5 YEARS
3 COUNTRIES
1 MISSION

2018 FINAL REPORT | RESULTS OF A FIVE-YEAR PARTNERSHIP TO REDUCE MATERNAL AND NEWBORN MORTALITY
Kasongo Chipulou lives in a small village in the northern part of Zambia surrounded by Lake Bangweulu. Few people in Lunga District own boats to navigate the swampy terrain, so accessing care is often a challenge. When Kasongo found out she was pregnant, she started antenatal care at Kasomalunga Remote Health Centre, about an hour’s trip from her home.

It was during one of these visits that Kasongo met the Safe Motherhood Action Group members. Saving Mothers, Giving Life has trained these lay volunteers (known as SMAGs) to improve maternal health in their communities. Throughout Kasongo’s pregnancy, SMAGs visited her and her family at home, making sure that she was healthy and helping her plan for a safe delivery at the local health center.

During labor, Kasongo began bleeding heavily. When she arrived at Kasomalunga Remote Health Centre, the nurse — who was trained through the Saving Mothers, Giving Life partnership to diagnose, stabilize and transfer women with complications — cared for Kasongo and then sent her by boat to Samfya District Hospital, accompanied by a SMAG. At the hospital, Kasongo gave birth safely with the help of a skilled team of health professionals, also trained by Saving Mothers, Giving Life.

“It was really scary,” said Kasongo, reflecting on the whole episode. “I was very worried about the baby.” Happily, today, Kasongo and her daughter, Uchishi — whose name translates to “problems” because the delivery was so difficult — are home and doing well.

Kasongo and Uchishi are alive today thanks to Saving Mothers, Giving Life.

Photo credit: Amy Fowler/USAID
Dear Health and Development Colleagues:

When the Saving Mothers, Giving Life partnership launched, many doubted that we could significantly reduce maternal and newborn deaths in high-burden, low-resource sub-Saharan African countries in five years’ time. Yet, by working in partnership with the Governments of Cross River State, Nigeria, Uganda and Zambia, Saving Mothers, Giving Life has achieved impressive results.

In five years, the maternal mortality ratio has declined by 44% in Saving Mothers, Giving Life districts in Uganda and by 41% in Zambia. In only two years, maternal mortality dropped by 28% in Saving Mothers, Giving Life facilities in Cross River State, Nigeria. We attribute the partnership’s success to the comprehensive approach undertaken at the outset — strengthening district health systems to surmount the obstacles to a safe pregnancy and childbirth. Saving Mothers, Giving Life did not limit its focus to one cause of maternal death or one type of facility. Instead, our systems approach created a strong district-wide safety net to protect women’s and newborns’ lives, leveraging the infrastructure and lessons-learned from the President’s Emergency Plan for AIDS Relief (PEPFAR) which has been so successful in reducing HIV/AIDS.

Through the efforts of all Saving Mothers, Giving Life partners — host governments, private companies, U.S. government agencies, local and international NGOs, academic institutions — we substantially increased the proportion of women giving birth in health facilities and enhanced the quality of care they received. At the same time, we strengthened the capacity of Ministries of Health to provide essential public health services, creating a ripple effect that has improved healthcare delivery more broadly. Perhaps most importantly, women, families, providers and policy-makers no longer accept death during childbirth as a tragic but unavoidable part of life.

A word about results: for the baseline and final assessments of Saving Mothers, Giving Life, we employed gold standard methodologies to ensure that no maternal or newborn death went uncounted. These evaluations went beyond data gathered from facilities to include rigorous population-based data collection to help us understand the comprehensive impact of the initiative. The results featured in this report are based on the change between the baseline and final assessments. With a more robust methodology, some of the final results — while still remarkable — are lower than previously reported.

I would like to thank our partners at the Ministries of Health in Cross River State, Nigeria, Uganda and Zambia who have worked closely with the Secretariat to ensure that Saving Mothers, Giving Life was aligned with their needs, priorities and aspirations — a critical foundation for long-term sustainability. I also feel fortunate to work alongside committed and caring colleagues from U.S. Government agencies and believe that we have benefited immensely from the diverse ideas and expertise of our non-governmental partners. Together, we have accomplished much more than many expected.

Still, women around the world — many of them poor and from underserved communities — continue to die needlessly from complications we can treat. Our hope is that other countries adapt the best practices identified through Saving Mothers, Giving Life. When they do, we are optimistic that we will be much closer to ending the global tragedy of preventable maternal and newborn deaths. We believe that together we have redefined what is possible.

With best regards,

CLAUDIA MORRISSEY CONLON, MD, MPH
U.S. Government Lead, Saving Mothers, Giving Life
Senior Maternal and Newborn Health Advisor, USAID
MEASURING SUCCESS: IMPACT

These figures represent some of Saving Mothers, Giving Life’s key successes in supported districts over two years in Nigeria and five years in Uganda and Zambia. The partnership achieved significant reductions in maternal mortality and improved the quality of care that women receive during pregnancy and childbirth. While improvements in newborn health have lagged behind, we anticipate that the groundwork laid by the partnership will result in more robust declines in newborn mortality in the future. Efforts in each country varied based on need, so the most significant indications of success also differ between the countries.

