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# Long Term Planning Framework Kyrgyzstan 2012-2015

 International Federation  
of Red Cross and Red Crescent Societies

## 1. Who are we?

### ***IFRC Country Representation in the Kyrgyz Republic, based in Bishkek.***

IFRC had no presence in Kyrgyzstan since 1998. Support to the Red Crescent Society of the Kyrgyz Republic was provided primarily from the IFRC Regional Representation based in Almaty, Kazakhstan. Guided by the Strategy 2020 and the IFRC SG's objectives, Europe Zone Office commissioned a review of the Secretariat functions and structure in Central Asia in 2010. Based on the outcomes of the Review, and in line with the change process in the Kyrgyzstan NS that aims at greater integration and coordination, it was decided to establish the IFRC country presence in Bishkek, Kyrgyzstan. As a result, a position of the Federation Senior Advisor to the Kyrgyz RC was established towards the end of 2010 in order to provide support to the NS leadership to develop a more integrated approach within and between projects and departments within the frameworks of the Operational Alliance.



The Red Crescent Society supports polio immunization campaign through social mobilization in target areas. Photo: **Kyrgyzstan RC**

The key task for Kyrgyzstan is to develop a model of integration with the host NS, with the Federation Secretariat offices in Almaty, Budapest and other geographical locations as and when needed and with PNS where appropriate. The key outcome of such integration is stronger NS which is capable of establishing direct links with the Movement so as to get direct access to the required Movement expertise and decision making process, particularly in aspects of strategic importance.

The process of building stronger NS in all aspects of their work, technical and organisational, is too complex for any partner to achieve alone, or in a disjointed way. A different form of collaboration is required. This collaboration shall be founded on principles of integration and coordination.

## 2. Who are our stakeholders?

### **People and Communities benefiting from the RC services**

#### ***Approach common to all programmes***

The RCSK seeks to apply a participatory approach to the entire project management cycle, so as to ensure relevance of the services, understanding of the RC role, promoting greater ownership, hence sustainability, by vulnerable communities benefiting from the RC work.

#### **Disaster Management**

The disaster management department responds to the needs of communities vulnerable to disasters; its direct beneficiaries are therefore people living in high disaster risk areas, mostly rural and remote. In its action with the 50 to 60 communities it covers every year, the RCSK pays specific attention to including people who are more vulnerable to disasters due to their social status, age, gender, and health condition, such as single mothers, multi-children families, lonely elderly, school children, and people with disabilities.

## First Aid

School children in the last year of high-school education and college and university students receive training free of charge, whereas people attending driving schools and the rest of the general population receive training on a fee basis. It is expected that some 5,000 people will receive targeted FA training on a free of charge basis. First Aid classes are also an integral part of the majority of RC programming, such as DM, social care, many health interventions. At least 60% of the NS beneficiaries will receive first aid knowledge and skills.

## HIV Prevention

MARPs (most at risk population): 2,000 sex workers (about 30% of registered sex workers in Kyrgyzstan), 1,000 injecting drug users, 700 people living with HIV (23% of the total number of people living with HIV), labour migrants, vulnerable children (boarding schools, orphanages, street kids, children without parental care, working children), truck and taxi drivers, members of law enforcement authorities and 3,300 people with TB. These target groups, which can vary from province to province, are at higher risk contracting HIV or being affected by HIV and play a key role in HIV spread and therefore HIV prevention. Their involvement is vital to ensure an effective and sustainable response to HIV spread. The beneficiaries are usually between 14 and 50 years old and are selected in accordance with the IFRC Minimum Standards in Peer Education. The four years will see the coverage of 300,000 people with key HIV related messages through awareness raising actions and 120,000 people through a well structured peer education programme.

## Migration

The RCSK works with migrants in the framework of the Central Asian Red Crescent Societies Network on Labour Migration. From March 2009 to 2011, projects conducted in the framework of the Network covered more than 8,000 beneficiaries in 20 communities of Bishkek city and Osh, Jalal-Abad and Batken provinces, among which 55% were women and 45% men, 60% school graduates and 10% elderly (i.e., over 63 years). The target groups were and will continue to be potential external migrant workers and family members of actual external migrants, as well as internal migrants. It is expected to increase the coverage by establishing close working relations in this sphere with the Russian RC, the key recipient of migrants from Kyrgyzstan.

## Tuberculosis Prevention and Control

Some 1,500 people a year will be provided with support to complete their treatment once on the continuation phase. These people will include the most vulnerable **TB clients of 1-2 categories**, (migrants, low-income people, people with the risky behavior, former prisoners); and **MDR TB clients** who for a variety of reasons are not able to access medical treatment points. The social aspect of TB programme that focuses on psycho-social support, TB education and TB promotion and as a result can contribute to the early case detection and better early treatment seeking will target **residents living in impoverished areas on the outskirts of Bishkek city** (houses lack sanitary and hygiene standards; lack of infrastructure and low quality/limited access to medical services and education); **Migrants**: those who migrated from remote regions of the country – without residence permit, lacking access to medical and social services, residing in rented premises that are not up to sanitary and hygiene standards; **Youth (organized and non-organized)**: young people within 14-21 age range residing in dormitories coming from remote regions and students of schools in the impoverished areas on the outskirts of Bishkek city; **Injecting Drug Users**. Some 7,000 people a year will be referred for the diagnoses with expected confirmed TB reaching up to 4% of all people referred.

## Donors

### Disaster Management

The main donors of the DM projects are:

- The IFRC with financial contributions from Finnish RC and DFID
- ECHO, and a consortium of RCRC partners, which includes the IFRC, the Netherlands RC, the American RC, and the German RC acting as partners in the framework of DIPECHO 6
- American Red Cross through supporting Earthquake preparedness in urban settings project.

