

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

BELARUS

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Appeal Target: CHF 682,589

Programme Update No. 2

Period covered: June to December 2003

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 180 countries.

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In Brief

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Operational developments

Belarus has the second highest incidence of HIV/AIDS in the region. In 2001 approximately 27% of newly registered cases were attributed to heterosexual transmission. Many may be associated with heterosexual relations between injecting drug users but the trend may indicate a spread of HIV/AIDS to the wider population. The expected number of HIV infected drug users in the Republic of Belarus will be 5,669 by 2005 and 8,382 by 2010 if present trends continue. HIV prevalence rates among 15–50 year olds in Belarus will be approximately 127 per 100,000 people in 2005 and 187 per 100,000 by 2010.

Belarus Ministry of Health submitted its HIV/AIDS proposal to the Global Fund in May. The proposal was developed with the in-country UN office. Because of time constraints, a TB proposal will be submitted to the Global Fund later. The Belarus Ministry of Health hopes to again receive assistance from an international organisation to complete this application.

The economic climate in Belarus continues to affect the population. A gradual decrease in government funds has hit the level of medical and social services traditionally provided by the state. The economic situation and reduction of real income has resulted in changes in household expenditure: the majority of household income is now spent on food. More than 40% of the population is living on or below the poverty line.

Health and care

Goal: The health status of the population is strengthened through an increased awareness of HIV/AIDS, STIs (sexually transmitted infections) and TB those infected and affected are better supported. In addition health emergencies and their consequences are reduced and the quality of life is improved.

Objective: The capacity of the Belarus Red Cross to participate effectively in health promotion and disease prevention is strengthened.

Progress/Achievements (activities implemented within this objective)

Project 1: Youth against HIV/AIDS

Expected results

By the end of 2003, up to 10,000 beneficiaries will have increased awareness of HIV/AIDS, STDs and TB, as well as of stigma and discrimination against people living with HIV/AIDS: the target population will be in the cities of Minsk, Bobruisk and Mozyr. This will be achieved by producing and disseminating information materials; workshops and events by three working teams of youth peer educators on HIV/AIDS, STDs and TB prevention and other activities.

Actual results

From May 2003 the project was funded by the British Government/DFID (Department for International Development). Additional support was received from the Danish Red Cross as of September 2003, and the Federation has recently received funding from the Norwegian Red Cross/ NORAD.

During the reporting period, **75** volunteers were trained as peer educators, **25** in each of the following towns: Vitebsk, Lida and Baranovichy. These volunteers conducted sessions on HIV prevention for **1,200** peers. The project also continues also in Minsk and Bobruisk, where teams of volunteers trained in 2002 worked with **800** peers, and in Molodechno, Krupky and Starge Dorogi, where previously-trained peer educators conduct sessions on a voluntary basis. Regular experience exchange meetings enables the volunteers to solve the major problems faced during preparation and educational sessions at schools to obtain additional information on HIV/AIDS and learn new methods of teaching, as well as develop leadership skills. The opportunities for youth peer educators to give feedback about their work are essential for maintaining the volunteers' interest and enthusiasm and thus the programme's effectiveness.

Within the reporting period, **33,900** leaflets, **100** HIV/AIDS manuals, and **6,100** posters were produced to support volunteers' work and branches' operation. Cooperation and information sharing with the National Centre for AIDS prevention, the Positive Movement (a local NGO) and UNAIDS enabled the Belarus Red Cross to implement best practice.

In May a harm reduction component was incorporated within the programme: three Red Cross needle exchange centres in Molodechno (Minsk region), Kalinkovichy (Gomel region) and Mikashevichy (Brest region) were opened to serve intravenous drug users (IDUs). **4,600** needles were exchanged and **1,440** condoms were distributed at the three centres. A joint training for the needle exchange staff was carried out by combined efforts of Belarus Red Cross and the Positive movement. In addition, Belarus Red Cross is in the process of conducting tender and procurement of **122,000** syringes, **6,000** condoms and **230** sterilising products to be distributed in the three Red Cross needle exchange centres among intravenous drug users (IDUs) as part of the harm reduction campaign.