**Facility Maternal Mortality Ratio**

- **Nigeria**
  - 2012: 313
  - 2018: 225
  - Reduction: -28%

- **Uganda**
  - 2012: N/A
  - 2018: 4.2
  - Reduction: -28%

**Pre-Discharge Neonatal Mortality Rate**

- **Nigeria**
  - 2012: 2.1
  - 2018: 0.2
  - Reduction: -84%

- **Uganda**
  - 2012: N/A
  - 2018: 0.0
  - Reduction: N/A

**District-Wide Maternal Mortality Ratio**

- **Nigeria**
  - 2012: 452
  - 2016: 255
  - Reduction: -44%

- **Uganda**
  - 2012: 400
  - 2016: 206
  - Reduction: -41%

**Facility Stillbirth Rate**

- **Nigeria**
  - 2012: 30.5
  - 2018: 19.6
  - Reduction: -36%

- **Uganda**
  - 2012: N/A
  - 2018: N/A
  - Reduction: N/A

**Stillbirths occurring during delivery**

- **Nigeria**
  - 2012: 22.4
  - 2016: 14.3
  - Reduction: -36%

- **Uganda**
  - 2012: 33.3
  - 2018: 92.4
  - Reduction: -92%

**Number of pregnant women who received medication to prevent mother-to-child transmission of HIV/AIDS**

- **Nigeria**
  - 2012: 1,262
  - 2016: 6,837
  - Increase: 442%

- **Uganda**
  - 2012: 523
  - 2016: 1,030
  - Increase: 97%

**Proportion of health centers offering services 24 hours a day, 7 days a week**

- **Nigeria**
  - 2012: 44.8
  - 2016: 95.5
  - Increase: 42%

- **Uganda**
  - 2012: 20.0
  - 2016: 71.3
  - Increase: 237%

*Number of maternal deaths per 100,000 live births. ** Number of newborn deaths per 1,000 live births. *** Number of stillbirths per 1,000 births.

...WE ANTICIPATE THAT THE GROUNDWORK LAID BY THE PARTNERSHIP WILL RESULT IN MORE ROBUST DECLINES IN NEWBORN MORTALITY IN THE FUTURE.
In 2012, 11 organizations came together to establish Saving Mothers, Giving Life, a public-private partnership committed to the ambitious goal of dramatically reducing maternal and newborn mortality in sub-Saharan Africa in five years. Saving Mothers, Giving Life began in Uganda and Zambia, and in 2015, after promising early results, the initiative expanded to Nigeria.

Reducing maternal and newborn mortality is complex. Even with careful planning, pregnancy and childbirth complications can arise with little or no warning. Health systems need to be nimble so they can respond immediately in the face of an emergency. This requires access to the right equipment and medicines, appropriately trained staff and the ability to refer patients if necessary. Kasongo and Uchishi were lucky, but not everyone is able to travel so far or wait so long for care.

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A SUCCESSFUL PUBLIC-PRIVATE PARTNERSHIP

FOUNDING PARTNERS
The 11 founding partners designed Saving Mothers, Giving Life to leverage each of their unique strengths and have produced impressive results in saving the lives of women and their newborns.

HOST COUNTRY PARTNERS
From the beginning, host country governments were at the center of Saving Mothers, Giving Life to ensure the local ownership and sustainability of the model.

ADDITIONAL PARTNERS
Over the course of the initiative, the Saving Mothers, Giving Life partnership has grown to include a broader and more diverse group of contributors.

PARTNER INVESTMENT
For every dollar the U.S. government partners (as shown in the first column) initially invested, other partners contributed an additional $1.10.

Photo credit: Jake Reddy
NIGERIA

DECREASE IN MATERNAL MORTALITY RATIO IN JUST TWO YEARS

Saving Mothers, Giving Life chose to focus efforts in Nigeria in Cross River State, a region with a low proportion of facility deliveries and high rates of maternal and newborn deaths. The first step was to understand the existing maternity safety net by conducting a Health Facility Assessment of all public and private maternity clinics and hospitals. This assessment revealed very poor conditions and only four facilities — 1% of the total — performed all basic emergency obstetric and neonatal care functions.

To encourage women to deliver in facilities and improve the quality of care they receive, Saving Mothers, Giving Life trained doctors, nurses, midwives and community health extension workers in key lifesaving practices: recognizing danger signs during pregnancy; managing emergency obstetric and neonatal care; performing essential newborn care; conducting postpartum family planning; and delivering youth-friendly services. This increase in skills led to measurable improvements in the quality of care offered. For example, after two years, 66% of women are receiving uterotonic drugs during the third stage of labor and 99% of newborns are counted and reported.

Prior to the start of Saving Mothers, Giving Life, newborn deaths were so common that they were often not even counted, meaning that we are only now beginning to understand the number of newborn deaths. The partnership’s focus on newborn health has brought renewed attention to the issue, and now deaths of newborns are counted and reported. The improved skills of the health workforce are already reflected in the measurable drop in stillbirths, and we anticipate this focus on reporting and quality care to result in a reduction in newborn deaths in the coming years.

