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Long Term Planning Framework Uzbekistan 2012-2015

 International Federation
of Red Cross and Red Crescent Societies

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1. Who are we?

The IFRC secretariat is organised in *business groups*: five decentralised Zone offices and four business groups at the Geneva secretariat. The Europe Zone Office is one of the five decentralised zone offices with one regional and several country offices reporting to it. Following structural changes in the middle of 2012 the Regional Delegation for Central Asia was closed, and the responsibility for the support to the Uzbekistan Red Crescent has been moved to the Europe Zone Office.



In line with *Strategy 2020* and other policy decisions made by the Federation's statutory meetings and bodies, the Europe Zone Office is providing core membership services and technical support to the Uzbekistan Red Crescent. In addition, the Europe Zone Office will provide support to the Uzbekistan Red Crescent Society to integrate the Federation's *Strategy 2020* into its new strategic development plan and to follow up its implementation. It will also promote and facilitate data input for the Databank from the Uzbek Red Crescent Society as well as other initiatives of the Building Strong National Societies Comprehensive Framework.

2. Who are our stakeholders?

Beneficiaries

The health and care programme will target 2,500 clients with TB, multi-drug resistant (MDR) TB (homeless people, drug and alcohol users, ex-prisoners, poor people and people with disabilities) per year. About 400,000 people from rural areas (women, schoolchildren, men – labour migrants, leaders of communities) will be targeted under the Community Based Health and First Aid component over the coming four years. The Uzbek National Society's information, education and communication activities to promote voluntary non-remunerated blood donation will target 600,000 students of vocational and higher educational institutions and population in *makhallyas*¹.

The focus of the disaster management (DM) programming is on the most vulnerable communities and groups exposed to, and affected by, natural disasters, including those particularly vulnerable ones owing to gender, age, health or social status, amongst which the following groups can be highlighted: communities living in hazard-prone areas (mostly rural districts) in vulnerability conditions; people and families in high vulnerability conditions (by cause of extreme poverty, health inequity, etc.); grass-roots community organizations.

¹ A quarter or a micro-district, where community members practise local self-government through a selected *makhallya committee* and its chair, who deal with everyday life and leisure activities of *makhallya* residents and who are held accountable to city administration bodies for law and order in the *makhallya*.

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The regional migration programme targets Red Crescent staff and volunteers, migrants and their family members and other populations served by the Uzbek National Society, the general public, partners from government bodies, the mass media and other humanitarian players in the country. The expected number of people covered by the programme over four years is 10,000.

The beneficiaries of the organizational development programme are the Uzbek National Society headquarters and branch staff, volunteers including youth, and members/ leaders of the grass-roots organizations, and governing board members nation-wide.

Partners

**Table 1: Current support from external partners
to the IFRC Europe Zone Office and the Uzbekistan RC**

Partners	1. Humanitarian Standards	2. Disaster Management Services	3. Development	4. Humanitarian Diplomacy	5. Cooperation & Coordination
Europe Aid			✓		
ICRC				✓	
Japanese RC		✓			

3. Where have we come from, and what have we done so far?

The IFRC secretariat has been present in Central Asia since 1992. The IFRC support to the National Societies in the region has been focused on capacity building, representing and advocating their needs, facilitating partnership building, and mobilizing and coordinating multilateral assistance for the benefit of vulnerable groups in the region.

The Uzbekistan Red Crescent is the longest established humanitarian organization which has been providing needs-based services to the most vulnerable communities in the country. Acting as an auxiliary to the public authorities in the humanitarian field, the Uzbek National Society has been making a difference to people's lives through preventive campaigns and support in health and care, social assistance, disaster risk mitigation and response operations, tracing services, international humanitarian law (IHL) dissemination and the promotion of humanitarian values to tackle discrimination, intolerance and violence in the communities.

