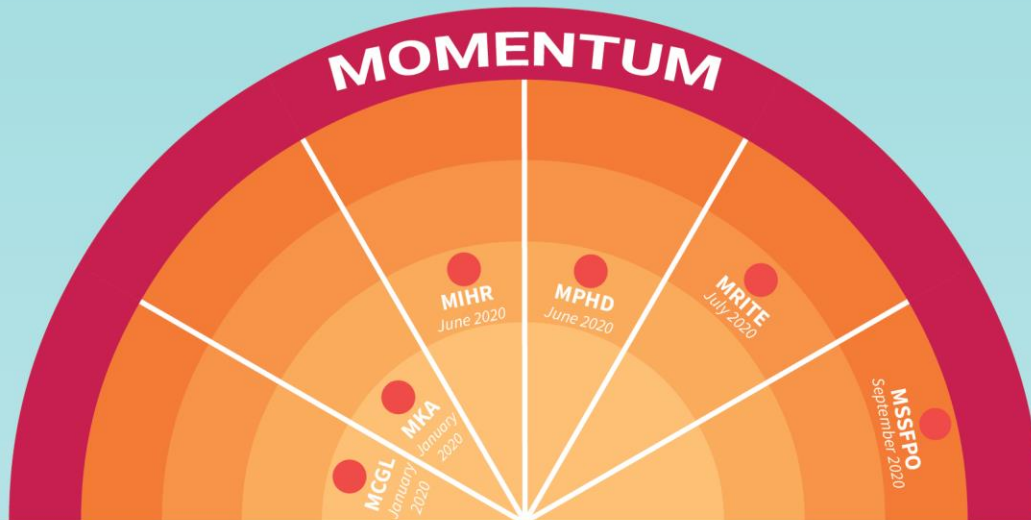
MKA devoted its first nine months to creating the foundation that connects the MOMENTUM awards. Through working groups and other convenings, MKA has successfully:

- *Built the foundation for coordination across the awards.* Letters of collaboration lay out mutual expectations between awards, and MOMENTUM working groups serve as a platform to reach consensus, identify project synergies, and co-create resources.
- *Developed common frameworks and guides to prioritize and capture uniform information.* Examples include the MOMENTUM Theory of Change and Monitoring, Evaluation, and Learning framework, which capture the diverse scope of the MOMENTUM suite while providing the detail necessary to guide each award.
- *Harnessed technology to “walk-the-talk” on collaborating, learning, and adapting.* The internal MOMENTUM knowledge management platform is a state-of-the-art tool to centralize resources, communication, and sharing.
- *Defined a brand identity for MOMENTUM.* Uniform branding and a single external website project a unified story to country partners and development stakeholders.

MKA’s systems and tools respond to MOMENTUM award needs and are intended for use by awards and their field partners. By creating a foundation for sharing, MKA helps promote coordination and avoid duplication across the MOMENTUM awards, thereby ensuring each MOMENTUM dollar goes that much further to reaching women and children it serves. MKA’s coordination infrastructure also provides valuable learning and resources for future “business-not-as-usual” programs.

# MOMENTUM KNOWLEDGE ACCELERATOR PROJECT YEAR 1

## Laying a Foundation for the MOMENTUM Suite of Awards



**MOMENTUM KNOWLEDGE ACCELERATOR** coordinates across all MOMENTUM awards by harmonizing data collection and analysis, prioritizing and synthesizing learning, and catalyzing accelerated change through knowledge management and strategic communications

### CROSS-CUTTING



**TOOLS**

Letters of Collaboration\*



**MECHANISMS**

Three MOMENTUM Working Groups  
 • Charters and Terms of Reference  
 • 20 WG Meetings

10 Project-to-Project Meetings

#### M&E



**SYSTEMS**

- Data Sharing Platform\*
  - Standards and Guidelines for Data Sharing Platform



**TOOLS**

- MOMENTUM Monitoring, Evaluation, and Learning Framework
  - Measurement and Indicator Guidance
  - Analysis and Synthesis
  - Dissemination and Data Use
- A Guide to Complexity-Aware Monitoring Approaches for MOMENTUM Projects\*

#### KM



**SYSTEMS**

- Knowledge Management Platform\*



**TOOLS**

- Knowledge Management Plan\*
- Knowledge Management Resource Collection
- Knowledge Exchange Repository
- Planning and Coordination Tools\*
  - Product and Event Planning Template
  - Activity Planning Reminders
  - Product Planning and Dissemination Template
  - Product Planning and Dissemination Guidance
- Knowledge Management Platform Quick Start Guide\*

#### IL



**TOOLS**

- Research Transparency and Data Sharing Guidance\*
- MOMENTUM Monitoring, Evaluation, and Learning Framework
  - Theory of Change
  - Learning Agenda
- Adaptive Learning Guide\*
- Context Assessment Package\*

