

Government of Tajikistan Disaster Recovery Guide¹

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I. Introduction

Disasters are one of the most significant threats to the lives and wellbeing facing Tajikistan. Since 1998, at least 357 persons have died and at least 735,613 persons were affected by disasters. These disasters resulted in at least 7.6 billion Somoni in economic damage.² This scale of damage is underestimated given the range of indirect costs often associated with disasters.

The Government has responded as quickly as means allow to provide relief and to support recovery following disasters. The East Khatlon flooding in 2010 caused an estimated 308 million Somoni (\$69 million USD) in damage. The Government mobilized no less than 102.5 million Somoni (\$27 million USD) in recovery assistance for the disaster-affected, including the construction of over 600 houses with basic services, in less than nine months after the disaster.

At the same time, Tajikistan has not had experience in dealing with moderately to large disaster recovery programs. This scale of recovery would cost at least 7.5% of the national budget, or 675 million Somoni (\$141 million USD), and render up to 20% of the affected population unable to perform normal functions. This scale of recovery would require two to three years to complete and necessitate significant external financial and material assistance. The recovery process itself, given the monetary values involved, would have a significant impact on the national economy and the ability of the Government to fund and implement normal functions and public services.

The Government has an administrative structure for managing relief and recovery. At the same time, global experiences with recovery, including the Spitrak earthquake, earthquakes in China, the 2010 Tohoku earthquake and Super Storm Sandy, indicate disaster recovery will place extraordinary demands on the Government and supporting organizations. A lack of adequate planning for medium to large disasters will significantly slow recovery and cause additional hardship for disaster survivors.

The focus on this **Disaster Recovery Guide** is twofold,

- Define policy and responsibilities for the recovery from disaster by the Government and other parties, and
- Provide guidance to Government partners on how recovery responsibilities and tasks will be planned and implemented.

The **Disaster Recovery Guide** enables all parties involved in disaster recovery to respond effectively to the needs of the disaster survivors in a coordinated and efficient manner. All parts of the Government and other national and international entities are expected to develop specific recovery plans drawing on the guidance provided in this document and other regulatory guidance existing in Tajikistan. The **REACT Recovery Framework** is considered a supporting document to the **Disaster Recovery Guide**

This **Disaster Recovery Guide** draws on, and specifically does not replace existing Government laws, regulations and instructions. The **Guide** incorporates international good practice and international norms and expectations with respect the process and impact of recovery is concerned. These norms and expectations are, in some cases, above what are proscribed in regulations and legal guidance in Tajikistan. However, since the Government will

² Information Management and Analysis Center, Committee of Emergency Situations, Government of Tajikistan

endeavor to provide the highest level of recovery support to the affected populations, current international good practice, norms and expectations have been integrated into the **Guide**.

The **Guide** has been reviewed by the *National Disaster Risk Reduction Platform* and other representatives of the Government, and national and international partners.

The **Disaster Recovery Guide** is to be updated as the Government and its partners gain additional experience in disaster management and disaster recovery.

II. Defining Recovery

For the purposes of this **Guide**, *recovery is the actions taken following a disaster to restore the living, social and economic conditions and physical infrastructure necessary for a normal life. Recovery actions also reduce the likelihood of disasters in the future.*

Recovery is part of the process of liquidating the impacts of a disaster and restoring normal conditions to those directly affected, and society at large. Relief focuses on life saving sustaining actions. Recovery is the medium to longer term actions which move disaster survivors and society from an immediate crisis to normal conditions.

Early stages of recovery overlap with relief assistance. As a result, recovery assistance may include extended basic assistance in the areas of food, water, energy, health care and other basic support to affected populations as they go through the recovery process. The process from immediate life saving relief to recovery-focused assistance needs to be well coordinated at the local, national and international levels.

Recovery begins within hours of a disaster and often extends for a period of two to three years as a formal effort. However, social and psychological impacts of a disaster can take longer to be resolved.

Recovery involves a wide range of participants. Disaster survivors are the first involved in recovery, and play an essential role throughout the recovery effort. The survivors are assisted by the Government, the private sector and private individuals and humanitarian and developmental organizations. Successful recovery is predicated on the participation of disaster survivors in the assessment, design, implementation and monitoring of recovery projects and activities.

III. Recovery Policy of Tajikistan

Disaster recovery in Tajikistan is based on expectation that disaster impacts will be liquidated as quickly as possible, with a return to pre-disaster conditions which incorporates disaster risk reduction to reduce the future impacts of disasters.

Government policy is that the recovery process is led by, and incorporates, the views and expectations of disaster survivors, with the Government and public and private sectors partners supporting the disaster survivors in their efforts at recovery. The Government also affirms that recovery assistance and support will be fair and equitable and address challenges faced by the elderly, the disabled, the impaired, the young, and by families who have lost members due to the disaster. Recovery policy and practice will promote the concept of sustainability and the practical minimization of environmental damage as part of effective risk reduction.

The Government expects to take a lead role in the recovery process and to commit significant resources to this effort. At the same time, the Government acknowledges that recovery from significant disaster will entail considerable support from other sources. Government will work with individuals and the private and public sectors (including **REACT** members and other international organizations) to mobilize, coordinate, consolidate and effectively provide recovery assistance.

The Government places a particular emphasis on transparency of the recovery effort to ensure that those affected, and those providing assistance, are aware of recovery assistance and overall recovery efforts. To this end, information sharing, public access to information and monitoring and evaluation will all play a central role in post disaster recovery.

As a significant disaster will impose a considerably burden on Tajikistan as a whole, the Government's policy is that all employees are expected to prioritize recovery efforts with the expectation that all significant recovery efforts will be completed within three years of a disaster occurring.

IV. Recovery Management Structure for Tajikistan

A. National Commission of Emergency Situations and Civil Defense

Recovery takes place under the National Commission of Emergency Situations and Civil Defense, which encompasses all elements of the Government.³ The National Commission sets the overall policy and implementation responsibilities for recovery. Legal documents related to the responsibilities and actions of the National Commission include Law 95, On the Legal Regime of the State of Emergency (*November 1995*), Law 536, About Protection of the Population and Territories Against Natural and Man-Made Disasters (15 July 15, 2004), and Regulation 416, Questions on the Commission on Emergency Situation of the Government of the Republic of Tajikistan (3 August 2007), among others.

Due to the scale of the recovery effort expected following a medium sized disaster (e.g., recovery needs exceeding 675 million Somoni), the day-to-day management of the recovery process will need to be managed using specialized structures, as described in **Section IV. B**, below.

Membership of the National Commission of Emergency Situations and Civil Defense is as follows:

Chairman: Chairman of the Government of the Republic of Tajikistan

First Deputy Chairman: Prime Minister

Deputy Chairman: Deputy Prime Minister

Secretary to the Commission: Head, Department of Environment and Emergency Situations, Executive Office of the President

Commission Members

- Minister of Agriculture and Environmental Protection
- Minister of Culture
- Minister of Defense

³ At the scale of expected disaster, it is expected that the National Commission will take direct responsibility for recovery. For less severe disasters, Region/Oblast-level Commissions will manage the recovery effort.