### First Aid

Currently the service has no donors but financial support is strongly needed to help the programme take off and reach financial sustainability through its commercial aspect.

### HIV Prevention

The program receives the support from:

- IFRC with contributions from Finnish RC and Norwegian RC;
- British Red Cross bilaterally;
- The American Red Cross.

### **Migration**

From December 2008 to June 9, 2011 the project was funded by the European Union through the IFRC Regional Delegation in Almaty. Currently there is no funding source but possibilities are explored through UN.GIFT, PSI, EU, and British Red Cross and through support from current NS programmes such as TB, HIV and Vulnerable Women

### **Organisational Development**

- The IFRC with funding from the Finnish RC, Swedish RC, Norwegian RC, Japanese Government
- Netherlands RC
- British RC

### **Tuberculosis Prevention and Control**

The programme is supported by:

- The IFRC with funding from the Finnish RC and British RC
- Spanish RC

## **Key Partners**

### **Disaster Management**

DM Department's key partners and stakeholders are the Ministry of Emergency Situations (Modes), UNDP, UNICEF, ACTED, MSDSP (Mountain Societies Development Support Programme, supported by the Aga Khan Development Network) and other NGOs acting in the field of DM. The RCSK is also an active member of Kyrgyzstan REACT (Rapid Emergency Assessment & Coordination Team), an interagency team comprising representatives of all main DM stakeholders.

### **First Aid**

Ministry of Health; Ministry of Education.

### **HIV Prevention**

HIV/AIDS activities were developed in close coordination with the Republican AIDS Union and harmonized with the tasks agreed within the framework of international assistance arrangements in the Kyrgyz Republic, which include UNAIDS and other UN agencies, NGOs and civil society groups (e.g., unions of people living with HIV), as well as donors. As an auxiliary to the State authorities, the NS support the country's national HIV policies and programmes. In that respect, we work in cooperation with the Ministries of Health and Education, as well as with the Local Self Government Bodies in every province.

### **Tuberculosis Prevention and Control**

Ministry of Health, National Phtisiology Centre, Republican Health Strengthening Centre, oblast' and city TB prophylactic centres, Family Medical Centres, DOTS corners. The collaboration is aimed at developing/retaining motivation to continue treatment, early detection and increasing level of early diagnosis seeking. Other partners are Global Fund; project Hope, ICRC, Medicine San Frontiers and the ICRC. Kyrgyz RC TB prevention programme" is a member of Coordination Council on TB in Kyrgyz Republic.

### **Migration**

- The Ministry of Labour, Employment and Migration and its field offices;
- NS of Kazakhstan, NS of Tajikistan, NS of Uzbekistan, and *Network* partners;
- International Organisation on Migration (IOM) and its offices;
- Ombudsman of the Kyrgyz Republic;
- Local self-government bodies;
- Research organisations: the Centre for Social Research AUCA, Association of Social Technologies;
- School students and graduates from universities and technical colleges;

- Migrant communities;
- Mass media;
- General population

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

#### **Kyrgyzstan, country context**

The Kyrgyz Republic gained independence in 1991 and embarked on a transition to a democratic system of governance and market economy. Following a parliamentary election in February-March 2005, opposition demonstrators in what came to be known as the Tulip Revolution forced the resignation of the head of state since 1990. The subsequent presidential election in July was won by the former prime minister, who was re-elected for another term in 2009 presidential election. However, violent unrest in early April 2010 organised by thousands of Kyrgyz Republic's citizens protesting against rising prices for food and electricity and alleged corruption ousted the president. Internal violence in the spring flared up again in June, leaving over 400 people in Osh and Jalalabad provinces dead, thousands of people wounded, nearly 2,000 houses damaged and causing a massive population movement in southern Osh and Jalalabad provinces.

Kyrgyzstan is one of the poorest countries in Central Asia, although between 2007 and 2009 the national poverty rate has fallen from 35% to 32%, according to the National Statistics Committee of the Kyrgyz Republic (NSC). Country's Gross National Income per capita for Kyrgyzstan is \$870 according to 2009 World Development Indicators of the World Bank. Kyrgyzstan's 2010 HDI level ranks below Gabon, Namibia and Botswana. One third of Kyrgyzstan's economically active population works abroad and the country is dependant on remittances.

Kyrgyzstan is widely considered to be economically and politically fragile. Its already weak economy was further shaken by the world financial crisis and by the powerful political cataclysms – revolutionary change of government in April 2010 and civil unrest in May and in June 2010 in the south of the country. According to the NSC there has been a significant reduction in purchasing pattern of consumer goods by 7.3% in the first three months of 2011 in comparison with the first three months of 2010. Considering high poverty levels in Kyrgyzstan this can signify inability by the poor people to afford some food items. Kyrgyzstan also registers reduction in production of key food items, such as flour (by 3.1%); bread (by 13.7%); meat (by 13.6%) and milk (by 46.3%). This reduction in production and consumption of food is accompanied by growing inflation. According to the Intergovernmental statistical committee inflation in Kyrgyzstan is the highest in the CIS.

Since 2001 there has been a significant increase in new cases of HIV infection in the Kyrgyz Republic. The rate of the spread of HIV infection in the country is the highest in the world according to the WHO and UNAIDS experts (UNICEF, 2009). Over the course of six years, between 2002-2008, the number of officially registered people with HIV in Kyrgyzstan has increased 23.5 fold. By February 2010, 2837 people were registered as HIV positive (1990 males and 687 females). It is a hidden epidemic because of the low up-take of voluntary, counselling and testing (VCT) and stigma and discrimination. The main route of HIV transmission is injecting drug use (67%), which is thought to be driven by the country's proximity to major trafficking routes out of Afghanistan; 25% is through sexual intercourse, 1% through mother to child and 6% through intra-hospital infection. Over 60% of people living with HIV (PLHIV) are aged 25 - 40 years. The situation in Osh oblast is most acute, with almost 50% of the total number registered in Kyrgyzstan.