#### SC



**SYSTEMS**

- MOMENTUM Editorial Calendar
- Website\*
- Social Media Accounts\*



**TOOLS**

- Branding Strategy and Marking Plan Template
- Brand Identity Guide
- MOMENTUM Logo and Tagline
- 11 MOMENTUM Communication Templates
- Strategic Communications Plan and PY2 Roadmap\*
- A Gendered Approach to Scaling Up Integrated, Quality Services for MNCHN/FP/RH
- Gender Resource Collection
- MOMENTUM Fact Sheet

\*Began in PY1, but will continue into PY2

## Achievements

### ***IR 3.1: Availability and Use of Appropriate and Timely Data for Decision-making in MNCH/FP/RH Policy and Programs Increased at Global, Regional, and Sub-National Country Levels***

For IR 3.1, the most significant achievement of PY1 is the [MOMENTUM MEL framework](#), laying out the conceptual roadmap that measures progress toward and captures learning in realizing the MOMENTUM vision (see Box 2). Successfully defining a framework that would serve the diverse needs of the MOMENTUM suite meant navigating the tension between a desire to be efficient and nimble in telling a succinct MOMENTUM story and the complicated structure and broad focus of the MOMENTUM awards. MKA recognized that the innovative MOMENTUM structure—telling one story, learning, and adapting across the suite—would likely require awards to collect additional, different kinds of information than they might otherwise select, including indicators that are hard to measure. Through an extensive participatory process engaging awards and USAID partners, MKA developed a MOMENTUM MEL framework and a comprehensive set of indicators covering output and outcome measures for the four MOMENTUM results. The indicators range from measures of MNCH/FP/RH service delivery, coverage, equity, and quality to the strength of partnerships, resilience, and global leadership. The resulting MOMENTUM MEL framework is broad enough to guide all MOMENTUM awards, yet specific enough to be relevant to the development of each award’s activity monitoring, evaluation, and learning plan.

#### **Box 2**

### **MOMENTUM Framework: Setting the Stage for Monitoring, Evaluation, and Learning Across the MOMENTUM Suite**

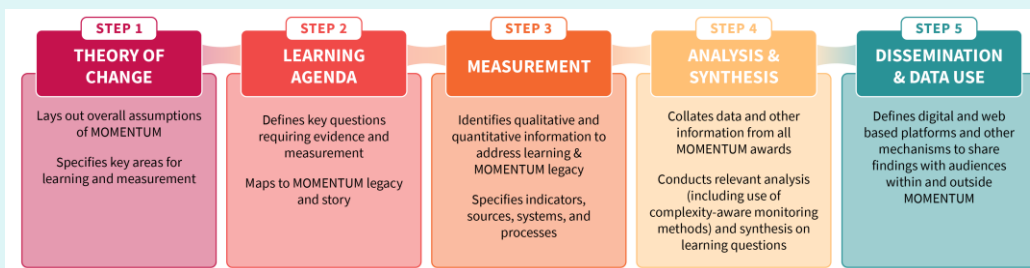
Since its debut in late December 2019, USAID’s multi-award MOMENTUM project has launched a series of global health awards which aim to accelerate reductions in maternal, newborn, and child mortality and morbidity in high-burden countries. The MOMENTUM Knowledge Accelerator (MKA) coordinates across all MOMENTUM awards by harmonizing data collection and analysis, synthesizing learning, and sharing data and learning to tell the collective story of MOMENTUM’s impact on supporting partner countries on their Journey to Self-Reliance for MNCH/FP/RH.

To ensure that all awards under MOMENTUM follow a consistent vision and approach, MKA created the MOMENTUM Monitoring, Evaluation, and Learning (MEL) framework, a conceptual roadmap that measures progress toward achieving that vision.

The framework is based on key concepts, relationships, and pathways through which MOMENTUM will achieve the four results shared by all MOMENTUM awards.

1. Scaled-up and sustained access to and use of evidence-based, high-quality maternal, newborn, and child health services, voluntary family planning, and reproductive health (MNCH/FP/RH) information, services and care, and interventions.
2. Improved, institutionalized, measured, and documented local capacity to deliver evidence-based, high-quality MNCH/FP/RH services.
3. Increased adaptive learning and use of evidence among partner country technical leadership.
4. Increased innovative collaboration between MNCH/FP/RH care and other sectors.

Through a consensus-building process, MKA collaborated with MOMENTUM and USAID partners and organized the framework into five separate components.



Each component works to create a harmonized approach to enable the suite of awards to:

- Collect and compile qualitative and quantitative data for harmonization and reporting.
- Generate evidence and insights associated with the learning agenda.
- Synthesize MOMENTUM learning and experiences for broader technical and non-technical audiences.

Each award uses the framework to develop its activity monitoring, evaluation, and learning plans—the first step in producing consistent and comparable data across MOMENTUM activities. These measures allow MKA to tell the MOMENTUM story that captures how the MOMENTUM suite is delivering equitable access to respectful quality MNCH/FP/RH care in Global Health partner countries.