To celebrate World AIDS Day on 1st December, Belarus Red Cross coordinated a week of events with a particular focus on anti-stigma discrimination of people living with HIV/AIDS. **8,900** informational leaflets on HIV/AIDS were distributed throughout the country, and **200** "anti-discrimination" T-shirts handed out in Minsk, Baranovichy and Vitebsk. In addition, Red Cross staff and volunteers organised torch processions, competitions to identify best Red Cross volunteers, youth discos, HIV awareness and related stigma poster competitions, distribution of HIV/AIDS awareness questionnaires and leaflets, radio discussions and TV programmes. All events were highlighted in the mass media.

Impact

The programme is built around a dedicated team of trained volunteers delivering education to their peers. This approach transfers knowledge and teaches life skills resulting in a change of behaviour among beneficiaries. Consequently stigma and discrimination towards people living with HIV is reduced. In particular, evaluation of Red Cross work in this sphere demonstrates that schoolchildren show more interest in their own health and HIV/AIDS related issues following participation in a peer education workshop. A harm reduction component introduced into the programme also contributes to fighting HIV spread in the country. Overall, this is regarded as one of the priority projects for Belarus Red Cross.

Constraints

No major constraints were experienced during the project, though some underfunding and delays in fund transfer occurred.

Coordination

- The Delegation supported Belarus Red Cross to develop its partnership with Danish Red Cross and establish a long-term branch-to-branch co-operation on HIV/AIDS/TB prevention. Selection of partner Red Cross branches in both Belarus and Denmark will start soon.
- The Federation coordinated inputs from different donors (Danish Red Cross, DFID, Empress Shoken Fund) to ensure contributions are utilised effectively.
- The Delegation organised a meeting with Positive Movement (a Belarus NGO working with people living with HIV/AIDS) to discuss possible cooperation with the Belarus Red Cross. The Delegation's advocacy work for including people living with HIV/AIDS into the Youth against HIV/AIDS project continued.
- As a member of the UN theme group on HIV/AIDS, the Delegation participated in several meetings organised by UNDP/UNAIDS to discuss joint actions for HIV/AIDS prevention.

First Aid

First Aid training remains a priority for the National Society as an integrated part of its health programmes. Accidents, in particular road accidents, are the main cause of death of people under the age 45 in the country. According to Ministry of Health of Belarus, if the current trends persist, trauma as a result of road accidents will become the second major cause of death (presently third) in Belarus by the end of 2003. Road accidents caused over 2000 deaths in 2002, an increase of 4.8% since 2001. However, the State currently provides no comprehensive First Aid education and training programme— neither in educational institutions nor medical facilities. The first aid training offered by driving schools does not offer any practical experience and is conducted on the basis of ineffective methodologies without modern equipment.

Continuous under-financing of Public Health and rapid deterioration of the health status of the Belarusian population has prompted local authorities to seek alternative methods to improve the situation.

First aid is included in the National Society's Strategic Plan 2001-2006, adopted by the Belarus Red Cross Congress in April 2001. Furthermore, a Red Cross Law adopted by the Belarus parliament in 2000 defines the role of the Red Cross in providing first aid education to the population and assisting the governmental structures in times of disasters. The Belarus Red Cross 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, first aid 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 particularly relevant as Belarus continues to face growing HIV, STDs and TB epidemics.

According to Belarus Red Cross priorities, primary target groups for the present round of first aid programme are rescue workers, social workers, Civil defence personnel, teachers and students of secondary schools.

Expected results: the Belarus Red Cross will establish an effective first aid system, with increased branch capacity to target the general public in Grodno, Brest and Minsk regions.

Achievements against the expected results during the reporting period:

The British Government/ DFID continues to fund this programme.

