

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

BELARUS

Appeal no. 01.81/2003

Click on programme title or figures to go to the text or budget

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	198,636	222,720
2. Disaster Management	211,866	238,950
3. Organizational Development	225,236	255,880
4. Federation Coordination	42,404	45,550
5. International Representation	4,449	4,700
Total	682,589¹	767,800

Introduction

Belarus, located in the east of Europe, has an area of 207,600 square kilometres and a population of 9.95 million (end of 2001). Belarus borders Latvia and Lithuania in the north-west, the Russian Federation in the east, Poland on its west, and Ukraine in the south.

According to the last Soviet-era census, the population is made-up of 77.9 per cent Belorussians, 13.2 per cent Russians, 4.1 per cent Polish, 2.9 per cent Ukrainians, as well as 1.9 per cent of other ethnic minorities. More than two million of Belorussians are estimated to live in other countries of the former Soviet republics, as well as in eastern Poland. Some 70 per cent of the population is registered as Russian Orthodox and 20 per cent as Roman Catholic. The small Tartar population is Muslim, and there are also small Jewish communities. Belarussian and Russian are the official national languages.

The initial steps towards market reforms in Belarus after the break-up of the former Soviet Union in the early 1990s were not successful and were accompanied by a serious economic decline and degradation of living standards. Although a small growth in GDP was reported for the last two years, the economic situation in the country remains critical. The inflation rate stands at 74 per cent.

According to the UN classification, Belarus ranks as the third country (after Mexico and Cuba) in the list of countries with medium human development (UN Human Development Report 2002). Belarus has relatively few indigenous resources, apart from wood and limited oil and natural gas deposits. These deposits are difficult to extract and currently supply just over 10 per cent of the country's final consumption of oil and gas. Belarus also imports 100 per cent of its coal. Electricity is imported from Russia and Lithuania.

¹ USD 467,993 or EUR 463,608.

² These are preliminary budget figures for 2004, and are subject to revision.

The challenges for Belarus continue to be an ongoing economic decline since its independence in 1991, a large portion of country territory (20 per cent) remaining nonviable due to the Chernobyl disaster in 1986, as well as a large population segment living below the poverty line (70 per cent).

Human Development Indicators in Belarus at a Glance

Life expectancy at birth (years)	68.5
Adult literacy rate (% age 15 and above), 2000	99.6
GDP per capita (PPP\$), 2000	7,544
Life expectancy index, 2000	0.73
Education index, 2000	0.92

Source: UNDP HDR 2002

Country Strategy

Collapsing economic trends exist in practically all indexes. Prices and tariffs steadily increase, the arrears in wages increase and citizens' living standards continue to fall. Inflation rate stands at 74 per cent. The corruption perception index is low. In the year 2000, Transparency International ranked Belarus 43rd out of 90 selected countries, and it was perceived to be the least corrupt country among former Soviet republics, except for Estonia.

Belarus's poverty profile shares general characteristics found in recent commonwealth of independent states (CIS) country studies. UN assessments indicate that poverty in Belarus is widespread, whereby marginal changes in per capita expenditures can lead to large numbers of people falling below the poverty threshold. At the same time, the duration of poverty spells has risen over recent years. Families with children were affected disproportionately. Those with more than two children experience much higher poverty rates, tend to stay in poverty longer, and show deeper poverty coefficients. Moreover, poverty appears to be a rural phenomenon with strong regional influences.

The socio-economic changes that occurred in Belarus since the early 1990s led to a deterioration of major health and demographic indicators. The decrease in the birth rate and increase in the mortality rate resulted in a general ageing of the population and a shrinking population. The annual growth rate was 4.9 in 1999.

The Belarus Government, especially the Ministry of Health, is alarmed by the recent spread of communicable diseases, such as tuberculosis, sexually transmitted diseases (STDs) and especially HIV/AIDS; Belarus has the second highest incidence in the region. The case notification rate for tuberculosis rose at an average annual rate of 10.6 percent from 1991 to 1998. TB infects 0.6 percent of the population, with one of every six new cases resistant to multiple drugs; this being among the highest rates in the world.

On the other hand, excessive alcohol consumption and smoking are responsible for the largest share of premature mortality, and for most of the existing life expectancy gap between Belarus and Western countries (about ten years). The average minimal life span in Belarus is 67.9 years (62.2 for males and 73.9 for females).

The large healthcare structure inherited from the Soviet era is increasingly becoming inefficient, due to lack of investment into organizational and technical development, as well as consistent lack of government funding.

