



MOMENTUM

A New Approach to Supporting Countries in Accelerating Progress on the Health and Well-being of Women and Children

2021 Progress Report



USAID
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FOREWARD

For the past 60 years, the U.S. Agency for International Development (USAID) has developed programs and partnerships to save the lives of women, newborns, and children around the globe. While USAID investments have helped achieve better health for mothers and children worldwide, significant inequities still persist within countries.

New ways of working are required to overcome complex challenges that threaten the lives of mothers and children. The COVID-19 pandemic—with its significant impact on essential health service access and delivery—makes this need even more critical.

USAID’s MOMENTUM program works with governments, civil and private sectors, and other key partners to improve access to family planning and reproductive health services and make high-quality health care available to vulnerable mothers and children so they can live healthy, productive lives. Since its launch in 2020, MOMENTUM has collaborated on creating programming solutions with civil

society, health associations, and governments; supported Ministries of Health to better integrate local NGOs and private facilities into the national public health system; worked with local partners to adapt virtual training amid the COVID-19 pandemic; and forged partnerships with government, professional institutions, and local organizations to confront obstetric fistula, a preventable public health problem.

The MOMENTUM design builds on five decades of USAID programming and represents our most ambitious investment. This integrated design leverages USAID’s maternal, child health, and family planning programs to create more impactful and sustainable change. The MOMENTUM awards represent USAID’s vision for the next generation of development assistance, with a greater focus on partnerships, more nimble programs that can respond to complex and changing environments, and increased investment in learning to support and amplify progress in improving the lives of mothers and children.

ELLEN H. STARBIRD, Director, Office of Population and Reproductive Health, USAID

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PROJECT NAME
MOMENTUM - Moving Integrated, Quality Maternal, Newborn, and Child Health and Family Planning and Reproductive Health Services to Scale

5 YEARS
2020-2025

HEALTH AREA
Maternal, newborn, and child health and nutrition services, voluntary family planning, and reproductive health care (MNCHN/FP/RH)

TOTAL AWARD AMOUNT
\$800 million

FUNDING SOURCE
USAID’s Bureau for Global Health Offices of Population and Reproductive Health and Maternal and Child Health and Nutrition



MOMENTUM

BUILDING ON PAST INVESTMENTS, INVESTING IN A MORE RESILIENT FUTURE

While we've made strong progress in broadening access to quality essential health services—including maternal health, child health, and voluntary family planning—not all families have benefited equally from these gains. Women and children living in fragile settings and other vulnerable populations still face a disproportionate risk of illness or death. Stresses like political strife, recurring conflicts, and unpredictable shocks, such as the COVID-19 pandemic and natural disasters, can cause population migration and service disruptions that reverse hard-won progress towards improving health.

In 2019, an estimated

5.2 million
children

worldwide died before the age of five, nearly half of them before completing their first month of life.¹

Each year, an estimated

295,000
women

across the world die from complications related to pregnancy or delivery.²

In 2019, an estimated

218 million
women

worldwide wanted to avoid or delay pregnancy but were not using a modern method of contraception.³

MOMENTUM supports the Biden Administration's global health agenda, including responding to the COVID-19 pandemic; addressing health inequities exacerbated by climate change; increasing gender equality; and advancing equitable access to quality, affordable health care in partner countries.

MOMENTUM builds on the strengths of its various awards and previous USAID investments to accelerate the achievement of USAID's global health goals to prevent maternal and child death, control the HIV epidemic, and combat infectious disease.

- **Innovative Partnerships:** The MOMENTUM suite brings together a broad range of partners with technical expertise in specific contexts to work

with countries at national and sub-national levels. These partnerships allow MOMENTUM to support countries to tailor policies, approaches, and interventions to specific contexts to achieve sustainable improvements in health outcomes.

- **Integrated Program Development:** The breadth of topics covered across the MOMENTUM awards allows for coordinated and highly integrated programming to solve challenges and achieve outcomes beyond what individual projects could accomplish on their own.
- **Harmonized, Responsive Leadership and Management:** Knowledge sharing, work planning, and shared measurement

and learning across MOMENTUM awards allow MOMENTUM projects to adapt and learn from each other and use the knowledge to better respond to the priorities and needs of the countries where we work.