- **25** First Aid instructors were trained in Minsk regions. Candidates selected included rescue service personnel, Red Cross nurses and youth volunteers.
- Approximately **500** individuals from target groups were trained in basic first aid in Minsk, Brest and Grodno regions. Those trained include schoolchildren, disabled people, rescue workers, road police officers, members of industrial emergency teams, social workers, trade unions members and teachers.
- The first aid Instructor's Manual has been completed and is currently in publishing.
- An essay contest "It is easy to save a life...if you know how to" is now being implemented among students who received first aid training in the target regions.
- In December, the Belarusian State Sociological Agency will conduct research in cooperation with Belarusian Red Cross to assess the results of the programme so far, its effectiveness and prospective fundraising opportunities.
- In September, the programme Steering committee was formed and met to discuss programme impact, priorities and outlook. The Steering committee includes regional coordinators, Belarus Red Cross management, first aid instructors and volunteers.
- Representatives of Belarus Red Cross participated in a conference organized by the National Road Police Committee and made a presentation on the impact of first aid on survival and recovery rates of victims of traffic accidents worldwide; shared information about current Belarus Red Cross achievements in the field of first aid training; and stressed the importance of the obligatory first aid training for drivers, an issue which is currently being lobbied by the National Society.
- In December, Grodno regional organization plans to host a scientific and practical conference to share its experience in first aid training with three regional committees that intend to join this programme in 2004.

Impact

Expertise of the Red Cross branches in the field of first aid training in Minsk, Grodno and Brest regions has been improved. Cooperation between local Red Cross committees and various governmental institutions and organizations, such as police departments, rescue departments, schools, and health institutions has been strengthened. Starting from May 90 rescue workers, 45 (road) policemen, 45 staff members of the State Social Protection Services, and 80 school teachers have been trained in the target areas. Public awareness about importance of first aid training has been raised through various public events (Young Rescuers' Competitions, First Aid competitions in school summer camps) and involvement of volunteers in first aid training.

Constraints

Short-term and unpredictable funding makes strategic planning rather difficult. Some essential parts of the first aid programme (such as publishing of educational materials and an extended cooperation plan – a plan

describing joint activities to be carried out together with Ministries of Interior) require more time and at least some level of financial security. One-year continuous support for the first aid programme in 2004, if received, would be extremely beneficial to the National Society. Another constraint that prevents Belarus Red Cross from extending this programme to other regions of Belarus is an insufficient material base. The limited training equipment and materials available are constantly in use by first aid instructors and are often loaned to district committees to cover their needs. It is not currently feasible to increase the number of first aid instructors or to involve other regional organizations in this programme since Belarus Red Cross is currently scarcely able to provide the necessary equipment for the existing training schedule.

Disaster Management

Goal: Vulnerability level among the population most affected by socio-economic crisis is reduced and the quality of life improved.

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

Progress/Achievements (activities implemented within this objective)

Project 1: Humanitarian Assistance to the vulnerable

Expected results

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

Actual results

The operation was supported by the Swiss Red Cross: the CHF 90,000 pledge was announced on 6 February 2003. This donation enabled procurement of total 5,160 food parcels, which were distributed to 1,720 most vulnerable elderly living alone in three rounds in two target areas of Belarus. Elderly living alone are traditionally considered to be hardest hit by poor living conditions and substandard nutritional status. Target areas selected were Brest region, heavily affected by the Chernobyl disaster; and Minsk City, which has the highest concentration of elderly inhabitants in Belarus. The operation was implemented in February – August 2003. For a full report on logistics, programme implementation and monitoring, please contact the Federation delegation in Minsk at ifrcby01@ifrc.org.

Impact

Although the number of targeted beneficiaries was reduced due to poor donor response, the relief operation was successfully implemented and helped to reduce vulnerability in two areas of Belarus. The operation contributed to raising the image of Belarus Red Cross among both beneficiaries and the general public, and enabled its branches to mobilise local resources. Close co-operation with local authorities was maintained in order to confirm selection of the most vulnerable beneficiaries in the communities.

Logistics expertise within the Belarus Red Cross ensured an effective and timely operation. Throughout programme implementation the Belarus Red Cross adhered to internationally recognized standards outlined in the recommendations on tendering and procurement procedures provided by the Federation Secretariat's Logistics Department in Geneva and Minsk Delegation.

Finally, the programme further strengthened the Belarus Red Cross' disaster response capacities and was widely appreciated by beneficiaries.

Project 2: Medico-social centre for refugees in Minsk

Expected results:

At present assistance to refugees and asylum seekers in Belarus is provided by the Belarus Red Cross, Leninsky rayon Red Cross organisation of Minsk, UNHCR and some other small organisations. Within the

framework of the “Medico-social centre for refugees in Minsk” project, the immediate needs of the most vulnerable refugees and asylum seekers (**150 families**) living in Minsk are met and their quality of life and welfare improved. Furthermore, the quality of medical and social services offered at the medico-social centre itself is improved.

