



*Jeanine Munyana, a Rwandan health worker, conducts a family planning consultation with a client. Photo Credit: Bobby Neptune | GHSC-PSM*

## Strengthening Health Systems to Achieve Universal Health Coverage and Build Equity

### About Chemonics

Chemonics is a multidisciplinary international development consulting firm that promotes meaningful change around the world by enabling people to live healthier, more productive, and more independent lives. To achieve our mission, we bring expertise across development sectors, including global health, democracy and governance, gender, economic growth, environment, agriculture, food security, education, and energy. Chemonics strengthens health systems by supporting local actors to apply systemic approaches and develop contextual solutions to their priority issues. To support these approaches, Chemonics brings capabilities across health systems functions with demonstrated expertise in health workforce development, supply chain strengthening, policy and governance, private sector financing, infectious disease management, and local capacity strengthening. This brochure provides examples of Chemonics' experience that address specific health systems functions around the world with a systems thinking approach.

### Improving Access and Quality of Health Service Delivery

**Improving Healthcare Quality and Access in Bangladesh Through a Unique Public-Private Partnership and Pro-Poor Social Enterprise. USAID Advancing Universal Health Coverage (AUHC) | Bangladesh | 2017-2023.** The [AUHC project](#) transformed the Surjer Hashi Network (SHN), an NGO healthcare network, into a sustainable, gender-sensitive, and pro-poor social enterprise delivering high-quality, affordable health services to the people of Bangladesh. SHN — with Green Hill, an NGO operating 18 primary care clinics in the remote Chittagong Hill Tracts region — exemplifies USAID's commitment to accessible and affordable healthcare. With AUHC's support, SHN now operates 134 clinics across 54 of Bangladesh's 64 administrative districts. Together, Green Hill and the SHN clinics serve an average of 1.6 million clients annually and have provided over 150 million service contacts in the past six years. These improvements have significantly enhanced the quality of health services and the network's financial performance, with cost recovery increasing from 35% in 2017 to 76.6%. To further elevate the quality of SHN's health services, [AUHC implemented a comprehensive quality management framework](#) encompassing quality design/planning, quality assurance/control, and quality improvement. The development of SHN's policy and strategy established the quality management system's (QMS's) structure and standards and clarified responsibilities within the network. As a result, the QMS maturity score

rose from 69% in October 2022 to 92% (out of 100) by September 2023.

**Enhancing Strategic Partnerships and Bolstering Public-Private Sector Capacity to Combat HIV/AIDS and TB in Nigeria. USAID Strategic HIV/AIDS and TB Response Program (SHARP) Task Orders (TO) 01 and 03 | Nigeria | 2020-2022. [Chemonics implemented two task orders](#)**

across 11 states in northern Nigeria to strengthen local health systems and improve the quality of high-impact HIV and tuberculosis (TB) prevention and treatment services. The SHARP TO 03 project worked with community-based organizations to identify HIV hotspots using GIS spatial analysis and behavioral mapping. The project deployed mobile teams to conduct daytime and moonlight testing to better reach priority populations. Through catalytic collaborations with key populations and patients, the project also mapped sexual assault referral centers to help develop strategies that improved referral systems so that more survivors could safely connect to services. Across 126 health facilities, the project upskilled 97 health workers to provide competent HIV counseling and testing, increasing access to high-quality services for 6,858 people affected by sexual and physical violence.

**Protecting Vulnerable Communities from Malaria Through Expanded ITN Coverage. USAID End Malaria | DRC | 2021-2024.** The [End Malaria project](#) actively supported the National Malaria Control Program (NMCP) to achieve universal coverage of insecticide-treated nets (ITNs) in four provinces through targeted mass and school-based distribution. The project distributed over 18 million ITNs, protecting 31.7 million people from malaria and achieving 96% household coverage in these areas, surpassing the program goal of



*The USAID End Malaria Project distributes insecticide-treated nets door-to-door in the Democratic Republic of the Congo's Lualaba province. Photo Credit: Arlette Bashizi | Chemonics*

90%. Recognizing that successful distribution campaigns relied on diverse and collaborative stakeholder engagement, the NMCP worked with project staff to conduct a joint mission to secure commitments from political and administrative authorities and gain support from community and religious leaders. Each province worked with local radio stations and organizations to develop a tailored advocacy and outreach program to facilitate ITN distribution and promote proper use and maintenance of the nets. Through [locally led community diagnostics exploring gender dynamics and women's limited role in campaign planning, the project helped the NMCP increase women's representation](#) from 9% in 2021 to 27% in 2022, which resulted in revising campaign materials to be gender-sensitive and increasing ITN access in more households. In the Democratic Republic of the Congo's Lualaba province, the project supported campaign planning with local partners and government entities through customized coaching

to identify a more cost-effective community-led distribution strategy, saving 33% of operational costs.

