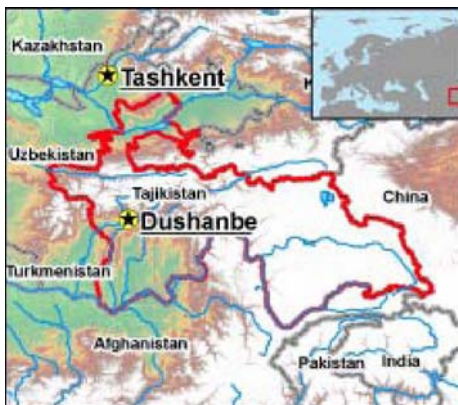


Revised Plan 2011



Tajikistan

Executive summary



In line with its strategy for 2008-2012, the Red Crescent Society of Tajikistan is building its capacities and scaling up its services to assist the most vulnerable people in the country. The society's programmes are also in alignment with the International Federation of Red Cross and Red Crescent Society's Strategy 2020, Global Agenda, and contribute to achieving the Millennium Development Goals and Vienna Commitments. At the same time the National Society follows the Istanbul commitments and resolutions calling for a stronger engagement in support of migrants. Taking into consideration the high rate of migration within and from Tajikistan, the society, with support from the International Federation is committed to supporting migrants in coordination with other stakeholders involved in migration issues.

The International Federation has adopted a new strategic framework Strategy 2020 to guide its work both domestically and globally. The strategy is about "saving lives and changing minds", and calls for a fundamental realignment of the national societies as effective auxiliaries to their governments providing high quality services within the core mandates of the Red Cross Red Crescent (RCRC), for influencing behaviours and changes in attitudes and mindsets, and for the RCRC Movement to play a lead role in advocating for the humanitarian needs of vulnerable people and communities wherever they exist. The International Federation secretariat's key areas of support to the Tajikistan Red Crescent in 2010-2011 will include health and care, disaster management, principles and values and National Society capacity-building. This is in line with the Strategic Aims to save lives, protect livelihoods, and strengthen recovery from disaster and crises; enable healthy and safe living; promote social inclusion and a culture of non-violence and peace and the enabling actions to deliver the aims.

In line with the Hyogo Framework for Action and the National Society's strategy the disaster management programme continues to build the Red Crescent's capacity in disaster preparedness and relief. The society has already elaborated its contingency plan at the country level and its disaster response plan. Emphasis will be placed on continuing to use the community participatory approach in disaster preparedness and risk reduction projects through its structural divisions, and developing the Red Crescent primary organizations at local level.

With a view to scaling up the activities to reduce vulnerability to diseases and trauma of the targeted communities, the Red Crescent Society is implementing community-based first aid, preventive health and hygiene education and social support. There are also programmes addressing Tuberculosis (TB) and HIV, including harm reduction projects, and projects to decrease the number of water-borne diseases through access to clean water, hygiene facilities (latrines) and the promotion of proper hygiene practices. The health programme is in line with the International Federation's Global Health and Care Strategy 2006-2010 and the Red Crescent Society's strategy for 2008-2012.

The Red Crescent Society of Tajikistan will also scale up its activities to prevent and reduce stigma and discrimination towards people living with HIV (PLHIV), TB patients and injecting drug users. It will advocate for access to preventive measures, and treatment as well as for health promotion, behaviour

change and harm reduction. Moreover, the health and care programme will continue to involve PLHIV, TB patients and people from groups at higher risk in the design and implementation of the programme.

The organizational development and capacity building needs of the Red Crescent Society have considerably expanded with the increasing desire to scale up services. They are in leadership, volunteering and youth development, and the development of human, financial and material resources at headquarters and branch levels. The National Society's work in organizational development will allow the society to face the current and future challenges, using its material, financial and human resources in an efficient way.

The Red Crescent covers all of Tajikistan through its network of headquarters in Dushanbe, 5 provincial branches and 69 district branches, and with its thousands of volunteers. Taking into account the needs of the vulnerable people, the capacity of the society, its core activities and other stakeholders in the country, the Red Crescent has been concentrating in areas where it can build on the expertise within the International Red Cross and Red Crescent Movement. A community-based participatory approach is strongly emphasized, and the operational activities are mainly carried out by volunteers in the local branches.

The total 2010-2011 budget is CHF 1.6 million.

[Click here to go directly to the attached summary budget of the plan.](#)

Country context

Tajikistan is a landlocked country in Central Asia, the smallest in the region. It is surrounded by Afghanistan to the south, Uzbekistan to the west, Kyrgyzstan to the north, and China to the east. The country has an area of 142,600 square km and a population of 7.3 million. Tajikistan's territory is mountainous, the mountains covering more than 90 per cent of the country. Only 7 per cent of its territory is suitable for cultivation. More than half of Tajikistan is over 3,000 meters above sea level. It is the poorest of the former Soviet republics and, ranking 122nd on the Human Development Index, is in fact one of the poorest countries in the world.

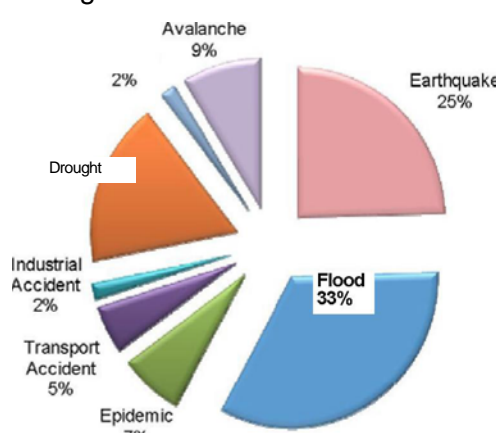
In 2008, Tajikistan's population increased from 7.064 million to 7.298 million, according to the Commonwealth of Independent States (CIS) Interstate Committee for Statistics. The population has grown rapidly, while at the same time the country lacks high productivity employment opportunities. The resulting situation has posed a considerable challenge for the social sector. Over 73 per cent of Tajikistan's population lives in rural areas relying on agriculture, and this percentage is even increasing. Around 40 per cent of the population is under 18 years of age. (http://siteresources.worldbank.org/INTTAJIKISTAN/Resources/atlas_11.pdf).