Actual results

This project is funded by British Red Cross and was initiated in summer 2003. During the reporting period, a family physician and junior nurse (refugees from Afghanistan contracted by the UNHCR) continued to work at the medical – social centre. Belarus Red Cross employed additional highly qualified personnel (medical assistant, medical nurse masseuse, junior medical nurse).

Tenders for purchase of hygienic goods for hygienic parcels, foodstuff for food parcels, medical items for medical kits, TV set and video player for carrying out physiotherapy exercises and training sessions were prepared and carried out. The list of beneficiaries was revised, and Belarus Red Cross continues to meet its objective to support 150 refugee families. The following support was provided to members of those families:

- Herbal tea and hygienic parcels were purchased and distributed to **150** refugee families
- Medical items were provided for **55** refugees
- Humanitarian assistance (toys, footwear, clothing, bedding) was distributed among **53** refugee families.
- Medical centre staff provided therapeutic assistance for **320** refugees and home therapeutic services were delivered to **9** refugees with restricted mobility.
- **123** medical checks were conducted at clinics and medical institutions of Minsk.
- **28** refugees were trained in carrying out physiotherapy exercises at home, and **80** physiotherapy exercise sessions were carried out at the centre.
- **150** families received prevention treatment in the form of herbal tea (a traditional remedy popular in Belarus)
- **61** patients attended the Red Cross “herbal” bar
- **55** patients received medical treatment, of which **4** were visited at home.
- **80** massage sessions were provided to refugees with chronic diseases in accordance with physician’s prescription.
- Red Cross staff conducted **27** discussion sessions and lectures.

Impact:

Joint activities with State health institutions and the UNHCR were carried out at the centre. The programme has improved awareness level of refugees and asylum seekers regarding prevention and health protection. Primary medical checks, prevention and medical treatment decreased disease prevalence and improved health status among the target population. Humanitarian assistance improved welfare of refugees and asylum seekers.

The objective of the programme is to increase health status and decrease social vulnerability of refugees and asylum seekers in the targeted regions. To achieve stable positive results in this respect, the Belarus Red Cross must continue to run this programme on a long term basis.

Organisational Development

Goal: The National Society assumes a greater role in humanitarian work in Belarus through organisational reforms and improved technical capacities.

Objective: The capacity of the Belarus Red Cross 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.

Progress/Achievements (activities implemented within this objective)

Project 1: Capacity Building

Expected Results

1. Management, governance and human resources in the headquarters and branches of the Belarus Red Cross 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 Belarus Red Cross in management, programming and fund-raising; and the board will be more able to assist the Belarus Red Cross 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.
2. Strategic planning skills of the Belarus Red Cross 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 Belarus Red Cross will demonstrate greater teamwork, responsibility, and a culture supporting the work of the National Society.

Actual Results

An important change process initiated within the Belarus Red Cross in February 2002 was facilitated by the allocation of the Federation's Capacity Building Fund. The earmarked funds helped the National Society concentrate on institutional development, including developing fund-raising systems, a legislative base, and material and human resources.

Following on from a training/coaching process started by the international consultant in 2002 and a series of subsequent workshops organised in Grodno (February 2003) and Mogilev (March 2003), a further three training sessions on governance, management, institutional culture and fund-raising were held for 65-70 people from regional and district Red Cross branches in Vitebsk and Gomel (July 2003) and in Baranovichy, Brest Region (November 2003). In 2003, this training in six regions of Belarus has increased Red Cross staff awareness of relevant international standards and compliance with these standards on a daily basis.

During the workshops sharing of best practices and case studies of successful NGOs worldwide was particularly well received. Trainers underlined the necessity of diversification of funding sources and highlighted the revised approach to ranked membership fees. The meetings motivated newly elected regional/district chairpersons to draft new, successful proposals to attract both international and local donors. Furthermore, district chair persons participating in the workshops committed to finalising certain practical tasks based on strategic plans drafted during the training sessions. These tasks included the following: specific steps to complete a district-wide donor assessment; to complete a district-wide fund-raising assessment; to complete a fund-raising plan for selected objectives; together with the district presidium chairperson to formulate a plan to strengthen the district Presidium to be more effective in governance, assuring trustworthiness, and assisting in fund-raising. These activities will be monitored and reported on by regional chairpersons and Belarus Red Cross headquarters.