Belarus was the country most severely affected by the 1986 nuclear reactor disaster in Chernobyl. Twenty-three per cent of its territory continues to be contaminated with radioactivity. At the time of the accident, 2.2 million people lived in this area. At the beginning of 1996, 1.84 million people, including almost 500,000 children, still lived in the contaminated territories. Today, 1.5 million continue to live there. The area with the highest level of radioactivity lies around the regional capital Homel. The incidence of thyroid pathologies as well as cancer and psycho-social problems relating to the accident are alarming. The legacy of the Chernobyl catastrophe continues to affect many aspects of Belarussian life. The negative economic consequences are evident as more than one-fifth of its agricultural land and forests remain contaminated.

The official Chernobyl Committee in Minsk, which is responsible for dealing with the consequences of the disaster, estimates the total damage for the Republic at US\$ 235 billion. This is equivalent to 32 times the total 1985 national budget. Currently ten per cent of the budget is consumed by managing the consequences of Chernobyl. A UN report aimed at promoting strategies for assisting the inhabitants of Belarus, Russia and Ukraine affected by the Chernobyl nuclear accident was recently completed. The strategies are aimed at promoting long-term recovery and sustainable development of the affected territories and should lead to increased international involvement in meeting these two objectives.

Belarus also hosts a high number of displaced persons from the CIS and other countries.

National Society Priorities

The Belarus Red Cross (BRC) is well-known in the country for its humanitarian activities and social services. The BRC covers the entire territory of the country with six regional (*oblast*), 116 district (*rayon*) and over 7,100 primary organizations. The society has 1,596,000 members, including 124,381 volunteers. Volunteers participate in the visiting nurses service, youth, refugee programme and first aid training. The priority programmes of the BRC are as follows: visiting nurses service / medico-social aid, institutional development, Chernobyl and HIV/TB programmes, youth Red Cross, disaster response, population movement and dissemination of international humanitarian law.

There are nineteen staff employed at the BRC headquarters. Regional RC committees consist on average of three to four people. District committees have fewer staff, some of which are part-time. However, financial problems make it difficult to attract and retain qualified staff. At the moment, the BRC faces serious financial challenges which may result in painful staff reductions followed by markedly curtailed activities. During the summer 2002 some key personnel were asked to take unpaid holidays. The visiting nurses service (VNS), which is a clear example and symbol of Red Cross health and social action is teetering on the brink of collapse. Some recent positive developments may prevent this from happening, as the government considers continued financial support to this service.

The Belarus Red Cross and the government cooperate in the areas of medical and social assistance, disaster preparedness and on activities dealing with the consequences of the Chernobyl disaster. In consultation and collaboration with the government, a Red Cross law was adopted (October 2000) stipulating the auxiliary roles and functions of the BRC. All actions taken on TB and HIV/AIDS initiative are coordinated and agreed upon with the respective authorities. A long-term agreement on cooperation in combating the spread of TB, HIV/AIDS, and STDs was signed between the Minister of Health and the BRC. Central and local authorities extend material, human resources, training and financial support to the RC. The government was also providing funding for the visiting nurses service between 1997 to December 2001, while the negotiations are ongoing for future support in this area.

In this current crisis situation, the BRC has embarked upon a process of change. Capacity building is becoming its utmost priority. A critical self-assessment was recently conducted by the national society during a series of governance and management workshops. Through group discussions the

participants defined the organization's strengths and weaknesses, as well as opportunities and threats emanating from the outside environment. Its strengths include a good human resource base, high visibility, NS unique status and experience, while at the same time it is recognized that the national society has a poor material and technical base, lacks modern fund-raising strategies and tools and continues to be dependent on external funding. A clear strategic development plan is missing.

The self-assessment identified key areas for improvement, including fundraising: collection of donations and membership fees; VNS sustainability; governance and management issues; recruitment and training of staff; communications and information; and strategic planning.

Red Cross and Red Crescent Priorities

As the cooperation agreement strategy (CAS) for Belarus is not formulated yet, sister societies are in the meantime being guided by the provisions of the country assistance strategy 2000-2001. During the last year the work has commenced on the national society's development plan, which will form the basis of the future CAS, and is planned to be developed in 2003. In addition, BRC is participating in the self-assessment programme initiated by the Federation's governing board. The preliminary report was completed.

BRC maintains privileged cooperation relations with a limited number of Participating National Societies (PNSs), which provide their assistance and expertise in support of the priority programmes of BRC.

Since the formation of the BRC in 1991, the Danish RC was one of the main partner societies in Belarus, primarily through relief activities. More development oriented programme cooperation with BRC was initiated in 1999 and focused on TB, HIV and BRC capacity building through strengthening the VNS and youth RC. The main activities continued to be supported by the Danish RC focus on youth against HIV/AIDS.