The economy of Tajikistan is to a large extent dependent on remittances from the Russian Federation. The Remittances Factbook 2008, published by World Bank, finds that Tajikistan and Moldova are tied as the top remittance receiving countries – remittance inflows amount to around 36 per cent of their GDP. In Tajikistan remittances accounted for nearly 55 per cent of gross domestic product (GDP) in 2008. Over the first quarter of 2009, Tajikistan remittances have decreased by more than 40 per cent compared to the same period of 2008 according to the head of the International Monetary Fund's (IMF) mission to Tajikistan. Some 1 million Tajik seasonal workers travel to Russia each year and their remittances keep many families at home above the poverty line and help to alleviate the stress caused by the lack of domestic job opportunities. The situation is exacerbated by the fact that the government has not yet taken efficient measures to create necessary measures for employment of labour migrants inside the country. This may lead to aggravation of social and political situation in the country, deterioration of the crime situation and decline in living standards. Unemployed people may be involved in drug trafficking and other criminal activities. In some parts of the country the tendency of labour migrants returning to Tajikistan is reported.

Tajikistan has experienced a variety of economic and social shocks over the last years that have contributed to the further deterioration of the food security situation. In 2008, according to the CIS Interstate Committee for Statistics, consumer prices rose by 30.7 per cent in the first ten months of the year. To assess the impact of rising prices for food and non-food items, fuel and social services on the traditional Red Crescent beneficiaries the National Society and the International Federation's country

representation initiated an assessment in autumn 2008. The assessment targeted female-headed households and elderly people living alone in five areas of Districts of Direct Rule (DDR) and explored people's coping mechanisms. The main findings were: i) purchasing power of 69 per cent of assessed households decreased; ii) households significantly reduced the consumption of animal products as well as other nutrient-rich food items such as fruits, vegetables and pulses; iii) about 16 per cent of people have decreased their daily food ration. The remaining 84 per cent excluded some food components like dairy butter, eggs, milk products and fruits from their daily food ration; iv) in some cases health expenditures have been cut down - 7 per cent of assessed people took their children out of school as they could not afford purchasing school supplies.

Tajikistan as a mountainous country is extremely prone to natural disasters. The country endures severe recurrent floods, usually either in spring following heavy rains, or as a result of melting snow during the summer. Mudflows and landslides are also common, especially in foothills and mountainous



areas. Rainfall in Tajikistan is the highest in Central Asia, ranging from 500-600 mm to 1,500 mm in the mountains. The country is vulnerable to disasters both due to natural hazards, such as flood, earthquake, mudflow, landslide, epidemic, drought, avalanche, insect infestation, and wind storm; and man-made hazards such as transportation and industrial accidents. The hazard specific distribution of various disasters that occurred in the country during the period of 1988-2007 is shown in diagramme 1¹. Analysis of disaster data shows that Tajikistan is severely affected by floods with 19 bigger floods happening in the past two decades.

In 2009-2010, Tajikistan has witnessed several natural disasters which affected the socio-economic conditions of people in Tajikistan. The torrential rain and resulting floods and mudslides during spring 2009 have brought additional hardship for the population of Tajikistan. On 15 May, 2009 the government of Tajikistan requested assistance from other governments, UN agencies and international organizations to support the emergency response to recent disasters which caused an estimated damage of more than 100 million US dollars. The total number of families directly affected by disasters has been around 1,391 (7,930 people), including 469 families whose houses were completely destroyed and 865 families with partly damaged houses and those who lost their assets.

Four DREF operations were launched in 2010 to respond to disasters and assist the most affected households. See more at:

<http://www.ifrc.org/docs/appeals/10/MDRTJ007do.pdf> - Earthquake

<http://www.ifrc.org/docs/appeals/10/MDRTJ008do.pdf> - Floods

<http://www.ifrc.org/docs/appeals/10/MDRTJ009do.pdf> - Poliomyelitis

<http://www.ifrc.org/docs/appeals/10/MDRTJ010do.pdf> - Floods and mudslides

Specialists from the Ministry of Agriculture of Tajikistan have estimated the damage to the country's agrarian sector at more than 89 million somoni (more than 20 million US dollars). In the disasters during spring some 40,000 hectares of agricultural crops; 22,000 hectares cotton, 8,000 hectares cereals, 3,000 hectares orchards and 2,500 hectares vineyards have been damaged. Serious damage has also been caused to the livestock sector. The Tajik government officially called on Tajik families to prepare and maintain two-year food stocks if they can.

If the situation is to require food security interventions, the International Federation together with the Red Crescent Society is ready to apply the existing Federation response tools. The plan for 2010-2011 could be revised depending on the results of the joint food security assessment of the International Federation, Tajikistan Red Crescent and the UN World Food Programme (WFP) in Gorno-Badakhshan Autonomous Oblast (GBO) in September-October 2009. According to the Food Security Monitoring Bulletin posted in the www.untj.org website, the levels of food insecurity slightly deteriorate compared to the previous round, with 10% of the households interviewed being classified as severely food insecure and 25% moderately food insecure. Moderate food insecurity has slightly increased since last

¹ *Synthesis Report on Central Asia and Caucasus Region Disaster Risks - Draft Final Report available at: http://www.untj.org/files/news/PR/CAC_Draft_Final_Report.pdf*

round (from 20% to 25%). Areas of the country with the highest levels of food insecurity also remain the same (http://www.untj.org/files/FSMS/documents/FSMS_bulletin6.pdf).

The estimated HIV prevalence among adults aged over 15 in Tajikistan is 123 per 100,000 population. According to official national statistics, in total 1,595 people were living with HIV as of 1 July 2009. Out of them 1,285 were men and 310 women. Out of the 1,595 people, 55.9 per cent were injecting drug users (IDUs) and 26.5 per cent were infected through sexual transmission; there were 0.8 per cent vertically transmitted cases and 16.7 per cent with unknown ways of transmission. The total number of actual people living with HIV or in need of treatment is unclear due to the lack of recording and reporting statistics. The epidemic, which is still at an early stage, appears to be concentrated, primarily spreading among injecting drug users. However, factors such as sex work and migration could facilitate transmission to other population groups. According to a UNAIDS assessment in 2003, there are about 8,000 sex workers in Tajikistan, and the number is growing. Sex workers in the country have low awareness of sexually transmitted infections (STIs) and HIV and AIDS, which is of particular concern since each sex worker is estimated to have 1,000 partners annually. Increasing migration is creating further possibilities for the spread of HIV and STIs in the country.