- Minister of Economic Development and Trade
- Minister of Education
- Minister of Energy Resources and Industry Minister of Finance
- Minister of Foreign Affairs
- Minister of Health
- Minister of Internal Affairs
- Minister of Justice
- Minister of Labor and Social Protection
- Minister of Reclamation and Water Management
- Minister of Transportation and Communication
- Chairman, Customs Service
- Chairman, Justice Council
- Chairman, State Investments and State Property Management Committee
- Chairman, State National Security Committee
- Chairman, State Statistics Committee
- Chairman, State Savings Bank “Amonatbank”
- Chairman, Tax Committee
- Chairman, Committee of Emergency Situations and Civil Defense
- Chairman, Committee of Television and Radio Broadcasting
- Chairman, Committee on Women and Family Affairs
- Chairman, Committee on Youth, Sport, and Tourism
- Head, Economic Reforms and Investments Department, Executive Office of the President
- Head, Financial Department, Executive Office of the President
- Director, Agency for Construction and Architecture
- Director, Agency for Land Use, Geodesy and Cartography
- Director, Agency for Standardization, Measurement, Certification and Trade Inspection
- Head, General Archival Department
- Head, Main Department for Geology
- Head, Main Department on State Monitoring for Safety of Industrial Works
- Head, Main Department for the Protection of State Secrets
- Secretary, Security Council
- Chairman, Barki Tojik
- Chairman, Naftrason
- Chairman, Tojikgaz
- Head, State Rohi Ohani Tojikiston
- Director, Tadjik Air
- General Director, Tojiksugurta (State insurance company)

B. Coordinating Structure

Recovery Coordination Center

The **Coordination Center** is responsible for coordinating the planning and assessments by other entities of the Government and private or public sector parties (working under the of their respective titular ministry or committee) and coordinating, monitoring and reporting on the recovery process. Actual recovery work is implemented by functional entities within the Government and through private or public sector parties, as may be decided. The Center Coordinator will report to the National Commission, the Chairman of the Commission and takes actions as directed on authority of the Head of the Government of Tajikistan.

The organizational structure for the **Coordination Center** is provided in **Annex A** with task and core activities set out in **Section VI** and allocated by entity in **Annex B**. The structure and responsibilities can be modified to address specific recovery program needs, but should include all the responsibilities set out in this **Guide**.

A **Center** should be established within one week after the disaster and be fully operational within three weeks after a disaster.

C. Delegation of Authority

On establishment of the **Center**, an official delegation of authority and description of tasks covered by this delegation will be issued by the Government. The general content and format for this document will be prepared in advance by the Committee of Emergency Situations. The National Commission can issue other delegations of authority, for instance relative to the development of **Core Recovery Plans** (see **Section VI. C**) as needed to quickly implement recovery operations.

The Committee of Emergency Situations will develop an organizational structure, including a staffing structure and basic standard operating procedures for the **Center**.

D. Location of the Center

The **National Commission** will designate the physical location of **Center**, assign appropriate staff and fund the procurement of necessary resources (contracted personnel, office, computing and communications equipment, vehicles, etc.) and operating costs for up to three years. The costs of the **Center** are to be borne by the **Government** and external financing as conditions warrant.

The **Center** is not required to be based on Dushanbe if being located more closely to a disaster is more efficient. **The Committee of Emergency Situations** will develop a list of locations which can serve as a **Center** in Dushanbe, Khugent, Kurgan Tube, Kulob and Khorog, providing information on each location, ownership and facilities (e.g., office space, sleeping space, kitchens, water, sanitation and electricity) of possible **Center** locations. The locations in Dushanbe should be able to provide working space for up to 120 persons. Locations in the other cities should be able to provide working space for 80 persons.

The Committee of Emergency Situations will develop a list of equipment and supplies needed to support operations of a **Center**. This list will include office and computer furnishings, communication facilities and other supplies needed for a rapid opening and smooth operating of the **Center**.

V. Imposition of Special Legal Conditions

Within the legal parameters established in Tajikistan, the National Commission of Emergency Situations and Civil Defense may impose special legal conditions in the area affected by a disaster to facilitate timely and effective recovery. These conditions will be for specific limited terms and be limited to the purpose of recovery.

Advice from the Ministry of Justice and other experts will be taken before special conditions are imposed.

The justification, nature and duration of the special legal conditions will be explained publicly. All decisions on imposing special legal conditions will be made available to the public through appropriate media outlets.

VI. Recovery Tasks

Recovery tasks are divided into two groups, focusing on:

- Recovery Management, including assessment, recovery planning, monitoring, information management and reporting, public outreach, media relations and coordinating foreign assistance, and
- Recovery Operations, including finance, health, food security, water supply, sanitation, shelter, agriculture, infrastructure (roads, rail, air, etc.), energy, education, social welfare, livelihoods support, etc.

Under the **Coordination Center** approach, the following responsibilities are allocated between existing Government entities as indicated in **Annex B**, or undertaken by the specific units as set out in the **Guide**.

Task	Core Activities
Recovery Management	
Planning	Planning for disaster recovery and updating these plans a recovery progresses.
Finance	Funding recovery, including liaison with international financial institutions.
Recovery Monitoring and Evaluation	Monitoring and evaluation of project and activities related to recovery efforts.
Media Relations	Coordinating coverage of the recovery by the media.
Recovery Information	Assuring up-to-date information on recovery, including information collection, monitoring, analysis and presentation (e.g., using GIS). Establishes the Post Disaster Recovery Information System.
Customs	Assuring entry of recovery supplies into the country on an expedited basis.
Coordination of Foreign Assistance	Coordinating the provision of foreign monetary and real assistance for recovery.
Damage and Needs Assessment	Assessing the damage caused by a disaster and defining the needs for recovery.
Cross-Sector Coordination	Establishing and managing a process for coordinating recovery efforts across sectors and including cross cutting issues of gender, age, health status and disabilities.
Recovery Operations	
Debris Management	Planning and managing work to efficiency remove, recycle, reuse and properly dispose of debris created by a disaster.
Health Care	Providing continued health care to disaster survivors and leading recovery actions in the health sector.
Construction	Planning and managing work necessary for the reconstruction of physical infrastructure include shelter, roads, bridges, irrigation systems and similar structures
Coordination of Public Involvement	Coordinating the involvement of the public in recovery efforts, including mobilization the public, linking needs to members of the public and providing information to the public on these efforts.
Coordination of Private Sector Involvement	Coordinating the involvement of the private sector in recovery efforts, including mobilization of the private sector, linking needs to assistance available from the private sector, liaising with other Government entities on facilitating private sector assistance and providing information to the

	public on these efforts.
Food Security	Assuring minimally adequate food supplies for all disaster survivors.
Water Supply	Providing minimally adequate potable water to disaster survivors and leading re-establishment of normal water supplies.
Sanitation	Reestablishing normal sanitation conditions for disaster affected areas and assuring epidemiological surveillance.
Shelter	Reestablishing normal shelter for disaster survivors, and managing transitional shelter when needed.
Agriculture	Reestablishing normal agricultural activities and reconstructing irrigation and other agriculture-related infrastructure, as needed.
Energy (heating, electricity)	Restoring adequate electrical and heating capacities for normal conditions.
Education	Reestablishing normal education structures and cycles, and ensuring the appropriate provision of temporary education when needed.
Social Welfare	Providing welfare services (including psycho-social support) to disaster affected populations.
Disaster Risk Reduction	Integrating disaster risk reduction into all recovery activities. including activities directed at livelihoods as well as infrastructure.
Protection	Ensuring that all vulnerable groups affected by the recovery process receive adequate protection.
Environmental Review	Completing timely, appropriate and focused reviews of the environmental impacts of recovery activities and the integration of actions to assure sustainability into recovery efforts.
Legal Assistance	Providing legal support to disaster survivors to ensure they can access and acquire legal advice related to recovery activities as well as legal documents lost during a disaster.
Coordination of Relocation of Disaster Affected	Coordinating the process of relocating disaster-affected populations according to the laws and regulations of Tajikistan and with the participation of those who are to be relocated.