The Swiss RC, another major partner of the BRC, has a long-established tradition for supporting the VNS and various activities targeted at the most vulnerable people (e.g. winter assistance operations). To complement these activities, second-hand clothing was regularly provided by the Swedish, Danish and Finnish Red Cross Societies.

Within the Chernobyl programme, there is a close coordination of activities with the Red Cross Societies of Russia and Ukraine. For details, please refer to the separate Appeal for CHARP.

BRC has close working relations with the ICRC, which has a local liaison officer in its headquarters. ICRC financially supports the tracing and dissemination programmes including a project on introducing humanitarian law in secondary schools.

In addition, a number of local Red Cross committees maintain bilateral relations on branch-to-branch level where practical cooperation takes place, e.g. support to medico-social centres. The German and Swiss Red Cross Societies are particularly involved in these activities.

The BRC has focussed on developing cooperation with sister societies. The above programmes all contribute to strengthening the capacities of the BRC.

Priority Programmes for Secretariat Assistance

The overall aim of the Federation's assistance is to work through national societies to improve the lives of people who are at risk from situations that threaten their ability to live in socio-economic security and with human dignity. For this reason, the Federation will support and encourage BRC to build itself into a well functioning institution with the necessary capacities to put into action strategic

directions of the Federation's Strategy 2010 and to implement a common strategy for the International Red Cross and Red Crescent Movement.

While taking into account the various strengths and weaknesses of the NS, as well as known donor trends, in 2003-2004 the Federation will prioritize the following assistance to BRC:

Health and Care

- Through health and care, the Belarus Red Cross will focus on enhancing the population's awareness of HIV/AIDS, STDs and TB and reducing stigmatization and discrimination against people living with HIV/AIDS. Furthermore, the NS will aim towards reducing the health emergencies and their consequences through enhanced capacities to provide first aid activities to the communities. Operational capacity of the BRC to participate effectively in health promotion and disease prevention activities in the target areas of Belarus is strengthened. Salary support to the visiting nurses is not included in this appeal, however the interested partners can be provided with the necessary data on an individual basis.

Disaster Management

- The Belarus RC and the Federation aim to reduce the vulnerability of the population most affected by socio-economic difficulties, refugees and other migrants, by providing short-term nutritional support and medical-social assistance.

Organizational Development

- The capacity of the BRC to effectively respond to the needs of the most vulnerable will be enhanced, through improved governance, management, as well as financial and information systems.

Federation Coordination

- With this programme, the Federation aims to increase its capacity to act as an effective coordinating body for the benefit of the Belarus RC, with a long-term goal of helping it become a well functioning national society working effectively with various partners within and outside the Movement and providing responsive and focused services to the most vulnerable.

International Representation

- This programme aims to raise the international profile and resource base of the Federation and the Belarus RC in the region and to increase influence on policy making and programme delivery at multilateral and national levels.

1. Health and Care w [<Click here to return to the title page>](#)

Background and achievements/lessons to date

- ***Visiting Nurses Service***

The VNS is a priority service of the BRC responding to the health and social consequences of poverty, ageing population, Chernobyl and increasing incidence of HIV and TB. The Federation's country assistance strategy 2000-2001 for Belarus reconfirmed its focus on support to the VNS linked to the TB/HIV/STDs prevention and treatment initiative. The VNS is one of the main pillars of the RC infrastructure and the service is a major part of the BRC identity. As a nation-wide network of nurses, the VNS is viewed as the most appropriate structure through which to implement the programme for medical, social and educational support to TB patients.

The 2001 Kiev conference brought about a renewed commitment of the national society towards maintaining and further strengthening the VNS, especially through introducing contemporary nursing

practices and strengthening the status of medico-social centres (MSCs). A well developed VNS and MSC network at the local level strengthens the development of a local level involvement in humanitarian problems and their solution.

The review mission carried out in July 2001 made a number of recommendations, including further strengthening of the institutional development and VNS service of the BRC; further commitment and advocacy towards the WHO-recommended TB control strategy; wider youth involvement; as well as develop funding diversification. It was recommended the PNSs continue their support to the programme. However, despite the long-term commitments made by BRC and the Federation, the year 2001 saw the end of an initial three-year phase of the programme aiming to combat TB and HIV. Facing chronic lack of donor's interest, all the activities were suspended in May 2002.

The VNS was prevented from collapsing due to the financial support provided by the Swiss RC in order to maintain qualified nurses within the service. Although the total number of nurses is reduced, the programme will continue in 2003, both through continuation of external funding, and funding from the Belarus government. However, external support remains crucial until funding diversification is fully achieved and sustainable financing is ensured.