## Strengthening Essential Functions of the Health System

**Strengthening Data Quality and Use to Improve Malaria Case Management in Mozambique. USAID Integrated Malaria Program (IMAP) | Mozambique | 2017-2022.**

Chemonics' malaria-related work focuses on community health systems that are far from formal health systems because many of the people with the highest risk of malaria are there. One of the primary obstacles to effective central management of community malaria services was [collecting and using data for decision-making in the national health information system](#), known as SIS-MA. Provinces and districts did not use SIS-MA to analyze malaria program data, and some health facilities never even accessed the system, which was slow and lacking essential functions. IMAP coordinated with the Ministry of Health to develop a data quality assessment tool, incorporate it into the Integrated Supervision Manual for Malaria Programs, and ensure that [supervisory visits to district managers and health facility staff](#) routinely addressed data quality. As a result of the IMAP interventions, data discrepancies in the four focus provinces fell from 65% in 2019 to 11% in 2022, while the quality and timeliness of submitted data improved from 69% in 2017 to 93% in 2022.

**Improving Access to Safe, Quality, and Affordable Essential Medicines for All. USAID Global Health Supply Chain Program-Procurement and Supply Management (GHSC-PSM) | Global | 2017-2023. [GHSC-PSM](#)**

partners with public and private stakeholders in more than 70 countries to deliver life-saving medicines and health commodities by establishing efficient, reliable, and cost-effective supply chains for malaria, HIV, maternal and child health, and family planning and reproductive health. As of December 2023, GHSC-PSM delivered \$5.22 billion in health commodities around the world, supplied 23.3 million patient years of HIV treatment, and delivered 547 million antimalarials to treat infections. Additionally, the project facilitated the introduction of new essential health commodities in 31 countries. In Rwanda, GHSC-PSM introduced a quality management improvement approach to monitor supply chain professionals' performance while continuously building their capacities for efficient supply chain operations. As a result, HIV product stockouts decreased from 7.2% to 1%, and commodity data accuracy improved from 25% to 85% through regular site visits, workshops, and peer-to-peer learning.

**Optimizing the Financial Efficiency of Hospitals in Senegal. USAID Building Resilient Health Systems (BRHS) | Senegal | 2021-2026.** [In Senegal, Chemonics collaborates with the government to enhance nine key functions of the health system](#), including public financial management. To ensure responsible financial stewardship of public and private hospitals, BRHS introduced a cost-accounting model to their financial management system. BRHS designed a specific cost-accounting application called CASH and tested it through a pilot phase with eight public hospitals. This resulted in the accurate assessment of overall costs associated with care services by service area and enabled hospital managers to identify which departments have a surplus or financial deficit. The

new system prompted financial decisions to enhance operational efficiency and reduce the budget deficit. For instance, Thies Hospital successfully outsourced restoration services and recruited accountants to improve internal management practices. Additionally, the practice of ultrasonography during pregnancy was shifted from private to public obstetric/gynecological specialists, resulting in cost savings. The ministry officially adopted the CASH application for cost accounting implementation across all hospitals in Senegal, which currently covers 45% of hospitals nationwide.