- **Coordinated Communication:** MOMENTUM's cohesive communications helps USAID projects and partners reach their key audiences, providing increased awareness and understanding of MOMENTUM's activities and accomplishments and access to its resources.



MOMENTUM'S VISION

VISION

We envision a world where all mothers, children, families, and communities have equitable access to respectful quality maternal, newborn and child health services, voluntary family planning, and reproductive health care.

MISSION

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

DESIGN

USAID designed MOMENTUM to build on decades of programs that helped significantly improve maternal and child survival and well-being and family planning and reproductive health care. To accelerate this progress, USAID targeted specific needs that inhibited achieving the best possible outcomes for all women, children, and families. This targeted approach included: reaching populations in fragile settings; addressing entrenched obstacles to achieving routine immunization goals and access to quality surgical maternal and reproductive health care; expanding partnerships, particularly with the private health care sector; and helping partner countries develop the leadership and technical capacity needed to address existing health challenges.



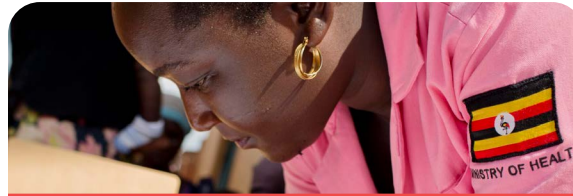
MOMENTUM AWARDS

Each MOMENTUM award offers a deep understanding of different settings and approaches, providing USAID Missions with unique access to specialized technical and regional expertise to address challenges facing MNCHN/FP/RH care in varied contexts.



Integrated Health Resilience

Enhancing coordination and strengthening resilience to improve care in fragile and conflict-affected settings.



Country and Global Leadership

Creating partnerships and building country leadership to provide targeted technical and capacity development assistance.



Private Healthcare Delivery

Strengthening private health provider contributions to improve MNCHN/FP/RH care.



Safe Surgery in Family Planning and Obstetrics

Promoting and providing technical capacity for equitable access to high-quality surgical family planning and obstetric care.



Routine Immunization Transformation and Equity

Addressing barriers to reaching zero-dose and under-immunized children with safe, effective vaccines.