Figures for child and maternal mortality remain unacceptably high. With many men working abroad, women make up the majority of agricultural workers in Kyrgyzstan, working in low paid, harsh and exploitative conditions. Women also bear increased responsibilities for childcare, elderly relations, and running the household; as well as facing constraints in exercising their legal rights to land, property and money.

The (rapid) spread of tuberculosis in Kyrgyzstan, MDR TB in particular, complicated with poverty, migration and inadequate access to health and basic necessities is of grave concern. Despite the fact that there has been a trend of stabilization, possibly a slow decrease, in morbidity and mortality

from tuberculosis during the last three years, the situation is in fact very worrying with high default rate amongst MDR patients and rise in relapse cases in the penitentiary system. It is no exaggeration to describe the tuberculosis situation in Kyrgyzstan as a potential humanitarian crisis. It is of immense importance that national and international organisations together respond to avert the crisis before it is too late.

Kyrgyzstan is highly disaster prone and is situated in one of the most seismically active locations in the world. Each year, houses, roads, bridges and other key infrastructure elements are destroyed or damaged as a result of small and medium disasters. The majority of the disasters are earthquakes, mudflows, avalanches, and landslides, largely as a result of heavy precipitation and glacier melting. In the last couple years (2010-2011) Kyrgyzstan has experienced a variety of economic (food, fuel and social services prices rise), natural shocks (mudflows, avalanches and droughts) and social crises (civil unrest and numerous of displaced people) that have contributed to a deterioration of the food security situation, stretching the capacities of households, loosing of shelter, crops, seed stocks and livestock and leading to increased internal migration.

### **Red Crescent Society of Kyrgyzstan**

- **Key Achievements**

The Kyrgyzstan Red Crescent (RCSK) is recognized as one of the key actors in the field of HIV prevention in the country. Its coverage (the largest of all organisations, with branches in each of the seven provinces), its qualified personnel and active network of volunteers, as well as its extensive experience of working with injecting drug users, allow the RCSK to make effective contribution in fighting the spread of HIV in Kyrgyzstan. Since 2005, the RCSK's with support from RC partners developed and applied a comprehensive model of peer education. Ever since, more than 65,000 young people, 8,965 military staff, 102 homeless children, 600 women, 1,560 TB patients, and 1,558 sex workers were covered by the RCSK's HIV prevention programme. Based on the 2010 Programme Evaluation the Kyrgyz RC is refocusing its programme to ensure that it targets most at risk populations to HIV and that life-skills components is based on sound understanding of situations that put those populations at risk of HIV. In 2006, within its Harm Reduction component, the RCSK established a syringe exchange station where, besides providing clean syringes and condoms, social workers inform injecting drug users, sex workers, and family members about HIV prevention, offer psychosocial support, and provide guidance on medical treatment and relevant referrals.

RCSK is part of the Central Asian Red Crescent Societies Network on Labour Migration, which delivers services to migrants in both countries of origin and destination. It provides a package of services to migrants, potential migrants, and their families, while striving to tackle intertwined vulnerabilities stemming from labour migration, including health risks, social integration/reintegration, safety risks, access to rights, and economic situation. The RCSK opened two information centres (in Bishkek and Osh), equipped with a hotline, and set up five mobile teams in Bishkek and the South, in charge of conducting trainings as well as in-person and distance consultations on migration issues. These teams have already provided assistance and training to more than 8,000 people (30% more than the 6,000 planned) in 20 communities, with the help of 20 leaders and 40 volunteers from these communities. Nationwide awareness and advocacy campaigns complement these grass-root activities. A recent advocacy campaign jointly organised within the Migration and "Strengthening social and economical position and health status of vulnerable women in Kyrgyz society" programme resulted in the Parliament's consideration to amend the "Law on employment of citizens of the Kyrgyz Republic" to allow those internal migrants who do not have 'correct' residence address in their passport to register with the unemployment services of their area of residence and therefore to benefit from basic social services).

Over the last ten years, the RCSK has implemented several community-based DM projects aimed at reducing disaster risk in rural areas. The results of the projects show that capacities of local communities involved have been strengthened. The RCSK implemented more than 40 mitigation projects in target communities, distributed Disaster Preparedness sets to build Disaster Preparedness stocks, disseminated various training and information materials, and trained more than 2,000 people in disaster preparedness/disaster response and first aid, mostly Local Disaster Management Committees (LDMC) members and school teachers. The communities, who became aware of the risks that the disaster-prone areas, in which they live, pose to their wellbeing and who

already benefited from RCSK projects show an increased willingness to be involved in these activities.

The KRC performed a very important role in the response to the violent clashes in June 2010 in the south of Kyrgyzstan. Alongside the ICRC, the KRC was recognised by authorities and other actors as being the ones who responded the fastest and had the widest coverage. KRC liaised with the Ministry of Emergencies and other agencies such as the UN. The Movement 'filled the gap' for the UN during the first two weeks of the emergency.

The RCSK has been providing FA trainings since 2006 and trained more than 4,000 driving school students, 10,000 school children, 300 Road Police officers, and 500 members of civil patrols. In 2006, the RCSK FA programme was granted EU certification from the European Network on FA Training Network. In 2007, the Ministry of Education issued a licence allowing the RCSK to conduct FA trainings in schools. KRCS have developed an 8-hour and a 12-hour interactive programme comprising 30% of theory and 70% of practical exercises. The RCSK FA volunteer team participated three times in the First Aid Competition in Europe (FACE).

