

# ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies  
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعية الصليب والهلال الأحمر

## MALI

15 March 2004

### In Brief

**Appeal No.:** 01.38/2003 ([Click here to access the 2003 Appeal](#))

**Appeal target:** CHF 203,750 (USD 139,803 or EUR 138,529)

**Appeal coverage:** 17.4% ([Click here to access the Final Financial Report](#))

**Appeal 2004:** Mali no. 01.35/2004 ([Click here to access the 2004 Appeal](#))

*This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning.*

*All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>*

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### Overall analysis of the programme

The [Mali Red Cross Society](#) is still emerging from a profound institutional crisis, which greatly weakened the organization from the year 2001. Despite its organizational problems, the national society was very active in 2003 responding promptly to the needs of Malian returnees from Cote D'Ivoire and flood victims. The national society also engaged in conducting mass mosquito net distributions and education campaigns against malaria as well as carrying out its organizational restructuring process; there was reactivating of the branches and a national general assembly was held and has now paved the way for the rebirth of the national society.

With support from the Federation and the Spanish Red Cross, significant progress was made in strengthening financial management systems; the national society hired a qualified accountant and an assistant. Financial records for the past three years were organized, reviewed and externally audited while work was launched to develop new internal administrative and financial procedures. Work in this area needs to continue to ensure the harmonization of the rules and procedures with the revised national society structure and statutes and to further develop the society's financial management tools.

The national society still greatly needs to boost its staffing at headquarters level to include some basic posts to enable it to better respond to and support the initiatives of branches: programme coordinator, health director and disaster manager. It is attempting to negotiate with the Malian government for secondment of civil servants to the national society as well as developing programme proposals which would cover staffing costs in the short to medium term. A strategic planning process to be conducted in 2004 with support from the Federation regional

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office will provide the framework for the national society's future development, and hopefully enable it to move from reactive to a more proactive programming.

Despite its institutional challenges, the Mali Red Cross very successfully hosted two important events in August; the bi-annual Sahel Regional Working Group meeting, attended by leaders of all seven national societies from the region, and the Federation's francophone Regional Disaster Management Team field training for over 24 disaster officers and volunteers from throughout the region. Both brought excellent profiling opportunities to the national society and enabled it to highlight its role within the Movement, to government and the public at large. The national society's secretary general currently serves as the Sahel region health focal point under the sub-regional working group structure. In 2003 he developed a sub-regional health strategy which was endorsed by the group.

The Federation's regional office facilitated the participation of the national society's executive secretary in the Red Cross Executive Leadership training programme; the first two modules of which took place in Geneva in October. This was highly appreciated by the executive secretary who, even though not new to community based development work, is new to the Red Cross and therefore lacked the necessary institutional knowledge. He also participated in a Project Planning Process (PPP) which will enable him to train other members of his national society at headquarter and branch levels, once the reactivation process has been completed. The Federation regional office also organized technical support from a sister national society, the Benin Red Cross, to Mali Red Cross for response to the floods which threatened the Sahel region from August through October. This proved to be efficient and cost-effective use of local resources.

The national society has demonstrated excellent commitment to improving itself and has made important steps in this direction. More than ever, it needs support and encouragement from partners to help it consolidate its gains and complete its restructuring process. 2004 will be a critical juncture for the future of the national society.

### **Health and care**

**Goal: To contribute to the reduction of HIV/AIDS, STDs and other communicable diseases, among the most vulnerable populations in Mali.**

**Objective: The capacity of the national society is increased to fight HIV/AIDS, STDs and other communicable diseases in two regions (Koulikoro and Kayes), targeting vulnerable adults and youth in the informal sector (traders, transporters and industrial workers).**

#### **Achievements**

- No funds were received for this AIDS programme. Nevertheless, the Mali Red Cross was able to launch a health partnership with Population Services International (PSI) called the "protected family" malaria prevention campaign with the support of USAID. This was mainly constituted of door to door sensitization and distribution of impregnated mosquito nets.
- In June, the national society participated in the five day "Fresh Air Malaria" Forum in Bamako, which united NGOs, Ministry of Health, and other experts from anti-malaria programmes throughout West Africa for information and experience sharing. The national society highlighted its successful house-to-house social mobilization work.