Another significant output for IR 3.1 was the [complexity-aware monitoring \(CAM\) methods technical guide](#). This resource provides a comprehensive yet digestible introduction to CAM approaches—specialized mixed-methods approaches that are encouraged for all MOMENTUM awards to take into account the inherently unpredictable, uncertain, and changing nature of complex situations. Integrating these methods will allow a more robust understanding of changes from MOMENTUM interventions in complex situations. The result is a valued technical guide that includes an introduction to key concepts in CAM, an overview of each approach, and support to use each approach to address different questions relevant to MOMENTUM. The summary matrix synthesizes many of these details into one place—offering an overview and comparison of methods not available through other resources. The guide also highlights how questions from the MOMENTUM learning agenda may be answered with these methods. Using the guide to apply CAM approaches, MOMENTUM awards will be able to enhance their monitoring and evaluation and adaptive learning, improving the likelihood of project success.

***IR 3.2: Knowledge Generation, Translation, and Management Strategies to Support Best Practices in MNCH/FP/RH Policies and Programs Expanded at the Global, Regional, and Sub-National Country Levels***

The KM activities from PY1 are foundational investments that will serve the life of MOMENTUM. The KM platform, launched in October 2020, is both a central “gathering place” and digital library where staff across the suite can operate as MOMENTUM—submitting and accessing internal tools, templates, and resource collections, sharing and seeing relevant news and events, learning from what others are doing, connecting with colleagues across projects in real-time, and engaging via working groups, live polls, and discussion boards. This type of cross-award engagement is essential to “walking the talk” on collaborating, learning, and adapting as MOMENTUM. The platform will also facilitate submitting content for the project’s public website, social media handles, and external media. Defining the scope of the KM platform centered around prioritizing MOMENTUM needs. Refining the initial beta version involved an iterative process, including three rounds of testing with staff from USAID and MOMENTUM awards to identify and respond to user needs. Although this process delayed the launch of the platform to the first quarter of PY2, it will enhance the user experience and has fostered excitement and buy-in among the awards, key factors in ensuring wide use of the platform.

The KM plan developed throughout PY1 lays out a broad strategy for the suite describing core areas of work, defining specific activities, and illustrating links with other core focus areas. These are distilled in eight MOMENTUM principles that underpin all MOMENTUM awards (see Figure 1). The plan offers

practical guidance for awards in understanding how to plan for coordination across MOMENTUM, such as how to anticipate and budget for cross-award KM contributions. A key input for both the KM plan and platform was a series of more than 20 key informant interviews with USAID and MOMENTUM stakeholders. MKA leads for KM and SC jointly conducted the interviews; this process revealed synergies for KM and SC, including learning about how to leverage the goals of the two result areas in complementary activities and ensure that the KM and SC plans align.

*“I want to congratulate both of you for developing a really comprehensive and easy to follow KM plan. Kudos!”*

**ANDREA SURETTE, KM ADVISOR, MCGL**

**Figure 1**  
**MOMENTUM Principles**



*The MOMENTUM Knowledge Management Plan distills eight principles for how knowledge management fosters MOMENTUM.*

Within the KM portfolio, MKA has also been developing additional resources including a KM resource collection, knowledge exchange repository in an Airtable, and a set of planning and coordination tools to foster knowledge translation and use. The latter tools provide an example of learning and adaptation; MKA had originally drafted the product as a single template that was shared with the KM WG for input. The WG feedback led to an iterative process to break it up into a set of multiple shorter tools in different formats that will better serve different purposes and be more user-friendly for KM leads and other staff across the projects.

### **IR 3.3: Testing and Adoption of Innovative Practices, Including the Use of Digital Health Technologies, to Improve MNCH/FP/RH Outcomes Increased**

Two of the major outputs from IR 3.3 live within the greater [MOMENTUM MEL framework](#): The Theory of Change (TOC) and MOMENTUM Learning Agenda. The TOC defines the key concepts, relationships, and pathways through which MOMENTUM will achieve the four results shared by all MOMENTUM awards. The Learning Agenda outlines broad areas to be covered, mapped to USAID learning agendas and emerging agendas from MOMENTUM awards. These products are the outcome of participatory processes and extensive consensus-building with awards and USAID that served to create guiding documents that are relevant across the suite.

MKA adapted its activities in response to needs created by the COVID-19 pandemic. MKA staff carried out a [rapid evidence review](#) of prior disease outbreaks to identify learning that could inform the current pandemic response. Turning the evidence review around in little more than a month, MKA then disseminated the information through a series of presentations that reached hundreds of global USAID staff as well as representatives of ministries of health, civil society, and youth in partner countries. MKA also joined global partners convened by WHO and UNICEF in developing joint monitoring guidance on the effects of COVID-19 on the use of MNCHN/FP/RH services. Now titled *Module 1: Lifecourse Stages: Reproductive, Maternal, Newborn, Child and Adolescent Health, Including Immunization and Nutrition*, the guidance is currently in final clearance processes within WHO and is being disseminated by WHO, UNFPA, UNICEF, the World Bank, USAID, and implementing partner offices around the world (see Box 3). The unexpected

*“...huge thanks from everyone on the broad committee for the role M2C [now MKA] has played in getting the document done. We could not have done it in the time we had available without [MKA]... especially, shepherding the document through its initial set of internal revision, was critical in helping us keep momentum.”*

**MARC CUNNINGHAM, MONITORING,  
EVALUATION, AND LEARNING ADVISOR,  
USAID AND USAID COVID-19 TASK FORCE**

and crucial need to respond to COVID-19 led to some delays on other deliverables as MKA staff prioritized the rapid responses necessary for COVID-19 activities.