Since 2000, RCSK contributes to the National programme on TB prevention and control. The tuberculosis prevention component targets the most vulnerable people with tuberculosis (TB) on the continuation phase of treatment and who are likely to default, their family members, and general population. The services provided include direct observation of treatment and psycho-social support to clients with TB, raising awareness of TB and promoting adherence to treatment. In 2011, in line with the Operational Alliance frameworks, the Kyrgyz RC, supported by the IFRC, developed a comprehensive four year TB Strategy and a two year detailed proposal which will be the only guiding proposal document for all partners who would be interested in contributing to the TB prevention and control in Kyrgyzstan.

The Kyrgyzstan Red Crescent general assembly in March re-elected the Society's president for the second term. The forum also approved the National Society strategy 2010-2018 that was further disseminated in branches and among partners. The new strategy reflects the Strategy 2020, as is the new Integrated Programme that was developed as part of the Operational Alliance process. In the area of HR Management and Development significant progress has been made. The HR function in the Head Office was established and a network of HR Officers in all Branches was set up. The Branch HR Officers were trained and commissioned to work. Recruitment practices were improved and standardised which has led to a generally higher standard and relevance of people recruited. Senior Management Team was established, the TOR and an action plan were developed. A well structured and effective induction and orientation package was introduced. KRCS does not have HR strategy but has plans to develop one. A number of HR processes and practices have been introduced for which specific policies are yet to be written. Staff regulations were developed for the first time in the NS and were approved in December 2009.

- **Key Challenges**

The unstable political situation in the country contributes to high staff turnover within governmental organisations and local authorities, which in its turn affects the established partnerships and regularly requires NS to build relations from scratch. Labour migration deprives communities of an entire bulk of the active population usually involved in mitigation actions. The RCSK is considering new approaches to address this issue. Despite increased motivation in communities that have already benefited from DM projects, general motivation levels within communities remain insufficient. One of the key challenges, which became acutely apparent relates to the civil unrest operations in the South in 2010. While the KRC was able to access most areas, and in some cases took big risks and were the first ones to arrive on the scene, in some areas, however, access was more difficult. Trust, communication and diversity in personnel (staff and volunteers) became crucial to ensure wider acceptance and to avoid accusations of being 'mono-ethnic and biased' as was at times the case.

The National Society organogram has gone quickly out of date and requires significant revision in order to reflect the changes and new processes in the National Society.

Throughout 2010 and 2011 the Kyrgyz Red Crescent Society has been shaken by internal crisis which acquired a significant international resonance. It has been challenging to keep the morale up and for the NS staff to concentrate on their daily jobs. Yet, crisis brings new opportunities. One of those, triggered by the crisis was the decision by the NS to establish the SMT. This aim has already been on the NS development agenda for over 10 months. The challenge for a fairly inexperienced and newly built SMT will be to keep it going, to ensure good communication to staff about SMT and their role, to promote a culture of joint decision making and for the partners to liaise with the SMT as a decision making body of the NS.

#### 4. What is our mission?

The work of the IFRC country presence in Kyrgyzstan 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 dignity and peace in the world**, the mission of the IFRC country presence and the Senior Advisor is to support the National Society of Kyrgyzstan in realising its full potential, enabling it to operate as major contributor to 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?

##### Organisational Development

The current organisational development processes were triggered by the initiation of the Operational Alliance (OA) process. In order to enable the Operational Alliance to work, the NS will need to carry out a number of organisational changes. These organisational changes focus on:

- Further development of HR Management systems and revision of the organisational structure to reflect the Change Strategy and the ongoing processes;
- Conducting a robust financial management development work;
- Introduction and development of a Senior Management Team and leadership development;
- Establishment of a sound PMER function in the NS and development of KPIs, reporting frameworks and templates;
- Establishment of an administrative and logistics functions in the NS;
- Development of a coordination and communication mechanisms;
- Establishment of a strong Fund Raising function;

Programmatically the OA aims at:

- Development of comprehensive four year programmes using the OA tools and formats. These programmes will initially be in HIV (Global Alliance tools); TB; DM; Social Care; OD. Each programme will ensure elements of integration with such cross cutting themes as CBHFA, First Aid, Migration, PMER approaches; HR; FMD.
- Development of Integrated programmes at the level of Regional Branches. In the course of four years four integrated programmes at the Branch level will be developed and implemented;
- By the fourth year it is expected that an integrated Health and Social Care Programme will be developed.

As a lesson learned from the response operations to the civil unrest the need to strengthen security framework has been identified. In consultations with IFRC the plan was developed that looks at issues of developing Security strategy and overall Security Framework for NS, as well as to introduce a separate unit responsible for security. The Code of Conduct has also being revised to set more clear responsibilities and rights and ensure appropriate mechanisms are in place.

Strengthening NS Governing Board is also a part of change process to ensure more active participation of the Board members in identification of strategic directions, promoting NS activities externally and engage in humanitarian diplomacy.

### ***Disaster Management***

#### **Disaster management planning**

The RCSK is planning to improve the ability to predict and plan for disasters in order to mitigate their impact on vulnerable communities and respond to, and effectively cope with, their consequences.

As part of the joint project on enhancing disaster response coordination at a country level, the National Society will work on its disaster response plan at national and provincial levels, in order to match and complement the government plan and the inter-agency plan. The RCSK will also test its standard operating procedures and make relevant changes to the contingency plan, including the safer access elements in case of conflict and the tracing and shelter sector coordination mechanisms.

#### **Organisational preparedness**

The RCSK strives to strengthen its disaster preparedness and disaster response capacity by increasing staff's and volunteers' skills and knowledge, strengthening financial and technical capacities, and introducing effective mechanisms for emergency response and recovery assistance.

Under this component the National Society will recruit, train, retain, and manage a diverse, gender balanced volunteer network, conduct training for staff, volunteers and newly established disaster response teams (DRTs), and refresh the skills and knowledge of already existing ones. The replenishment of emergency stocks also falls under this component. The volunteer database will be updated and a new volunteer policy will be developed to avoid mobilising underage volunteers for operations carried out during civil unrest or conflict situation.