The transit of drugs through Tajikistan has intensified since 1996, and the number of heroin users in the country has increased considerably. According to United Nations Office on Drugs and Crime (UNODC) estimates from 2002, there are around 40,000-50,000 drug users in the country, 80 per cent of them using heroin. One third of the heroin users inject it. Available data suggests that the prevalence of HIV amongst officially registered IDUs increased from 16 to 24 per cent within the 2005–2008 period. Nearly 95 per cent of IDUs are estimated to share needles and syringes and unsafe sexual behaviour is also common in this group. The majority of women who inject drugs are sex workers. STI prevalence could not be determined as STI cases are not officially registered or treated at the health facilities. People suffering from STIs seek medical care or treatment by payments directly to health providers due to stigma.

The HIV prevention programme will be implemented in Sughd and Khatlon province through establishing of HIV social support centres in regional capitals – Khudjant and Kulob cities (there are 2 centres in Kairakum and Chkalovsk cities, established in 2009). The harm reduction project component will continue to be implemented in Gorno–Badakhshan Autonomous Oblast (GBAO), the project will be extended to Sughd, Khatlon and DRD.

Because of the country's small overall population, Tajikistan is not on the list of the 22 highest burden TB countries worldwide. Nonetheless, TB prevalence in the country is very high. Similar to other Central Asian countries, Tajikistan inherited the Soviet style TB control strategy, with its reliance on mass X-ray screening and long-term hospitalization for diagnosed cases. TB prevalence rate for Tajikistan is estimated as 216.9 per 100,000 population at the beginning of 2009. According to the National Center on TB, the incidence rate is estimated as 85.6 per 100,000 population during the nine months of 2009. Tajikistan introduced DOTS programming since 2002 starting with two rayons/districts and by the end of 2008, Tajikistan introduced DOTS program to 100 per cent of rayons in 4 oblasts.

Particularly dangerous form of TB is multi-drug resistant TB (MDR TB). Rates of MDR TB are high in most or the former Soviet Union countries and threaten TB control efforts. MDR response activity has only started recently in 2008 from two pilots Dushanbe and Rudaki district, followed by Gissar and Vakhdat districts at the end of 2009.

Migrant labourers constituted 10.2 per cent of new TB cases in Tajikistan. Of all new cases, 7.4 per cent were in the 0–14 age group, while 70 per cent were from the 20–54 group; 60 per cent of new TB patients were males (Project Hope, 2009).

Above mentioned data confirms the need for strengthening TB control in Tajikistan.

According to Poverty Reduction Strategy of the Republic of Tajikistan, the situation with water and sanitation facilities in Tajikistan do not meet basic requirements. Overall, 87% of the urban population and 20% of rural residents in Tajikistan receive their water from centralized water systems that do not meet drinking water standards. The rest of the population draws its water from other sources (wells, irrigation ditches, canal, rainwater collection and so on), which do not meet established public health and hygiene requirements, and this in turn contributes to the spread of infectious diseases. These problems arise as a result of serious difficulties associated with the delivery of water, public sanitation

and housing and municipal services, which exist in both cities and rural areas. Out of the 699 centralized water supply systems in the country, 113 are essentially not in operation and 358 do not meet sanitary requirements².

According to the World Health Organization (WHO), 60 per cent of all infectious diseases in the country are caused by people's poor access to safe drinking water. Sughd province and Direct Rule Districts (DRD) are reported to be the most problematic areas in this respect. According to the Statistical Department of Hydrogeology of Tajikistan, the bacteriological pollution of drinking water in Sughd makes 52.9 per cent, and 60.3 per cent in DRD.

National Society priorities and current work with partners

The International Federation has adopted a new strategic framework Strategy 2020 to guide its work both domestically and globally. The strategy is about "saving lives and changing minds", and calls for a fundamental realignment of the national societies as effective auxiliaries to their governments providing high quality services within the core mandates of the Red Cross Red Crescent (RCRC), for influencing behaviours and changes in attitudes and mindsets, and for the RCRC Movement to play a lead role in advocating for the humanitarian needs of vulnerable people and communities wherever they exist. The International Federation secretariat's key areas of support to the Tajikistan Red Crescent in 2010-2011 will include health and care, disaster management, principles and values and National Society capacity-building. This is in line with the Strategic Aims to save lives, protect livelihoods, and strengthen recovery from disaster and crises; enable healthy and safe living; promote social inclusion and a culture of non-violence and peace and the enabling actions to deliver the aims. The overall goal is to ensure that the programmes and services of the National Society are focused on the needs of vulnerable people, are responsive, sustainable and of acceptable standards in performance, accountability and integrity. As reflected in its strategic plan, the Red Crescent Society of Tajikistan has been focusing on the following:

- enhancement of disaster preparedness and response capacity of the Red Crescent Society and vulnerable communities in more adaptable ways and relevant to local needs;
- improvement of the health status of the vulnerable population in Tajikistan on TB, HIV and AIDS, sexually transmitted infections (STIs) and preventable communicable diseases, as well as better access to improved water and sanitation facilities;
- ensuring good leadership with clarity on the respective roles of governance and management;
- finance and resource development for more sound and transparent management of available resources;
- promotion of knowledge sharing, networking and partnerships in technical programme areas.

The focus on community mobilization and participation remain a high priority for the Red Crescent Society in its programming. To ensure the communities' ownership, capacities of communities are mobilized and organized into Red Crescent services to people who are especially vulnerable.

In 2010-2011, the Red Crescent Society of Tajikistan will continue to build the capacity of the branches so that they work efficiently with the vulnerable communities. The National Society also intends to improve the retention of volunteers and members, which is crucial for the Red Crescent to be able to meet the challenges and opportunities presented by a fast-changing world.

However, the problems in the country are expanding day-to-day and the National Society is looking for its sustainable development, building of its own capacity and continuously playing an important auxiliary role to the government. The National Society will be developing the mechanisms of best use of available funds, while looking for other local or even international sources of funding.

Starting from 2009, the National Society has been putting efforts into its actions and commitments as a member of the Global Alliance on HIV and on Disaster Risk Reduction. The leadership of the National Society is continuously establishing partnership links with various organizations and the government to

² Source: Regional Conference on Millennium Development Goals held March, 2007, Dushanbe. [http://www.untj.org/files/reports/NDS_\(English\).pdf](http://www.untj.org/files/reports/NDS_(English).pdf)

show its existing capacity and established network throughout the country in order to play a bigger role within the Global Alliance initiatives.

The National Society is committed to developing its financial management mechanisms, human resource management systems, good and effective governance and management processes in accordance with the recommendations given by evaluation experts in 2008. The National Society will continue to explore the opportunity to use current Federation support mechanisms like: membership services, intensified capacity building support and specific organizational development support to build the capacity of the National Society leadership and its staff.