## Increasing Private Sector Contributions to the Public Health System

**Increased Resource Mobilization Through Private Sector Engagement. USAID Frontier Health Markets (FHM) Engage | Global | 2021-2026.** [FHM Engage](#) applies a [market development approach](#) to improve the functioning of health markets by understanding the relationships between market actors and the incentives driving their behaviors. Working in more than 10 countries, FHM Engage is building on years of USAID work in private sector health markets for family planning, maternal and child health, and other health areas. In Tanzania, the project partnered with three financial institutions to strengthen their lending practices. One increased lending to private sector clinics sevenfold, from \$4.2 million in 2021 to \$29.5 million in 2023, which facilitated health market development and created an enabling environment for private sector clinics to access capital. This ensured that more Tanzanian families could access high-quality health services. FHM Engage completed more than 13 detailed

market descriptions in family planning and maternal and child health that provided a baseline understanding of private health markets and helped identify those whom these markets were failing and how. These insights enable the program to co-design strategies that will strengthen market functions and optimize the role of the private sector in delivering health outcomes to underserved and vulnerable populations. Finally, in India, [the project established the Women's Health and Livelihood Alliance \(WOHLA\)](#), a health marketplace designed to synergize efforts, mobilize private sector resources, leverage digital infrastructure and initiatives, improve women's access to credit, and implement innovative interventions. These efforts are enhancing women's sexual and reproductive health while promoting their economic growth.

## Optimizing and Investing in the Health Workforce

**Optimizing and Strategically Investing in a Global Health Workforce. Human Resources for Health in 2030 (HRH2030) Program | Global | 2016-2022.** The [HRH2030 program](#) operated in 34 countries — including Colombia, the Philippines, Lesotho, Malawi, Senegal, and Timor-Leste — collaborating with government agencies, health ministries, NGOs, private sector partners, communities, civil society stakeholders, and health workers to advance HRH policy initiatives across the [Health Worker Lifecycle](#), effectively building, managing, and optimizing health workforces around the world and contributing to global tools, resources, and initiatives. To build health worker competencies and skills, HRH2030 helped launch the virtual DOH Academy in the Philippines at the height of the



A health worker visits Tawi-Tawi, the southern-most province in the Philippines, for an HRH2030 activity. Photo Credit: HRH2030 | Chemonics

COVID-19 pandemic, upskilling over 18,000 health professionals in the e-learning platform's first year. In Jordan, the project contributed to developing the first national HRH strategy and continuing professional development policy, and in Timor-Leste, it digitized and interoperated the country's health worker training management information system. HRH2030 improved countries' HRH management capabilities, like in Senegal, where it strengthened the country's leadership and deployment policy implementation so that rural health facilities were better staffed. In Lesotho, the project launched the HRH Strategic Plan 2020-2030, and in Malawi, it successfully transitioned 300 health workers supported by the President's Emergency Plan for AIDS Relief (PEPFAR) to the Malawian government's payroll. In the Philippines, HRH2030 supported country governments and partners to optimize health worker teams with

digitized checklists and real-time data dashboards. In Malawi, the project launched an innovative chatbot app for mental health screening and assistance, and in Colombia, it strengthened remote support to social workers delivering care to children, adolescents, and families facing adversity. These achievements were driven by innovative global tools and resources, including [USAID's flagship community health worker resource package](#); the [suite of HRH optimization tools for HIV, family planning, and primary health care](#); and a [gender competency framework for family planning service providers](#).

**Improving Supply Chains in Benin by Expanding Data for Decision-Making and Empowering Young Logisticians. USAID Global Health Supply Chain Technical Assistance – Francophone Task Order (GHSC-TA-FTO) | Francophone Africa and Haiti | 2017-2026.** Through GHSC-

TA-FTO, Chemonics strengthens the individual and institutional capacities of public and private actors across Benin, Burkina Faso, Côte d'Ivoire, the Democratic Republic of the Congo, Mauritania, Niger, Senegal, and Togo to enhance national supply chains for health commodities. To address staffing challenges, Chemonics launched the [Young Logistician Professionals Program \(YLPP\)](#) in 2018 with the Ministry of Health and the Private Sector Health Federation. Leveraging the [SCM Professionalization Framework](#), YLPP recruits and trains young professionals to manage and monitor the health commodity supply chain at the community level. This initiative boosted logistics data reporting rates from below 20% in 2018 to 92% by early 2019. Additionally, YLPP-staffed zones were twice as likely to maintain sufficient stocks of anti-malarial and family planning commodities compared to non-YLPP facilities. This effort in Benin responds to a broader need for upskilling and professionalizing the health supply chain workforce, which the global GHSC-PSM project has addressed through a partnership with Arizona State University to launch the first-ever mini-master's program for the health supply chain. Since its launch in 2018, over 500 learners across 25 countries completed the program.