VII. Recovery Planning

A. Responsibilities for Recovery Planning

Overall disaster recovery planning is based on a **Post Disaster Needs Assessment** process as described in **Section XIV**. Overall recovery planning will be coordinated by the **Ministry of Economic Development and Trade**, with sector-specific plans developed by the lead and support organizations set out in **Annex B**.

B. Recovery Planning Priorities

Recovery planning will be based on the **Post Disaster Needs Assessment** results (except as noted below). Specific sector recovery plans will be developed based on the following priorities:

1. Restoration of electrical supplies and communications systems.
2. Restoration of financial services.
3. Restoration of basic water, shelter, sanitation and basic commodities.
4. Restoration of basic infrastructure, including water, sanitation, energy and access (roads, bridges, rail, etc.) and communications.
5. Provision of livelihood recovery and support, including food production, commercial activities, trade and commerce.
6. Rebuilding of industrial and large scale infrastructure not covered in priorities #1 to #5.

7. New infrastructure or developments, including plans to upgrade or expand shelter, water, sanitation and other infrastructure.
8. Other recovery needs.

All recovery plans will include elements to reduce future disaster risks from the disaster leading to the need for recovery and from other hazards threatening Tajikistan (see **Section XXI**).

All recovery plans should include impact analysis and measures to address gender, environment, protection and related concerns. See **Sections IX B, XXI, and XXIV** for more details.

When more than one option is available for recovery, the selection of the final plan will be based on a cost-benefit analysis together with consultations with the affected populations to the extent possible.

C. Critical Needs Recovery Plan

As the **Post Disaster Needs Assessment** is being developed, the National Commission of Emergency Situations may direct that a **Critical Needs Recovery Plan** be developed.

A **Critical Needs Recovery Plan** provides for a rapid transition from relief assistance to the initial elements of recovery. The **Critical Needs Recovery Plan** covers the core immediate recovery needs (areas listed under **Section VII B. #1 to #4**, above) for which:

1. The level of damage is clear (based on initial and detailed follow-up assessments),
2. Recovery is needed to support life, basic livelihoods and other elements of the recovery process, and,
3. Projects are planned in such a way that actions taken (e.g., building transitional shelter) can be upgraded or replaced as part of a full scale recovery effort.

Development of a **Critical Needs Recovery Plan** will be based on recommendation of the Chairman, Committee of Emergency Situations, and will be done by a team constituted by the Chairman on instruction of the National Commission and drawing from Government and other sources, including REACT and other external experts and services. The **Critical Needs Recovery Plan** will be completed within fourteen days after the on-set of the disaster and receive National Commission approval within two days of submission.

Where possible, the development, issuance and execution of the **Critical Needs Recovery Plan** will take place in conjunction with any “**Flash**” appeal developed by the international humanitarian community.⁴ **REACT** (the coordinating structure for international humanitarian assistance, see <http://www.untj.org/coordination-mechanisms/disaster-management>) will provide the mechanism for coordination of this process with the international community.

VIII. Recovery Information Management

A. Pre-Disaster Information for Recovery Management

The Committee of Emergency Situations will establish a system to collect and archive information needed for recovery assessments and planning. This information database, which should include a geographic information management system, should be based on the

⁴ Details on the **Flash Appeal** process can be found at <http://ocha.unog.ch/ets/Default.aspx?ContentType=FixedContent&ContentID=3>.

information need for the Government's damage assessment process, the **REACT Disaster Needs Assessment** process, the **Post-Disaster Needs Assessment** and the **Multi Cluster/Sector Initial Rapid Assessment** tool (see **Section XIV**).

Development of the database will involve participation of the following Government entities, members of REACT and other parties as may be decided by the Chairman, Committee of Emergency Situations.

- Ministry of Reclamation and Water Management
- Ministry of Labor and Social Protection
- Ministry of Transportation and Communication
- Ministry of Economic Development and Trade
- Ministry of Health
- State Statistics Committee
- Agency for Land Use, Geodesy and Cartography
- Main Department for Geology

The database developed by the Committee will be accessible on-line, hosted on more than one server and secured through regular back-ups to assure it is available as needed following a disaster. The database should be updated every six months.

B. Recovery Information Management System

Based on the information data base established by the Committee of Emergency Situations as detailed in **Section VIII A**, above, the **Center** will establish an expanded *Post Disaster Recovery Information System*. In addition to the information incorporated into the pre-disaster information system, the *Recovery Information System* will incorporate the following information:

- All new information collected during the post disaster and recovery assessments.
- All recovery plans.
- The nature, location, expected outputs, cost, source of funding, implementing agency and number of beneficiaries for all recovery activities and projects.
- Evaluations of recovery projects and evaluations.
- Reports, documents and other media (recordings, pictures, video, etc.) related to the recovery effort.
- Maps, generated using the data in the System, presenting information on the progress of the recovery effort.

The *Post Disaster Recovery Information System* will be available on-line and accessible to any user. The System should be the primary source of information and reports on recovery activities.

IX. Cross-Sectoral Coordination

A. Coordinating Between Recovery Projects and Activities

The **Ministry of Economic Development and Trade** will establish a mechanism and process for coordination between different recovery projects and activities. This coordination will focus on:

1. Reducing overlap between recovery efforts,
2. Improving the efficiency of individual recovery efforts and
3. Assuring synergies between different recovery efforts.

Where a reduction of overlaps, improved efficiencies or synergies are identified, the **Command Center** or **Ministry** will develop instructions on how these outcomes will be attained, including changes to project and activities, communicate these instructions to the parties involved, and monitor the attainment of these outcomes. This effort will be included in reporting by the **Center** or the **Ministry**.

B. Coordination on Cross-Sector Issues: Gender, Age-Related Issues, Health status and Disabilities

The **Ministry of Economic Development and Trade** will establish a unit that will deal with the coordination of actions to address gender, age-related issues, health status and disabilities across the whole of the recovery effort. Each recovery project or activity is expected to incorporate these issues into design and implementation.

The unit will monitor whether these issues are included in design and implementation, assess the effectiveness of efforts to address these issues, identify improvements needed to address these issues, and provide reports on coordination efforts. The unit is expected to report at least every three months on the coordination and integration of these issues into the recovery process and results.

X. External Assistance

A. Agreements Covering Assistance

The Government of Tajikistan has entered into a number of agreements concerning assistance following a disaster, as listed below. While these agreements focus in immediate emergency response, their provisions may also be used to support at least the initial stages of recovery. More information on the agreements can be found in **International Emergency Response Agreements Signed by Central Asian Countries**.⁵

- Agreement between the Governments of CIS Member States on Cooperation in Prevention and Liquidation of Natural and Man-Made Emergencies, January 22, 1993, Minsk.
- Agreement between the Republic of Kazakhstan, Kyrgyz Republic, Republic of Tajikistan and Republic of Uzbekistan on Cooperation in Emergency Prevention and Liquidation, July 17, 1998, Cholpon-Ata.
- Agreement on Use and Development of Transport Communication Networks for the Economic Needs, Military and Humanitarian Carriages of CIS Member States, May 31, 2001, Minsk.
- Decision of the Council of Heads of the Governments of CIS Member States on the Procedure for Arrangement of Cooperation of CIS Member States in Liquidation of the Aftermath of Natural and Man-Made Emergencies, November 29, 2001, Moscow.
- Agreement on Exchange of Information on Natural and Man-Made Emergencies and Informational Cooperation in Liquidation of the Aftermath and Delivery of Assistance to Affected Population, September 18, 2003, Yalta.
- Decision on Establishment of the Reserve Fund for CIS Member States for the Delivery of Assistance to States Affected by Natural and Man-Made Emergencies, April 16, 2004, Cholpon Ata.