- ***TB/HIV/STDs programme***

Among those registered with having HIV/AIDS in Belarus, approximately 80 per cent became infected through intravenous drug use and approximately 20 per cent through unprotected heterosexual intercourse. Young people are regarded as an especially high-risk group, 80.8 per cent of HIV-infected people are under 30. However, due to a relatively low awareness, there is a high risk the epidemic is spreading among the relatively low-risk general population. The number of districts reporting incidences of HIV increased from 12 cases in 1992 to 94 in 2000. The incidence of HIV among pregnant women increased from 28 in 1996 to 102 in 2000.

With regards to the fight against HIV/AIDS and sexually transmitted diseases, the BRC started activating its volunteer network in 2000 when the first training of trainers on HIV/AIDS prevention was organized by the Youth Red Cross. The national society's efforts to support persons living with HIV/AIDS were documented by the UNAIDS country office as the "best practice case".

In line with the resolution from the 6th European RC/RC Conference in Berlin, HIV/AIDS and tuberculosis continue to be prioritized by the Belarus Red Cross, as the highest priority programme for assistance. BRC is identified as a key partner in the implementation of the social and psychological support within the state programme on HIV prevention. The state programme is severely underfunded. The Belarus government has submitted an application to the Global Fund to fight HIV/AIDS, TB and malaria. If the application is successful, subject to a functioning county coordination mechanism, the Belarus RC will be considered a serious partner in implementing HIV/AIDS prevention activities. The Belarus Red Cross is a member of the European Red Cross and Red Crescent network on HIV/AIDS (ERNA) and regularly participates in the exchange of information with European national societies and other partners.

The youth RC of the Belarus RC plays an essential role in combating HIV/AIDS and TB epidemics in Belarus. The knowledge and competence the BRC has gained from the TB/VNS programme is currently being used in a peer education project, supported by the Danish RC and Empress Shoken Fund. The training module on HIV/AIDS prevention is being further developed to include a TB prevention component.

The activities in 2003 will very much concentrate on youth peer education activities, specifically focusing on further training of volunteer trainers, conducting HIV/AIDS awareness activities at the Youth RC camps, as well as increasingly focus its work on stigma and discrimination campaign. These activities will be conducted by producing and disseminating a number of information materials

on HIV/AIDS and TB prevention, including posters (2,000), brochures (10,000), wall calendars (2,000), and trainer manuals (200), T-shirts for volunteers (400) and other visible material, such as pins and badges. Apart from visible materials, awareness will be raised through youth camp events (five-day event for 40 participants), experience exchange and education meetings for your peer educators (four meetings); training-of-trainers sessions (for 25 trainers), educational sessions for the target groups (120 sessions); competition for the trainers and the target group; and other events.

Through this appeal, the Youth RC aims to continue its prevention work in Minsk but considers it especially important to replicate the activities at the regional and district levels. Young volunteers from Minsk and the selected RC branches in Gomel and Mogilev regions will be trained as trainers, so that they can transfer their newly acquired knowledge to their peers. The selection process will give preference to those RC branches having a strong supporting team of volunteers with a dedicated youth leader and chairpersons that promote greater youth involvement in Red Cross services and provide opportunities for incorporating youth in decision-making processes.

- ***First Aid***

As part of the health activities, first aid (FA) is included in the national society's Strategic Plan 2001-2006, adopted by the BRC Congress in April 2001. Furthermore, a Red Cross Law adopted by the parliament in 2000, defines the national society's role in providing FA education to the population and assisting the governmental structures in times of disasters. The BRC is committed to conveying the message that appropriate first aid can alleviate suffering, prevent disability and improve the quality of life. As an integral part of health promotion, FA training includes information on how to prevent illnesses, develop a healthy lifestyle and prepare individuals and communities for emergency situations (e.g. natural and man-made disasters). This is important in Belarus which is now facing growing HIV, STDs and TB epidemics. Traditionally, FA training was an integral part of other Red Cross programmes, such as VNS, TB/HIV/AIDS prevention programme and Youth RC activities.

A community-based first aid programme was first initiated in Belarus in 1998. At that time a FA training system was established and instructors were trained. Some 10,000 copies of the first aid manual were published by the BRC for the general public as well as 10,000 first aid certificates. Some 420 first aid kits were procured. Training courses were held for the general public, instructors and youth. Three regional committees of the Red Cross were partially equipped with training aids and materials (Minsk City, Grodno and Minsk regions). A total of 50 FA instructors were trained according to the American-Canadian methodology and thereafter delivered training to some 300 people. In 1999, the lack of funding became a major limiting factor in the programme's further development.