To ensure sustained gains, Saving Mothers, Giving Life has supported important health system changes, including institutionalizing maternal and perinatal death surveillance at the state and facility level. Health providers received training in data collection, analysis and reporting and facilities have started sharing data with district health information systems. The partnership also provided technical support to the Cross River State Ministry of Health to conduct assessments of the quality of data that facilities were providing. The findings indicate a marked improvement in the documentation and reporting of service delivery data, especially at the facilities supported by Saving Mothers, Giving Life.

A key contributor to success in Nigeria is the linkage between public, private and faith-based facilities, as well as primary and secondary facilities, which has led to stronger referral systems and improved working relationships between service providers in each sector.

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WHAT’S NEXT

Women in need of more specialized services are now referred to the nearest equipped hospital, whether it is public or private. With both sectors working in tandem, more than 90% of women in the State now have access to quality emergency obstetric care within two hours.

31% REDUCTION IN STILLBIRTHS

Reduction in stillbirths refer to stillbirths and pre-discharge neonatal deaths in health facilities

EDUCATING MOTHERS WITH HELLOMAMA MOBILE PLATFORM

HelloMama is a mobile platform that provides messages about maternal and newborn health directly to women, mothers and household decision-makers through voice and text messages. HelloMama is being deployed at 143 facilities in Cross River State, as well as neighboring Ebonyi State, with 50 more facilities expected to be added in the coming years. More than 30,000 women have registered to-date.

Nelly Oru and Obi Helen are nurse-midwives in the antenatal care unit at Holy Family Catholic Hospital, a faith-based secondary health institution. Working at the only referral hospital in the area, Nelly and Obi see many high-risk patients and teach pregnant women how to recognize danger signs so they know when to come in to see a nurse or doctor. "We teach them [mothers] things here but they forget,” Nelly said. “So HelloMama reinforces what we teach.”

WHAT’S NEXT

Given the achievements in Nigeria in two short years, Saving Mothers, Giving Life is expanding to improve the quality of care in additional facilities in Cross River State and increasing the focus on family planning. Saving Mothers, Giving Life is also boosting efforts to encourage women to deliver in quality facilities by stepping up community mobilization activities and collaborating with religious and other community leaders to champion safe motherhood practices.

Kasmauski/MCSP

Hellen (left) and Obi Helen (right) are midwives at Holy Family Catholic Hospital in Nigeria. Photo credit: Justin Maly, Pathfinder

SAVE MOTHERS, GIVING LIFE 2018 FINAL REPORT
In Uganda today, more than two-thirds of all pregnant women living in Saving Mothers, Giving Life districts give birth in a health facility, up from 46% in 2012, when Saving Mothers, Giving Life began. A few key factors contributed to this success. First, Village Health Team members educated women and their families about safe motherhood and preparing for birth. Next, a boda boda voucher program subsidized the cost of motorcycle taxi transportation, making it more affordable for women to reach a health facility. Additionally, as the partnership equipped lower-level facilities to manage complications of pregnancy and childbirth, many women were able to access care closer to home.

The quality of care that women received in health facilities also improved significantly thanks to training and mentoring programs for both private and public health providers, coupled with supportive supervision visits to maintain skills. For example, there has been an impressive 36% reduction in stillbirths occurring during labor and delivery, as well as an increase in the rate of caesarean deliveries to 9%, up from 5% in 2012. Most notably, the proportion of women who died in a health facility due to pregnancy complications declined by nearly half.

To help ensure more comprehensive care for women, Saving Mothers, Giving Life integrated HIV testing and treatment and postpartum family planning services into routine labor and delivery services. The number of women who received prophylaxis or treatment for the prevention of mother-to-child transmission of HIV and AIDS increased five-fold during the course of the partnership. And today, 95% of hospitals have at least one long-acting family planning method available.

While there has been steady progress in improving maternal health, reducing newborn deaths has proven more challenging. In 2015, Saving Mothers, Giving Life redoubled its efforts to care for newborns. The partnership established newborn corners for resuscitation in all delivery rooms, renovated Special Care Newborn Units (SCNU) in select facilities and trained providers on special care for small and sick babies. Early breastfeeding — a key intervention to save newborn lives — became a priority and today, 85% of infants born in a Saving Mothers, Giving Life health facility are breastfed in the first hour of life, compared to only 25% in 2012. Together, these efforts helped contribute to a 20% reduction in newborn deaths before discharge.

In 2006, the Ministry of Health used the Saving Mothers, Giving Life approach as a basis for the maternal and child health activities included in its updated national-level health strategy. The government has determined how to fund implementation in each district, and now Saving Mothers, Giving Life best practices are being rolled out across the country.

**WHAT’S NEXT**

For additional information on the partnership’s achievements in Uganda, please visit www.savingmothersgivinglife.org.
Progress in Zambia is due in large part to Saving Mothers, Giving Life's creative efforts to overcome the transportation challenges in rural areas, where a woman’s village may be several hours’ walk from the nearest health facility, and few people own cars, motorcycles or even bicycles.