Country background

A number of transition challenges in the early years of independence heavily influenced living standards in Uzbekistan, especially in rural areas. Since 1996 the country has enjoyed steady but modest economic growth. While official unemployment is low, underemployment and low wages contribute to low living standards. The most vulnerable groups in terms of poverty are rural inhabitants, families with many children, people with disabilities, unemployed people, people with a lower level of education and households in which women are breadwinners. The government claims that nominal and real incomes are rising, but despite the apparent growth in real incomes a substantial part of the population remains dependent on state subsidies.

Although Uzbekistan has been relatively immune to the turmoil on the global financial markets, the global economic slowdown has still affected that nation. The chief external factors affecting economic performance are the trends in commodity prices.

The maternal, infant and mortality rates in children under five are high in Uzbekistan. The prevalence of anaemia among women of reproductive age is the highest in central Asia. At the same time there exists the general trend that emphasizes women's role in the family to the exclusion of public and professional roles – the situation applies especially in rural areas.

The number of blood donations in the country is extremely low and results in the lack of safe blood supply. The growth of HIV rates is reaching a threatening toll; injecting drug use is still the main way of infection transmission but there is a clearly identified trend of an increasing number of HIV cases attributable to unsafe sex. Tuberculosis (TB) incidence is gradually decreasing but is still high; and multi-drug resistant TB (MDR-TB) is a growing concern. The fear of stigma and discrimination towards sick people is a major cause of the hesitant take-up of essential support services and treatment, even where these are free.

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Uzbekistan is prone to disasters; more than half of its territory is considered as seismically active zone. Other significant sources of potential catastrophes are landslides, mudslides and floods. Uzbekistan is also affected by migration as a country of origin and its labour migrants in destination countries frequently face vulnerabilities common to all migrants, including discrimination as ethnic and religious minorities, language difficulties and risk of abuse and exploitation. The fall in the demand for foreign labour in countries like Russia and Kazakhstan and the concomitant decline in remittances flowing back to the countries of origin was of rather short duration.

What we have done so far

The main components of the Uzbekistan Red Crescent's health and care programme have lately been TB and community-based health and first aid (CBHFA). In TB prevention the National Society focuses on raising awareness of the population to facilitate early diagnosis, treatment and decrease stigma associated with the disease. The CBHFA programme has been implemented through the network of trainers and volunteer instructors, targeting communities and organized populations in the rural areas. The activities contribute to the increased capacity of Red Crescent volunteers and community members to respond to the health needs of the population. Because of the changes introduced to the national strategy on combating HIV in the country that limits the participation of the non-governmental organizations in HIV prevention, the Uzbek National Society discontinued the HIV prevention programme. The National Society also sees an important role for itself in promoting voluntary non-remunerated blood donation, which is encouraged noticeably by the government.

A disaster management programme has been operational in the Uzbekistan Red Crescent since 1996. Since then the disaster management capacities of the Red Crescent Society have developed significantly. The responsibilities of the Red Crescent in disaster response are defined by a government decree.

The IFRC secretariat has been supporting the Uzbekistan Red Crescent to build its institutional capacity to meet the society's disaster management obligations as well as its community-based initiatives in the most vulnerable communities, including public awareness. Lately the Uzbek National Society has been implementing the DM programme only in four regions (out of 14) and the capital city of Tashkent, mostly through disaster preparedness for schoolchildren and students.

Over the period of the imposed inactivity, capacity-building needs increased. Skills in the key areas of preparedness for response should be built, for instance, by regenerating the existing ten branch disaster response teams and organizing intensive trainings. The Uzbek Red Crescent has been updating their national DP/DR and contingency plans, which have not been revised since 2007, and strengthening the logistics capacity. Increased capacity is required in livelihoods, shelter, public health in emergencies, water and sanitation and psycho-social support. Another important issue is raising awareness of children on road safety and first aid training. The National Society also needs to consider establishing early warning systems and smoother and more effective approaches to recovery so that communities are assisted in effectively restoring or improving their pre-disaster conditions. Besides, special attention should be paid to the promotion and dissemination of the International Disaster Response Laws (IDRL).