Meanwhile, the international consultant's biannual training assignment at the Belarus Red Cross expired in November 2003. A locally recruited external resource staff member, to be recruited in compliance with standard procedures and with approval of Belarus Red Cross, the Federation and the previous international consultant, will expand upon this successful and widely praised training in 2004.

The ongoing change process to clearly separate governance and management functions throughout the National Society and outlined in the Belarus Red Cross Statutes was further promoted to involve all Red Cross branches. In addition to the election of chairpersons (paid staff members) at the majority of regional branches, new voluntary chairpersons of the board with expertise in public health care have been recruited at Vitebsk, Gomel and Brest regional branches. This recruitment follows on from the election of voluntary

chairpersons in Grodno and Mogilev regions earlier this year. In accordance with standards elaborated in training sessions described above, these strengthened Boards are expected to boost the fund-raising activities in the branches in order to ensure sustainability of their programmes as well as a more efficient response to reduce local vulnerabilities.

In addition, a new national director for fund-raising has joined the headquarters management team. The international consultant conducted a separate training session for the new director to reflect on strategic responsibilities of a good fundraiser. In particular, attention was paid to ensuring quality programming and results; organisation trustworthiness; the necessity of an accurate fund-raising plan and the involvement of relevant, influential and active members of the Belarus Red Cross presidium.

Finally, the National Society's Strategic Development Plan for the years 2003-2007 has recently been revised and amended by the Delegation's Programme Officer for Belarus to be in best compliance with the Federation's current guidelines for the Belarus Red Cross. The latest draft is anticipated to be approved together with the revised Statutes at the ad hoc Congress meeting in late December 2003.

Impact

The above-mentioned change process, announced by the National Society in 2002, has been steadily progressing at several levels within the Belarus Red Cross. Federation/DFID funds enabled training sessions and individual consultations for national society staff facilitated by the international expert. The skills base of the national society has thus been strengthened, and lessons learned and commitments made at the workshops facilitated closer national society involvement in preparation of the Federation Appeal 2004. To view this appeal, please go to: <http://www.ifrc.org/where/country/cn6.asp?countryid=29>

In addition, Belarus Red Cross has benefited in terms of the new recruits to the national/regional/district boards as well as to branches themselves. As a result, the Belarus Red Cross at all levels is better placed to accommodate the standards of a well-functioning National Society - planning, implementing and reporting on programmes to assist the most vulnerable communities in the country.

Co-ordination

The Delegation's programme officers guided by the Head of Delegation facilitated negotiations with the DFID/Federation Programme Advisor in order to secure funding for 2004. A proposal was submitted to DFID to enable project expansion.

Constraints

Recent developments in the national legislation (Resolution of the Council of Ministers of the Republic of Belarus No. 643 of 16 May 2003) related to the regulating of titles of organisations' top-rank officials affected the Belarus Red Cross. According to the document, the title "President" should be excluded from use by all organisations, including NGOs, in Belarus. As a result of this legislation, the submission of the draft of revised national society Statutes to the Joint Commission (Joint ICRC/Federation Commission for National Society Statutes) was delayed. The revised Statutes have to be clarified and endorsed by legal advisers at the Ministry of Justice to ensure that all statements are in compliance with national and local legislation.

Furthermore, the pending decision of the Belarus President to approve the Belarus Red Cross proposal to nominate the Minister of Justice to the post of Chairman of the Board at the national level has prevented the convening of the ad hoc Congress scheduled for September 2003.

In addition, the Belarus President's Decree No. 460 "On International Technical Assistance provided to the Republic of Belarus" dated 22 October 2003 is likely to jeopardise the already challenging relationships with the international donor community. In view of the problematic situation with TACIS in 2003, the very existence of such agencies as the International Federation in the country might be at stake. Status Agreements and recognised immunities will have to be further negotiated and clarified with the Ministry of Foreign Affairs and competent lawyers.