For example, Saving Mothers, Giving Life built and upgraded mothers’ shelters — residences close to a health facility that offer accommodations for women in the late stages of their pregnancy so they no longer have to travel for hours on foot when they go into labor. Now, nearly 50% of Saving Mothers, Giving Life facilities have an associated mothers’ shelter.

To encourage women to seek care, Saving Mothers, Giving Life trained respected community members as Safe Motherhood Action Groups (SMAGs) who teach pregnant women about the importance of delivering in a facility, having a birth plan and practicing healthy behaviors during pregnancy and early childhood. SMAGs conduct home visits to women throughout their pregnancy to offer guidance and instructions and inform them about mothers’ shelters. At final evaluation, 96% of facilities had associated SMAGs.

Together, these activities have led to 90% of women delivering in facilities today, a major increase from 63% in 2012.

Saving Mothers, Giving Life also focused on improving the quality of facility-based care to prevent and treat major causes of maternal death. The partnership identified a core group of “star” midwives who travel to primary care facilities to supervise and counsel their peers on safe childbirth practices. This mentoring approach, together with supportive supervision, has led to an impressive 65% reduction in deaths from postpartum bleeding, the leading cause of maternal mortality, and a 79% increase in cesarean section rates, an indication of providers’ ability to recognize and address complications.

Additionally, providers began using a new lifesaving technology called the uterine balloon tamponade, which can help stop heavy obstetric bleeding and stabilize women for transport to a higher-level facility.

"Lundazi was chosen as one of the Saving Mothers, Giving Life ‘proof-of-concept’ districts due to its high rate of maternal deaths and under-reporting of deaths. Today, the rate of maternal mortality in target districts in Zambia has decreased by 41%, and thanks to improved data reporting systems, the district health center is able to chart progress and use data to drive decision-making. It works because all of the pillars are attached. This holistic approach has brought results. We’re not yet where we want to be, but we have moved closer."

DR. DAVID ZULU
Lundazi District Health Director

Zambia also experienced significant advances in perinatal health — including a 56% reduction in stillbirths occurring in the facility — thanks to training on dealing with complications during delivery, including resuscitation efforts for newborns. More than 5,300 newborns have been successfully resuscitated since Saving Mothers, Giving Life began, and three-quarters of facilities now report success in resuscitating newborns who were born with difficulty breathing, compared to just 27% at the start of the partnership.

Likewise, the number of infants who were breastfed in the first hour of life — another lifesaving intervention — increased by over 90% in Saving Mothers, Giving Life supported facilities.

For additional information on the partnership’s achievements in Zambia, please visit www.savingmothersgivinglife.org.
Here’s how Saving Mothers, Giving Life strengthened the whole health system simultaneously to save women’s and newborns’ lives.

**HEALTH SERVICE DELIVERY**
- Training and mentoring health providers to strengthen the quality of the care they deliver
- Increasing the number of health facilities able to provide high-level emergency care to treat pregnancy and childbirth complications
- Improving the quality of care for small and sick babies by training health providers in neonatal resuscitation and Kangaroo Care

**HEALTH INFORMATION SYSTEMS**
- Performing maternal and newborn death audits that help providers identify mortality trends in their facilities and take action to prevent future deaths
- Conducting capacity-building workshops for countries’ public health professionals so they can better monitor and evaluate progress in reducing mortality for years to come

**ACCESS TO ESSENTIAL MEDICINES**
- Training providers in supply chain management to reduce stockouts of essential medicines and supplies
- Ensuring mothers receive medication to prevent hemorrhage

**HEALTH SYSTEMS FINANCING**
- Establishing community insurance pools and village savings and loans groups so the cost of care is not prohibitive for poor families
- Educating women and their families about the free public health services to which they are entitled

**HEALTH WORKFORCE**
- Recruiting and training community volunteers to educate women, their families and communities about healthy pregnancy and safe childbirth
- Deploying “star” midwives who make monthly visits to local facilities where they work alongside other midwives, modeling best practices and offering real-time support and constructive feedback
- Addressing workforce shortages by promoting task sharing where appropriate and supporting policy changes that incentivize providers to work in rural facilities; utilizing retired midwives to fill short-term staffing needs

**LEADERSHIP AND GOVERNANCE**
- Recruiting local village chiefs as champions for safe motherhood in their communities
- Working with Ministries of Health to build leadership capacity, as well as develop and execute plans to ensure long-term sustainability of health system gains
- Partnering with District Medical Officers and district health management teams to ensure the Saving Mothers, Giving Life approach is integrated into the existing health system

Health systems strengthening recognizes that the many components of a health system are interconnected and interdependent, so any improvements made to one are temporary unless the other components are strengthened at the same time. For example, encouraging a pregnant woman to seek care is only effective if she is able to reach a well-equipped facility and there is a skilled provider available to treat her.