### **Box 3**

## **MKA's Rapid Response to COVID-19**

### **MKA Joined Global Partners to Develop Joint Monitoring Guidance**

In response to the COVID-19 pandemic, MOMENTUM Knowledge Accelerator (MKA) joined global partners convened by WHO and UNICEF in developing joint monitoring guidance on the effects of COVID-19 on maternal, newborn, and child health services, voluntary family planning, and reproductive health care (MCNH/FP/RH). MKA's coordination and technical contributions both shaped and fast-tracked the guidance to ensure a concise indicator list and practical support on using these data for decision-making.

MKA technical staff joined all four separate working groups (indicators, dashboards, data collection approaches, and modeling), co-chairing two of them. MKA helped catalyze decision-making within the groups, particularly for defining the audience, goals, and objectives. In the modeling group, MKA played a key role beta-testing a UN model examining the mortality risks and benefits of maintaining essential services, mitigation measures, and COVID-19 deaths. MKA ran background information in the Lives Saved Tools (LiST) model for Nigeria and convened external partners including USAID, MCGL, and JHSPH-IIP to review the model and provide consolidated feedback to the UN group.

MKA technical staff ensured the product provided guidance on data interpretation and use while remaining grounded in existing data sources, principally Health Management Information Systems. With a focus on process, a rapid response, and readily applicable tools, MKA led the development of the outline, draft, and slide deck, moving the process forward resulting in the final guidance, *Module 1: Lifecourse Stages: Reproductive, Maternal, Newborn, Child and Adolescent Health, Including Immunization and Nutrition*.

Currently in final clearance processes within WHO, the COVID-19 joint monitoring guidance is being disseminated to WHO, UNFPA, UNICEF, USAID Missions, and implementing partner offices around the world to improve tracking of COVID-19 effects on health services and the effects of strategies to mitigate that impact.



## **MKA Shares Rapid Evidence Review, A Trusted Resource to Global USAID Staff**

MKA also conducted a rapid evidence review examining prior disease outbreaks in low- and middle-income countries to summarize past learning that could inform the COVID-19 response. The Global Health Bureau's COVID-19 Task Force endorsed the review, designating it a trusted and key resource for USAID health officers around the globe. MKA shared the findings with several hundred USAID staff across 41 countries through a series of presentations in May and June 2020.

Following the rapid evidence review, MKA partnered with the CIRCLE project to share the findings in a May webinar that reached 140 USAID staff, predominantly from global Missions. Presenters shared the best evidence available about what strategies might prevent, mitigate, or respond to declines in demand for and use of maternal, newborn, and child health services, voluntary family planning, and reproductive health care (MNCH/FP/RH) during the current pandemic. MKA continued to share the evidence review in a series of presentations for USAID staff throughout June. In response to growing interest for the information, MKA co-hosted a Francophone webinar in August with the Ouagadougou Partnership (OP) for an audience representing OP focal points, civil society, government, and USAID colleagues across Francophone Africa. During this webinar, the findings of the evidence summary were supplemented by accounts from a panel of ministries of health, civil society, and youth advocates on experiences including stock-outs in Mali, service utilization in Côte d'Ivoire, and innovative information-sharing strategies by Benin's youth.

The evidence review came at a time when many global health leaders were struggling to find the best evidence to guide their COVID-19 response for MNCH/FP/RH services. The sustained interest and engagement from participants across all the presentations demonstrated the value of clear and accessible evidence from past experience during uncertain times.

MKA made substantial inroads in elaborating the facility-level context assessment tools and recruiting participation from other awards. As field award buy-ins accelerate in PY2, the context assessment toolkit will be tested in a range of settings. This effort will demonstrate if and how the toolkit is feasible and useful for projects working on introducing changes in practice at the facility level.

As part of its Global Leadership portfolio, MKA co-chairs the M&E sub-group of the Child Health Task Force (CHTF). Through that group, MKA staff facilitated a comprehensive review of proposed indicators to be used across countries for monitoring pediatric quality of care (QoC) efforts and learning. The final set of indicators will accompany WHO standards of improving quality of care for

children and young adolescents in health facilities. MKA facilitated meetings with 45 external reviewers through a series of live meetings then consolidated their feedback in a set of recommendations to WHO for pediatric QoC indicators.

