

PROGRAMME UPDATE



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 لجمعيات الصليب الأحمر والهلال الأحمر

MALI

10 June 2004

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries. For more information: www.ifrc.org

In Brief

Appeal No. 01.35/2004; Programme Update no. 01; Period covered: January to May 2004; Appeal coverage: 22.3%; Outstanding needs: CHF 214,996 (USD 170,024 or EUR 140,612).
[\(Click here to go directly to the attached Contributions List \(also available on the website\).](#)

Appeal target: CHF 276,766 (USD 207,860 or EUR 178,156).

Related Emergency or Annual Appeals:

- [Sahel Sub-regional programmes Appeal 01.39/2004](#)
- [Sahel: Heavy Rains and Floods, Emergency Appeal 20/2003](#)

Programme summary: Support to the national society's organizational change process continued, with major progress being made through the [Mali Red Cross](#) multi-year programme evaluation exercise in collaboration with the Spanish Red Cross, the Federation and ICRC. This was followed by a strategic planning exercise that will enable the national society develop well-grounded programme plans. The national society also continued to battle an intermittent cholera epidemic which began during the floods in 2003.

For further information specifically related to this operation please contact:

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed log frame documents).

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, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Operational developments

The cholera epidemic in Mali is a recurring problem. In late March, the Ministry of Health and UNICEF promised to assist the national society in creating public awareness to prevent its spread. Similarly, a decision has been made to conduct educational sessions at community level to address this epidemic, using funds received under Appeal 2003. Activity reports are awaited from the national society which has targeted the difficult-to-reach area of Bouréma for its intervention.

Mali Red Cross is still emerging from a profound institutional crisis, which greatly weakened the organization from the year 2001. This notwithstanding; the national society has been very active in responding promptly to the needs of Malian returnees from Côte d'Ivoire and of flood victims. It has also conducted mass mosquito net distributions and education campaigns against malaria. Its reorganization involving branch restructuring and conducting a national General Assembly have now revitalized the national society.

Mali Red Cross still desperately needs to enhance its staffing at headquarters to provide better response and support to branch initiatives. These positions include Programme Coordinator, Health Director and Disaster Manager. It is in the process of negotiating with the government for manpower assistance as well as developing programme proposals to cover staffing costs. The April strategic planning process launched with support from the Federation Regional Delegation for West Africa will provide the framework for the national society's future development and hopefully enhance its programming capacity.

The Mali Red Cross sent its Vice-President and Executive Secretary to the West and Central Africa Partners meeting held in Accra, Ghana 1-3 March. They attempted to establish contacts with current, former and potential new partners.

The Executive Secretary completed the third and final module of the francophone executive leadership development programme in Geneva in addition to participating in the Federation Regional Delegation project planning process (PPP) training in May. These will hopefully enable the Executive Secretary conduct PPP training within or outside the national society.

A qualified national society volunteer was sent to the regional francophone information technology and telecommunications workshop in Dakar, Senegal in June. This technical support is expected to strengthen the national society's current communications capacity given the vast distances the national society must cover and the on-going communication difficulties with branches.

Health and care

Goal: To contribute to the reduction of risk of HIV/AIDS, STD¹ and other communicable diseases among the most vulnerable populations in Mali.

Objective: To strengthen the national society's capacity to fight HIV/AIDS, STD and other communicable diseases in two regions (Koulikoro and Kayes) targeting vulnerable adults and youth in the informal sector (traders, transporters, and industrial workers).

Progress/Achievements

- Mali Red Cross combats HIV/AIDS and STD, including stigma and discrimination, through training and support to 20 coaches and 300 peer educators in the Kangaba and Kita health districts.
- Improved attitudes and safer practices adopted in the target areas, through the promotion of access to condoms and behavioural change, as demonstrated against the base-line data.
- Mali Red Cross health department is constructed and functions to support HIV/AIDS and other health related programmes such as malaria, vaccinations, and relief operations.

¹ STD - Sexually transmitted diseases

Constraints

Unfortunately, no funds have yet been received for this programme. The national society still lacks a full time Health Director. Its first attempt to negotiate with the Mali Ministry of Health for the secondment of medical personnel to the national society did not succeed. The national society has re-launched its appeal to the Ministry.

Organizational Development

Goal: Mali Red Cross is a well-functioning national society capable of alleviating human suffering and delivering development services effectively and efficiently.

Objective 1: Mali Red Cross develops and conducts relevant programmes under the supervision of professional staff within the framework of a well-supported cooperation agreement strategy.

Progress/Achievements :

The governance and management skills of the Mali Red Cross are improved, moving it closer towards acquiring the characteristics of a well-functioning society.

- **Governance at headquarters and branch levels has clearly defined roles and job descriptions and offers strategic support to management as opposed to operational support; the coordinating role of the Mali Red Cross headquarters has been strengthened**

The January 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.

A better clarification of the roles between the bodies of governance and management was one of the objectives of the evaluation of the last four years programs carried out in May. Project documentation for the period covered by the evaluation was studied according to this objective and recommendations were made.² These T recommendations will be added those from the strategic planning workshop scheduled for June and will be used to prepare the workshop on governance and management. The workshop will stress specific problems identified during the preceding phases of the process.