#### **Impact**

- A total of 69,162 people; 55,262 were children of less than 2 years and 13,900 pregnant women, received health counseling and impregnated mosquito nets for preventing malaria.
- The national society re-enforced its image and profile amongst peers and gained knowledge of other partners' interventions.

#### **Constraints**

- The national society lacks human resource capacity. There are a few staff members doing the work needed to professionalize the national society, thus the pace is slow. The national society has appealed to the government for seconded medical professional from the Ministry of Health to direct its health programmes.

## **Organizational Development**

**Goal: To decrease vulnerability of people living in Mali through improved service delivery by the Mali Red Cross.**

**Objective: To promote national society development and capacity building throughout all projects and activities, as well as to promote the effective coordination of bilateral and multilateral support and cooperation programmes.**

### **Achievements**

- Governance has clearly defined roles and job descriptions and offers strategic support (not operational) to management
  - The Jan. 10 2004 General Assembly demanded the organization of an extraordinary Central Committee in June 2004 to approve a revision of the national society's statutes and internal procedures which are currently not harmonized to reflect a clear separation of governance and management. The Central Committee is tasked with this job and will associate the regional committees close to the capital.
- Management has decentralized structure with active branches:
  - In August, the national society embarked on a campaign to redynamise its branches as part of its decentralisation goal. To prepare the way, it conducted information and sensitisation sessions at regional level to help attract fresh blood into the national society and obtain the support of local authorities, as well as organized radio and television spots to garner further interest. To assist in this task, the Sub-Regional Office organized a technical assistance mission by a member of Senegalese Red Cross who successfully conducted similar exercises in her national society. The mission was mainly to supervise the information campaign to the Red Cross members, the general public at grass roots level about the Mali Red Cross as a prelude to the pending renewal of the national society through elections of branch committees. It was an intensive three week mission with long distances of travelling up to 4,000 km from one region to the other. Though the initial plan in the technical assistance mission was to cover local branches in Koulikoro, Mopti, Timbuktu, Kidal, Gao, Bamako, Ségou and Sikasso regions, five of them were visited together with the Federation's advisor and the Mali Red Cross carried on alone for the other three remaining regions. Radio programs in national languages on the Red Cross information campaign contributed to an average turnout of 250 people during the information sessions.
  - Building on the redynamisation, plans for 2004 now include the development of an integrated pilot programme in Kayes, Sikasso, and Ségou branches which includes finance and resource development as well as governance/management and capacity building to complement Spanish RCS bilateral project support targeting these three branches.
- Project Cycle Management methodology is being used by branches.
  - This objective was not attempted in 2003, although the Executive Secretary received training in the Federation's PPP Planning tool which was used to develop 2004 project plans and can serve as a foundation for further training in the national society.
- A well-coordinated CAS has been agreed and completed, and a partners meeting has been organised.
  - This objective was not possible in 2003 given the lack of a strategic development plan and general inability of the national society to embark on this process before resolving certain other pressing matters.

### **Impact**

- The branch reactivation process and the January 2004 general assembly demonstrated a high commitment to putting in place the mechanisms for the separation of governance and management, which is the starting point for the change process. Separation of governance and management process openly exposed the current weaknesses in the organizational set-up. It holds the way for the advancement of the change process.

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- In general, the branch reactivation campaign resulted in :
  - greater awareness of the International Red Cross and Red Crescent Movement at branch levels;
  - entry of more volunteers who need to be trained;
  - establishment of new and more dynamic committees in the local branches;
  - reinforcement of cooperation with local authorities;
  - institutional restructuring; and,
  - some capacity building activities within the national society.
- The re-dynamization process also led to the Mali Red Cross becoming a member of the emergency floods commission (serving with two MRCS representatives), the acquisition of an office courtesy of Timbuktu's mayor, more than 40 personalities approached and sensitised and promises of support received from local authorities.

### **Constraints**

- The national society suffers from a situation of few human resources to undertake the work needed to professionalize the national society, thus the pace is slow. However, there is willingness to work anyway and the results so far are encouraging. The national society is investigating all possible options to enable it to engage staff to help it conduct longer term planning and programming.

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