⁵ United Nations Office for the Coordination of Humanitarian Affairs Office of the Regional Disaster Response Advisor for Central Asia, 2008.

- Agreement between the Governments of SCO Member States on Cooperation in Delivery of Assistance for Emergency Liquidation, October 26, 2005, Moscow.

B. Coordination of External Assistance

Notwithstanding other sections of this **Guide**, recovery assistance from external non-commercial sources will be coordinated through **REACT** under the Chairman, The Committee of Emergency Situations. The agreement governing **REACT** is set out in **Annex C**. Other agreements related to recovery are summarized in **Section VI. A**, above.

During recovery operations, the United Nations Resident Coordinator or designate will serve as co-chair of **REACT** and assume responsibilities for coordination among international assistance organizations in keeping with the United Nations Resident Coordinator's mandate following disasters.

The United Nations Development Program (UNDP) is the lead organization for the coordination of international recovery assistance. UNDP can be expected to provide technical support to the international community in Tajikistan on recovery planning and execution.

Coordination of relief and the early stages of external recovery assistance will be through the Cluster Approach⁶. Under the Cluster Approach, the humanitarian response is divided into specific sector (e.g., shelter, food, health, etc.) and an organization is appointed to coordinate efforts in this sector. **REACT** already has five standing Clusters:

- Food Security
- Health led by WHO,
- Shelter, convened by IFRC, and
- WASH, led by UNICEF
- Education led by UNICEF and Save the Children.

The number and scope of the Clusters can be expanded as needed and additional Clusters can be expected to be established after a major disaster.

As quickly as possible after the disaster, the Clusters will merge into a Government-International Community co-chaired coordinating structure based on the task allocations set out in **Section VII, Recovery Tasks**.

XI. Funding

Funding for recovery will come from six sources: (1) the Government budget, (2) additional taxes and fees, (3) external grants, (4) external preferential loans, (5) commercial loans from banks based in Tajikistan or elsewhere, (6) donations to the Government and (7) donations to disaster survivors.

In the immediate aftermath of a disaster, and on orders of the Ministry of Finance, each level of government will review their respective operating budgets and advise the Ministry of Finance as to what funding is needed immediately after the disaster to continue basic government operations with the remainder to be allocated to recovery operations. "Basic government operations" include salaries for regular employees, the costs of operation of facilities and services, and funds needed to protect lives, health and safety. The reports from government

⁶ See <http://www.unocha.org/what-we-do/coordination-tools/cluster-coordination>

entities on funds available will be submitted within 3 working days of a request from the Ministry of Finance.

Once advised of funds available from each government entity, the Ministry of Finance will prepare a revised overall budget for the Government that reallocates funding to recovery costs. These reallocated funds will be allocated to specific recovery activities on the orders of the National Commission. As needed, revised budgets will be submitted for approval by the Majlisi Oli.

Based on the overall damage and needs assessment and a budget for recovery, the Ministry of Finance will, in collaboration with the Ministry of Foreign Affairs and Ministry of Economic Development and Trade, develop an overall recovery funding plan, with the requirements for different sources of funding indicated as set out in the first paragraph. In developing this plan, the Ministry will take into account the length of the recovery program (up to three years), the impact of borrowing and loan repayments on Government finances and the economy, and prospects for increasing Government income to repay loans and borrowing.

The disbursement of recovery funding will be accomplished in an expedited manner, with no more than 5 working days between a decision to allocate funds to a specific recovery activity or project and the transfer of funds to the appropriate account.

The Ministry of Finance will maintain normal procedures in terms of managing funds, monitoring the use of funds and reporting on the acquisition and use of funds for recovery purposes. The Ministry will provide reports as requested by the National Commission and the **Center**, which may be more frequently or in a more detailed manner than required in normal reporting. The Ministry will also be responsible for providing public reporting on funds received for recovery, allocation of these funds to specific activities and projects and expenditures. This reporting will be provided quarterly and accomplished in coordination with the **Center**

XII. Procurement

The National Commission will issue specific procurement rules relative to the recovery projects and programs. These rules will be drafted by the Committee of Emergency Situations in coordination with other parts of the Government and be prepared before recovery activities begin. The rules will provide for expedited procurement of goods and services, in most cases, in less than 30 calendar days after a specific need is identified and formulated into an approved request for procurement.

XIII. Monitoring and Evaluation

The **Center** will establish a Monitoring and Evaluation (M&E) Unit that will be responsible for the monitoring and evaluation of all recovery projects and activities. The M&E Unit will develop a formal monitoring and evaluation plan and plan to report every three months on the progress of the recovery effort. These monitoring results will be available electronically to any interested party.

The M&E Unit will develop a monitoring and evaluation plan. The plan will be shared with all interested parties and updated as needed.

The M&E Unit will, to the degree possible, participate in evaluations conducted by implementers or funders. The M&E Unit will also engage in project or activity-specific evaluations as well as conduct real time, midterm and final evaluations at the sectoral or programmatic levels.

All monitoring and evaluation activities will be conducted according to international best practice. Monitoring and evaluation efforts will focus on outcomes as well as outputs and incorporate the views those who have received recovery assistance.

XIV. Damage and Needs Assessment

A. Government Damage Assessment Procedures

The Government of Tajikistan has established procedures for post disaster damage and needs assessment set out in the *Instructions On Emergencies And Liquidation Of Their Consequences And Submission Of Necessary Documents On The Damage*, approved on 10 July 2003. These procedures call for the establishment of a commission of experts to assess damage, including the economic costs of damage. The principal focus of this assessment is on damage to infrastructure and the associated costs of replacement or repair.

These assessments are reviewed by superior levels of government, e.g., if the assessment is done by a Commission at the District level, the results are reviewed at the Region/Oblast level and national level. The assessment results provide the basis for reconstruction plans as developed by the Government. While effective for local scale disasters, the process could be severely overloaded for a moderate to large scale disaster.

B. Post Disaster Needs Assessment

In a moderate to large scale disaster, a **Post-Disaster Needs Assessment (PDNA)**⁷ will likely be the starting point for overall damage assessment and recovery planning. A **PDNA** follows an established methodology and provides a comprehensive process to identify and quantify (in physical and economic terms) damage and recovery requirements. Conceptually, the **PDNA** is not different from the current Government process, but is considerably more comprehensive and detailed. The **PDNA** results will also address cross-cutting issues such as gender, environment, age, health status, land tenure, protection and disaster risk reduction.

The international humanitarian system is introducing a **Multi Cluster/Sector Initial Rapid Assessment (MIRA)** tool⁸ for use following disasters. While **MIRA** is designed for assessing relief needs, a large part of the information collected by **MIRA** is of use in the **PDNA** and detailed recovery planning process.

The **PDNA** process is implemented as a joint Government-Donor/NGO effort, with co-chairs from the Government and UNDP, and the International Finance Institutions (e.g., World Bank). Normally, the international side co-chair would be the United Nations Resident Coordinator, or United Nations Humanitarian Coordinator, if one is appointed. The National Commission of Emergency Situations will designate the Government Co-Chair.

The **PDNA** process usually involves creating a multi-sector team of national and international experts. This larger team is divided into sectoral groups (e.g., agriculture, water, health, environment, infrastructure, etc.) which conduct sector-specific assessments based on the **PDNA** methodology, document impacts and needs, and develop overall recovery plans.

⁷ See <https://www.gfdrr.org/node/118>.

⁸ See http://ochanet.unocha.org/p/Documents/mira_final_version2012.pdf.

The **PDNA** process usually begins no earlier than 15 days after the disaster. Preliminary results are usually available from 45 days after the disaster depending on the nature of the disaster, level of assessment and detail of planning. The preliminary results of a **PDNA** can be used as the basis for more detailed recovery plan development.