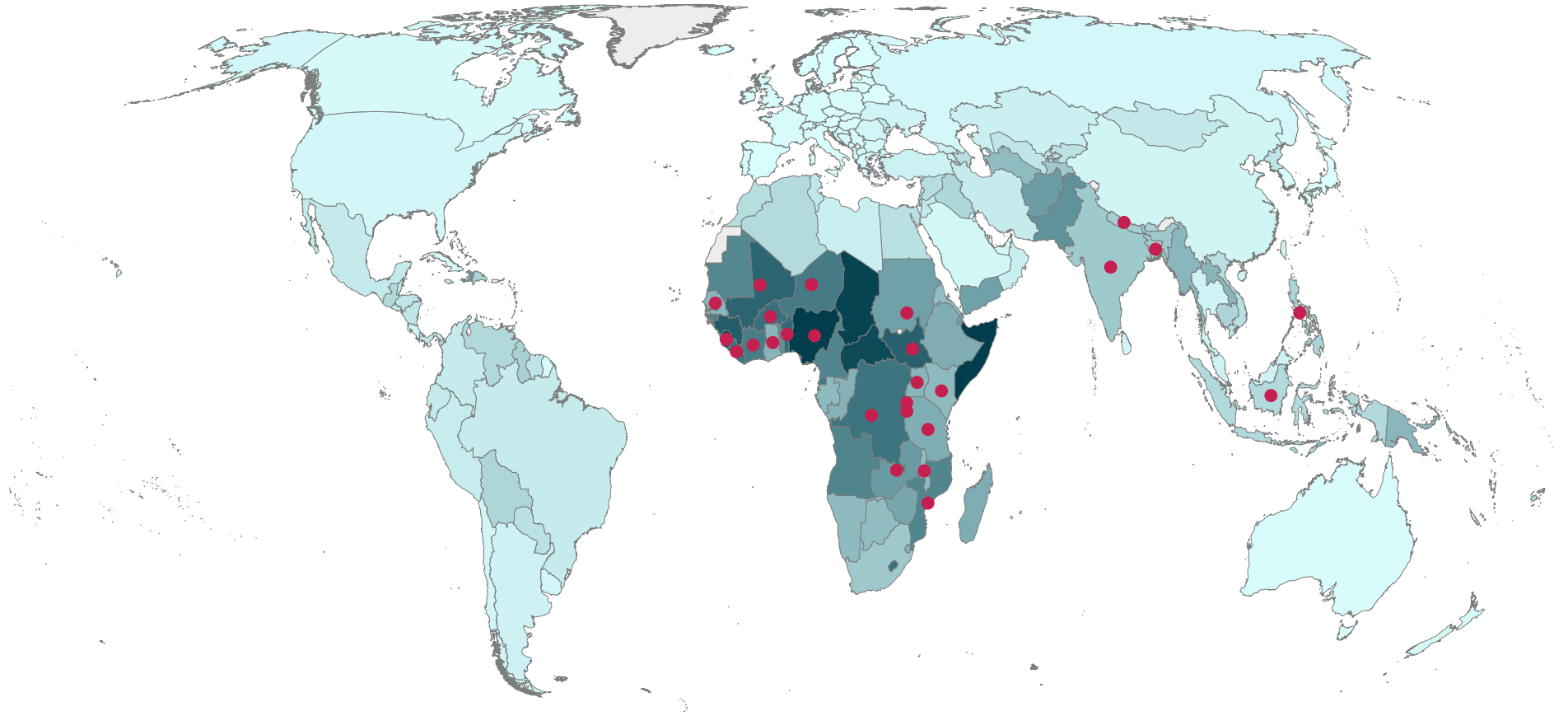
Knowledge Accelerator

Coordinating learning, monitoring and evaluation, knowledge management, and strategic communication across the MOMENTUM awards.

WHERE WE WORK

MOMENTUM works in countries facing some of the highest rates of maternal and child mortality.

Under-Five Mortality Ratio, 2019 1.7  117.2 ● MOMENTUM partner country



To view an interactive map with additional data and information on MOMENTUM's work, please visit:

<https://usaidmomentum.org/we-work-where-there-is-great-need>.

Data source: United Nations Inter-agency Group for Child Mortality Estimation (UNIGME). Levels & Trends in Child Mortality: Report 2020, Stillbirth and Child Mortality Estimates. New York: United Nations Children's Fund, 2020. [Updated every year.] <https://childmortality.org>.



HOW MOMENTUM PIVOTED DURING THE COVID-19 PANDEMIC

As MOMENTUM projects were being launched in early 2020, the COVID-19 pandemic hit, further exacerbating global inequities and threatening to reverse decades of progress in reducing deaths among women and children.⁴ A recent modeling study projects up to a 45 percent increase in child deaths and a 39 percent increase in maternal deaths per month in some countries due to the reduced coverage of essential maternal and child health services and increases in childhood wasting.⁵

Despite the challenges of initiating work during the COVID-19 pandemic, the six MOMENTUM awards began to build partnerships and lay the foundation for lasting impact. For example, [MOMENTUM Integrated Health Resilience](#) made adjustments to the start-up phase of their

activities by modifying their usual in-person scoping model for developing the project work plan and setting up an in-country office. These adjustments, outlined in their [recommendations for starting work remotely](#), included identifying a senior-level in-country counterpart to guide scoping activities and ensure the process was country-led, adjusting expectations for the time needed to conduct scoping, and having clearly defined roles and responsibilities for a small but dedicated staff to collaborate with the in-country counterpart.