Strengthening the Whole Health System

To complement other efforts, Saving Mothers, Giving Life supported several infrastructure improvements, including construction of mother, child and newborn shelters like the one shown in this photo. Photo credit: Amy Fowler/USAID

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Maternal health experts agree that the factors responsible for women not receiving the lifesaving care they need can be thought of in three overarching categories, known as the “Three Delays.” From the very start, Saving Mothers, Giving Life was designed to address all three delays to ensure that women are able to receive timely, quality maternity care. The stories on the next several pages illustrate how.

**DELAY IN THE DECISION TO SEEK CARE**

A woman’s decision to seek appropriate medical care might be influenced by things like her knowledge of when, where, why and how to seek services, her understanding of warning signs of a serious complication, the cost of travel to a facility, her concerns about the quality of treatment she will receive and her decision-making ability within her family.

In all three countries, Saving Mothers, Giving Life focused on educating women and their families about safe motherhood, the importance of giving birth in a facility and preparing for the cost of birth.
A SYSTEMS APPROACH TO ADDRESS ALL THREE DELAYS

Once a woman and her family make the decision to seek skilled care in a health facility, they must determine how to get there. In remote and rural areas, the nearest health facility might be hours away and transportation options can be limited. Poor infrastructure, difficult terrain and financial constraints also contribute to delays in reaching care. In Nigeria, Uganda and Zambia, Saving Mothers, Giving Life developed innovative strategies to help women overcome access barriers.

Distance and transportation aren’t the only considerations when transferring women experiencing complications to higher-level facilities for care — they must be medically stable to make the trip. That’s where the uterine balloon tamponade (UBT) comes in. In Zambia, Saving Mothers, Giving Life trained midwives has the skills necessary to utilize this lifesaving technology.

In Cross River State, Nigeria, Saving Mothers, Giving Life engaged community stakeholders in 43 wards to set up effective, sustainable, community-driven Emergency Transportation Services to ensure pregnant women get to health facilities safely and in a timely manner. Saving Mothers, Giving Life supported Ward Development Committees to map out catchment areas, recruit and train volunteer emergency drivers and mobilize funds to maintain this system. Within 18 months, over 200 women have been safely transported, and two thirds of the wards are generating funds locally to sustain transportation services.

Across Uganda, motorcycle taxis are one of the fastest and most reliable ways for pregnant women to travel to health facilities, but they can be prohibitively expensive. To address this challenge, a Saving Mothers, Giving Life voucher program allows women to purchase a subsidized voucher for transportation to and from the health facility for four antenatal visits, delivery and a post-natal visit — all for the equivalent of USD 25 cents.

Deo Mungenyi is a boda boda (motorcycle) driver with Saving Mothers, Giving Life. About his job as a boda boda driver, Deo said, “I wanted to help people in the community because I felt bad about the deaths of mothers.”

Reducing maternal deaths everywhere is imperative, and we remain committed to working with our partners to fulfill that vision.

“The American College of Obstetricians and Gynecologists is proud to be a founding partner of Saving Mothers, Giving Life — a wonderful and lasting example of mission-driven partners collaborating to become a powerful force for good.

It has been a privilege to assist our fellow professional societies in implementing innovations to prevent maternal deaths, including the use of the uterine balloon tamponade. The lessons learned will benefit not only those women whose lives were saved during the initiative but also those whose deliveries will follow.

“Engagement of the U.S. Department of Defense in Saving Mothers, Giving Life was a privilege with high-impact positive consequences that continue to this day. The Zambian Defense Force and Uganda Peoples’ Defense Force fully took on the Saving Mothers, Giving Life mission and successfully managed maternal and infant medical care, resulting in lives saved and families remaining intact. Importantly, not only have these clinical improvements proliferated and continued, Saving Mothers, Giving Life created a culture to ensure safe pregnancies and deliveries, contributing to family health with military readiness.”

RICHARD A. SHAFFER, PHD, MPH
Chair of the Global Operations Advisory Group, The American College of Obstetricians and Gynecologists

“Saving Mothers, Giving Life launched its engagement of the U.S. Department of Defense in Spring 2014 with the support of the Office of the Secretary of Defense, the Office of the Assistant Secretary of Defense for Health Affairs, the Defense Health Agency, and the Defense Health Board. Close collaboration between the Department of Defense and Saving Mothers, Giving Life allowed us to draw on our Department’s unique strengths to support our mission and continue our progress towards saving mothers’ lives.”

HERBERT PETERSON, MD, FACOG
Chair of the Global Operations Advisory Group, The American College of Obstetricians and Gynecologists
A SYSTEMS APPROACH TO ADDRESS ALL THREE DELAYS

Delay in Receiving Medically-Appropriate Quality Care

Getting a woman to a health facility is critical, but may not be enough to save her life if the care she receives there is poor. Too often health facilities lack medical supplies and equipment, properly trained health providers and strong referral systems to higher level care. That is why a centerpiece of Saving Mothers, Giving Life is strengthening the quality of clinical care women receive.

During data review meetings at Immanuel Infirmary Hospital — a private, faith-based facility in Cross River State, Nigeria — Mercy Udoh Etua, a nurse-midwife and facility data manager trained by Saving Mothers, Giving Life, reviews the trends in maternal and newborn health and family planning services with her team. These meetings, which Saving Mothers, Giving Life helped institutionalize, provide the opportunity to use facility data to identify challenges, monitor progress and plan for future quality improvements.