A donor funding conference usually takes place within a month of the end of the **PDNA** for the official launch of the recovery process. Alternately, a **Consolidated Appeal (CAP)** may be issued by the United Nations in cooperation with the Government to solicit recovery assistance.⁹ A difference between the **CAP** and a donor conference launching a **PDNA**-based recovery plan is that the latter includes Government plans while the former tends to focus predominantly on international external assistance.

The information management and monitoring elements of the **PDNA** process should be transferred to the **Coordination Center** at the end of the assessment process.

XV. Debris Management

Notwithstanding other provisions of the **Guide**, a **Debris Management Unit** will be established to manage the collection, processing and proper disposal of debris generated by the disaster in a way which does the least possible damage to the environment and which reuses the debris for reconstruction. Where possible, a labor-intensive approach is to be used for debris management.

The **Debris Management Unit** will be established under the coordination of the Committee of Emergency Situations and involve other entities of the Government, including the Ministry of Defense, the Ministry of Transport and Communications, state-owned construction companies, other commercial enterprises (for instance for transport), and involvement of members of **REACT**.

The Committee will develop a draft *debris management plan* in advance. The plan will be based on international best practice and incorporate experiences from other disasters. The Committee is expected to refer to UNDP, the United Nations Environment Program (UNEP) and the Joint UNEP/Office for the Coordination of Humanitarian Assistance Unit and other sources for guidance in developing debris management plans and procedures.

XVI. Livelihoods and Social Support

Recovery plans and projects will focus attention on supporting the recovery of livelihoods affected by the disaster. Further, recovery assistance will ensure that social support systems are sustained and strengthened to ensure that social issues related to the recovery are identified and addressed.

Livelihoods support efforts will include:

- Labor-intensive public works, particularly in relation to the construction or reconstruction of roads, bridges and other basic infrastructure, and debris management.
- Small and medium sized grants and loans to restart commercial activities.
- Reduction or elimination of specific taxes or fees for commercial activities to reduce the cost of recovery.

⁹ See <http://www.unocha.org/cap/about-the-cap/about-process>

- Provision of grants-in-kind to individuals, families and businesses to aid in restarting commercial activities, including agriculture and livestock.
- Short term training to improve personal skills to bring additional value added to the recovery of commercial activities, including agriculture and livestock.
- Establishment of centers where businesses receive discounted services (e.g., telecommunications, electricity, etc.) to reduce the cost of restarting work and to facilitate the recovery process.
- Other measures identified in the course of assessments and comments from the affected populations that will facilitate the recovery of livelihoods.

Social support will include:

- Establish mechanisms to address immediate life-supporting needs of severely affected populations during the recovery period. These measures include the provision of food, water, shelter, heating and basic health care to individuals who cannot secure these needs through their own efforts.
- Provide council and care for disaster survivors facing psychological or mental health issues due to the disaster and recovery process.
- Establish mechanisms to address potential conflicts between disaster-affected populations, and with non-affected populations where relocation of the affected is part of the recovery process.
- Provide additional financial support to the disabled, the retired and aged, large families and other vulnerable groups who rely on payments from the Government to meet basic needs.
- Provide support to families where recovery tasks reduce the level of parenting which can be provided.
- Providing opportunities for youth to participate in the recovery process.
- Other measures as may be defined as part of the assessment and recovery planning process to promote social recovery.

XVII. Construction

A. Design, Permitting, Monitoring and Certification

The Agency for Architecture and Construction is responsible for the review of construction plans, the permitting of architecture and construction firms, the permitting of construction projects and monitoring and certifying completion of buildings, roads, bridges and other major infrastructure with the exception of water and sanitation systems. Delegated permitting authorities are provided, including to Barki Tojik (electrical company) for electrical infrastructure and for the Ministry of Transport and Communication for road infrastructure.

The standards for construction in Tajikistan can be secured from the Agency for Architecture and Construction. Tajikistan participates in the Commonwealth of Independent States Council on Construction and uses this forum as a basis for updating the standards. In general, all construction plans implemented in Tajikistan need to be reviewed and approved by the Agency or delegated organizations. The exception is houses limited to two stories with basement which do not need approval. However, these structures are subject to Agency inspection and construction may be halted if it is not satisfactory.

To address the design review, permitting, monitoring and certification process during post disaster recovery the Agency will:

- Participate in recovery planning.

- Reallocate staff to give a priority to reconstruction projects as directed by the National Commission.
- Acquire staff from other organizations and the private sector to support Agency requirements.
- Delegate design review, permitting, mentoring and certification tasks to other organizations and private sector companies.
- Establish special offices for the rapid design review, permitting, mentoring and certification of reconstruction projects and activities.

B. Post Disaster Building Inspection

Post disaster inspection of buildings is the responsibility of Scientific Research Institute, Executive Office of the President. This responsibility includes certifying that structures in a disaster-affected area are safe, whether repairs to structures can make them safe and whether structures cannot be repaired and need to be deconstructed.

The Scientific Research Institute will provide regular updates on damage assessment work as well as preliminary and final estimates of the level of damage done and need for new structures. The work of the Scientific Research Institute will be coordinated with the work on damage and needs assessment and in most cases, take place in a unified manner.

The Scientific Research Institute may co-opt specialists from other parts of the Government or engage private sector specialists to conduct assessments of structures.

The Scientific Research Institute will develop a standard assessment protocols for the typical disasters affecting structures in Tajikistan. These protocols will, at the least, cover seismic, flood and mud flow events.

C. Construction Project Implementation

The National Commission will have three options for implementing disaster recovery construction projects, as detailed below.

- Construction units within existing Ministries, Committees or Agencies of the Government. The advantage of this approach is that it can be quickly implanted using existing structures. The disadvantages relate to possible work overload (units would still need to implement normal tasks) and competency to implement new construction methods and approaches.
- An independent recovery construction entity established as a closed stock company of the Government. (The company would exist only for the disaster recovery period.) Advantages include the centralization of construction management within one unit independent from other tasks and responsibilities. Possible disadvantages include a delay in staffing and the likelihood of taking critical staff from other public and private construction units, and that the size of the company's operations will largely overshadow other construction companies and concentrate income and profits in one company.
- Through contracts with national and international construction firms. Advantages include a comprehensive and unified approach to construction, likely quick mobilization and facilitated interaction with external donors providing recovery funding. Disadvantages include the limited capacities of companies in Tajikistan in comparison to international firms and a reduction of capacities to work on other, non-recovery, construction projects.

The National Commission may decide on a combination of these options to best meet reconstruction requirements.

D. Construction of Shelter

Due to the demands for shelter immediately following a disaster, the National Commission may decide on a strategy where emergency shelter is immediately followed by transitional shelter before permanent shelter (i.e., houses or apartments) is provided.

Independent of the approach used, the following elements should be included in shelter construction plans:

- All transitional shelter should either be designed to be totally deconstructed and recycled or designed to provide the core for permanent housing.
- Those who will receive new shelter should be involved in the design of the structures, with women specifically engaged in this process.
- Where possible, those receiving shelter (houses, apartments) should be involved in the construction of these structures.
- Those receiving shelter (houses, apartments) should receive free and clear title to the unit and the loan on which it rests, although provision can be made for contributions to the cost of construction by the person to whom the unit is provided.
- Title of units (houses, apartments) should be provided in the names of the husband and wife of a family when these persons are present in the family.

XVIII. Public Involvement in Recovery

The Government will encourage public involvement in recovery activities. The **Center** will have a specific unit to encourage and coordinate public involvement in the recovery efforts.