MKA staff also remain engaged in other global measurement working groups, including the Countdown to 2030, WHO's MoNITOR Expert Advisory Group, the Every Newborn Action Plan/Ending Preventable Maternal Mortality M&E Working Group, the Health Data Collaborative, and the Improving Maternal Health Measurement technical consultations. This global engagement allows MKA to incorporate the latest measurement thinking into the MOMENTUM MEL framework and learning agenda.

### ***IR 3.4: Contributions to Global Technical Leadership in MNCH/FP/RH by USAID-Funded Partners and USAID-Supported Countries Increased***

Strategic Communication activities, under IR 3.4, were some of the first to deliver products for MKA and provided an early opportunity for MKA to assume a leadership and coordination role within MOMENTUM. MKA moved rapidly to begin delivering the type of communication assets necessary for the MOMENTUM brand identity, including a single logo, coordinating taglines and project names, and unified product templates. The Branding Strategy and Marking Plan and Brand Identity Guide are resources that concretize the unified branding for all awards. MKA also launched a shared editorial calendar early in the project to coordinate and streamline communication activities. These early efforts in branding and communication demonstrated MKA's role as a multi-project connector and how individual awards stood to benefit from MKA investments that simplified and streamlined their work.

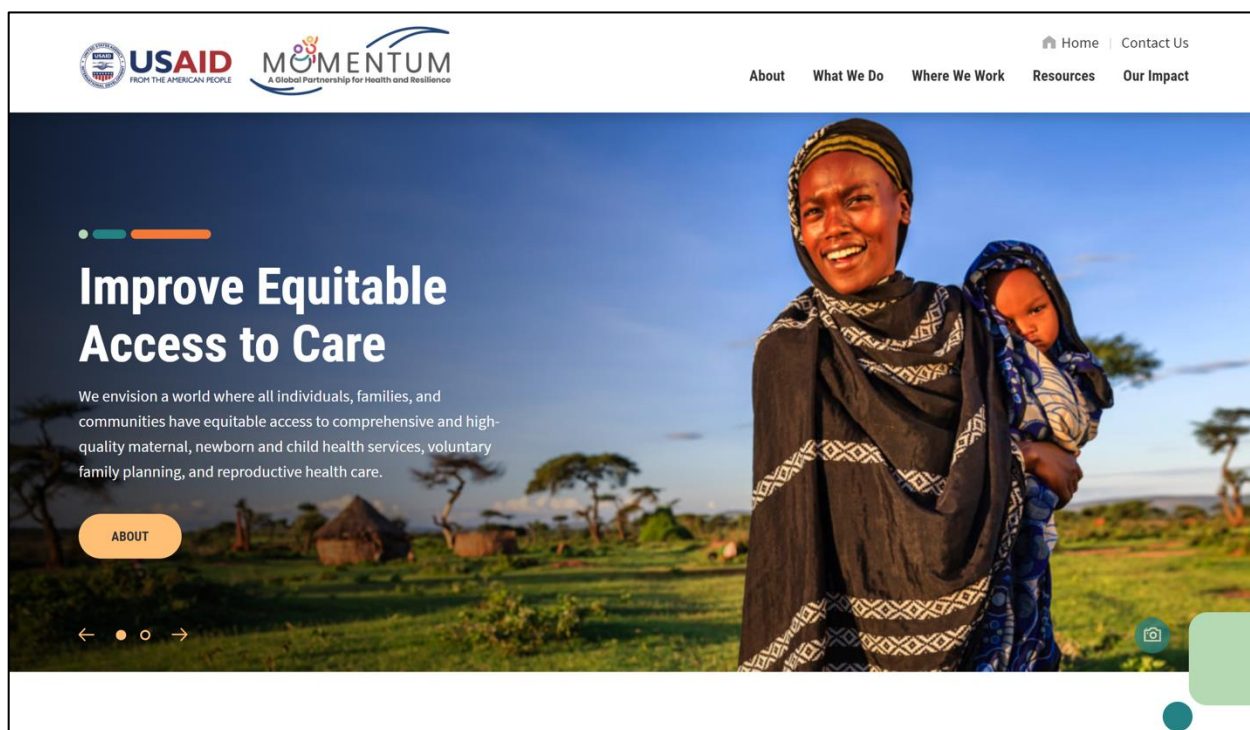
The key informant interviews that informed the KM platform and plan in IR 3.2, carried out by KM and SC leads, were also a core source of information to shape the MOMENTUM Strategic Communications Plan. The SC plan outlines primary and secondary external audiences, preferred communication channels and tactics, and distills a coordinated set of themes and messages for all of MOMENTUM. This guidance unifies the communications approach across MOMENTUM and helps MKA to communicate the MOMENTUM story.

The [MOMENTUM website](#) (see Figure 2), unifying all of the awards under MOMENTUM, is a new way of collaborating across individual awards and is essential to projecting the MOMENTUM brand. Launched in the first quarter of PY2, the MOMENTUM website is the product of extensive consultation and consensus-building within the SC WG. The WG defined the site content and structure, ensuring the website would be an effective platform for the diverse and substantial outputs across MOMENTUM. The website interface, custom content management system, and the analytics plan were developed throughout PY1.