In 2003, the Belarus RC intends to work towards strengthening its FA activities, through expanding on the number of trained volunteers, improved resources, targeting the specific beneficiary groups, and other activities. This will be achieved through publication of 1,500 FA manuals for instructors and 2,500 manuals for students, 5,000 illustrated pocket references and 2,500 booklets; six units of mannequins and two screens; recruitment of FA instructors; needs survey for specific target groups; adaptation of the training curricula in accordance with the results of the survey; two three-day workshops for 15 FA instructors; 12 one-day FA seminars for the general public targeting schoolchildren, industry workers and most vulnerable individuals; six consultative meetings for FA instructors; development of FA section on the national society's website; two FA competitions for schoolchildren; awareness raising campaign through wide usage of the media, participation in public events (youth actions, city celebrations, etc.) with distribution of FA information and material, roundtable meetings and interviews.

Overall Goal

The health status of the population is strengthened through an increased awareness of HIV/AIDS, STDs and TB and negative impact on those infected and affected is minimized. Also, health emergencies and their consequences are reduced and the quality of life is improved.

Programme Objective: Operational capacity of the BRC, to participate effectively in health promotion and disease prevention activities in the target areas of Belarus, is strengthened

Expected Results

By the end of 2003, up to 10,000 targeted beneficiaries will have benefited from an increased awareness of HIV/AIDS, STDs and TB, as well as increased awareness of stigma and discrimination against people living with HIV/AIDS. The target population will be in the cities of Minsk, Bobruisk and Mozyr. These results will be achieved through producing and disseminating a number of information materials, workshops and events conducted by three working teams of youth peer educators on HIV/AIDS, TB and STDs prevention and other activities. In addition, organizational knowledge of HIV/AIDS and TB prevention will be further built up in the VNS and Youth Red Cross.

- An effective first aid system will be established at regions of the Belarus Red Cross, in Grodno and Minsk, with an increased capacity of the branches to target the general public

2. Disaster Management W [*<Click here to return to the title page>*](#)

Background and achievements/lessons to date

Emergency relief

The Belarus Red Cross was providing relief assistance to the most vulnerable, contributing towards alleviating effects of poverty caused by the breakdown of the state welfare support. Assistance to victims of the enduring Chernobyl disaster was a strong priority for international support, provided by a separate rehabilitation programme. To address the needs resulting from extreme poverty, the Federation launched three Winter Emergency Appeals (1997-1999).

In 2002, assistance was provided to 4,000 of the most vulnerable people, who did not receive governmental support or were outside the welfare system. They included lonely elderly, large families, persons affected by tuberculosis, the handicapped and bedridden, street children, the homeless and refugees. During the year, with the support from the Swiss Red Cross, 7,240 food parcels were delivered to the target beneficiaries in Brest, Gomel and Mogilev regions, the three areas of Belarus afflicted by the Chernobyl nuclear disaster, and 1,850 food parcels were distributed in Minsk.

During the Kiev Conference in June 2001, all national societies of the region re-affirmed their commitment to increase their efficiency in providing assistance to the most vulnerable, in particular to the elderly and handicapped, a category of people who are experiencing hardship during silent disasters.

In the meantime, activities of the national society have mitigated individual emergencies. Based on the experience gained in the last five years through the implementation of large programmes, the capacity and competence of the BRC increased both at HQ and local levels. The image of the NS has improved and enabled its branches to mobilize local resources.

In 2003, the Belarus Red Cross and the Federation will evaluate the current existing needs, followed by a revision of beneficiary lists, as well as purchase and distribution of 7,200 food parcels to the most vulnerable in six regions of Belarus.

Population Movement

The BRC started its population movement programme in July 1998 in order to meet the needs of the most vulnerable among refugees, asylum seekers and ecological migrants in cooperation with its refugee department (established in 1995). The main target groups include single parent families, children, the elderly and large families. Since 1998, the range of the programme and refugee services included: social and legal counselling for asylum seekers, financial allowances to a small number of beneficiaries from the target group, medical assistance and dental care for up to 100 beneficiaries a year, Russian language instruction for 60 Afghan women, computer training for 15 young Afghan citizens in Gomel, social assistance to 100 refugee children, psycho-social rehabilitation for 26 elderly Afghan refugees and emergency relief assistance for about 3,000 refugees in the last two years. Every year, the national society distributes Christmas gifts to refugee children.

In 2000-2002, the majority of the population movement and refugee programme activities were funded by the UNHCR and the US State Department. These two partners support the adaptation of refugees and asylum seekers in the Belarus society. With their funding, a Red Cross refugee centre was established in February 2002 to provide medico-social services to refugees in Minsk. This is in addition to a medico-social centre which was operational in Pinsk Charity House (Brest region) since 2001, providing rehabilitation and treatment to the sick refugees, mainly from Afghanistan.