The promotion of humanitarian principles and values among staff, volunteers, partners, the general public and target populations is one of the areas of the Uzbek Red Crescent's work that is carried out in partnership with the International Federation. The elements of non-discrimination, respect to diversity and tolerance are being incorporated in all programmes of the National Society, though effective integration of principles and values needs to be further pursued. Communications and improvement of image and profile of the National Society are also part of the programme.

Recognizing the human vulnerabilities arising from the migration in the country, the National Society of Uzbekistan became part of the Central Asian Red Crescent Labour Migration Network to serve labour migrants in the end of 2008. However, the National Society started providing services to migrants only in September 2010. Building on the gained experience at the regional and country levels, the Uzbek National Society is willing to continue providing support to migrants through the Red Crescent centres, with due consideration to the recommendations of the final external evaluation of the regional labour migration project carried out in 2011.

4. What is our mission?

The work of the IFRC Europe Zone Office is guided by the Fundamental Principles of the International Red Cross and Red Crescent Movement and *Strategy 2020*, which voices our collective vision and determination to move forward in tackling the major challenges that confront humanity in the present decade.

Associating ourselves with the International Federation mission **to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies with a view to preventing and alleviating human suffering and thereby contributing to the maintenance and promotion of human**

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dignity and peace in the world, the mission of the Europe Zone Office is to support the Uzbekistan Red Crescent Society in realising their full potential, enabling it to operate as major contributor of humanitarian and development assistance within their communities, while delivering the objectives and priorities agreed by the Governing Board and helping the membership to roll out Strategy 2020.

5. Where are we going and how are we going to get there?

Key programmes/projects (initiatives)

- DM including institutional capacity-building, IDRL, psychosocial support, DRR related to climate change
- TB and CBHFA
- Principles and values promotion, image building and migration
- Organizational development including legal base, financial and HR management and youth

On-going business that will contribute to achieving the intended results

- Membership service delivery including representation and advocacy
- Financial and budget management service in support of on-going programmes
- Technical programme support
- Partnership development and coordination
- Humanitarian diplomacy
-

In summary, the key planned outputs are as follows.

Business Line 1

“To raise humanitarian standards”

- Uzbekistan RC promotes fundamental principles and humanitarian values of the Movement in other programmes.
- Framework and principles for building strong national societies are promoted to ensure RC uptake and active participation.

Business Line 2

“To grow Red Cross Red Crescent services for vulnerable people”

- Uzbekistan RC has increased their institutional capacity to support community disaster risk reduction, preparedness and response.
- Uzbekistan RC provides regular update to the disaster management database.
- Uzbekistan RC has updated national DP/DR and contingency plans.
- Uzbekistan RC has promoted IDRL at the national and regional levels.
- Uzbekistan RC has established a psychosocial support service to victims of disasters in accordance with Federation standards.
- Disaster preparedness and response capacities of target communities and schools strengthened through RC DRR activities.

Business Line 3

“To strengthen the specific Red Cross Red Crescent contribution to development”

- Control the spread, and reduce the incidence, of tuberculosis in Uzbekistan.
- Rural communities have essential knowledge and skills on prevention of communicable diseases and first aid and adopt a proper attitude to their health.
- The number of voluntary non-remunerated donations of blood is increased.
- Uzbekistan Red Crescent Society improves its image and profile.
- Uzbekistan RC promotes non-discrimination, tolerant attitude and social inclusion

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- Strengthened volunteer's centres and clubs.
- NS has effective governance and management structures.

Business Line 4

“To heighten Red Cross Red Crescent influence and support for our work”

- Increased National Society's sustainability.
- Uzbek Red Crescent Law has been adopted.
- A systematic approach is taken for representation and advocacy with NS key agreed partners
- Closer country integration with Uzbekistan RC is ensured.