Photo credit: Olajumoke Azogu

Judith Deborah Ahaisibwe, held by her mom, Immaculate Nakito, was born at 5.5 months weighing well under two pounds. Judith was born in a primary health center near their home and her father quickly rushed her — in the middle of the night — by boda boda to the Saving Mothers, Giving Life supported Special Care Newborn Unit (SCNU) at Kagadi Hospital in Uganda to save her life. After one month in the SCNU, benefitting from constant care from trained midwives and functioning equipment, Judith was sent home with her parents. She will soon celebrate her first birthday, without any complications from her premature birth. According to Immaculate, “I appreciate the service I received here, and without the support of Saving Mothers, Giving Life to build the newborn unit, I would have lost my baby.”

Photo credit: Amy Fowler/USAID

“Project C.U.R.E. is extremely proud of the results of Saving Mothers, Giving Life, and we are thrilled that we had a part to play in this important work.

For us at Project C.U.R.E., these results are greater than the 41 semi-truck sized containers of medical equipment and supply donations. Our partnership with the other members of Saving Mothers, Giving Life means that the nurses and doctors are well trained, sound systems are in place, expectant mothers have access and the tools Project C.U.R.E. provided will be used to save lives. This success will live into the future as others use the lessons we have learned to expand the results in their part of the world.

Congratulations. Together, we moved the needle in a very significant way.”

DOUGLAS JACKSON, PHD, JD
President/CEO, Project C.U.R.E.
PRIVATE CARE

In many countries, people seek care from private health care providers. Pregnant women are no exception. Yet the private health sector is typically overlooked by quality improvement efforts even though the quality of care that private — as well as public — doctors, midwives and nurses offer can vary. As part of its comprehensive systems approach, Saving Mothers, Giving Life is committed to improving the quality of care in both the public and private sectors so that women receive quality care no matter where they choose to give birth.

LINKING LOCAL PUBLIC AND PRIVATE CARE IN NIGERIA

Saving Mothers, Giving Life is strengthening public and private maternity care throughout Cross River State and helping providers in both sectors work together so that a woman receives quality care wherever she seeks it. A Saving Mothers, Giving Life–commissioned mapping of the time it takes to travel to lifesaving care showed that private facilities are critical to providing comprehensive emergency maternity care in Cross River State. The partnership established a network of public and private facility clusters that share an integrated record-keeping system to connect women to the care they need. Both public and private facilities now apply standard guidelines and protocols in partnership with the State Ministry of Health, which is able to provide oversight to enhance the quality of maternity care in all settings. By better linking public and private facilities, more than 90% of all women in Cross River State now have access to comprehensive emergency maternity care if any complications arise.

SUPPORTING PRIVATE PROVIDERS IN UGANDA

As small business owners who may employ members of their communities, private providers often have different needs than public ones. In Uganda, Saving Mothers, Giving Life led an innovative effort to help private midwives both improve the quality of their maternal health services and strengthen their businesses. Partners provided technical support on clinical issues as well as training on financial management, patient flow and developing marketing plans. They also linked private midwives to a loan guarantee program which helped pay for upgrades to their clinics, enabling them to serve more women and families.

By strengthening private health businesses in Uganda, more than 50,000 deliveries took place in quality-assured private facilities and over 200,000 women had improved access to care.

COMMUNITY ENTREPRENEURSHIP

LAUNCHING SUSTAINABLE MOTHERS’ SHELTERS IN ZAMBIA

In addition to supporting private providers in Nigeria and Uganda, Saving Mothers, Giving Life adopted business-driven approaches to support mothers’ shelters in Zambia. Mothers’ shelters — residences next to a health facility where women can stay during the late stages of pregnancy and after giving birth — can be the linchpin in encouraging women from rural areas to give birth in a health facility but they need to be sustainable.

“We understood that we could not rely on business as usual to save lives — we would need to invent new partnership models. The success of Saving Mothers, Giving Life not only speaks to the commitment of all partners to this vision, it delivers on the promise of public-private sector partnerships to solve our most pressing global health challenges.”

NAVEN BAQ, MD
Lead, Merck for Mothers

The Mothers’ Shelter Alliance — a collaboration amongst several Saving Mothers, Giving Life partners — is training community members and women staying at the shelters on entrepreneurship, business management and financial literacy. Already, more than 20 community-led micro-businesses — ranging from grinding mills to goat rearing — are helping pay the operating costs for nearly half of the Alliance’s 24 shelters. The success of these businesses demonstrates how communities can mobilize to prevent maternal deaths and create business opportunities with long-term health and economic benefits.
The benefits of a strong health system reach far beyond maternal and newborn health. While Saving Mothers, Giving Life has proved effective in decreasing maternal and newborn mortality, it is also strengthening the health system to address other health needs.

**HEALTH INFORMATION SYSTEMS**
- Strong public health surveillance systems that are equipped to assess maternal deaths and, to an increasing degree, newborn deaths and evaluate progress in reducing mortality are better able to track other health priorities.