In January 2010, the National Society adopted the Red Crescent Society Law. With the ICRC support the Law was introduced to the partners and governmental structures.

The Red Crescent Society of Tajikistan disaster management plan 2010-2011 is in line with the International Federation's Global Agenda goals and Strategy 2020. The disaster management plan incorporates the Hyogo Framework for Action and Millennium Development Goal components. The community-based disaster preparedness component is a cornerstone of all Red Crescent disaster risk reduction programmes. It inherently contributes to sustainable community resilience, making them able to better cope with recurrent or prolonged disasters and crises.

Awareness of the extent and impact of climate change among the general population and the most vulnerable communities needs to be raised, especially since people do not yet seriously perceive the extreme weather events and environmental degradation as of vital importance. The activities in this direction will be coordinated by the National Society's disaster management department in cooperation with other stakeholders, present in the country, such as World Bank, the Committee for Emergency Situations, the European Commission's Humanitarian Aid Office (ECHO), and the UN International Strategy for Disaster Reduction Project (UN ISDR).

Movement partners include the Finnish, German, Norwegian, Netherlands, Spanish and Swedish Red Cross Societies, the International Committee of the Red Cross and the International Federation. The National Society also receives support from the UK's Department for International Development (DFID) through the International Federation. The disaster management department will continue monitoring the implementation of the DFID-funded Institutional Strategy III project and will explore other resource mobilization efforts to improve the funding of the disaster management programme.

The common support concept of the listed partners within the country is to help the National Society in alleviating the suffering of the vulnerable population. In this regard, the partner's programmes are tailored to developing the capacity of the National Society to deliver effective services to the population.

Partner	Programme Component
International Federation (Norwegian, Swedish and Finnish Red Cross Societies, DFID, European Commission, ECHO)	Supporting core programmes under the Global Agenda Goals
International Committee of the Red Cross (ICRC)	Promotion of the humanitarian principles and international humanitarian law; restoring family links, mines risk reduction; National Society safe access during armed conflicts
Finnish Red Cross	Participatory community development; National Society local capacity building; community capacity building
German Red Cross	Local communities and National Society disaster management capacity building
Netherlands Red Cross	National Society branch development
Spanish Red Cross	Construction of spring water supply systems by community mobilization

The above mentioned plans for 2010-2011 will focus on the efficiency of services delivered by integrating community-based projects and with collaboration of the present supporters of the Red Crescent Society of Tajikistan. The National Society understands that the core programmes should

have unified approaches and outcomes for the National Society rather than having diversified directions resulting in less impact.

Secretariat supported programmes in 2010-2011

Disaster Management

a) The purpose and components of the programme

Programme purpose
To increase the local communities' and the Red Crescent Society's ability to prepare for, and respond to disaster risks in the targeted areas of the country

The disaster management programme budget is CHF 581,475.

In line with the Federation Global Agenda Goal and RCST strategic development plan 2008-2012, to increase the local communities' and the Red Crescent Society's ability to prepare for, and respond to disaster initiative, the NS will focus on strengthening the resilience and disaster preparedness/response, disaster risk reduction capacities of people at risk and reducing their vulnerabilities in the targeted geographic areas in the country.

Programme component 1 : Disaster management planning
Component outcome: The Red Crescent Society of Tajikistan disaster response mechanisms, tools and plans for adequate and effective response to disasters improved and timely response to the most urgent situations of vulnerability increased.

Under this component, with support from the International Federation, the Red Crescent Society of Tajikistan will continue to develop disaster response contingency plans with standard operating procedures at provincial and district levels to enhance preparedness for the most common disasters on the spot. This includes setting up coherent and effective disaster response strategies, identifying operational models, increasing the number of trained volunteers and people. It also means linking disaster management stakeholders at different levels, defining management responsibilities of each stakeholder and strengthening financial and technical resources through involving external and internal donors. The linkage between disaster preparedness and disaster response will also be strengthened in contingency plans and standardized operating procedures.

Programme component 2: Organizational preparedness
Component outcome 1: Effective tools are established for disaster preparedness of the communities living in most risk areas of the country and disaster risk reduction activities are implemented.
Component outcome 2: The understanding of the International Federation's policies, guidelines and their application by the National Society improved.

Activities planned under this component are the following:

- National, provincial and district level training/refresher programmes for disaster response teams including water and sanitation response, emergency assessment, logistics and warehouse management, linkage with regional response teams and deployments of trained personnel.
- Development and regular update of Red Crescent Society of Tajikistan response database.
- The developed integrated disaster management strategy and action plan and related programme implementation guidelines are to be widely disseminated and applied institution-wide based on the WPNS and VCA findings.
- Procurement and pre-positioning of disaster preparedness stock at Red Crescent Society of Tajikistan disaster management centres. A defined volunteer resource management system and support structures will be applied consistently at state, district, sub-district and community levels with the support from organizational development team.
- Enhance National Society branch capacity by organizing disaster management capacity building workshop, formation of committees at various levels, staff and volunteers orientation programmes and developing information, education and communication materials.

- Active participation at national, state and district level government disaster management activities, Inter-Agency Coordination meetings, Red Cross Red Crescent regional events and important meetings organized by other stakeholders. Workshop to promote international disaster response law (IDRL), SPHERE, etc.
- The National Society will recruit, retain and manage a diverse, gender balanced volunteer network, conduct refresher trainings for its national disaster response teams (NDRT), local disaster committees (LDC) and conduct disaster management and first-aid trainings for newly established teams and recruited volunteers.

Programme component 3: Community preparedness / Disaster Risk Reduction
Component outcome 1: The disaster response capacity of vulnerable communities enhanced through disaster-risk awareness campaigns\activities, public education, disaster management, first-aid training and establishment of local disaster committees.
Component outcome 2: The disaster preparedness/response and awareness of secondary school students and teachers to respond to future disasters increased through integrated disaster preparedness/awareness and first-aid trainings.
Component outcome 3: The potential effects of landslides, mudslides and floods on vulnerable communities living in most disaster-prone areas reduced through the implementation of mitigation projects.
Component outcome 4: The number of deaths, injuries on the roads reduced through road safety awareness campaigns, disaster preparedness/response and first-aid trainings in driving schools among schoolchildren and target communities.