IR 3.3 discusses additional global technical leadership activities undertaken by MKA in PY1.

Figure 2

## The MOMENTUM Website



All MOMENTUM awards are unified in one external website, launched October 2020.

Also falling under the umbrella of SC, MKA delivered a suite of gender products that likewise serve to streamline, simplify, and strengthen gender work undertaken across MOMENTUM. These include MKA's gender strategy, a gender overview brief for MOMENTUM, and a searchable gender library—all accessible through the digital KM platform. The gender overview brief lays out a framework for all of MOMENTUM to unify gender strategies across the suite of awards. It highlights the important role gender plays in MOMENTUM's overall objectives and links USAID gender priorities to overall MOMENTUM results in a theory of change. A set of talking points summarizes evidence in 16 reasons why gender improves outcomes for MNCH/FP/RH. The brief also points to gaps in learning that may be addressed through MOMENTUM award learning agendas. As awards shape their own gender strategies, they can draw from illustrative gender indicators defined in the brief.

While developing the gender overview brief and project gender strategy, MKA also created a searchable gender library made up of more than 40 resources published in the last decade on gender and MNCH/FP/RH in low- and middle-income countries. The interactive library allows users to sort by document type, program area (e.g., family planning/reproductive health care), and strategy approach (e.g., reproductive empowerment, male engagement). This tool will allow MOMENTUM awards to rapidly access high-quality gender evidence, reducing redundancy as individual projects invest in gender deliverables. At the same time, the library is a collaborative, living resource that will grow through the outputs of MOMENTUM.

## Key Findings, Applications, and/or Scale Up of Project Results

The largest body of learning in MKA's first year corresponds to the first learning area outlined in the MKA AMELP:

*What are the best approaches to engage and reach stakeholders and audiences within and outside MOMENTUM? What facilitates or impedes engagement and reach? How does this vary by gender?*

MKA has learned a great deal about stakeholder engagement and sharing across the MOMENTUM awards over its first year. Trust and ownership are fundamental to engaging awards and helping them to see value in a different way of working where the success of the suite of awards depends on collaboration and cooperation across awards. Building these fundamentals takes time, especially when awards are made over a protracted period. MKA chose to invest in a consensus-building process which resulted in delays in completing key MOMENTUM deliverables. Consensus-building and engaging each new award helped MKA to identify the needs of individual projects, align incentives for using shared systems and products, and iterate towards final products that are welcome tools of perceived value to awards. This learning about consensus-driven processes, and the time necessary for those processes, shaped much of how MKA designed activities for the PY2 workplan. Two products in particular—the MOMENTUM MEL framework and the research transparency and data sharing guidance—stand out as examples of how this learning informed adaptations in PY1 that will ultimately strengthen the final products and their uptake.

By building trust and investing the time necessary to understand MOMENTUM award needs, MKA adapted the MOMENTUM MEL framework through iterative processes to become a relevant tool. The MOMENTUM design assumed awards would report on a small set of core indicators which MKA would aggregate and synthesize to tell a single MOMENTUM story. However, a narrow indicator list, as originally envisioned, would not have sufficiently captured the breadth of work taking place under MOMENTUM awards. A long indicator list, on the other hand, would have overwhelmed projects. Through extensive consultations with award M&E officers and USAID, MKA defined a set of indicators that are, to the extent possible, relevant to and aligned with MOMENTUM award MEL plans. All MOMENTUM awards are expected to share information on these with MKA on a periodic basis to enable meaningful cross-country analyses and contribute to learning. Similarly, the learning questions in the MOMENTUM MEL framework have to be relevant across projects, yet not so broad as to be meaningless. For example, a question on how strategies for improving coverage, quality, and equity within the context of the COVID-19 pandemic is relevant to all awards, whereas a question on how community health workers were redeployed during the pandemic may not. Further refinements on indicators and learning questions will continue in PY2 as we see how the selected indicators and methods are used by MOMENTUM awards and the degree of sharing that occurs, including from new awards who did not have an opportunity to contribute to the framework in PY1.

The process to develop the research transparency and data sharing guidance exposed the need for the awards to step back, define, and agree on underlying principles that cut across the suite, before drafting the guidance. The data sharing guidance was a principal concern for all awardees during the Letters of Collaboration (LOC) negotiation, although awards responded differently to MKA's efforts to compromise. All but one award was satisfied when MKA removed references to the data and proposed

to negotiate it separately from the LOC. One award, however, stated it would not sign the LOC until we finalized the data sharing guidance. Ironically, MSSFPO, the last MOMENTUM awarded, was the first to complete the LOC.