Project 2: Organisational Development - Communication and financial network

Expected Results

Communication and financial information flow within and outside the Belarus Red Cross is improved by the end of 2003, with computer network and other systems of communications, data management, financial records, and human resource management established.

Actual Results

This project is funded in 2003 by the British Government/ DFID. In 2003, basic computer software was purchased and installed at 8 regional branches of the Belarus Red Cross to expand upon the existing financial computer network established at Belarus Red Cross Headquarters Accounting Department in 2002. In addition, the design for a communication database to function as an information exchange between Belarus Red Cross branches was prepared for approval by the national society General Secretary.

Impact

A training session entitled "Aspects of External and Internal Information Exchange at the Belarus Red Cross" was held at the beginning of December 2003 for Red Cross chief accountants and regional co-ordinators. Based on the expertise and knowledge of the National Society's regional staff, a "Standard Structure of the Belarus Red Cross" was developed and revised at this training. The structure will promote an efficient and competent automated exchange of documents through the computer network. A professional trained Red Cross staff in practical usage of this structure.

Co-ordination

Belarus Red Cross experienced delays in locating qualified specialists to develop, install and maintain the computer network at local branches. The Federation Delegation has since recommended computer specialists working on a regular basis at the Federation office to oversee network installation.

Constraints

Due to technical and financial constraints, Belarus Red Cross had difficulty in finding appropriate contractors for the project. The project budget did not allow for both purchase and installation of software. The national society seeks additional funding to finalise this project component.

Federation Coordination

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.

Objective: The Federation increases its capacity to act as an effective co-ordination body for the benefit of the Belarus Red Cross and designs a strategy for mobilising appropriate resources of support.

Progress/Achievements (activities implemented within this objective)

Belarus Red Cross is now in the middle of a change process which was initiated in 2002. Although the in-country profile of the National Society is high, the Belarus Red Cross faces difficulties in attracting local donors, lacks modern fund-raising strategies and tools and continues to be dependent on external support. There is also a need to better utilise experience and technical and methodological expertise of other sister societies and the Federation.

Federation/ Belarus Red Cross efforts have struggled to sustain the Visiting Nurses Service. One of the major challenges faced by Belarus Red Cross in 2002 was the severe reduction of its visiting nurses. This reduction was due to the unexpected withdrawal of government subsidies to Red Cross wages. The Federation Delegation immediately appealed to sister National Societies to bridge the funding gap: contributions from the Icelandic, Liechtenstein, Spanish, Swedish and Swiss Red Cross Societies (some CHF65,000 in total)

prevented the crisis from escalating in 2003 and ensured the continuation of VNS services, if only, at a minimum level. At the same time, a Task Force has been created by the Belarus Red Cross and the Federation to prevent any repetition of the crisis.

The Delegation introduced a sustainability concept for the Visiting Nurses Service in March. The document outlines specific strategies to develop well functioning, well equipped and high quality medico-social centres and Visiting Nurses Service.

In 2003, the Delegation continued to support the Belarus Red Cross with technical advice and follow-up help. Regular contacts were maintained with embassies, various national and international organisations working in the country such as TACIS, UNDP, UNAIDS, Swiss Development Cooperation (SDC) and the World Bank. In 2003 a new Delegation management structure was implemented after a review of Federation work in the light of the Federation's change strategy for Europe. This model includes the introduction of the budget holder concept, redefining of roles and a more effective placement of national staff, as well as sharing of resources and technical expertise with the delegation in Moscow. There is now one programme coordinator per region covered by the delegation (Moldova; Ukraine; Belarus). Minsk delegation is planning its internal strategy to support the National Society for the coming four years, with one detailed strategy per two years.

In addition, an analysis of the Federation's annual Appeals over the last five years for Belarus, Moldova and Ukraine (including CHARP) was prepared by the Delegation and shared with the Red Cross National Society of the region.

Further information on **Federation Coordination** is provided within each project update detailed in this report.

Impact

The Federation continues to concentrate on encouraging the Belarus Red Cross to become a well functioning institution with an increased capacity to independently design, manage and implement more focused and responsive programmes primarily based on internal funding.

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