MOMENTUM also rose to the challenge of refocusing priorities and activities to address the needs of communities affected by the virus. In Rwanda, a country where a third of all children under age 5 are stunted, [MOMENTUM Country and](#)

[Global Leadership adapted an evidence-based nurturing care program](#) for children ages 0–3 years (First Steps *Intera za Mbere*) used to reach parents and caregivers in vulnerable communities. The adaptations to the program, originally developed by project partner Save the Children, included incorporating COVID-19 messages into its health content and switching from a combination of in-person and radio-based programming to remote programming via radio and phone.

MOMENTUM's design and the technical and geographic breadth of its health expertise allowed it to adapt quickly to the pandemic while keeping its focus on continuing to make MNCHN/FP/RH services accessible.

MOMENTUM LEGACY AREAS

As MOMENTUM moves forward, it seeks to build on USAID's legacy of forward-thinking, long-term solutions to health challenges in partnership with country health leaders and institutions, civil society, and communities. MOMENTUM will partner with countries and contribute to:

- Improving the quality, equity, and coverage of MNCHN/FP/RH services
- Advancing sustainable development
- Learning and adapting across contexts to achieve health objectives
- Amplifying country and global leadership





HOW MOMENTUM HELPS TO IMPROVE QUALITY, EQUITY, AND COVERAGE OF SERVICES

MOMENTUM develops and strengthens partnerships with local governments, academia, private health care providers, and other non-health organizations to increase equitable access to a range of high-quality health services to women, children, and families. These partnerships help MOMENTUM support countries in effectively spreading proven interventions across countries and contexts, focusing on communities and individuals with the greatest need and addressing “last-mile obstacles” in the most rural and challenging settings.

SUPPORTING LOCALLY DRIVEN SOLUTIONS TO ENTRENCHED CHALLENGES

MOMENTUM is set up to support local partners to deliver sustainable, quality, and equitable care to the most vulnerable populations under trying conditions. Recently, [MOMENTUM Integrated Health Resilience](#) was asked by the Gao district health office in Northern Mali to help develop and validate its operational plan. The project focused on data quality, identifying issues such as incomplete routine immunization data and inconsistencies in antenatal and delivery data. MOMENTUM then convened a diverse and inclusive group, including international organizations, civil

society, health associations, and Ministry of Health representatives, to review and use the data in the process of creating a joint project work plan. The joint ownership of the work plan, including defined roles and responsibilities and coordination mechanisms between the project and local authorities, contributes to a more resilient health system that can address protracted maternal and child health problems in Gao.

“Usually (donor) projects are created, set up in Bamako, and are brought to us. Often, they are not adapted to the context in the field, and this causes many issues during implementation...This project is adapted to our reality and our needs...I am committed to making this project a real success.”

-ABDRAMANE ALPHA MAÏGA, Secretary General of the Gao Regional Federation of Community Health Associations, Mali



ENGAGING THE PRIVATE HEALTH SECTOR

MOMENTUM engages with private sector providers to increase access to and improve the quality of private sector MNCHN/FP/RH services. In Burundi, half of the primary care health facilities are private, but access to the essential health services they provide varies widely. It is critical that the Government of Burundi partners with local non-governmental organizations (NGOs) and private commercial facilities to ensure the most vulnerable families can access high-quality health services, from antenatal care to voluntary family planning.

[MOMENTUM Private Healthcare Delivery](#) is working with Burundi's Ministry of Health to better integrate

local NGOs and private facilities into the country's public health system. MOMENTUM helps private clinics incorporate new primary health care services into their practice while ensuring overall quality remains high as they expand. By 2025, this partnership will assist over 250 facilities to bring quality care closer to families' front doors.

[MOMENTUM's investment in private sector capacity building] “is tantamount to strengthening Burundi's health system. Most importantly, it enables the poorest to access quality health services.”