A comprehensive report on the population displacement in Belarus within the context of the national society's population movement programme was prepared in 2000. These national societies including the BRC agreed to develop a special forum to strengthen the population movement services, including legal support, psychological and social rehabilitation, public awareness and identification and evaluation of the most vulnerable groups of people.

In line with the European conference held in Berlin in 2002, the Belarus Red Cross and the Federation wish to expand the assistance to migrants in protecting their basic rights. The national society is active in liaising with respective governmental representatives and international humanitarian agencies, in particular with UNHCR and IOM. A cooperation agreement was signed between the UNHCR and the BRC refugee department.

Cooperation with the UNHCR is planned in the area of dissemination. The dissemination efforts will be directed at the general public, local authorities, the national society's branches, staff and volunteers, refugees and asylum-seekers in order to increase their knowledge and awareness of refugee issues in Belarus. Throughout the implementation of the programme, wherever possible, the principles and humanitarian values of the Movement will be undertaken as a determining factor in the way the Red Cross carries out its work.

In 2003, the national society intends to provide assistance to some 2,000 refugees at a medico-social centre in Minsk city. To maintain regular services for refugees, the centre will be provided with 200 sets of vitamins, 200 first aid and 200 hygiene kits, as well as with some basic medicines and herbs. The centre will also receive some furniture and equipment.

Overall Goal

Vulnerability level among the population most affected by socio-economic difficulties is reduced and their quality of life improved.

Programme Objective

The Belarus Red Cross effectively delivers aid to alleviate the plight of the country's most vulnerable population with particular focus on victims of the socio-economic crisis, refugees and other migrants.

Expected results

- Short-term nutritional support was provided for 7,240 most vulnerable in all six regions of Belarus.

- Regular medico-social assistance was secured for 2,000 refugees at a specialized centre in Minsk city.

3. Organizational Development W *<Click here to return to the title page>*

Background and achievements/lessons to date

Over the last year an important change process was triggered within the BRC. The 2001 Kiev conference on integration and development brought about a renewed commitment of the NS towards organizational development, especially through diversification of funding sources, adoption of contemporary methods of governance and management, and meaningful involvement of youth and volunteers. In 2001, new statutes of the BRC introduced a division between governance and management, established the position of executive director and a legal base for the youth Red Cross.

With the assistance from the capacity building fund, the work started focusing on strengthening of the management, governance and human resources of the headquarters and branches, as well as helping the national society to formulate its strategic development plan by the end of 2002. With strong support from the delegation and a consultant with extensive experience in governance, management and fund-raising, notable progress was made by the BRC through two governance, management, and fund-raising workshops in June and a follow-up effort in October.

The workshops resulted in the BRC leadership's key commitments towards a major change, transforming the national society into an effective organization, and a delegation of operational responsibility to different levels. Although the national society reacted positively during the initial two seminars, transforming an organization to achieve support for change, good governance and management, organizational culture, as well as programmes and fund-raising needs a sustained effort over many years.

The need to reinforce the progress achieved with appropriate consulting, coaching and training will remain for the coming 2-3 years, if a real impact is to be made. One of the lessons learned over the past year is that coaching and small group discussions are an indispensable means to effectively change an organization, alongside workshops and courses.

Although the fund-raising is difficult, due to low standard of living and economic difficulties in the country, considerable progress was made by the national society in mobilizing local resources. This is being achieved through addressing the enterprises and collecting membership fees, partial transfer of health programmes to providing commercial services, as well as continued negotiations with the presidential administration of Belarus.

The other ongoing need which was identified through the project planning process, concerns developing the national society's communications and financial systems. At present, operational and finance departments function in an old-fashioned way, without sufficient computer hardware and bookkeeping software. The weak technical base of the regional branches results in delays in financial reporting to the headquarters and causes difficulties in accounting and financial results analysis. This weakness affects financial reporting, and geographic distances and lack of communication tools negatively also affect the free and easy exchange of information within the organization.

To improve the situation, the BRC seeks to establish a computer-based information network and to organize regional training courses for acquiring professional skills. These new technologies, in particular, e-mail and Internet will facilitate communication with each other and the international community. The data communications network will enable BRC to cost-effectively bring together isolated systems; efficiently access and share real-time information; monitor the use of funds and accounting in the field; and, ultimately, to improve operational efficiency.

In 2003, the appeal seeks to support the next stage of coaching, training and consulting for the BRC. As the momentum for change was generated, the priority to sustain and support this process of change becomes essential. The activities will include three follow-up visits by an international consultant during the year 2003 (totalling 30 days), continuing the coaching for the president, executive director and management group; as well as supporting the preparation of the plenum.