MKA invested in better understanding each award's research and data concerns and limitations, bringing together USAID and award representatives for a small workshop to define core principles and build trust. Through this extensive and collaborative process, MKA is forging a path to build incentives to create a meaningful approach for research transparency and data sharing across MOMENTUM. MKA did not observe any gender-related differences among workshop participants in either their concerns regarding or in their approaches for advancing data sharing.

Beginning in PY2, each month MKA will highlight one example of cross-award sharing on the KM platform. USAID may also consider doing something similar in its MOMENTUM-wide AOR team meetings. Celebrating examples of proactive collaboration across awards and between awards and MKA is a powerful tool USAID should use to reinforce the sharing norms at the core of the success of MKA and the overall MOMENTUM suite.

## Challenges

Several unforeseen circumstances profoundly altered the project year, leading to lower than expected progress.

The first, of course, is the COVID-19 pandemic. MKA adapted to the pandemic landscape in many ways, reshaping the way staff work together, learning to effectively convene partners through virtual meetings, and leveraging technology to keep activities moving. These adaptations will be beneficial to engage diverse global stakeholders throughout the project.

COVID-19 also, directly and indirectly, caused delays for some activities. As MKA staff were pulled into unexpected COVID-19 response activities, time and attention were diverted from planned activities. At times, the review of MOMENTUM deliverables was delayed by partners who were also struggling to balance new COVID-19 responsibilities.

Another unforeseen circumstance in PY1 was a longer timeframe than expected in awarding several of the MOMENTUM rounds. These delays meant that MKA staff were not able to move as quickly as intended to onboard partners and identify MOMENTUM needs for major deliverables such as the MOMENTUM MEL framework. For an activity such as the context assessment (activity 3.3.1e), the MKA team ran into delays identifying and working with other MOMENTUM awards to begin implementing the activity, as field awards were slower to roll out than expected.

Finally, the award design and MKA's PY1 workplan underestimated the time necessary to generate buy-in and build consensus for MOMENTUM products. In order to deliver tools, mechanisms, and systems that would be relevant to and used by the suite of awards, MKA needed to invest substantial time in understanding each project's priorities, needs, and constraints. The early response to these

products developed through highly participatory approaches suggests that this investment was invaluable—as MOMENTUM projects express an eagerness to use the tools to streamline their own work and the systems to share across awards. This outcome would not have been possible if MKA had prioritized timelines over consensus.

## Science and Research

### Manuscripts

The following scientific manuscripts were developed with support from MKA.

Benova, Lenka, Ann-Beth Moller, Kathleen Hill, **Lara M.E. Vaz**, Alison Morgan, Claudia Hanson, Katherine Semrau, Shams E.I. Arifeen, and Allisyn C. Moran, “What Is Meant by Validity in Maternal and Newborn Health Measurement? A Conceptual Framework for Understanding Indicator Validation,” *Plos One* 15, no. 5 (2020), <https://doi.org/10.1371/journal.pone.0233969>, PMID: 32470019, PMCID: PMC7259779.

Marsh, Andrew D., Moise Muzigaba, Theresa Diaz, Jennifer Requejo, Debra Jackson, Doris Chou, Jenny A. Cresswell, Regina Guthold, Allisyn C. Moran, Kathleen L. Strong, Anshu Banerjee, and Agnes Soucat, **Effective Coverage Think Tank Group**,<sup>1</sup> “Effective Coverage Measurement in Maternal, Newborn, Child, and Adolescent Health and Nutrition: Progress, Future Prospects, and Implications for Quality Health Systems,” *The Lancet Global Health* 8, no. 5 (2020):e730-e736, [https://doi.org/10.1016/s2214-109x\(20\)30104-2](https://doi.org/10.1016/s2214-109x(20)30104-2), PMID: 32353320, PMCID: PMC7196884.

### Conference Abstracts

“From Theory to Practice: How to Plan, Monitor, and Adapt MNCH/FP/RH Programs in the COVID-19 Era,” session submitted and accepted to the *6th Global Symposium on Health Systems Research*, Nov. 8-12, 2020.

## Communication

### Blogs

N/A

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<sup>1</sup> Lara M.E. Vaz served as a member of the Effective Coverage Think Tank Group.

## Press Releases

Title: PRB Wins \$30-million Award from USAID for Project to Accelerate Reductions in Global Maternal and Child Deaths

Date published: January 23, 2020

One sentence synopsis: PRB announced it has been awarded a five-year, \$30-million cooperative agreement from USAID to accelerate the reduction of preventable child and maternal deaths globally through a new project, MOMENTUM 2C, which focuses on monitoring and evaluation, innovation and adaptive learning, knowledge management and strategic communications.

Link: <https://www.prb.org/prb-wins-30-million-usaid-award-to-help-reduce-maternal-child-deaths/>

## Videos

N/A

## Photographs

N/A

# Required Reporting

## Gender

Throughout PY1, MKA worked to integrate a gender perspective across activities. Within MKA, the project elevates women's voices through a predominantly female leadership team. The participatory processes that MKA used to develop MKA and MOMENTUM products sought input from stakeholders through different formats and in different channels; this approach sought to equalize the different working and communication styles that can perpetuate gender inequity in workplaces. This was also true for MOMENTUM WGs, where facilitators again focused on inclusive practices to ensure gender-equitable contributions and perspectives.