**ACCESS TO ESSENTIAL MEDICINES**
- Improved supply chains ensure that a variety of medicines are available at health facilities, so providers and patients have what they need, when they need it.

**HEALTH SYSTEMS FINANCING**
- The Governments of Uganda and Zambia have incorporated Saving Mothers, Giving Life best practices into their national plans and have outlined costed implementation strategies to fund these efforts.

**HEALTH WORKFORCE**
- Community health workers’ strong relationships with the communities they are serving now enable them to provide education and outreach related to many health issues, including HIV testing, nutrition, water, sanitation and hygiene and control of infectious diseases.

**LEADERSHIP AND GOVERNANCE**
- Seasoned country and district health leaders who helped drive the success of Saving Mothers, Giving Life are able to take on new health challenges that require managing complex partnerships.

**INITIAL PARTNERSHIP INVESTMENT**
- Conducting a rigorous baseline evaluation
- Identifying gaps and areas for investments
- Improving infrastructure, like access to water and electricity
- Training health workers and developing materials
- Increasing access to surgical care and blood banks
- Generating demand at the community level

**SCALE-UP**
- Targeting investments toward persistent challenges, such as newborn health
- Leveraging existing materials to train more health workers
- Using existing facility data to measure progress
- Streamlining management processes

**ONGOING OPERATIONS**
- Paying health worker salaries
- Continuing to apply established best practices, like maternal death reviews
- Continuing to equip facilities with medicines

An important consideration for any ambitious global health initiative is cost and how to assess return on investment. When it comes to efforts to improve maternal and newborn health, there are few that have been as rigorous as Saving Mothers, Giving Life in capturing data on both health outcomes and expenditures — so comparisons are difficult. Early investments in Saving Mothers, Giving Life target districts were substantial in order to build infrastructure and management systems. After this initial phase, operating expenditures were reduced as interventions were integrated into the health system, facilities were better equipped and more efficient and systems like maternal death reviews became standardized. These investments will continue to yield dividends and, moving forward, the governments of Cross River State, Nigeria, Uganda and Zambia will be able to sustain key components of Saving Mothers, Giving Life with a much lower level of investment than previously required.
A SUSTAINABLE PATH FORWARD
HOST GOVERNMENT OWNERSHIP

From the very beginning of the partnership, Saving Mothers, Giving Life focused on ensuring the sustainability of its lifesaving gains by working closely with the host governments, which will ultimately assume full responsibility — a model of collaboration ready for replication in other countries.

KEY ELEMENTS TO SECURE GOVERNMENT OWNERSHIP AND ENSURE SUSTAINABILITY

- Host government engagement in guiding program strategy, plans and implementation
- Partnership activities that align with national priorities, efforts and expenditures
- Funding arrangement that enables host governments to gradually increase their financial support as donor funding declines each year
- Capacity building to create a public health workforce that uses data to drive decision-making in maternal and perinatal health
- Enabling policies to sustain gains in improving the quality of care offered in primary health centers

In all three countries, Saving Mothers, Giving Life has provided foundational support to help governments determine what is working and chart a course forward by involving all stakeholders — government, implementing organizations and community members — in reviewing data. Now this vital work is happening independently, without support from the partnership.

These are examples of how Saving Mothers, Giving Life’s government partners have integrated the initiative’s principles and approaches for lasting impact:

UGANDA

- The Ugandan Parliament passed a federal wage bill that provides incentives to physicians who work alongside nurses and midwives in rural facilities.
- The Ugandan Ministry of Health assumed the cost of 147 staff who were hired by Saving Mothers, Giving Life.
- The Ugandan government has rolled out national guidelines on Maternal Perinatal Death Surveillance and Response — the first time the government is officially counting perinatal deaths, demonstrating a commitment to strengthening data systems to improve the delivery of health services.

ZAMBIA

- The Zambian Ministry of Health endorsed the Saving Mothers, Giving Life supportive supervision model, which deploys “star” midwives to mentor their peers, and is implementing it across the health system.
- Zambia’s national guidelines for treatment of postpartum hemorrhage now include the uterine balloon tamponade.

NIGERIA

- The Cross River State Government has incorporated several key components of Saving Mothers, Giving Life into the system, including trainings, coordination between private and public facilities, data review meetings and the Emergency Transport System.

THE LEADERSHIP OF THE MINISTRIES OF HEALTH IN CROSS RIVER STATE, NIGERIA, UGANDA AND ZAMBIA HAS BEEN CRITICAL TO THE SUCCESS OF SAVING MOTHERS, GIVING LIFE.

Here are their thoughts on the partnership’s legacy and the road ahead.

HON. DR. JANE RUTH ACENG
Minister of Health, Uganda

“Lessons from Saving Mothers, Giving Life were instrumental in shaping the Government’s policy for addressing maternal and newborn mortality in Uganda. These were adopted in the costed Reproductive, Maternal, Newborn, Child and Adolescent Health Sharpened Plan for which the Government will be scaling up to the whole country.”