Public involvement will take place in several ways, including:

- Voluntary staffing for recovery activities and projects. This assistance will be coordinated through a unit established by the **Center**.
- Donation of funds for recovery. See **Section XI** and **Section XIX** for additional details.
- Donations of supplies to the recovery. See **Section XIX** for additional details.
- Donation of buildings and other infrastructure. The donation of buildings and other infrastructure will be in accordance with **Section XVII**. Where donations are of housing or other public-use facilities, the work on these structures will involve inputs and advice from the intended beneficiaries.

XIX. Donations for Recovery

A. Financial Donations

The Ministry of Finance will establish accounts as needed at commercial banks to receive financial donations to the recovery effort. These funds will be collected into a single Disaster Recovery Fund account by the Ministry. These funds will be used as directed by the National Commission.

The Ministry will report to the **Center** and the National Commission on a regular basis as to the funds received, the sources from which the funds have been received and to what accounts the funds have been transferred. These reports will be made on demand of the National

Commission, and at least quarterly, and be published and otherwise made available for public information.

B. Physical Donations

The Agency for State Reserves, Office of the President, receives, inventories and stores physical donations made to the disaster recovery as per Government regulation 573, as amended on December 30 2012. The Customs Service will assure that donations to the disaster recovery effort will enter Tajikistan duty free.

The Agency for State Reserves will report to the **Center** and the National Commission on a regular basis as to physical donations received, the sources from which the donations have been received, where the donations have been stored, and to where the donations have been delivered. These reports will be made at least quarterly and be published and otherwise made available for public information.

C. Reporting

The **Center** will establish, in cooperation with the Committee of Emergency Situations, the Ministry of Finance, and the Ministry of Foreign Affairs, a public information portal (web site) to collect, handle and report on public donations. This system will use the media as well as electronic means (e.g., web sites, internet, Twitter, etc.) to disseminate information on donations and their use.

XX. Private Sector Assistance

Support from the private sector is essential for rapid recovery from disasters. To encourage and assist private sector support the following actions will be taken.

A. Private Sector Recovery Assistance Coordination Desk

The **Center** will establish, in cooperation with the Ministry of Foreign Affairs, Ministry of Economic Development and Trade and the Chamber of Commerce and Industry of Tajikistan, a one-stop center for the incorporation of the private sector into recovery planning and support. This *Private Sector Desk* will provide the private sector with one stop access to recovery plans and assist in matching private sector assistance to specific recovery projects and project needs.

The Desk will be supported an electronic data base of private sector offers of assistance and recovery needs and by a web-based interface to facilitate the matching of assistance offers and needs. The Desk is expected to report regularly to the National Commission on support to private sector assistance to the recovery efforts, including the number and value of assistance pledges made and completed as well as outstanding offers of assistance and needs.

B. Private Sector Recovery Mobilization

The **Chamber of Commerce and Industry of Tajikistan** will establish a single focal point for the mobilization and management of recovery assistance to Tajikistan under the authority of the National Commission. The Chamber will:

- Coordinate the solicitation of private sector assistance to Tajikistan from national and international commercial sources.
- Serve as the single point of contact between the National Commission and subsidiary structures on issues related to private sector assistance.
- Raise to the appropriate authorities issues which might arise with private sector assistance and donations.

- Interface with national and international commercial firms on requirements for the entry of goods into Tajikistan, including any special requirements for recovery assistance.
- Liaise with Government authorities on requirements for visas and work permits for non-Tajikistan workers who are made available to assist in recovery activities by the private sector.
- Liaise with the Government authorities on resolving specific issues which may arise in association with the provision of private sector assistance.
- Establish and maintain a web portal which provides the latest information on private sector assistance provided to Tajikistan (in conjunction with the information provided through the Private Sector Desk and reporting on donations).

XXI. Disaster Risk Reduction

A. Disaster Impact Assessment

As part of the disaster damage and needs assessment, a special assessment will cover specific impacts of the disaster, their causes as well as possible mitigation measures. This assessment will be coordinated by the Committee of Emergency Situations and involve (1) experts from the Government, (2) experts from external sources, including REACT and (3) other sources as may be warranted.

The impact assessment will be included in the **Post Disaster Needs Assessment (PDNA) Report**. To meet the needs of the **Critical Needs Recovery Plan**, a preliminary version of the impact assessment should be completed concurrent with the development of the **Critical Recovery Plan**, with a finalized report included in the **Post Disaster Needs Assessment Report**.

B. Hazard Assessment

As part of any recovery plan, the **Center** will coordinate the development of a hazard assessment to identify (1) areas that should be restricted from use, (2) areas which can be used under specific conditions, and (3) areas which are free from hazards. The results of this assessment will be integrated into the **Disaster Impact Assessment** and be made available for the **PDNA**.

Further, the assessment results will be shared with (1) the Committee on Environmental Protection, (2) any recovery project or activity which may need the assessment data and (3) with the general public through a web site or other means.

The hazard assessment will be coordinated by the Committee of Emergency Situations and incorporate experts (1) available from within the Government, (2) provided by foreign organizations or (3) hired by the Government.

The hazard assessment will be accomplished according to (1) a methodology which meets international best practice and (2) provides results which can be incorporated with the results of a socio-economic vulnerability assessment. The Committee of Emergency Situations will develop a draft hazard assessment process in advance. This process will be adjusted as needed for use following a specific disaster.

C. Socio-Economic Vulnerability Assessment

The Committee of Emergency Situations will lead the development of a socio-economic vulnerability assessment of disaster survivors. The assessment should be done in conjunction

with the development of the **Critical Recovery Plan**, with a finalized report included in the **Post Disaster Needs Assessment Report**.

This effort will involve experts from (1) the Committee on Environmental Protection, (2) the Ministry of Labor and Social Welfare, (3) other Government experts, (4) experts provided by foreign organizations and (3) experts hired by the Government. Members of REACT are expected to participate significantly in these assessments.

The socio-economic assessment will be accomplished according to a methodology that corresponds to international best practice and provide results which can be incorporated with the results of a hazard assessment. The Committee of Emergency Situations will develop an appropriate assessment process in advance.

D. Risk Assessment

The Committee of Emergency Situations will lead the development of a disaster risk assessment, incorporating the hazard and socio-economic vulnerability results and other information which may be available following a disaster based on international best practice.

The risk assessment will define risks arising from the disaster, their causes and possible solutions. Initial risk assessment results will be incorporated into the **Critical Recovery Plan**, with a finalized report included in the **Post Disaster Needs Assessment Report**.

This effort will involve experts (1) from the Committee (1) from within the Government, (3) provided by foreign organizations or (4) hired by the Government.

E. Incorporation of Risk Reduction into Recovery

Each recover plan will include an identification of how the planned actions will reduce future disaster risks. These actions will be based on the information collected through **Sections XIX, A, B and C**, above and other information that may be available.

The **Center** will review all recovery plans before implementation to assure that appropriate risk reduction options have been identified and incorporated into design and implementation. A specific **Disaster Risk Reduction Unit** will be established for this purpose. While the responsibility for incorporating risk reduction onto projects and activities will rest with the entity developing a project or activity, the **Disaster Risk Reduction Unit** will provide advance and assistance in identifying appropriate risk reduction options. The unit will report quarterly on progress on the integration of risk reduction into recovery projects and activities.

XXII. Protection

Notwithstanding other sections of this **Guide**, the Ministry of Labor and Social Protection, together with the Committee on Women and Family Affairs, will establish a special unit to address issues related to the protection of children, the disabled, the elderly and other vulnerable groups during the recovery process. This unit will advocate for those needing protection and pay specific attention to:

- Advocacy for children, the disabled, the elderly and other vulnerable groups in receiving appropriate recovery assistance.
- Providing information on recovery assistance to children, the disabled, the elderly and other vulnerable groups.