To reach outcomes under this component the implementation of the following key activities is planned:

- Increasing of the local communities' and the Red Crescent Society's ability to prepare for, and respond to, disaster initiative, the focus on awareness raising activities in all programme target areas incorporating climate change adaptation measures, development of guidelines and strengthening the resilience and DP/DR and recovery capacities of people at risk and reducing their vulnerabilities in the targeted geographic areas in Khatlon province and DRD.
- Formation of community disaster response teams, specialised task forces, micro groups DP/DR plan, and raising awareness of recovery processes within targeted communities.
- Elaboration, printing of information, education, communication materials and its dissemination, knowledge sharing through documentation and dissemination of good practices and its replication.

Programme component 4: Early recovery
Component outcome 1: The National Society capacity to restore or improve pre-disaster living conditions of communities increased.

The concept of early recovery after disasters will be introduced to the National Society's disaster management staff and volunteers through workshops enhancing the capacity of the National Society to assess the recovery needs, and to plan and implement quality recovery programmes. Existing best practices and lessons learnt will be shared during subsequent working meetings at national or regional levels.

b) Profile of target beneficiaries

Disaster management planning: The main direct beneficiaries will be National Society headquarters and branch disaster management officers, NDRT members and volunteers. The strengthening of disaster management systems as well as elements such as the disaster response teams and the contingency and operating plans could positively impact a great number of indirect beneficiaries as a result of proper implementation.

Organizational preparedness: The disaster management and response capacity of the National Society branches and regional disaster preparedness centers will be increased through conducting disaster management refresher courses and practical simulation exercises for newly recruited National Society staff and volunteers. It includes 132 national disaster response team members and 69 disaster

management officers and coordinators. The disaster preparedness stock for 550 households (3,300 people) will be procured and pre-positioned in the existing 11 disaster response centers throughout the country.

The beneficiaries of the **community preparedness component** are the people from vulnerable communities who potentially can be, or have previously been, affected by disasters such as landslides, floods, mudflows and earthquakes in Khatlon province, GBAO and DRDs, Taboshar town in Sughd province and road incidents in the main cities of the country. More than 75 disasters affecting dozens of people occur every year in the country. The programme will target urban population (30 per cent) as well as rural population (70 per cent). The target population that will be reached by community disaster preparedness, awareness and disaster risk reduction outreach programmes during two years is around **1,200,000**. Out of the total number, estimated 23 per cent will be male, 28 per cent female, whereas under the age of 18 years 23 per cent boys and 26 per cent girls.

The ten mitigation micro-projects in Sughd province, Kurgan-Tube region and Direct Rule Districts will target 24,800 people who are under the direct threat of a landslide. The communities' activities on reforestation of hill sides, riverbank reinforcement and mudstream way cleaning make a key input into their own future survival both physically and economically.

The programme will also target schoolchildren, vulnerable communities and driving schools from Dushanbe city, Rasht, Rudaky, Gissar, Shahrinau, Tursun-Zade districts and people passing the five most dangerous passes in the country. Traffic safety awareness materials will be produced, printed and distributed in close cooperation with traffic authorities.

As part of the school education project, 45 rural schools will be identified and selected for the implementation of the disaster preparedness school activities. From each school two teachers will be trained on disaster preparedness, first aid and school evacuations. Trained teachers will train selected school students who will become the core group of volunteers to render aid when any disaster strikes. The aforementioned group of teachers and students shall also become active Red Crescent volunteers.

c) Potential risks and challenges

The widespread poverty of the population and the low response and mitigation capacity of national government agencies magnify the negative effects of even smallest disasters. The greatest risk the Red Crescent Society of Tajikistan faces is the lack and turnover of adequate resources, mainly at branch level. The local branches play a crucial role in the implementation of the organizational preparedness and community preparedness programme, and their limitations in terms of capacity are greatly due to lack of adequate funding, thus a lack of technically capable staff able to implement and manage programmes with higher impact. It is also important to consider the geographical isolation of some parts of the country and difficulties to access remote and mountainous areas of the country in winter time.

One of the potential risks likely to impact the progress of the project is the occurrence of disasters of an unprecedented nature. With changing weather patterns and seasonal floods and mudslides in Tajikistan due to climate change, there is the possibility of unforeseen disaster situations which may affect the entire response mechanism in the country. Efforts have been made to increase the human resource capacity in the Red Crescent Society of Tajikistan disaster management department, but this may still not be sufficient. A challenge will be to check the high rate of staff turnover at National Society headquarters and branches; this causes gaps in the programme's continuity. In addition, funding constraints, delay in the financial reconciliation and clearing of working advance process, human resource and administrative procedures and PMER mechanism vis-à-vis the International Federation could be a challenge for effective programme delivery if not intervened in a timely manner.

Health and Care

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, illnesses and impact from diseases and public health

emergencies

The health and care programme budget is CHF 585,152

Programme component 1: HIV and AIDS

Component outcome: Vulnerability to HIV and its impact reduced through preventing further infection, expanding support to people living with HIV (PLHIV) and reducing stigma and discrimination.

The HIV prevention programme will be implemented in Sughd and Khatlon through establishing of HIV social support centres in regional capitals Khudjant and Kulob cities (there are 2 centres in Kairakum and Chkalovsk cities, established in 2009). The harm reduction project component will continue to be implemented in Gorno-Badakhshan Autonomous Oblast (GBAO), the project will be extended to Sughd, Khatlon and in Direct Rule Districts (DRD). Specific peer-to-peer activities will include: training of staff and volunteers to conduct AIDS awareness campaigns/ outreach and subsequently raise awareness of HIV and AIDS, establishment of social support centres with the purpose to promote healthy life style, behavioural change and HIV counseling and testing as an entry point to treatment. Within the integration framework with the humanitarian values programme, each campaign will be accompanied with the non-discrimination messages towards PLHIV.

Programme component 2: Infectious diseases prevention and control (Tuberculosis)

Component outcome: Vulnerability to Tuberculosis and its impact reduced through preventing further infection, rendering social support to TB patients, reducing stigma and discrimination and integrating with HIV prevention.

This component aims to reduce the prevalence of TB in a sustainable way. The Red Crescent will extend some components of the directly observed treatment – short course (DOTS) strategy to the community and household level through a variety of innovative community-based approaches. The long-term aim is to support the national TB center in identifying, treating and tracking of TB patients. Therefore the National Society will provide support in the training of facilitators, support in development of training materials for healthcare professionals. The programme will gradually scale up its activities. The Red Crescent Society is a member of the national TB coordinating council and will help the government of Tajikistan to implement the TB/DOTS strategy by facilitating similar bodies at provincial and district levels. The National Society will continue building up strong relations particularly with the National TB Programme (NTBP). UNDP/GFATM is planning to include the RCST social activities in round 10 of the GFATM.