To ensure proper understanding and application of the International Federation's standardized guidelines for effective response, the National Society will regularly participate in the regional disaster management working meetings and familiarise itself with updated methodologies, materials, and tools, including on coordination and climate change issues. Workshops on shelter, climate change risks, and lessons learned from relief operations, incorporating the Sphere standards, will be also arranged for NS staff.

A working group comprising representatives of Central Asian National Societies and the International Federation secretariat will work to promote IDRL. Based on the results of the survey on disaster response related legal environment in the region, that was conducted by UN OCHA in 2009, the working group will elaborate a work plan with concrete steps to be taken at country level by all parties involved. The advocacy will primarily target relevant government agencies and legislative bodies.

#### **Community preparedness/Disaster risk reduction**

The RCSK will strengthen the capacities of communities in disaster-prone areas to respond to future disasters through community-based disaster preparedness and the implementation of mitigation projects.

The National Society will continue to establish and train LDMCs that will further reach the wider communities and carry out risk assessment and identification activities as well as public awareness campaigns. A community-based early-warning system will be set and small-scale mitigation projects will be implemented.

#### **Recovery**

The RCSK will strive to increase the RCSK's capacity to restore pre-disaster living conditions and reduce the risk of future disasters.

Training at province level and awareness raising actions will improve the RCSK's capacity to assess recovery needs and plan and implement quality recovery programming. Lessons learned from disaster response operation will be shared during subsequent working meetings at national or regional level.

### ***First Aid***

It is planned to set up FA training centres and train FA trainers at every branch level; to reach a formal agreement with the State authorities on fee-based FA trainings in driving schools and among the population in general; To strengthen free of charge FA trainings in schools and universities; to build a network of volunteers who will later pass on their knowledge using cascade training methods; Reach financial self-sustainability.

### ***Blood donation***

The RCSK is planning to fulfil its role of an auxiliary to the State authorities by:

- Carrying out information campaigns to attract blood donors;
- Participating in the organisation of blood donation campaigns.

### ***HIV Prevention***

#### Preventing further spread of HIV infection

Over the next four years, the RCSK will conduct awareness raising campaigns and activities among target groups to promote safe behaviour and safety measures.

RCSK are also planning to focus on MARPs, using a CBHFA approach to assess, map, and monitor activities more efficiently. CBHFA officers together with HIV officers are to prepare health promoters among target groups, which will then disseminate knowledge throughout their communities.

The RCSK is also contemplating broadening its Harm Reduction actions.

#### Scaling up care, treatment, and support for people living with HIV

In order to provide psycho-social support and legal assistance to people living with HIV, trained specialists (e.g., psychologists and lawyers) will propose consultations in various consultation centres across the country. They shall provide information on how to adhere to antiretroviral treatment, help people cope with their problems, and guide them through the various services devoted to address medical and psycho-social needs.

The RCSK is also planning to facilitate the creation of support groups within communities and to ensure their work effectively.

#### Reducing stigma and discrimination

The RCSK plans to promote partnership between community groups supporting people living with HIV and organisations working with them. Special attention will be paid to developing and implementing policy at work places. A team comprising two staff members from the Health Department, the HR manager, a lawyer, as well as representatives of people living with HIV will be established to develop a policy on HIV at working places and monitor its introduction across the National Society.

Advocacy campaigns and other communication activities reaching out to a wide audience will aim to fight prejudices and decrease stigma borne by people living with HIV.

Strengthening Red Crescent Society of Kyrgyz Republic capacities to deliver and sustain scaled-up HIV programme.

Strengthening the RCSK's management, responsibility, and leadership provides for a set of meetings with partners to identify priority directions of HIV program, the distribution of resources. Together with partners, the RCSK will strive to scale-up and raise responsibility of all stakeholders towards each other and to create opportunities for staff members and volunteers to grow, while delivering number of trainings to improve their knowledge and develop equity in service delivery.

***Tuberculosis Prevention and Control***

The programme has been revised and a four year TB strategy was developed. The tuberculosis strategic plan is geared to reaching the humanitarian objectives in line with the Strategy 2020 and the NS Strategy 2018, and thus aims to avert the crisis by doing more, doing better and doing differently, and to build profile and capacity of the organisation in order to promote peace and harmony. The programme aims to promote an increase in adherence to treatment among MDR TB; the most vulnerable TB clients of category I+II who refer to the specific risk groups needing special support, such as, people with HIV and TB co-infection; IDUs; homeless people; people with alcohol addiction. In addition the programme will contribute to the early case detection among specific risk groups (migrants, with HIV, IDUs, homeless,); to the early treatment seeking among specific risk groups (migrants, factory workers, students, ..); and to enhance social support, legal rights and access to facilities through advocacy and general awareness.

***Migration***

- To extend the programme's territorial coverage, using cascade training and information dissemination;
- To continue advocacy towards unrestricted access to basic social services regardless of the place of residence, already implemented in Bishkek, and extend this to the entire country using participatory approach (involving target groups themselves at all stages of the project implementation, to benefit from their insider knowledge and network);
- Strengthen and develop partnerships on migration with stakeholders at the highest level of governments as well as with Partner NS, the business sector, and donor organisations;
- Create a platform for regular discussions on labour migration issues (including the integration of returning migrants) with all stakeholders and NS, with possible participation of the Russian Red Cross, as well as the Defence and State officials;
- Develop a manual on access to RC National Societies' services;
- Include in the program a component of limited humanitarian assistance for extremely vulnerable migrants (e.g., distribution of food parcels and hygiene kits);
- To introduce agricultural and cattle-breeding components into migration programmes;
- To provide micro-credits to returning migrants and train them in income generating activities (e.g., agricultural and cattle-breeding);
- To expand and strengthen volunteer activity.