- Advocating for appropriate standards for buildings and other infrastructure repaired or built as part of the recovery to ensure they meet the needs of children, the disabled, the elderly and other vulnerable groups.
- Establishing, in cooperation with other Government entities (e.g., Ministry of Interior), UN Agencies (e.g., UNICEF, UNHCR) and other REACT members, a system for tracking and supporting children who have been temporarily or permanently separated from their parents.
- Establishing an outreach mechanism to facilitate manage of challenges related to threats to children and within and between families related to the recovery process.

XXIII. Legal Support

A. Legal Advice on Recovery

Notwithstanding any other parts of this **Guide**, a special **Legal Support Unit** will be established to provide legal advice to disaster survivors as it relates to recovery assistance and activities. This unit will focus on the provision of assistance related to legal rights and processes in the following areas:

- Access to recovery assistance in a way that is fair and equitable.
- Timely and fair payment of insurance and other mandated assistance related to the damage caused by a disaster.
- Access and ownership of land for reconstruction.
- Matters related to property ownership and access to assistance when one or more members of a family are deceased or disabled due to the disaster.
- Matters related to rights afforded to individuals injured or disabled due to the disaster including access to accessible shelter and employment.
- Protection and compensation for property taken in the process of reconstruction.
- Resolving conflicts which may develop within or between communities affected by a disaster and with organizations providing assistance.

The **Unit** will also make available to the general public and specifically to disaster survivors information on the legal aspects of recovery and the assistance which is available through the **Unit**.

B. Lost and Missing Documents

Documents lost following disasters are replaced based on the request of those who need the lost documents to the appropriate issuing office (e.g., passport office, marriage registration office, jamoat for registrations and house ownership documents, etc.). The relevant local authorities officially replace lost documents through locating copies in their archives. If the authorities' premises are damaged and originals are lost, then the replacement is done based on the judgment of the issuing authority.

To the extent required by the nature of the damage from the disaster, local authorities may establish "one-stop shops" where those in need of replacement documents can request and receive all lost documents at one location. These one-stop shops should be located in such a way as to facilitate access by disaster survivors and appropriately equipped to rapidly produce the required paperwork.

XXIV. Environmental Review

Procedures for environmental review are set out in the **Law on the Protection of Nature** (Number 284, 13 July 2007). These procedures apply for normal and recovery projects.

The Committee on Environmental Protection is responsible for the environmental review process and is familiar with the review procedures used by international organizations. The Committee has experts on staff and will call on outside experts and university students to review proposed projects and programs. The Committee can request assistance of international organizations such as the United Nations Environment Program for support in effectively assessing and defining mechanisms for addressing negative environmental impacts associated with the recovery.

Where necessary, the Committee will issue contingent approvals of projects or programs with the expectation that mitigation measures will be implemented as required during a project. A process of contingent approval will only be used when specifically authorized in advance by the National Commission and can only be used for up to sixty days. Within this period the reasons for the contingent approval need to be resolved to the satisfaction of the Committee or any approval is rescinded.

The Committee will complete environmental reviews within fifteen days of project or program document submission. Reports, as requested by the **Center** and National Commission, will be provided on the number of projects under review and for which reviews are completed. The Committee will maintain an on-line (web based) record of the status of projects or programs submitted, under review and completed.

The National Commission will consider the development of one or more Strategic Environmental Assessments (SEA) to guide overall recovery efforts. SEAs will be implemented by the Committee on Environmental Protection in coordination with the **Center**, other elements of the Government and external parties, as required. SEAs will be coordinated with the development and approval of any recovery plans.

XXV. Relocation

Disaster recovery often involves the relocation of disaster survivors from unsafe locations to new locations. The relocation is authorized in Tajikistan under regulation number 221, On Approval of Orders on Implementation of Ecological Migration in the Republic of Tajikistan, 3 May 2010)

In general, relocation is to land owned by the Government or on land to which the Government has acquired total control through purchase or other means. The Ministry of Labor and Social Protection, together with the Committee of Emergency Situations, the Main Department for Geology and the Agency for Land Use, Geodesy and Cartography, and REACT, will coordinate any relocation.

In the course of relocation the following conditions will be applied:

- No relocation will take place in a forcible manner except to the extent provided by law and after due process of the law.
- Those who relocate will be advised about the relocation and fully involved in a decision to relocate, including visiting the relocation site in advance, and assisted in the relocation process.

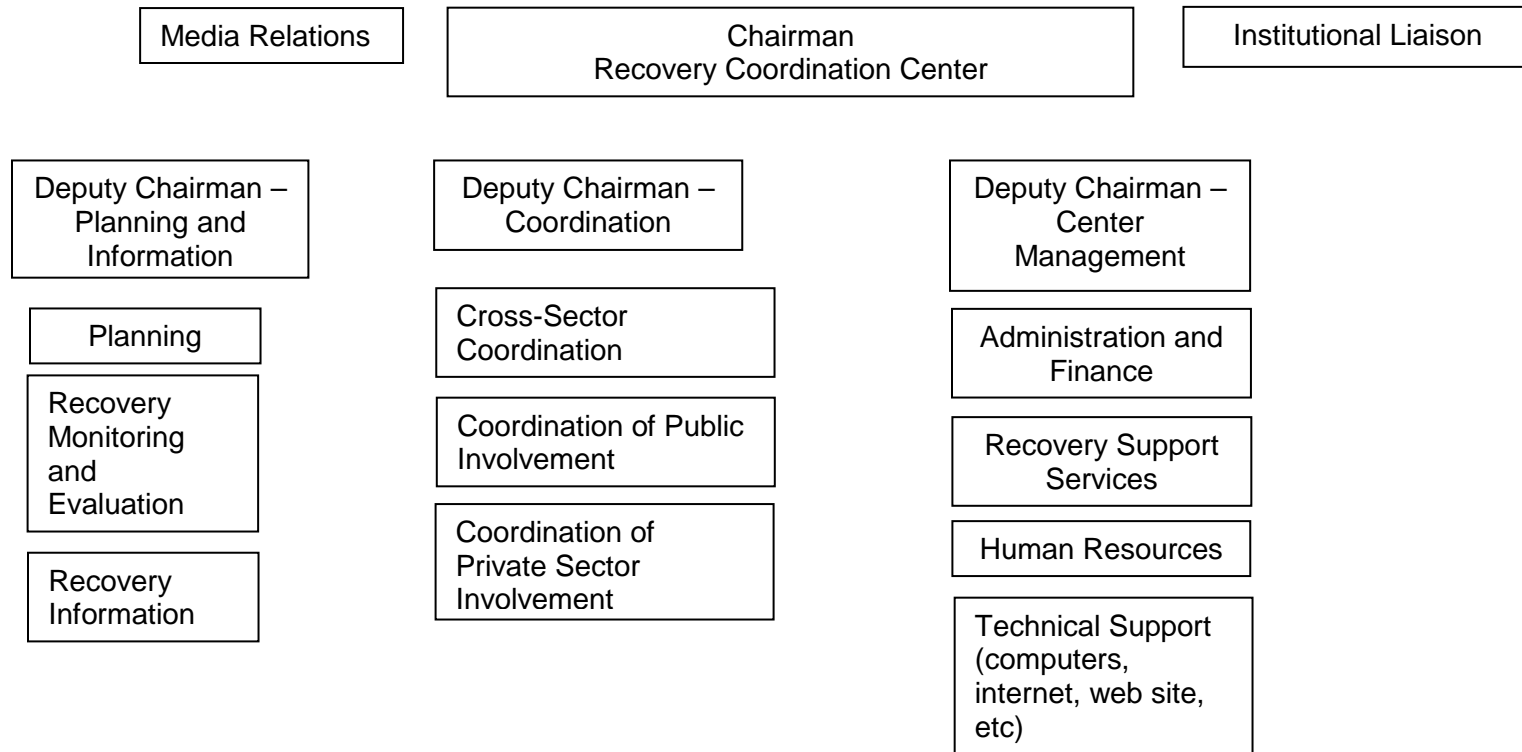
- Those who relocated will receive free title to the land to which they are relocated and will not have to pay any taxes on improvements made to the land within two years of taking possession.
- Where families are relocated, both the male and female head of family will be listed on the land title.
- Those who are relocated will not be required to give up legal ownership of the land and structures on the land from which they are relocating unless the land is acquired in return for payment by the Government or an authorized entity.
- The relocation process will include support to those relocated to assure they have access to water, sanitation, shelter (transitional or permanent), basic health care, education and basic social services within a reasonable delay after the start of the relocation.
- Assistance for relocation will include skills development and financial and in-kind support to establish employment opportunities, with the needs of both men and women being addressed.