NS will assist the National Coordination Committee in detection of the multi-drug resistant TB cases by informing suspected TB patients to go for testing and assisting in collection of sputum.

The psychological support for TB patients will be included in the programme.

The Red Crescent TB project staff and community volunteers will also be trained on HIV prevention so that they could disseminate key messages on the prevention of the disease among the people targeted by this component. All clients with TB must be tested for HIV as they are in higher risk of having HIV. There is not always easy access to the facilities for HIV testing. The National Society will support the MoH to ensure all TB patients are tested through pre-testing counseling and provision of information about location of facilities for testing.

Programme component 3: Community-based first aid

Component outcome: Population health improved through diseases prevention, health promotion, reduction of trauma and basic first-aid training.

The programme will be implemented in three districts of Rasht valley through the delivery of health messages to the targeted beneficiaries. The main activities will aim at improving the health status of people living in rural areas of Tajikistan through community-based health and hygiene education.

Additional activities will include the provision of health information to communities, and first-aid sessions to people by trained volunteers.

Programme component 4: Water and Sanitation

Component outcome: Access to safe water and sanitation services improved in Tajikistan.

Participatory hygiene and sanitation transformation trainings (PHAST) using a participatory community-based approach will be conducted. This approach helps the population to discuss the existing problems within their communities, and therefore to identify and meet the real needs of the communities using the available capacity of the Red Crescent.

Together with the hygiene promotion activities the rural population will be provided with potable water through the construction of spring water supply systems and improved sanitation facilities for rural schools. In those areas, where there are no spring water sources except boreholes, RCST will support most vulnerable communities based on the community's and its own capacity, to improve the existing situation. As one of the lessons learnt in 2008-2009, the support from the Red Crescent Society in the construction of water supply systems encourages and motivates the targeted population to solve many other problems in their own villages. For instance they start gardening (orchards and kitchen gardens) in the project areas. Such trends contribute to increasing land productivity, improvement of people's living conditions as ecologically clean products, mainly vegetables are cultivated next to their houses.

b) Profile of target beneficiaries

In 2010–2011 the **health and care programme** will provide services for up to 600,500 people in rural communities. The targeted population remains the same as before, youth aged between 13 and 24, housewives, servicemen, labour migrants, injecting drug users (IDUs) and PLHIV.

The **HIV prevention programme** will target 300,000 people of which 36,000 are direct beneficiaries including street children, PLHIV, IDUs, sex workers, migrants and their families.

The direct beneficiaries of the **TB programme** are people with TB, including children, their family members (1,549) and 250,000 people in Wakhdat district. Wakhdat has a district hospital, polyclinic, 76 health posts, 24 health centres and 6 rural hospitals.

The **community-based first-aid programme (CBFA)** will be implemented in three districts of Rasht valley delivering health messages to 4,500 family members – 70 per cent female at the age of 19-55 and 30 per cent male aged 19-65 years. The programme will also target 1,500 school children – 55 per cent girls and 45 per cent boys. The programme will involve 30 volunteers – 50 per cent teachers, 31 per cent youth and 19 per cent community leaders.

The beneficiaries of the **water and sanitation programme** are from rural areas of the country. In total, **56,000** people from rural villages of Khatlon, Sughd provinces and DRD will improve their access to safe drinking water. Out of the estimated total number of targeted people 13,820 males, 14,926 females and 27,254 children will benefit from the programme.

c) Potential risks and challenges

The lack of sustainable funding for the programme is one of the most serious challenges because only long-term interventions can lead to meaningful results.

The turnover of trained health providers and the migration of trained community volunteers cause programmatic and financial challenges to the National Society.

To prevent the dependence of beneficiaries on the community-based water and sanitation projects, the Red Crescent Society of Tajikistan encourages local communities to take ownership and to maintain commissioned water supply systems and hygiene facilities (latrines) after the project completion. Certain conditions of maintenance are fixed in the programme agreements with partners, local authorities and communities.

Organisational Development/Capacity Building

a) The purpose and components of the programme

The organizational development components support the overall work of the National Society; namely the disaster management, health and care and principles and values programmes.

Programme purpose

Increase local community, civil society and Red Cross and Red Crescent capacity to address the most urgent situations of vulnerability

The organisational development/capacity building programme budget is CHF 218,799

Programme component 1: Improvement of the leadership capacity

Component outcome: Tajikistan Red Crescent governance and management capacities improved to effectively lead the organization, develop and implement strategies, and strengthen its service delivery.

This component will provide basic and advanced knowledge to the newly recruited governance and management bodies of the Red Crescent Society of Tajikistan and ensures understanding of the RC/RC Movement, the main strategic documents and directions of the IFRC, the latest funding opportunities within the IFRC and the core programmes. Provide resource materials and explanation in relation to the governance and management role within the society and assist them to understand the clear division and ways how these two bodies should be working effectively together to ensure good governance and management in accordance with the NS Statutes. However, Tajikistan Red Crescent also will take into account the Strategy 2020 to achieve main goals.

This component aims to train the leadership at headquarters and branch level of the Red Crescent Society on planning, monitoring, evaluation and reporting (PMER). It is envisaged to conduct intensive leadership development trainings, including induction course for the National Society board members, and exchange visits to National Societies with similar context. Having a good relationship between the governance and management will stay a key objective for the National Society development. Technical support will be provided by the country or regional representation and the Europe zone office of the International Federation.

Programme component 2: The National Society's capacity development and organizational development (branches and headquarters)

Component outcome: The National Society increased its capacities through the development of human, financial and material resources at headquarters and branch levels.

In the process of enhancement of financial structure, first of all, the following issues will be taken into consideration: reorganization of the financial department. In this stage the financial department will revise the organigram and job description of financial employee staff. In terms of activities of the financial department, the financial department will revise all issues together with partners. The enhancement of the system of the financial management will allow to conduct workshop and trainings and to show transparency of the financial activities. Implementation of the accounting system can contribute to a unified system of accountability in all structures of the National Society and the establishment of official discipline. Creating and planning a database on the necessities of the National Society, the proper planning of the budget and the cash transfer system remains a priority for the National Society. In 2010-2011, the National Society is expected to become stronger in establishing transparent and sound partnerships resulting in more resources for the society.

In line with the human resource management, the National Society will strengthen this system at all levels. The aim of effective personnel management is to achieve the strategic goals of the organization. To ensure the primacy of the interests of the organization, the leadership of the National Society also aims to support the development of the structure of human resources, including the entire cycle - selection and recruitment, induction, training and evaluation of personnel, etc. The Federation will support the National Society in developing comprehensive human resource policy, rules and procedures. These two components (finance and human resources) will cooperate in mutual agreement.

