



MALI KENEYA JEMU KAN (KJK) PROJECT



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Context and Background

In Mali, the mortality and morbidity rates among children and women continue to be alarmingly high. According to the country's Demographic Health Survey (DHS 2012–2013), the maternal mortality ratio is estimated at 368 maternal deaths per 100,000 live births. Regarding reproductive health, Mali has one of the highest population growth rates in the world at 3.6% (DHS 2012–2013).

The USAID-funded *Communication et Promotion de la Santé* Keneya Jemu Kan (KJK) project in Mali (2015–2019) is led by the Johns Hopkins Center for Communication Programs in partnership with MSH and the

Palladium Group and is working in Bamako, Kayes, Sikasso, Mopti, Koulikoro, and Gao. As the capacity building lead, MSH's role has been to build the organizational leadership, management, and governance (L+M+G) capacities of public sector and health nongovernmental organizations (NGOs) to conduct social behavior change communication and social marketing for uptake of family planning and maternal, newborn, and child health services in Mali.

KJK's main partners are the *Centre National d'Information, d'Education et de Communication pour la Santé* (CNIECS) of the Ministry of Health (MOH) and six Malian NGOs—JIGI, the lead NGO

partner; *Association Malienne pour le Développement Communautaire* (AMADECOM); *Alliance Malienne pour la lutte contre le Paludisme – Santé Population* (AMCP-SP); *Association Malienne Pour la Protection et le Développement de l'Environnement/Sahel* (AMPROHDE/Sahel); *Carrefour Développement* (CAR.D); and *Yam Giribolo Tumo* (YA-G-TU).

Methodology

In an effort to understand their needs, the MSH team worked closely with local partners to conduct an institutional capacity assessment using MSH's Program for Organizational Growth, Resilience, and Sustainability (PROGRES) tool to identify key institutional strengths and gaps limiting their impact. To ensure the tool's relevance, the MSH team took the lead to revise the French version of PROGRES to be more in line with the West African context and has supported the integration of a gender domain into the tool for organizations to assess gender perspectives in their management approach, which is a very important step for Mali.

MSH has worked side by side with partners throughout the life of the project to build capacity in L+M+G. Among its key activities, the team conducted a full cycle of the modular Leadership

Development Program Plus (LDP+), which has shown tangible results; led governance, institutional communication, and resource mobilization trainings; and provided direct support to partners to develop governance manuals and strategic plans, which partners are now implementing and using to guide their work.

To ensure sustainability, MSH prioritized the transfer of ownership of the capacity building process to local partners by training facilitators from each organization on every step of the process and increasingly engaging them as co-facilitators in activities. By taking this approach, partners are now empowered to take the lead in ensuring lasting change and have demonstrated more confidence in themselves and their capacity to continue improving performance within their organization.

Achievements

- All project partners have developed governance manuals—a new concept for many local Malian organizations—and are using them to improve the functionality and efficiency of their governing systems. JIGI has used its manual to improve the segregation of duties.
- Nine of MSH's ten regional, national, and public-sector partners have validated updated strategic plans, and seven are rolling them out.
- CНИЕCS used its strategic plan to successfully advocate with the Ministère de la Santé et des Affaires Sociales to explore new opportunities to change its status from a public



Institutional capacity assessment workshop with the CНИЕCS

to a parastatal entity, which would enable it to mobilize its own resources and expand its mandate.

- CНИЕCS has developed job descriptions for every category of staff to improve internal HR management and define staff roles and responsibilities.
- CНИЕCS and JIGI now have a trained cadre of male and female certified coaches to lead the capacity building process with current and potential partners.
- JIGI developed a resource mobilization plan that includes a business plan and has recently secured private-sector funding from the World Bank and other donors.
- Project partners are more cognizant of the need to implement gender-sensitive approaches and ensure gender-equitable representation. JIGI used the KJK-developed Gender Guide to update its internal gender policy. YA-G-

TU put in place an integrated gender management system and developed a gender policy. All project partners now take into account gender equity when selecting workshop facilitators and participants. To celebrate International Women's Day, MSH organized a ceremony at the KJK office to recognize the leadership role of women in the project.

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