-ANDRÉ BIZOZA, Executive Director, Réseau des Confessions Religieuses pour la promotion de la Santé et le bien-être intégral de la famille (RCBIF), Burundi



THE WAY FORWARD

INCREASING ACCESS TO CONTRACEPTIVE OPTIONS IN RURAL COMMUNITIES IN SOUTH SUDAN

MOMENTUM continues to look for ways to increase access to quality services. In South Sudan, where less than five percent of married women of reproductive age use modern contraception, [MOMENTUM Integrated Health Resilience](#) plans to help the Ministry of Health train and prepare

community health workers (CHWs) to teach women to use Sayana® Press, a self-injected, long-term reversible hormonal contraceptive. CHWs will regularly visit clients to address side effects and other concerns and connect them to services at health facilities when necessary. As a result,

South Sudanese women living in poverty in rural areas will have significantly improved access to an increased number of safe, voluntary, and effective contraceptive options.





HOW MOMENTUM WORKS TO ADVANCE SUSTAINABLE DEVELOPMENT

MOMENTUM supports enhancing the leadership and strengthening the capacity and resilience of countries' public and private health institutions to respond to shocks and stresses, such as the COVID-19 pandemic, while sustaining, strengthening, and expanding essential health services.



ADDRESSING CHALLENGES WITH DIGITAL SOLUTIONS

MOMENTUM looks for ways to address implementation challenges with practical solutions. With support from [MOMENTUM Country and Global Leadership](#), the Ghana Health Service provided a three-month virtual Zoom training to over two hundred frontline health care workers from Western Ghana on how to maintain essential

primary health care services amid the pandemic. The training included proper disinfection protocols, the use of personal protective equipment, and telemedicine. Since the training, antenatal visits and labor and delivery services have largely bounced back to pre-pandemic levels at trainee health facilities, thanks to confidence among patients and health care workers that they will be safe while at the health facility.

“I was very worried, especially when health workers were getting infected; it was a very frightening time for most of us... (Through MOMENTUM) we learned how to start COVID-19 screening and triaging at the health center, and how to identify clients with COVID-19 symptoms and refer them for testing.”

-JULIANA BRIENT, Midwife, Essipon Health Center, Ghana



TACKLING FISTULA’S DEVASTATING TOLL IN NIGERIA

Obstetric fistula is a devastating and debilitating injury that can occur from obstructed labor, surgical error, or sexual violence. Often, young women living in poverty who experience fistula suffer from incontinence and may become ostracized and shunned by their communities. Today, as many as 400,000 Nigerian women—representing 40 percent of all cases worldwide—

languish on waiting lists for corrective surgery of this preventable and treatable condition.

In Nigeria, [MOMENTUM Safe Surgery in Family Planning and Obstetrics](#) has embarked on a new partnership with the Nigerian government, professional institutions, and local organizations to confront this preventable public health problem, building on previously established partnerships and achievements of the USAID-supported Fistula Care and Fistula Care *Plus* projects.

“This is a call to action. All hands must be on deck, so many women are in so much pain. The need is tremendous. This robust program will reach more women who are suffering and empower survivors with hope and the joy of living again.”

-DAME PAULINE TALLEN, Nigerian Minister of Women and Social Affairs, at the June 2021 launch of the USAID Safe Surgery in Family Planning and Obstetrics activity

In addition to surgical repairs, the program refers women with fistula for voluntary family planning, gender-based violence support, and assistance with community and family reintegration. Over

the next five years, MOMENTUM plans to expand the clinical capacity of state-level fistula desks (units) that oversee and support fistula-related work, improve health care worker clinical training

efforts, and help states adopt a holistic model for fistula care.



THE WAY FORWARD

EXPANDING ACCESS TO COMMUNITY HEALTH SERVICES IN TIMBUKTU

Community care is an essential component of sustainable development where resources are limited. Although Mali has had a policy for essential community health care for almost a decade, only recently has the remote and conflict-

prone Timbuktu region taken serious steps to implement it. With support from [MOMENTUM Integrated Health Resilience](#), regional health authorities in Timbuktu agreed to establish a cadre of community health workers (CHWs).

The CHWs selected from the communities they serve will provide basic child health, nutrition, and family planning services.