Business Line 5

“To deepen our tradition of togetherness through joint working and accountability”

- Promote the Uzbek National Society's participation in regional and international dialogue and cooperation.
- Accountability system has been developed in the NS.
- The Uzbek NS has effective and transparent human resources management systems.
- Proper and effective financial management in the NS.

6. What are some of the key risks/assumptions?

The situation with the Uzbekistan Red Crescent's access to external funding remains unstable and threatens both the required organizational development initiatives after the long period of inactivity and regular programming. Lack of progress in this regard will mean that the Uzbek National Society is falling further behind its neighbours in the region.

At the same time sufficient and regular financial support is vital to allow longer-term planning and ensure impact. The Uzbek National Society has limited tools and mechanisms to remain operational without international funding.

Inflation and rising prices may increase the programme costs beyond the planned budget and affect the implementation.

A major disaster in the country may redirect the programme support focus.

7. How much will it cost?

The financial projections for on-going business and the key programmes/ projects, organised under the business lines, are presented in the table below. All items are in CHF.

Business Line	2012	2013	2014	2015	Total
1.Health & Care	25,545	223			
2.Disaster Management Services	501	0	211,230	211,230	844,920
3.Development	54	0	492,000	454,000	1,861,000
4.Principles & values	3,183	147,507	150,000	150,000	600,000
5.Cooperation & Coordination	0	0	60,000	60,000	240,000
Grand total CHF	29,283	144,730	913,230	875,230	3,545,920

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How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

Contact information

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Overview of the strategic priorities with planned activities of the IFRC Europe Zone Office related to Uzbekistan Red Crescent Society

Business Line 1: TO RAISE HUMANITARIAN STANDARDS

1.1 Expected deliverables by the Zone: EZ regional trend report on key humanitarian and development issues is developed and kept updated, review of the interpretation of humanitarian principles.

1.1 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society

N.A.

1.2 Expected deliverables by the Zone: Fundamental principles and humanitarian values are promoted and mainstreamed in other programmes.

1.2 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society:

1.2.1 Uzbekistan RC promotes fundamental principles and humanitarian values of the Movement

Target: Number of new staff and volunteers reached with sessions on fundamental principles and humanitarian values (50 each year).

1.3 Expected deliverables by the Zone: By participating in the Online Learning platform and Red Cross Red Crescent Learning and Knowledge Sharing Network professional qualifications of staff and volunteers are strengthened.

1.3 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society

N.A.

1.4 Expected deliverables by the Zone: National Societies profile their services, strengths, and gaps by participating in the global databank and the Organizational Capacity Assessment Certification process.

1.4 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society

1.4.1 Framework and principles for building strong national societies are promoted to ensure RC uptake and active participation

Target: NS annually updates the Databank profile including the FWRS (starting in 2012), NS participates in the Geneva led initiative on the Organisational Capacity Assessment Certification process as a pilot NS in 2012-2013.

Business Line 2: TO GROW RED CROSS RED CRESCENT SERVICES FOR VULNERABLE PEOPLE

2.1 Expected deliverables by the Zone: Establish a functional and diverse disaster management network to deliver timely quality disaster relief assistance and shelter to National Societies and to people affected

2.1 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society

2.1.1 Uzbekistan RC has updated national DP/DR and contingency plans

Target: National DP/DR revised by end of 2013.

Target: National contingency plan revised by end of 2014.

Target: 30% of branches elaborated contingency plans by end of 2014, 50% of branches –by end of 2015

2.1.2 Uzbekistan RC has established a psychosocial support service to victims of disasters in accordance with Federation standards

Target: By end of 2015 PSS service is established and functional.