**Support needed from the Federation Secretariat**

The model of the Federation in-country presence created at the end of 2010 would need to be continued. A pool of technical expertise will need to be established and these could be the IFRC staff, external consultants and PNS staff. The process of bringing in expertise will need to be coordinated and managed by the Federation with close cooperation with the NS. The expertise of the country based Representative / Senior Advisor will be required to promote cooperation which is based on the OA principles and tools, to establish strong coordination frameworks and build NS capacity in developing a sound internal and external communication mechanisms.

Support from the Federation would be essential to help the RCSK advocate for an agreement with the State authorities on fee-based FA trainings in driving schools and among the population in general; on promotion of the NS Law and on building NS skills in advocacy and humanitarian diplomacy. In addition, support from the Federation towards the establishment of a strong FA programme will be critical.

There are currently neither funds nor donors to carry out the RCSK's plan in the field blood donation; the RCSK is hence entirely dependent on external support. Sound technical support will be required to implement scaled-up HIV and TB initiatives, to promote CBHFA as an approach, migration and the change process. To strengthen and develop partnerships on migration with the stakeholders at the highest level using humanitarian diplomacy and to facilitate and foster dialogue with sister NS in the region (Red Cross of the Russian Federation in particular, as the main country of destination) to develop joint actions and enable access to migrant groups in countries of destination.

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

Political instability, civil unrest or inter-ethnic conflict. The April 2010 revolution and the June 2010 inter-ethnic violence seriously delayed the implementation of RCSK projects. Worsened security situation may also push staff and volunteers to leave the country;

Lack of funding. Sufficient and regular financial support is vital to allow for longer-term planning. Funding is provided by a limited number of donors, usually on a yearly basis, which de facto limits the possibility to plan several years in advance. A major disaster in the region may also redirect funding to the detriment of the RCSK's programmes;

Lack of interest from State authorities. The RCSK will conduct advocacy campaigns;

Lack of interest from partner organisations inside and outside the country. The RCSK needs to enhance its capacity to draft solid and competitive programme and project proposals to raise donors' interest.

Labour migration remains one of the challenges in terms of community based projects. There is no recording system for labour migration; the information provided by governmental agencies only indicates the number of people who left the country and remain approximate.

Training and retaining staff and volunteers capable of providing professional disaster response services. High staff and volunteer turnover and strong competition for staff with other organisations constitute an obstacle towards ensuring a flexible yet professional human resources base to meet the needs of disaster response. The new Human Resources strategy is seeking to both decrease staff turnover and mitigate its consequences;

There is a risk that the National Society may be called upon to assist government agencies in irregular migrants' detention, return, or even deportation. To avoid this, the seventh European Conference of National Societies has called upon the latter to remind governments to respect human rights of all migrants, i.e., to enforce the non-refoulement principle and the relevant international treaties. Advocacy work will focus on unconditional access to migrants regardless of their status and provision of humanitarian aid to all who need it, and will seek to change the behaviour of the authorities and the society towards migrants. KRCS will also actively support the migrants in their efforts to create a sustainable future for themselves in their host countries and / or their countries of origin upon return;

Ongoing internal crisis in the National Society can affect the NS image, the morale and motivation in staff and volunteers; it also takes huge efforts to manage the crisis by the majority of staff which affects the progress in plans.

## 7. How much will it cost?

Business Lines	Budget 2012	Budget 2013	Budget 2014	Budget 2015	Total in CHF
1. Disaster Management (incl. technical support)	300,000	350,000	350,000	350,000	1,350,000
2. Health and Social Services	600,000	650,000	700,000	700,000	2,650,000
3. National Society Development	350,000	350,000	350,000	350,000	1,400,000
4. Principles and Values	150,000	150,000	150,000	150,000	600,000
5. Coordination (incl. Federation Presence)	200,000	200,000	200,000	200,000	800,000
<b>Grand Total</b>	<b>1,600,000</b>	<b>1,700,000</b>	<b>1,750,000</b>	<b>1,750,000</b>	<b>6,800,000</b>

## 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.

[www.ifrc.org](http://www.ifrc.org)

Saving lives, changing minds.



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](http://www.ifrc.org)

## Contact information

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## **Overview of the strategic priorities with planned activities of the IFRC Regional Representation related to Kyrgyzstan 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 Regional Representation related to Kyrgyzstan Red Crescent Society**

1.1.1 Participation by RC of Kyrgyzstan in the review of the interpretation of humanitarian principles; dissemination of results and adjustment of activities based on the results

1.1.2 KRCS contributes to the EZO trends analysis

Target: In line with EZO targets

**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 Regional Representation related to Kyrgyzstan Red Crescent Society:**

1.2.1 HR, Senior Management Team and Governing Board take a lead role in promoting the RC spirit across the organisation and all NS actions and interventions are based on the principles of Humanity, Impartiality and Voluntary Service.

*Target: HR, SMT, GB are supported to promote and monitor adherence to FP and HP; greater involvement and recognition of volunteers; greater diversity in staff and volunteers (including in the GB). Greater social mobilisation in all programmes. Programmes focus on social cohesion and address social exclusion*

**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 Regional Representation related to Kyrgyzstan 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 Regional Representation related to Kyrgyzstan 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 2011-2012*