HOW MOMENTUM WORKS TO LEARN AND ADAPT ACROSS CONTEXTS TO ACHIEVE HEALTH OBJECTIVES

MOMENTUM generates learning about tackling health challenges to achieve improvements in the lives of women and children, including within the context of the COVID-19 pandemic. Through its knowledge sharing hub, working groups, and a shared learning agenda, MOMENTUM coordinates across the suite to implement its activities using USAID's Collaborating, Learning, and Adapting model, a set of practices that help improve development effectiveness. The suite of awards collaborates with partners to build, learn from, and adapt to new evidence that improves global health policy and programs.



MEASURING THE IMPACT OF THE COVID-19 PANDEMIC ON WOMEN AND CHILDREN

MOMENTUM sprang into action early during the COVID-19 pandemic to quickly assess how COVID-19-related health service disruptions affected women and children made vulnerable by their settings. [MOMENTUM Country and Global Leadership](#) administered a 33-country key informant survey in four rounds in April, May, June, and August 2020, which found critical drops in the use of essential MNCHN and RH services. The survey showed that reductions were due to supply-side issues—personnel absences, commodity supply disruption, lack of personal protective equipment—and changes in client demand. The findings highlighted the services most affected (family planning and

immunization), the geographies within countries most affected, and the slow recovery of demand compared to the supply of services. The findings from this survey helped to define and direct thinking around USAID’s global health priorities.

In 2021, MOMENTUM has continued to monitor the rebound in the use of essential services for women and children—including quality prenatal care, delivery with a skilled birth attendant, breastfeeding support, postnatal care, voluntary family planning, and immunization—along with successful country-level responses to maintain services. MOMENTUM Country and Global Leadership worked with UNICEF on various rounds of its Immunization Pulse Surveys to uncover disruptions to routine immunization. Additionally, the project’s maternal and newborn health team has conducted more in-depth surveys in 14 countries to provide insights on how the pandemic has affected clinical practices during labor, childbirth, and the postnatal period. Survey results showed the pandemic had a negative impact on evidence-based practices such as the presence of a chosen companion during labor, allowing mothers and healthy infants to remain together at all times, and immediate and exclusive breastfeeding. Respondents cited telemedicine, call-in centers for the public to access information about COVID-19, community outreach, and increased emphasis on self-care as adaptations to help mitigate the pandemic’s effects.

BUILDING A NETWORK FOR SHARING WHAT WORKS

[MOMENTUM Knowledge Accelerator](#) is informing MOMENTUM’s next generation of programming—ensuring that investments are evidence-based and designed to generate results for maternal and child survival. The [MOMENTUM Adaptive Learning Guide](#), for example, is helping Ministries of Health, program implementers, and awardees create more dynamic MNCHN and FP programming. Multiple programs are currently putting the guide’s tips into practice, re-engineering how they share information to adapt projects based on new evidence and best practices more quickly.

At a global level, the MOMENTUM knowledge sharing hub connects all MOMENTUM implementers virtually across awards, enabling organizations to share best practices across programs, countries, and technical areas through an interactive online platform.



THE WAY FORWARD

FINDING AND SPREADING INNOVATIVE SOLUTIONS TO MNCHN/FP/RH CHALLENGES

As MOMENTUM moves forward, it will continue to generate and adapt to new evidence and best practices. The Measurement, Adaptive Learning, and Knowledge Management Laboratory (MAKLab) provides all MOMENTUM awards with the resources to identify and spread promising solutions to persistent, shared, and complex MNCHN/FP/RH challenges. MAKLab can help

awards get “unstuck” by assisting them in identifying and adapting new solutions, including ones other awards are testing that are not yet widely spread. MAKLab also supports research to develop solutions where few exist.

In the same spirit, MOMENTUM Share Fairs will bring together implementers across awards for

hands-on practice in key technical areas, such as crafting effective social and behavior change messaging. The fairs will also promote a “hive mind” approach to problem solving through virtual brainstorming on solutions to intractable MNCHN and FP challenges.





HOW MOMENTUM WORKS TO AMPLIFY COUNTRY AND GLOBAL LEADERSHIP

MOMENTUM works alongside partner countries to support their leadership in reducing maternal and child deaths and disabilities. Partnering with global and local institutions, MOMENTUM implements evidence-informed approaches that deliver MNCHN/FP/RH services tailored to specific contexts.