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2.2 Expected deliverables by the Zone: Create fully operational Regional disaster response teams
2.2 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 2.2.1 Uzbekistan RC has increased institutional capacity to support community disaster risk reduction, preparedness and response. <i>Target: Trained and equipped DR teams in regional branches by end of 2014. Target: Prepositioned emergency stocks in regional branches for 2,000 people in total by end of 2014.</i>
2.3 Expected deliverables by the Zone: Develop and continuously updated comprehensive disaster management database on human resources and emergency stock
2.3 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 2.3.1 Uzbekistan RC provides regular update to the disaster management database. <i>Target: The database is updated annually .</i>
2.4 Expected deliverables by the Zone: Strategic engagement with civil defence/civil protection actors
2.4 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 2.4.1
2.5 Expected deliverables by the Zone: Develop a culture of good security management, awareness and practice to ensure a safe a secured operational environment, whilst upholding the Federation credibility and acceptability.
2.5 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 2.5.1
2.6 Expected deliverables by the Zone: Scale up awareness of and adaptation to Climate Change and the consciousness of the Risk Reduction importance
2.6 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 2.6.1 Disaster preparedness and response capacities of target communities in the most disaster-prone areas have strengthened through RC DRR activities related to climate change <i>Target: 25,000 schoolchildren are reached with messages on safe behaviour annually.</i> <i>Target: 80 LDMC established in target communities over 4 years and have community's DP'/DR plans.</i>
2.7 Expected deliverables by the Zone: Promote and advocate for IDRL, Risk reduction; and legislation related to the Red Cross work
2.7 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 2.7.1 Uzbekistan RC has promoted IDRL at the national level <i>Target: Recommendations to the national legislation developed by end of 2014.</i>

Business Line 3: TO STRENGTHEN THE SPECIFIC RED CROSS RED CRESCENT CONTRIBUTION TO DEVELOPMENT

3.1 Expected deliverables by the Zone: Support for Red Cross Red Crescent programs to Promote social inclusion, a culture of non-violence and combat discrimination and exclusion
3.1 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 3.1.1 Uzbekistan RC promotes non-discrimination, tolerant attitude and social inclusion <i>Target: Number of community members reached with messages on non-discrimination, non-violence, social inclusion and tolerance (10,000 over 4 years).</i>

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3.2 Expected deliverables by the Zone: Scale-up significantly in HIV and AIDS, TB and harm reduction using the global alliance approach and implementing innovative and new partnerships in resource mobilisation
3.2 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 3.2.1 Control the spread of tuberculosis in Uzbekistan and reduce the incidence of tuberculosis. <i>Target: Number of RC TB clients with 1 and 2 categories, MDR TB increased by 40% by the end of 2014 (nation-wide).</i> <i>Target: Advocacy action plan developed by August 2012.</i> <i>Target: Unified referral system integrating HIV and TB services established over four years.</i>
3.3 Expected deliverables by the Zone: Develop and improve strong support mechanisms for other health and care priorities
3.3 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 3.3.1 Rural communities have essential knowledge and skills on prevention of communicable diseases and first aid and accept proper attitude to their health. <i>Target: Comprehensive educational plan for CBHFA trainings and coordination of volunteers created by mid 2012. 2,000 volunteers recruited and trained by end of 2012.</i> <i>Target: Reproductive health component is incorporated in the CBHFA programme by mid 2013.</i> 3.3.2 The number of voluntary non-remunerated donations of blood is increased. <i>Target: A RC centre for the promotion of voluntary non-remunerated blood donation is established by end of 2012.</i>
3.4 Expected deliverables by the Zone: Develop and improve strong coordination mechanisms for activities on ageing
3.4 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society N.A.
3.5 Expected deliverables by the Zone: Strengthen NS capacities and internal development by alignment of assistance to their self-determined needs
3.5 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 3.5.1 Uzbekistan Red Crescent Society improves its image and profile <i>Target: Number of publications about RC role and activities in mass media at national and local level (at least 10 each year). Number of public campaigns conducted by NS annually (RCRC Day campaign).</i> 3.5.2 NS has effective governance and management structures. <i>Target: RR continues supporting ongoing internal development of the governance and management structures of the URC with the aim of reaching high level governance and management systems by 2013.</i>
3.6 Expected deliverables by the Zone: Enhance Social mobilisation (inter-generational programs, club 25, youth and volunteering)
3.6 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 3.6.1 Strengthened volunteer's centres and clubs <i>Target: RR continues support to volunteer centres and clubs by promoting Online Learning Platform and Knowledge Sharing networking</i>