### **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

<p><b>2.1 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p> <p><b>2.1.1</b> KRCS has skills, people and stocks to assess, plan and deliver timely, relevant and of appropriate quality relief assistance to victims of disasters; <i>Target: Quality of emergency response; availability of resources; Community based early warning system is established</i></p> <p><b>2.1.2</b> KRCS has established a <b>psychosocial support service</b> to victims of disasters in accordance with Federation standards. <i>Target: PSS Function is established in the KRCS in 2012; relevant training and support provided and regularly updated</i></p> <p><b>2.1.3</b> Operational National Disaster Response Teams <i>Target: Assessment of NDRT after each deployment and adjustment of required support</i></p>
<p><b>2.2 Expected deliverables by the Zone:</b> Create fully operational Regional disaster response teams</p>
<p><b>2.2 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p> <p>2.2.1 Effective and qualified RDRT members are in roster and on stand-by to be deployed within the region according to functional Contingency Plan <i>Target: At east 2 pilot projects implemented by end of 2013.</i></p>
<p><b>2.3 Expected deliverables by the Zone:</b> Develop and continuously updated comprehensive disaster management database on human resources and emergency stock</p>
<p><b>2.3 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p> <p>2.3.1 KRC DM database is developed, kept updated and used as a tool in Contingency Planning and negotiation of required support; <i>Target: A comprehensive NS DM related data-base is developed and supported by regular updating and management;</i></p>
<p><b>2.4 Expected deliverables by the Zone:</b> Strategic engagement with civil defence/civil protection actors</p>
<p><b>2.4 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p> <p>N.A.</p>
<p><b>2.5 Expected deliverables by the Zone:</b> 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.</p>
<p><b>2.5 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p> <p>2.5.1 KRCS developed Code of Conduct and disseminated across the organisation; Security Unit is established in the KRCS and is functioning</p> <p>2.5.2 IFRC On-Line Security Training is amended to fit the CA context and translated into Russian</p> <p><i>Targets: Code of Conduct is developed and first dissemination session conducted by the end of 2012</i> <i>On-line security training and proportion of personnel in KRC using the course;</i></p>
<p><b>2.6 Expected deliverables by the Zone:</b> Scale up awareness of and adaptation to Climate Change and the consciousness of the Risk Reduction importance</p>
<p><b>2.6 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p> <p>2.6.1 Analysis of CC implications in Kyrgyzstan and adjustment of programming activities to reflect CC trends in country <i>Target: Analysis conducted by the end of 2012 and programming adjustments are accepted and endorsed</i></p> <p>2.6.2 KRCS is supported in the development of a four year DM Strategy and a comprehensive programme that reflects NS plans in risk reduction approaches.</p>

Target: DM Programme developed and implemented

**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 Regional Representation related to Kyrgyzstan Red Crescent Society**

2.7.1 Advocacy messages developed in relation to disaster preparedness, response and recovery aspects that affect communities and ability of organisations to respond properly

2.7.2 Nationally, a task force is set up and action plan to promote IDRL is developed and followed

2.7.3 Regionally cooperation is enhanced in the area of IDRL promotion to exchange learning and good practices

*Target: Task force is set and functioning by 2012; Progress on implementation of Action Plan*

### **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 Regional Representation related to Kyrgyzstan Red Crescent Society**

3.1.1 KRCS is effectively supporting integration of the vulnerable communities such as migrants, street children, TB clients, vulnerable women, vulnerable older people who are socially excluded into Kyrgyz society thus promoting social cohesion and addressing discrimination

*Target: KRCS targeted communities receive support from KRCS and other stakeholders in developing their capacities to tackle own social exclusion and to promote tolerant and positive attitudes to themselves in communities.*

*Target: Kyrgyz Society knows about problems, needs and capacities of the targeted communities and displays more tolerant and accepting attitudes (social mobilisation; inter-generational activities)*

**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 Regional Representation related to Kyrgyzstan Red Crescent Society**

3.2.1 KRCS is supported to establish consortium, using the Global Alliance approach, in scaling up HIV Intervention

3.2.2 KRCS developed a four year scaled up TB Programmes and is supported in building up a consortium to adhere to the Programme through the application of the Operational Alliance tools

*Target: Application of GA and OA tools and proportion of partners joining in the process.*

**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 Regional Representation related to Kyrgyzstan Red Crescent Society**

3.3.1 Kyrgyz RC has established a system of First Aid education for the population, both free and payment-based.

3.3.2 Emergency Health is further studied by the KRCS and is incorporated as a key area in preparedness and response to emergencies;

3.3.3 Support to mainstream psychosocial support in all programming areas of the KRCS is provided

3.3.4 CBHFA in action is mainstreamed and CBHFA advisors and master-trainers are established in Kyrgyz RC

3.3.5 Maternal, neo-natal, child and reproductive programming is introduced and supported;

3.3.6 Programme promoting blood donation is initiated in the Kyrgyz RC;

*Target: Relevant Agreements are signed and FA Centres are set and functioning by 2014.*

*NS has a clear position in relation to HiE by mid 2013*

*Blood donation campaigns are developed and regularly run.*

**3.4 Expected deliverables by the Zone:** Develop and improve strong coordination mechanisms for activities on ageing

**3.4 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society**

**3.5 Expected deliverables by the Zone:** Strengthen NS capacities and internal development by alignment of assistance to their self-determined needs

**Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society**

**3.5.1** KyrgyzRC strategic development plan is in place and IFRC assistance is aligned accordingly based on the NS needs.

**3.5.2** Leadership development support is provided to KRCS to manage effectively the NS change programme;

**3.5.3** KRCS has strengthened its operational capacities (communication and IT technology).

**3.5.4** KRCS is supported in the implementation of their two-year HR Action Plan

**3.5.5** KRCS is supported to prepare for and commission People in Aid Audit;

**3.5.6** KyrgyzRC has proper and effective financial procedures and guidelines enabling the NS to switch to cash transfer system.

**3.5.7** Operational Alliance tools are applied to reduce transaction costs and increase performance and coverage.

*Target: Strategic development plan in place in 2012 and the NS needs are met;*

*KRCS SMT receives support that allows to promote changes and guide their teams with clear objectives (TOR developed, training in commitment, motivation; leadership; communication; objectives setting and monitoring)*

**3.6 Expected deliverables by the Zone:** Enhance Social mobilisation (inter-generational programs, club 25, youth and volunteering)

**Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society**

**3.6.1** Volunteering in Emergencies concept is developed and receives continued support

**3.6.2** KRCS organises activities that target key socially excluded and isolated communities and the society at large to promote instances of community based support, tolerance and acceptance.