XXVI. Linking Recovery to Development

The Ministry of Economic Development and Trade in cooperation with the **Center** will be responsible for ensuring that recovery plans, projects and activities are harmonized with development policy and plans for Tajikistan.

Where necessary, and based on national policies, the Ministry will direct changes in recovery plans to ensure they are in harmony with national development policies. Further, the Ministry will consider and propose changes to national policies which address gaps in the development process identified by the disaster and require actions in the recovery process or as a normal part of developmental efforts.

XXVII. Annex A – Organization Chart – Recovery Coordination Center



Annex B – Lead and Supporting Organizations – Coordination Center Approach

The **Lead Organization** is responsible for accomplishing the core activities for each task. The **Supporting Organizations** provide technical and other support to the **Lead Organization** in accomplishing the core activities.

Task	Lead Organization	Supporting Organizations	Core Activities
Recovery Management			
Planning	Ministry of Economic Development and Trade	Ministry of Finance, Committee of Emergency Situations, REACT	Planning for disaster recovery and updating these plans as recovery progresses.
Finance	Ministry of Finance	Ministry of Foreign Affairs, REACT	Funding recovery, including liaison with international financial institutions.
Recovery Monitoring and Evaluation	Ministry of Economic Development and Trade	Committee of Emergency Situations, REACT	Monitoring and evaluation of project and activities related to recovery efforts.
Media Relations	State Committee of TV and Radio Broadcasting	Ministry of Foreign Affairs	Coordinating coverage of the recovery by the media.
Recovery Information	Ministry of Economic Development and Trade	Committee of Emergency Situations, REACT	Assuring up-to-date information on recovery, including information collection, monitoring, analysis and presentation (e.g., using GIS). Establishes the Post Disaster Recovery Information System.
Customs	Customs Service	Ministry of Foreign Affairs, Ministry of Economic Development and Trade	Assuring entry of recovery supplies into the country on an expedited basis.
Coordination of Foreign Assistance	Committee of Emergency Situations	Ministry of Foreign Affairs, Ministry of Economic Development and Trade, REACT	Coordinating the provision of foreign monetary and real assistance for recovery.
Damage and Needs Assessment	Ministry of Economic Development and Trade	Committee of Emergency Situations, all Government entities, REACT	Assessing the damage caused by a disaster and defining the needs for recovery.
Cross-Sector Coordination	Ministry of Economic	Committee of Emergency Situations, REACT	Establishing and managing a process for coordinating recovery efforts across sectors and including cross

	Development and Trade		cutting issues of gender, age, health status and disabilities.
Recovery Operations			
Debris Management	Committee of Emergency Situations	Ministry of Defense, Ministry of Transportation and Communication, Ministry of Economic Development and Trade, Scientific Research Institute, Executive Office of the President, REACT	Planning and managing work to efficiency remove, recycle, reuse and properly dispose of debris created by a disaster.
Health Care	Ministry of Health	REACT	Providing continued health care to disaster survivors and leading recovery actions in the health sector.
Construction	Agency for Construction and Architecture	Ministry of Economic Development and Trade, Minister of Transportation and Communication, Ministry of Reclamation and Water Management, Scientific Research Institute, Executive Office of the President, REACT	Planning and managing work necessary for the reconstruction of physical infrastructure include shelter, roads, bridges, irrigation systems and similar structures
Coordination of Public Involvement	Ministry of Economic Development and Trade	--	Coordinating the involvement of the public in recovery efforts, including mobilization the public, linking needs to members of the public and providing information to the public on these efforts.
Coordination of Private Sector Involvement	Ministry of Economic Development and Trade	Chamber of Commerce and Industry of Tajikistan	Coordinating the involvement of the private sector in recovery efforts, including mobilization of the private sector, linking needs to assistance available from the private sector, liaising with other Government entities on facilitating private sector assistance and providing information to the public on these efforts.
Food Security	Ministry of Agriculture and Environmental Protection	Ministry of Economic Development and Trade, REACT	Assuring minimally adequate food supplies for all disaster survivors.

Water Supply	Public Water Supply Companies	Local Government, Ministry of Reclamation and Water Management, REACT	Providing minimally adequate potable water to disaster survivors and leading re-establishment of normal water supplies.
Sanitation	Center for Epidemiological Surveillance	Local Government, Ministry of Health, REACT	Reestablishing normal sanitation conditions for disaster affected areas and assuring epidemiological surveillance.
Shelter	Agency for Construction and Architecture	Ministry of Economic Development and Trade, Committee of Emergency Situations, REACT	Reestablishing normal shelter for disaster survivors, and managing transitional shelter when needed.
Agriculture	Ministry of Agriculture and Environmental Protection	Ministry of Reclamation and Water Management, REACT	Reestablishing normal agricultural activities and reconstructing irrigation and other agriculture-related infrastructure, as needed.
Energy (heating, electricity)	Ministry of Energy and Industry	Barki Tojik, Naftrason, Tojikkaz	Restoring adequate electrical and heating capacities for normal conditions.
Education	Ministry of Education	REACT	Reestablishing normal education structures and cycles, and ensuring the appropriate provision of temporary education when needed.
Social Welfare	Ministry of Labor and Social Protection	Ministry of Health, REACT	Providing welfare services (including psycho-social support) to disaster affected populations.
Disaster Risk Reduction	Recovery Center	Committee of Emergency Situations, Ministry of Economic Development and Trade, REACT	Integrating disaster risk reduction into all recovery activities. including activities directed at livelihoods as well as infrastructure.
Protection	Ministry of Labor and Social Protection	Ministry of Justice, Ministry of Internal Affairs, REACT	Ensuring that all vulnerable groups affected by the recovery process receive adequate protection.
Environmental Review	Committee on Environmental Protection	Ministry of Economic Development and Trade, Agency for Construction and Architecture, REACT	Completing timely, appropriate and focused reviews of the environmental impacts of recovery activities and the integration of actions to assure sustainability into recovery efforts.
Legal Assistance	Ministry of Justice	Ministry of Labor and Social	Providing legal support to disaster survivors to ensure

		Protection, REACT	they can access and acquire legal advice related to recovery activities as well as legal documents lost during a disaster.
Coordination of Relocation of Disaster Affected	Ministry of Labor and Social Protection	Committee of Emergency Situations, Main Department for Geology, Agency for Land Use, Geodesy and Cartography, REACT	Coordinating the process of relocating disaster-affected populations according to the laws and regulations of Tajikistan and with the participation of those who are to be relocated.

Annex C - REACT Statement of Common Understanding

To be added.