DR. KENNEDY MALAMA
Permanent Secretary, Ministry of Health, Zambia

“Saving Mothers, Giving Life’s health system approach is a catalytic one because it builds ownership — and that is the type of approach that can be sustained. It ties communities to district health leadership and national policy makers, and even when support is over, you have a strengthened primary health care system.

There is heightened political awareness of maternal and newborn deaths. Now, at routine provincial epidemiological meetings, maternal deaths are discussed and the questions asked: ‘Why are mothers dying? What must we do? Saving Mothers, Giving Life has been a wake-up call. Everyone is now concerned when there is the death of a mother. We’ve taken this concern and put it into high national targets for improving maternal health.’

Amy Fowler/USAID

“This Cross River can only truly prosper if the health of women and children is a priority at all levels of government with sustained commitment. We all know the adage ‘educate a woman and you educate the whole community; if a woman is healthy, the whole is family is healthy.’ This is why the concerted effort by Saving Mothers, Giving Life, in collaboration with the Cross River State Government, civil society organizations and international development partners, is so important.

We know our success stories but we need to put it in pen and paper, black and white, so that we can use this to talk to other people and showcase everything Saving Mothers, Giving Life and the Cross River State Government have done to reduce maternal and newborn mortality in Cross River State.”
But the whole of this partnership is far greater than the sum of its parts. Indeed, Saving Mothers, Giving Life provides a model for health and development work in the Sustainable Development Goal (SDG) era. By working across existing health services, Saving Mothers, Giving Life was able to combine the best of disease-specific programs like PEPFAR and broad-based efforts to strengthen specific elements of the health system, all while integrating the public and private health sectors. National, state and district ministries of health led the charge from the beginning, deciding what the partnership would focus on and how programs would be implemented. Local governments and community leaders took ownership of the projects early on and have driven much of the partnership’s success. Donor partners provided initial investments to get projects started, but then worked closely with in-country teams to build regional and district-level capacity for overseeing and implementing programs. The central Secretariat led by USAID helped coordinate the partnership’s many shifting parts and kept everything moving forward. Thanks to its strategic design, the partnership was able to demonstrate significant impact for the investment. Moreover, as Saving Mothers, Giving Life progressed, additional partners came on board, increasing the initiative’s capacity and capabilities. Saving Mothers, Giving Life provides a framework for how to approach the ambitious SDGs. By engaging and collaborating with a diverse group of partners, the global health and development community will be better prepared to tackle major challenges, such as achieving universal health coverage, and save millions more lives.

"Reflecting on the Saving Mothers, Giving Life partnership as it comes to an end, I am pleased by its extraordinary impact. With its data-driven approach, this partnership accomplished what it set out to do: boldly reducing maternal mortality in Uganda and Zambia. Year-after-year, this partnership continues to demonstrate significant results in reducing maternal mortality rates in target districts.”

AMBASSADOR DEBORAH L. BIRX
U.S. Global AIDS Coordinator and Special Representative for Global Health Diplomacy, U.S. Department of State

Over the past five years, Saving Mothers, Giving Life has achieved impressive reductions in maternal and newborn deaths.

THE PARTNERSHIP HAS MOBILIZED THOUSANDS OF COMMUNITY-LEVEL HEALTH WORKERS, TRAINED HUNDREDS OF PUBLIC AND PRIVATE SECTOR PROVIDERS AND UPGRADED INFRASTRUCTURE AND EQUIPMENT IN DOZENS OF FACILITIES.
Mary Gorretti Musoke became the first girl in her small Ugandan village to attend school. Once there, she knew she had to put her education to good use, which is why she decided to become a midwife.

At first, she went into public service and worked for many years at Mulago National Referral Hospital. Soon, Mary was considered an expert in her community and women started visiting her at home rather than seeing her at the hospital — a sign to Mary that women were looking for a more personalized pregnancy and childbirth experience.

“While my husband was gone on a business trip, I went to his work to collect his check and used the money to buy the building where my clinic is now. He was so, so mad when he got home, but now he is proud and loves to tell everyone that his wife is the smart one who has the clinic. He even tries to say it was his idea!”

Mary heard about a social franchise of quality private midwifery clinics serving low-income clients — supported by Saving Mothers, Giving Life — and knew this could be an opportunity to get the additional support and training she needed. Through what she learned, she was able to improve the quality of care she offers and build her business into a larger clinic that employs two other midwives and a clinic medical officer.

Mary is also sharing information about what works with her colleagues. As the President of the Private Midwives Association of Uganda, Mary has the ear of 780 other midwives and is working with them to improve the quality of care they all provide. She is also advising the national government on how best to integrate private midwives into the broader health system.

Mary, now known as “Maama Maria,” is an example of the everyday heroes who have helped fuel the success of Saving Mothers, Giving Life and will take its lessons forward to continue saving lives.

WITH MARY AND HER COLLEAGUES LEADING THE WAY, THE FUTURE FOR MOTHERS AND INFANTS IN NIGERIA, UGANDA AND ZAMBIA LOOKS BRIGHT.
Saving Mothers, Giving Life is a five year public-private partnership committed to saving women’s and newborns’ lives from complications during pregnancy and childbirth.

www.savingmothersgivinglife.org