Programme component 3: Financial resource mobilization

Component outcome: Tajikistan Red Crescent raised funds in Tajikistan and at the same time developed fundraising policy and procedures.

The need to mobilize financial resources is a major priority for the National Society. In an early phase, the National Society will do market research on local funding opportunities. The important step is to create a map of local and international organizations which is operating within the country. Tajikistan RC will learn the experience of the other National Societies and develop fundraising strategy. According to the fundraising strategy the National Society will develop fundraising policy and procedures.

Programme component 4: Volunteer promotion and development

Component outcome: Youth has expanded the range and improved the quality of its services.

The National Society programmes will be based on its volunteers and youth. Further efforts will be taken to strengthen the youth and volunteer management structures. Newly recruited volunteers will be provided with induction sessions covering the International Red Cross and Red Crescent Movement's principles and history, core programmes as well as with trainings on project planning. The most active volunteers will be nominated for the leading positions and will be involved in the decision-making process. The establishment of youth centres at district and village levels will contribute to stronger youth involvement.

b) Profile of target beneficiaries

The primary target group of the organizational development programme is the Red Crescent staff, members and volunteers at all levels. These people will receive training, recommendations and consultations to provide more relevant services for vulnerable communities. The longer-term impact on the provision of services to vulnerable people will be measured through the indicators at component outcome level for the disaster management, health and care and principles and values programmes. However, the immediate impact of the secretariat-supported organizational development programme will be measured in terms of its reach to National Society staff, members, volunteers and systems.

c) Potential risks and challenges

The National Society defined a lack of skills and knowledge as a challenge when it comes to putting into practice its new structure. Many questions in this regard will require consultations. Support will be provided from the International Federation's country representation and the Europe zone office.

There is also a risk of losing the staff, because the society is becoming less attractive for highly qualified people looking for well-paid jobs. The turnover of qualified and trained staff at both branch and headquarters levels presents a threat to institutional capacity building. The elaboration of a comprehensive human resource strategy, which is within the planned support in capacity-building from the International Federation, Finnish Red Cross and Netherlands Red Cross, could partly mitigate the consequences of high National Society staff turnover.

Principles and Values

a) The purpose and components of the programme

The purpose of the humanitarian values programme is to promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion, which corresponds to Global Agenda goal four. The first and the second components of the programme are integrated into the disaster management and health and care programmes. Communications and advocacy activities and image building initiatives in the National Society fall under this goal as well.

Programme purpose

Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity

The principles and values programme budget is CHF 161,582

Programme component 1: Promotion of principles and values

Component outcome: The fundamental principles and humanitarian values of the Movement have been promoted.

The programme component will aim to continue the dissemination of the fundamental principles and humanitarian values of the Movement in close collaboration with the ICRC. The programme will promote principles and values through specific training and thematic sessions for Red Crescent staff and volunteers, public campaigns, round-table meetings and through mass media sources.

Programme component 2: Fighting intolerance and promotion of respect for diversity

Component outcome: Ability of communities to combat discrimination, intolerance and violence and to promote respect for diversity enhanced.

As part of a Central Asian regional initiative the programme component aims to assist potential migrants, migrants and their families. It is planned to enhance a network of information and education centres in Tajikistan and work as resource centres for stakeholders. The National Society in Tajikistan, as auxiliary to the authorities of the country of origin, will work with potential migrants in the established information centers where staff will run training for people on migration legislation, legal channels of migration, health issues such as promoting healthy lifestyles and preventing HIV, TB, and sexually transmitted infections, rendering first aid, relevant rights and duties, computer literacy and language skills. The Red Crescent Society will produce and distribute information materials and public campaigns on migration issues will be carried out to ensure wider coverage. The National Society will also serve migrants' family members, in case they decide to join a migrant in the country of destination or if they apply for tracing services supported by ICRC. The National Society will actively involve beneficiaries as volunteers to distribute information as peer educators. The project will be implemented in three regions in Tajikistan – Sughd, Khatlon and GBAO. These sites have been selected because of the high rate of migration flows, both internal and external.

Programme component 3: Visibility and image

Component outcome: The image and profile of the Tajikistan Red Crescent Society improved.

The Red Crescent will work intensively on strengthening its image and profile. With this purpose, it is planned to arrange a number of round tables with the representatives of different government structures and the mass media. Besides, the programme activities will be widely highlighted through media sources thus covering around two million people over the country and also through the existing web-site. The programme will be managed in close cooperation with the disaster management and health and care programme managers, with strong emphasis on integrating humanitarian values to improve effectiveness of those programmes.

b) Profile of target beneficiaries

The principles and values programme beneficiaries are the National Society's staff, volunteers, members and communities served through the programmes. They will be provided with information on the Movement's components, values and commitments.

The pilot migration project will provide educational sessions and trainings to migrants and their families, around 5,000 beneficiaries, living in remote rural areas (Sughd, Khatlon and GBAO).

The principles and values programme will also target rural orphans, female-headed households and PLHIV.

c) Potential risks and challenges

Unforeseen aggravation of the political situation in the country or in a region could hinder the programme activities. Reluctance and the traditional vision of powerful community members can prevent discussions and activities around the reduction of discrimination and violence. This will be tackled through ensuring cooperative efforts including all sections of the community, with a special emphasis on engaging with community leaders.

Role of the secretariat

a) Technical programme support

In line with the *Strategy 2020* and other policy decisions made by statutory meetings and bodies³ as well as reviews undertaken by Europe Zone Office of its approach to provision of support for the national societies, the Federation will provide core membership services and technical support to national societies.

In addition, the Federation will provide support to the Tajikistan Red Crescent Society to roll out the *Strategy 2020* and integrate it into its strategic development plan. It will also contribute to the development and data input for the Federation-wide planning and reporting system.

All the components of the plan for 2010-2011 will focus on efficiency and the quality of services delivered through integrating community-based projects and with collaboration between the present partners supporting the Red Crescent Society of Tajikistan. The International Federation secretariat will continue serving the National Society through membership services. It will attempt to enhance and facilitate fund-raising efforts, aiming to diversify funding sources and reduce the dependence on traditional sources. With the support of the International Federation's country representative the programmes will be managed in a way that learning and experience of the wider Federation is incorporated. Secretariat staff is in all aspects working very closely with key National Society headquarters counterparts, and with other colleagues from the National Society at branch level.