In addition to a continuation of governance and management initiative, the delegation will facilitate purchase and installation of ten sets of computer equipment including printers and scanners for the BRC headquarters and eight regional committees. Also, automatic telephone exchanges for the headquarters and nine modems will be purchased. The network to connect the BRC headquarters and eight regional committees will be created, and financial, organizational and administrative database will be set-up. Computer training will be provided to the staff at headquarters and branch levels.

Overall Goal

The national society assumes a greater role in humanitarian work in Belarus through organizational reforms and improved technical capacities

Programme Objective

The capacity of the BRC to effectively respond to the needs of the most vulnerable is increased through greatly improved governance, management, as well as use of financial and information systems.

Expected results

- Management, governance and human resources in the headquarters and branches of the BRC are strengthened by the end of 2003, through a newly elected chairman and elimination of paid staff members from serving on the board. The new members will be selected on the basis of their ability to help the BRC in management, programme and fund-raising; and the board will be more able to assist the BRC in achieving its programme and revenue objectives and to assure its oversight of management and trustworthiness to donors. The oblasts and districts will carry out the same restructuring.
- Strategic planning skills of the BRC will be greatly improved by the end of 2003, through focusing on a range of activities, including fund-raising, relations with the government and key donors, working with the board, leading organizational change, establishing management priorities, delegating responsibility to key managers, and encouraging and supporting staff in the change progress and their ongoing work. The management team of the BRC will demonstrate greater teamwork, responsibility, and a culture supporting the work of the NS.
- Communication and financial information flow within and outside the BRC is improved by the end of 2003, with computer network and other systems of communications, data management, financial records, and human resource management established.

4. Federation Coordination W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

A country delegation based in Minsk, Belarus, assists three national societies in the region, the Belarus, Moldova and Ukraine Red Cross, in planning, implementing and monitoring of programmes, as well as in fundraising and capacity building capacities. During 2002, the delegation had a head of delegation (HoD) and four locally recruited staff. The position of a development delegate was vacant since September 2002. The HoD completed his assignment in October 2002 and a replacement is currently being sought.

There is a representative office in Kiev in the Ukraine staffed with two locally recruited staff members. A liaison bureau in Chisinau was closed in March 2002 due to financial constraints.

During the last several years, the following critical factors had a disastrous effect on the Federation's coordination function in the region, particularly in Moldova. The capacity of the delegation was greatly reduced, following personnel reductions and office closure in Moldova, while at the same time the PNS support to the region further negatively impacted on the capacities and activities of the delegation.

Against these difficulties, the Minsk delegation was taking painstaking efforts in continuing to provide competent support to the three national societies in Belarus, Moldova and Ukraine, especially with regard to their strategic planning and development of the CAS. Efforts continue to be made to facilitate a dialogue with a number of national societies in order to ensure proper coordination of partner NSs and other donors' support for this process. Meetings with the leadership and senior management of the three NSs are held regularly to ensure proper guidance, information flow and better coordination.

Despite the reduction in donor support, the difficulties experienced by the most vulnerable people in the region did not decrease, thus highlighting the need to reanimate the interest of partner national societies, donors and governments and to advocate for a clear strategy and support of the Secretariat, PNSs and NSs. It is imperative sufficient funding is available to allow the Federation to act as a coordinating and facilitating body by serving the national society's priority needs and promoting all forms of partnership and cooperation, developing strategies and frameworks for cooperation, knowledge-sharing, best practice and advocacy.

The delegation supports the NS in negotiating with the government and linking with the UN agencies, World Bank, TACIS and other international governmental and non-governmental organizations working in the country. Apart from the assistance in the planning of programmes and projects, tailored for the Federation's appeals or for special donors, the delegation supports the NSs in its contacts with the Secretariat in Geneva, PNSs and other partners in international cooperation.

Advice and concrete assistance in facilitating the opportunities for participation in project work, translations and providing financial assistance wherever possible are regular tasks of the delegation. Additional support is provided in increasing the profile of the national society (media work, fundraising workshops) improving legal conditions (the RC law and statutes) and in clarifying governance and management.

To ensure RC programmes address the needs of the most underprivileged people and duplication of aid is avoided, the NS coordinates different activities in the areas of health and social assistance, disaster response and activities related to Chernobyl with the authorities. The status of target beneficiaries is established following a long selection procedure that is coordinated between the local Red Cross committees and the local health and social authorities. Appropriate governmental structures are normally consulted with when needs assessments and programme evaluations are being made.

Overall Goal

A well-governed and well-managed national society in Belarus working together effectively with other partners within and outside the Movement and providing responsive and focused services to the most vulnerable.

