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Supplement Table S1. Extract from the Mphatlalatsane COVID-19 risk matrix at management level

Aims	Key Areas	Specific strategies
To provide uninterrupted maternal and newborn health services, with a focus on maternity services	<ol style="list-style-type: none"> 1. Effective leadership and management 2. Prevent and manage health care worker infection and emotional distress 	<ul style="list-style-type: none"> • Promote visible, decisive management • Ensure effective communication with health care workers • Provide reliable essential supplies (e.g., personal protective equipment)

Supplement Table S2. Extract from the Mphatlalatsane COVID-19 risk matrix at the health care worker level, using family planning services as an example

Point in the continuum of Maternal and Newborn Health Care	Risks of COVID-19 exposure	Risks to continuity of care and quality		
		Contraceptive provision	Pregnancy and fetus	Newborn
Family planning services	Exposure in queues	Low uptake of family planning services	Adolescent, unwanted, and high-risk pregnancies	Prematurity