The International Federation's country representation will provide technical and advisory support to the National Society in systematic planning, implementation and performance management, as well as general supervision.

The Federation disaster manager will be providing technical support and advice on respective National Society activities and in case of emergency situations, in drafting applications for the Disaster Relief Emergency Fund or an emergency appeal, as well as supporting coordination between stakeholders.

The general programme coordinator will assist in the areas of HIV prevention, TB, organizational development, water and sanitation, migration and humanitarian values. The International Federation will continue supporting the National Society in developing its managerial and institutional capacity.

In-country staffs of the Netherlands Red Cross, German Red Cross and Finnish Red Cross provide financial and technical support in the implementation of programmes covered by these National Societies on a bilateral basis. Assistance in planning, reporting, finance and administration will be given by the country representation's respective project staff.

b) Partnership development and coordination

The International Federation will support the National Society in promoting co-operation frameworks and systems that will improve the harmonisation, quality and accountability of international assistance. The integration agreements between the Finnish, German and Netherlands Red Cross Societies and the International Federation allow the Federation to better coordinate the general activities carried out with the Red Crescent Society, and it will lead to a more coherent and integrated approach towards building the capacity of the Tajikistan Red Crescent.

The country representative will maintain a daily dialogue with the leadership of the Red Crescent Society. Since none of the current partners can solve the problems alone, the International Federation secretariat will encourage resource-sharing partnerships within and outside the Movement to maximize the collective impact.

The International Federation together with the Red Crescent Society of Tajikistan will continue to participate at the coordination meetings on health and care, disaster management, water and sanitation (WASH) chaired by UN agencies in Tajikistan.

³ The International Federation's General Assembly, the Governing Board committees, the Council of Delegates, the International Conference and the European RCRC Conference.

Close collaboration with various partners in the country through the disaster management coordination group formerly known as the Rapid Emergency Assessment and Coordination Team (REACT) will continue. REACT was established by the Office for the Coordination of Humanitarian Affairs (OCHA) in 2001 to share information and other resources between partners active in the disaster management sector. In response to the “Floods and mudslides” emergency in April-May 2009, the International Federation continued the cluster approach at country level to provide additional support to the REACT mechanism. The International Federation's country representation has been convening the shelter and non-food items cluster meetings in support of the cluster partner agencies and the authorities. A regional disaster response team (RDRT) has also been deployed to support the Red Crescent in its emergency response operation.

c) Representation and Advocacy

The country representation will represent the Red Crescent Society in front of the public authorities to create and strengthen trustful relations with the government, and to enhance the perception of the society as an auxiliary to the government. The work which started in 2009 on the creation by the state of an enabling environment for the National Society through the Red Crescent Law will continue. The draft document has now integrated all recommendations from the ICRC/Federation Joint Commission on Statutes and is with the national parliament.

The country representation will be supported by the regional representation for Central Asia and the Europe zone office to assist the National Society in attending regional and global conferences.

Special attention will be given to lobbying in front of the government for the Red Crescent Law and the dissemination of the International Disaster Response Law (IDRL).

The International Federation secretariat will also lead the work on preventing and reducing future vulnerabilities and crises through providing early warning.

Promoting gender equity and diversity

Within its mandate, the Red Crescent is addressing gender equity at different levels. At institutional level almost 80 per cent of the National Society's community mobilizers are female. Fifty per cent of the community volunteers and village development committee members are female. The TB project equally targets male and female community members and supports male and female patients.

During the last few years, the water and sanitation programme through its participatory hygiene and sanitation transformation trainings (PHAST), with men and women equally participating, has promoted the issues on gender balance. Topics included the division of women's and men's pressure of work and the distribution of obligations fulfilled by women or men.

The National Society programmes will ensure that men and women are equally benefiting based on their specific needs; and on their equal participation during programme implementation.

Quality, accountability and learning

The Red Crescent Society is implementing programmes complementary to the initiatives of the national government with donors and international agencies. They fit into the ongoing processes and bridge recognized gaps. Further improvements sought in the human and financial resource management make the basis for the National Society's institutional capacity and its credibility in the long term.

The International Federation is transferring to the Red Crescent Society knowledge and expertise on community-based activities. The local level human resource mobilization techniques, like VCA, PCD, PHAST already being applied will further strengthen the participation of individual beneficiaries and community organizations. Moreover, these techniques are expected to improve planning, performance management and accountability for the Red Crescent activities.

In autumn 2008, the Lots Quality Assurance Sampling (LQAS) methodology with support from the Finnish Red Cross has been first applied to determine and compare the knowledge, attitude and practice of the general population, TB patients and health providers, and to measure the progress of

the TB project. The conducted mid-term review of the project activities using LQAS methodology also looked into the aspect of community infrastructures (village development committees and community volunteers) and the role of village development committee members and community volunteers in increasing awareness among the communities in order to improve case detection, treatment adherence and treatment success rate, the linkage between the community structures and rural health facilities. Such methodology will be applied periodically (every six months) during future assessments. The community ownership of the results is assured through the involvement of the Red Crescent community volunteers and/or village development committee members.

The quality of the HIV prevention programme will be assessed through mid-term evaluation of: i) its accomplishments, ii) strong and weak points of the existing strategies / approaches towards achieving the desired outcome/objectives, iii) the needs of beneficiaries and stakeholders of all levels (IDUs, sex workers, peer to peer educators, people living with HIV, youth groups, other community members, iv) opinion leaders, local partners, other organizations, and donors.

In line with the recommendations of the recent evaluation of the regional organizational development programme, impact monitoring will be undertaken regularly to assess progress achieved, lessons learnt and to define perspectives and future directions. The monitoring findings will be used to revise work plans with each component being responsible for follow-up.

Along with existing participatory monitoring tools with target community members, the Red Crescent and the International Federation will continue beneficiary satisfaction surveys upon the completion of emergency operations. A formal evaluation of achievements and impact will take place according to International Federation rules and requirements. To ensure transparency and accuracy joint evaluations with key partners will be performed on a regular basis. Measurable indicators that allow reliable impact assessment will be defined in accordance with the partners.

To better assess the impact of programming and identify unexpected changes, the ways to collect and process most significant change stories from those involved with the implementation at local level – volunteers and beneficiaries – will be explored in selected programme areas.

The leadership of the Red Crescent Society of Tajikistan will be providing a report on the progress of the programmes to the government and other national and international stakeholders through conferences and other related meetings and through mass media.

How we work	
<p>The IFRC's vision is to:</p> <p>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.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 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 non-violence and peace.
Contact information	
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