In developing MOMENTUM tools and resources, particularly the MOMENTUM MEL framework and gender overview brief, MKA sought to ensure that gender will be treated consistently across awards. The gender overview brief includes illustrative gender indicators for MOMENTUM awards to use and the MOMENTUM MEL framework specifies gender disaggregated indicators that can be applied to all awards. The framework places strong emphasis on qualitative measures to capture contextual factors and to map how change occurs, complementing recommendations set forth in the MKA gender strategy. The searchable gender library MKA created makes evidence-based resources on gender readily accessible for all awards. These tools are being taken up by MOMENTUM awards, including MOMENTUM Country and Global Leadership and MOMENTUM Integrated Health Resilience, in developing their own gender activities.

## Human Subjects Protection

N/A

## Environmental Compliance

All activities implemented in PY1 fall under one or more elements of the Categorical Exclusion received by the MOMENTUM suite of awards pursuant to the Initial Environmental Examination (IIE) that was cleared July 3, 2018. In accordance with guidance received from USAID, MKA has therefore not submitted an Environmental Mitigation and Monitoring Plan (EMMP) or Environmental Mitigation and Monitoring Report (EMMR). No other related issues were encountered in the reporting period.



# Appendix A – Result Summary Slides

## Results and Lessons Learned: Charting New Ways of Working

MOMENTUM KNOWLEDGE ACCELERATOR  
Project Year 1, Annual Report  
January – September 2020

The slide features a teal background with a large, faint graphic of a person's head and shoulders in profile, composed of overlapping circles and lines. The USAID logo is circular with the text 'UNITED STATES OF AMERICA' and 'USAID' around the perimeter. The MOMENTUM logo consists of a stylized 'M' with a globe inside, followed by the word 'MOMENTUM' and the tagline 'A Global Partnership for Health and Resilience' below it.

### MOMENTUM KNOWLEDGE ACCELERATOR PROJECT YEAR 1 Laying a Foundation for the MOMENTUM Suite of Awards

**MOMENTUM KNOWLEDGE ACCELERATOR** coordinates across all MOMENTUM awards by harmonizing data collection and analysis, prioritizing and synthesizing learning, and catalyzing accelerated change through knowledge management and strategic communications

The diagram is a semi-circle with a thick red outer border. Inside, the background is a gradient from light orange to dark red. Six white lines radiate from the center to the outer edge, dividing the semi-circle into six segments. Each segment contains a red dot, an acronym, and a date: MGGL (January 2020), MIHR (June 2020), MIKA (January 2020), MPHD (June 2020), MRITE (July 2020), and MSSEPO (September 2020).

## MKA devoted its first nine months to creating the foundation that connects the MOMENTUM awards



**Built the foundation for coordination across awards.** MOMENTUM working groups serve as a platform to reach consensus, co-create, and identify project synergies. Letters of collaboration lay out mutual expectations and outline how MKA works with individual awards.



**Developed frameworks and guidance to harmonize data and information capture.** The MOMENTUM Theory of Change and Monitoring, Evaluation, and Learning framework guide individual awards as they fit their own frameworks into the bigger MOMENTUM picture.



**Harnessed technology to “walk-the-talk” on collaborating, learning, and adapting.** The internal MOMENTUM knowledge management platform provides all MOMENTUM staff with easy access to up-to-date technical resources and is a hub for MOMENTUM communications and sharing.



**Defined a brand identity for one MOMENTUM.** Uniform branding, a single external website, and centralized social media communications project a unified story to partners and stakeholders.

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## MKA’s first year highlights demonstrate leadership for MOMENTUM and global efforts

### Monitoring & Evaluation

- The **MOMENTUM Monitoring, Evaluation, and Learning framework** lays out a conceptual roadmap to measure progress and capture learning for all MOMENTUM awards.
- A guide on **complexity-aware monitoring methods** allows MOMENTUM awards to apply specialized mixed-methods approaches that account for the changing nature of complex situations.

### Knowledge Management

- **MOMENTUM’s Knowledge Management platform** serves as a central “gathering place” and library where awards share resources, news and work in progress, and connect with colleagues.
- A **Knowledge Management Plan** lays out a broad strategy with practical guidance for sharing and learning across individual awards.

### Innovation & Learning

- MKA keeps up technically through its leadership and contributions to **global measurement efforts**, thus ensuring MKA resources reflect the latest thinking.
- **Joint monitoring guidance on the effects of COVID-19**, developed with global partners and disseminated to priority audiences, offers practical support in using data for decision-making.

### Strategic Communication

- **MOMENTUM branding and communication tools** ensure projects speak with one voice.
- The **MOMENTUM Strategic Communication plan** unifies the communications approach across MOMENTUM, helping USAID and the suite of awards communicate strategically.

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