**3.6.3** Advocate for the such isolated communities as migrants, vulnerable women, disadvantaged children, older people, TB clients so as to prevent discrimination, xenophobia and social exclusion

**3.6.4** Provide tracing services for migrants and their family members

**3.6.5** KRCS actively promotes empowerment approaches and further develops its volunteering base among ages.

*Target: People report reduced isolation and greater participation in the events or community activities; people are able to get out or are being visited on a regular basis.*

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

**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.

**4.1 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society**

4.1.1 KRC has positioned itself as a serious actor in responding to socio-economic crises through providing vulnerable groups of people with vital social support.

<p><i>Target: Provision of effective support to those in need through securing supplementary nutrition, clothing, improving access to quality social services, raising awareness of the local community and mobilizing local resources for the assistance.</i></p>
<p><b>4.2 Expected deliverables by the Zone:</b> 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><b>4.2 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p> <p>4.2.1. Annual Agreements with Modes, MoH, MoE and others are reviewed and a clause on auxiliary role is added to every Agreement  <i>Target: Revision agreed Q1 2012</i></p> <p>4.2.2 KRCS established a working group consisting of key Senior Managers and members of the Governing Board that promotes internal understanding within the NS about its auxiliary role and they take an active role in its promotion  <i>Target: Working group established and promotion started 2012-2013</i></p> <p>4.2.3 A road map on promoting the NS Law is developed. Support provided to the NS and the Government of the Kyrgyz Republic to make a pledge on the adoption of the Law as a step to recognising the NS as an auxiliary to the Government  <i>Target: Road Map developed by 2014</i></p>
<p><b>4.3 Expected deliverables by the Zone:</b> Produce feasible options for further development in the context of a revitalised approach to organisational development and capacity building</p>
<p><b>4.3 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p> <p>4.3.1 KRCS benefits from tailored OD support coordinated with EZO, HD, ICRC and GVA Governance  <i>Target: IFRC status agreement signed with the government over 4 years.</i></p> <p>4.3.2 A Plan of Action for a more integrated country presence is agreed and is being implemented.</p>
<p><b>4.4 Expected deliverables by the Zone:</b> 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><b>4.4 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p> <p>4.4.1 KRCS financial plan provides a clear fund-raising gap and is reflecting the NS Strategic directions</p> <p>4.4.2 Fundraising unit is introduced. Fundraising director is hired and provides with clear tasks and objectives and the role is clearly located in the NS organisational structure;</p> <p>4.4.3 Strong communication plan is developed and implemented.  <i>Target: NS resource mobilisation increased by 20% by 2015</i></p>
<p><b>4.5 Expected deliverables by the Zone:</b> Diversify income sources – expanding partnerships (Assist NSs to increase public and governmental support and resources for addressing vulnerabilities)</p>
<p><b>4.5. Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p> <p>4.5.1 OA tools are applied to the NS principles of partnership in order to ensure a more coordinated approach, sharing of resources and responsibilities  <i>Target: Coordination Framework is developed and is being adhered to by multilateral and bilateral partners</i></p>
<p><b>4.6 Expected deliverables by the Zone:</b> IFRC and National Societies strengthen their auxiliary partnership role to secure greater support from governments and other partners for improved humanitarian work</p>
<p><b>4.6. Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p> <p>4.6.1 KRCS is supported in effective humanitarian diplomacy for implementation of its strategic priorities.</p> <p>4.6.2 KRCS initiated adopting by the government of a more favourable legislation in humanitarian field.</p>

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

<p><b>5.1 Expected deliverables by the Zone:</b> National Societies share capacities and resources to build alliances and partnerships that strengthen our working together as a movement</p>
<p><b>5.1 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p>
<p>5.1.1 Regular coordination and dialogue between Movement partners contributes to common understanding and alignment of working modalities in Kyrgyzstan.</p>
<p>5.1.2 KRCS takes active part in discussing and solving RC RC Movement's issues of strategic importance</p>
<p><b>5.2 Expected deliverables by the Zone:</b> National Societies have scaled up connectivity through best affordable technologies that bridge the digital divide, ensuring greater productivity, knowledge sharing, collaborative working and outreach.</p>
<p><b>5.2 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p>
<p>N.A</p>
<p><b>5.3 Expected deliverables by the Zone:</b> Promote the roll-out of S2020, National Society Strategic plans are aligned to S2020</p>
<p><b>5.3 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p>
<p>5.3.1 KRCS contributes to achieving the aims of Strategy 2020 through implementation of its 2010 – 2018 Strategy and development of strategic plans and programmes in accordance with aims and objectives of S2020 and NS S2018; <i>Target: Strategic directions are followed throughout 2012-2015</i></p>
<p><b>5.4 Expected deliverables by the Zone:</b> Strengthen performance and accountability through different tools and tailored support to National Societies</p>
<p><b>5.5 Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p>
<p>5.4.1. Position of country representative is maintained and supported;</p>
<p>5.4.2 Clear support structure is in place and relevant technical expertise is sought and received;</p>
<p>5.4.3 Support towards this structure is received from bilateral PNS as well;</p>
<p><b>5.6 Expected deliverables by the Zone:</b> Modernise key business processes that impact on cost effectiveness, efficiency and accountability (planning and budgeting; HR development)</p>
<p><b>5.5. Expected outputs by IFRC Regional Representation related to Kyrgyzstan Red Crescent Society</b></p>
<p>5.5.1 NS has effective and transparent human resources management systems.</p>
<p>5.5.2 Proper and effective financial management in the NS in line with clear procedures, guidelines and leadership commitments</p>