- **A strategic plan is developed in the framework of a well-supported CAS.**

The Regional Development Officer carried out a mission early March to discuss Federation support in terms of organizational development for 2004. It was agreed to evaluate the national society's programs during the four last years and to organize a strategic planning workshop. The national society carried out the evaluation with support from the Federation, ICRC and Spanish Red Cross. The evaluation identified the national society's weaknesses in program and project planning and other issues. The report of is available from Mali Red Cross or the Federation Regional Delegation for West Africa. The next stage of the process is the strategic planning workshop.

Effort has been at the level of the Federation Regional Delegation for West Africa to associate with all partners to the process. The ICRC and the Spanish Red Cross both have offices in Mali and participated in the evaluation. Initiatives are underway to interest other partners, especially those who have supported the national society in the past.

- **Mali Red Cross develops and conducts relevant programmes through the guidance and supervision of professional staff.**

The evaluation of programmes carried out in the last four years enabled the national society to identify its weaknesses as inadequate full time staff. Discussions to identify support for the recruitment of a Health Coordinator and Emergency/Disaster Management staff for the national society are on-going. The next step after the strategic planning workshop will be a project planning workshop in July that will cover various areas as requested by the different partners.

² A detailed report is available from the Federation Sahel sub-regional office or from the Mali Red Cross.

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- **Kayes, Sikasso, and Ségou branches have become more dynamic through an integrated pilot programme which includes finance and resource development as well as management and capacity building to complement bilateral project support targeting these three branches.**
No progress during the period.

Objective 2: Mali Red Cross has reinforced its finance personnel at headquarters as well as in the three regional branches with competencies in fund raising.

Progress/Achievements

- **Financial management systems and procedures are improved and revenues from resource development activities are increased and diversified.**
 - Mali Red Cross management capacity is strengthened through the introduction of new computers and equipment and a sufficient system for the backup and archiving of financial documents.
 - Mali Red Cross possesses externally audited financial accounts which permit the national society to reinforce its management capacity.
 - The past three years' accounts were organized, reviewed and externally audited, with the report becoming available in early 2004. This will be used to assist the development of improved financial management systems and a financial procedures manual.
 - Personnel in three regional branches (Kayes, Sikasso, and Ségou) possess a thorough understanding of the principle behind the separation of governance and management and of the principles and tools of management required for the proper functioning of their committees.
 - Mali Red Cross co-ordinates resource generation activities according to a resource development plan.
 - Mali Red Cross strengthens its image and develops an effective public relations and marketing strategy.
 - Mali Red Cross diversifies its revenue sources as part of achieving greater financial independence.

No progress during the period on these activities due to limited resources received during the period and the national society's focus on its overall evaluation and planning process.

Impact

The branch reorganization process conducted in the last two quarters of 2003 and the General Assembly held in January 2004 demonstrated a high commitment to establishing the mechanisms for the separation of governance and management.

The change process could not have advanced without the programme evaluation which served to generate consensus at all levels and openly exposed the current weaknesses in the organizational set-up.

The approach adopted within the framework of the strategic planning process involves close, but not full time coaching and participation of all the interested partners. This approach enabled the national society to understand more what is expected from it, how to operate more effectively, to expand its understanding of the policies of the Movement³, and to identify lessons learned for the future. To have a real impact, the process should continue with support to the national society for the development and the execution of new programs which will help anchor a new organizational culture.

The partners already involved in the process all felt the need for better coordination. Like wise, the importance of the Federation taking a lead role to foster the national society's development is being played in a spirit of effective collaboration as stated in the [Seville Agreement](#). The process should continue and end with a formalized agreement between all the partners present on the field.

³ 'Movement' refers to the International Red Cross and Red Crescent Movement

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Constraints

The national society's lack of adequate human resources to undertake professionalizing the national society has slowed down the pace. With the high level of will however, the results thus far are encouraging. The national society is investigating all possible options to enable it engage staff in conducting longer term planning and programming.

It was originally hoped that the strategic planning and specific project planning processes would be conducted in time for the preparation of the 2005 Federation Appeals. Like other operating national societies, Mali Red Cross is very much solicited for various on-going activities and the availability to follow the planning calendar may be overly ambitious.

The same process for five national societies together also imposes a rather heavy workload on the Federation Regional Delegation. Suitable additional resources to face this workload and meet the challenge in all national societies committed in the process this year will be required. Collaboration with the Spanish Red Cross present on the ground with a Development Delegate is expected to provide a solution.

[Contributions List below; Click here to go to the title page and contact information](#)

APPEAL No. 01.35/2004

PLEDGES RECEIVED

02/07/2004

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

					TOTAL COVERAGE	
REQUESTED IN APPEAL CHF ----->				276,766		22.3%
CASH CARRIED FORWARD				2,370		
BRITISH - GOVT/DFID GRANT 2004				5,000	29.01.04	ORGANISATIONAL DEVELOPMENT
SUB/TOTAL RECEIVED IN CASH				7,370	CHF	2.7%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
DENMARK	DELEGATES			54,400		
Note: due to systems upgrades in process, contributions in kind and services may be incomplete.						
SUB/TOTAL RECEIVED IN KIND/SERVICES				54,400	CHF	19.7%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	