SUPPORTING PARTNERS TO EXPAND ACCESS TO THE COVID-19 VACCINE WHERE IT'S NEEDED MOST

The past year has seen unprecedented progress in developing safe, effective COVID-19 vaccines at a record pace and introducing them throughout the world. MOMENTUM is at the forefront of supporting country readiness, distribution, and uptake of vaccines to countries in Sub-Saharan Africa and Asia.

At a global level, [MOMENTUM Routine Immunization Transformation and Equity](#)

provided technical support in helping countries develop National Deployment and Vaccine Plans and facilitate their review by the COVID-19 Vaccines Advance Market Commitment (COVAX AMC) equitable access vaccine initiative. In Mozambique, for example, MOMENTUM is supporting the Ministry of Health and health partners to overcome challenges with introducing the COVID-19 vaccine, including supporting new vaccination strategies and policies, scaling up mass vaccine administration, and developing social and behavior change communication materials to reach priority populations and health care workers with critical information on vaccine safety and efficacy.

“I support planning and coordination with the Ministry of Health [in Mozambique] and other immunization stakeholders. I also provide technical support to the design of service delivery strategies for the COVID-19 vaccine, including best approaches for reaching non-traditional priority populations (e.g., the elderly) rather than the traditional populations (e.g., children under-five, pregnant women) reached by routine immunization services.”

-BETUEL SIGAÚQUE, MOMENTUM Routine Immunization Transformation and Equity Country Director, Mozambique



IMPROVING MEASUREMENT OF HEALTH SERVICES TO GUIDE DECISION-MAKING

MOMENTUM played a key role in drafting the World Health Organization's interim guidance [Analyzing and Using Routine Data to Monitor the Effects of COVID-19 on Essential Health Services](#)

(Jan. 2021). This practical guide has been used by countries to monitor the impact of the COVID-19 pandemic on routine maternal and child health services, helping them collect and use that data to rapidly adapt their health program planning, resourcing, and decision-making. Country inputs on the use of the guide will shape future revisions.

THE WAY FORWARD

COLLABORATING ON A TAILORED APPROACH TO INCREASE DEMAND FOR CARE

MOMENTUM will continue to collaborate with countries to strengthen leadership capacity in delivering evidence-based solutions. In Indonesia, [MOMENTUM Country and Global Leadership](#) conducted formative research and collaborated in discussions with health providers and district-

level stakeholders that highlighted concerns about demand for care, pointing to the need for increased community engagement in maternal and newborn health care. As a result, the model for community engagement in improving quality referrals will be implemented in one district,

with nine additional districts identified for future implementation. The project will also help implement an integrated referral system in 22 districts.



ENDNOTES

- 1 United Nations Inter-Agency Group for Child Mortality Estimation (UNIGME). Levels & Trends in Child Mortality: Report 2020, Stillbirth and Child Mortality Estimates. New York: United Nations Children’s Fund, 2020. [Updated every year.] <https://childmortality.org>
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- 4 Editorial. “Progressing the investment case in maternal and child health.” *The Lancet Global Health*. May 2021; 9:e558. [https://www.thelancet.com/journals/langlo/article/PIIS2214-109X\(21\)00178-9/fulltext?dgcid=raven_jbs_etoc_email](https://www.thelancet.com/journals/langlo/article/PIIS2214-109X(21)00178-9/fulltext?dgcid=raven_jbs_etoc_email)
- 5 Robertson Timothy, Emily D Carter, Victoria B Chou, et al. 2020. “Early estimates of the indirect effects of the COVID-19 pandemic on maternal and child mortality in low-income and middle-income countries: a modelling study.” *The Lancet Global Health* E901-E908. [https://www.thelancet.com/journals/langlo/article/PIIS2214-109X\(20\)30229-1/fulltext](https://www.thelancet.com/journals/langlo/article/PIIS2214-109X(20)30229-1/fulltext)

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