Programme Objective

The Federation increases its capacity to act as an effective coordination body for the benefit of the Belarus Red Cross and designs a strategy for mobilizing appropriate resources of support

Expected results

- Programming of various partners in the region becomes more coherent and unified. Emphasis in programming is being placed on strengthening of the Belarus Red Cross through objectives defined for 2003.
- The Federation is recognized in the role of coordinator by participating NSs in the region and as a platform for information and knowledge sharing.
- Participating national societies, the ICRC and other donors support priority programmes of the Belarus Red Cross.
- The national society is provided with guidance and advice in preparation of its strategic development plan.
- Partners were identified and are actively involved in the development of the CAS in the second half of 2003.
- The Federation's response to local disasters is effectively mobilized and coordinated when the national society's capacity is overwhelming.

5. International Representation W [*<Click here to return to the title page>*](#)

Background and achievements/lessons to date

During 2002, regular contacts were maintained with authorities and various national and international organizations in the three countries, especially TACIS, UNDP, UNAIDS, World Bank, SDC, WHO and embassies, in order to ensure proper Federation's representation and to secure a more stable, diversified and long term funding for the Federation and Belarus Red Cross.

The Minsk delegation played a key role in helping the national society to design and negotiate a number of successful project proposals to TACIS, governments and funds. In so doing, the delegation made the information available concerning funding requirements of different partners and donors. Potential partners and donors received proper information on the strategic priorities of the national societies in the region. This was achieved through increased number of contacts with the World Bank, TACIS, UN agencies, governmental organizations, ministries and embassies. The system of timely and accurate reporting for the different donors and partners was maintained.

In 2003, the profiling of the Federation, national society and their programmes will continue. The delegation will take advantage of the international representation to further improve external relations and to sell the uniqueness of the Red Cross/Red Crescent Movement in respect to its presence in 178 countries, its legal base and volunteer network. Personal contacts supported by improved information flow will play a vital role. It will encourage the national societies to endeavour to do the same and to ensure that their governments understand the role of the NS and the Movement and to use their potential as part of the Federation to improve the lives of its citizens.

Overall Goal

The international profile and resource base of the Federation and the Belarus RC was raised and its influence on policy making and programme delivery at the multilateral and national levels increased.

Programme Objective

The Federation increases its capacity for effective representation and advocacy in the international arena for the benefit of the Belarus RC.

Expected results

- The image and credibility of the Federation and the Belarus RC is heightened among international organizations and authorities in the region. Understanding of the Federation's policies, values and programming is increased.
- More funding for the national society's programming is channelled through the national society due to the effective Secretariat representation, lobbying and negotiations with the World Bank, UN agencies, TACIS, donor missions, governments and NGOs.

- A regional data base of donors, areas of their interest and funding requirements is developed and used by the NS.
- The capacity of the national society to work with external partners is increased.

<<Budget below - [Click here to return to the title page](#)>

BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.81/2003

Name: Belarus

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	112,000	0	0	0	112,000
Seeds & plants	0	0	192	0	0	0	192
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	11,600	0	0	0	11,600
Teaching materials	0	33,541	0	0	0	0	33,541
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	4,000	0	0	0	4,000
SUPPLIES	0	33,541	127,792	0	0	0	161,333
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	26,010	2,600	0	0	0	0	28,610
Medical equipment	0	0	2,780	0	0	0	2,780
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	26,010	2,600	2,780	0	0	0	31,390
Warehouse & Distribution	0	1,750	6,486	0	0	0	8,236
Transport & Vehicules	6,202	3,177	2,752	0	0	0	12,130
TRANSPORT & STORAGE	6,202	4,927	9,238	0	0	0	20,366
Programme Support	14,640	12,911	13,771	0	2,756	289	44,368
PROGRAMME SUPPORT	14,640	12,911	13,771	0	2,756	289	44,368
Personnel-delegates	21,168	18,144	21,168	0	27,648	2,160	90,288
Personnel-national staff	48,116	32,478	15,455	0	0	0	96,047
Consultants	39,150	850	0	0	0	0	40,000
PERSONNEL	108,434	51,472	36,623	0	27,648	2,160	226,335
W/shops & Training	28,846	20,100	0	0	0	0	48,946
WORKSHOPS & TRAINING	28,846	20,100	0	0	0	0	48,946
Travel & related expenses	14,030	16,200	6,600	0	0	2,000	38,830
Information	1,200	34,858	1,215	0	0	0	37,273
Other General costs	25,874	22,027	13,847	0	12,000	0	73,747
GENERAL EXPENSES	41,104	73,085	21,662	0	12,000	2,000	149,850
TOTAL BUDGET:	225,236	198,636	211,866	0	42,404	4,449	682,589