Business Line 4: TO HEIGHTEN RED CROSS RED CRESCENT INFLUENCE AND SUPPORT FOR OUR WORK

<p>4.1 Expected deliverables by the Zone: Support the positioning of National Societies as actors in response to socio-economic crises. Identify National Societies interested in receiving tailored support for building their domestic role in addressing needs and extreme situations of vulnerability resulting from socio-economic crises.</p>
<p>4.1 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society N.A.</p>
<p>4.2 Expected deliverables by the Zone: Identify and provide tailored support to National Societies to adopt or/and amend National Society legislation and develop their auxiliary role to public authorities.</p>
<p>4.2 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 4.2.1. Increased National Society's sustainability <i>Target: RR continues promoting and encouraging NS resource mobilization activities internally and externally through technical and intellectual support.</i> 4.2.2 Red Crescent Law has been adopted <i>Target: RC law is adopted by end of 2014.</i></p>
<p>4.3 Expected deliverables by the Zone: Produce feasible options for further development in the context of a revitalised approach to organisational development and capacity building</p>
<p>4.3 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 4.3.1 Closer country integration with Uzbekistan RC is ensured <i>Target: IFRC status in the country renewed by end of 2012.</i></p>
<p>4.4 Expected deliverables by the Zone: Work with Resource Mobilization towards harmonisation of aid assistance by alignment to National Society priorities and promote a move from project to programme approach</p>
<p>4.4 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society N.A.</p>
<p>4.5 Expected deliverables by the Zone: Diversify income sources – expanding partnerships (Assist NSs to increase public and governmental support and resources for addressing vulnerabilities)</p>
<p>4.5. Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 4.5.1 A systematic approach is taken for representation and advocacy with NS key agreed partners <i>Target: New partnerships are promoted and encouraged by RR over four years. Target: 2 new partnerships established by 2014.</i></p>
<p>4.6 Expected deliverables by the Zone: IFRC and National Societies strengthen their auxiliary partnership role to secure greater support from governments and other partners for improved humanitarian work</p>
<p>4.6. Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 4.6.1</p>

Business Line 5: TO DEEPEN OUR TRADITION OF TOGETHERNESS THROUGH JOINT WORKING AND ACCOUNTABILITY

5.1 Expected deliverables by the Zone: National Societies share capacities and resources to build alliances and partnerships that strengthen our working together as a movement
5.1 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 5.1.1 Promote National Society participation in regional and international dialogue and cooperation <i>Target: NS attends regional Leadership, Russian-speaking fora, European Conferences, GAs and IC.</i>
5.2 Expected deliverables by the Zone: National Societies have scaled up connectivity through best affordable technologies that bridge the digital divide, ensuring greater productivity, knowledge sharing, collaborative working and outreach.
5.2 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 5.2.1
5.3 Expected deliverables by the Zone: Promote the roll-out of S2020, National Society Strategic plans are aligned to S2020
5.3 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society N.A.
5.4 Expected deliverables by the Zone: Strengthen performance and accountability through different tools and tailored support to National Societies
5.4 Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 5.4.1. Accountability system has been developed in the NS <i>Target: The system is in place by 2014.</i> <i>Target: RR continues support to raise accountability standards through modernization of internal processes, financial systems and PMER over four years.</i>
5.5 Expected deliverables by the Zone: Modernise key business processes that impact on cost effectiveness, efficiency and accountability (planning and budgeting; HR development)
5.5. Expected outputs by IFRC Europe Zone Office related to Uzbekistan Red Crescent Society 5.5.1 NS has effective and transparent human resources management systems <i>Target: RR provides tailored support in HR development.</i> 5.5.2 Proper and effective financial management in the NS <i>Target: RR provides tailored support in finance management.</i>