

Decree

of the President of the Republic of Tajikistan
on Concept of local development management
of the Republic of Tajikistan for the period till 2030

In accordance with Article 69 of the Constitution of the Republic of Tajikistan and in aid of upgrading the control system of local development of the Republic of Tajikistan, I hereby resolve:

1. To adopt the Concept of local development management of the Republic of Tajikistan for the period till 2030 (attached).
2. The Government of the Republic of Tajikistan in accordance with established procedure shall assume measures on implementation of this Concept.

President of the
Republic of Tajikistan
Dushanbe
11 July, 2015
№ 522

Emomali Rahmon

**Concept
of the local development management
in the Republic of Tajikistan
for the period till 2030**

1. General Provisions

1. The process of national development of the Republic of Tajikistan is connected with complicated program modification in various sectors of national economy and country life support. The process requires the existence of defined strategic direction supported by institutional changes, clear distribution of functions and quality coordination of activity of central and local governing bodies.
2. Especially an important part in this process is assigned to local state governing body and local self – government institutions of townships and villages (hereinafter referred to as local self-government).
3. In line with administrative and territorial division, the territory of the Republic of Tajikistan is divided into three regions - Gorno-Badakhshan Autonomous Region (eastern part of the country with 8 administrative-territorial units), Soghd region (northern part of the country with 18 administrative-territorial units), Khatlon region (southern part of the country with 25 administrative-territorial units), Dushanbe city (the capital of the country which consists of four districts), Districts of the Republican Subordination (with 13 administrative-territorial units) and 427 townships and village jamoats. Self – government institutions in townships and villages are jamoats, that its formation procedure, authorities and activities are regulated by law.
4. A conclusion from given analysis of activity of local governing bodies could be drawn that their functions, institutional system and methods of planning are not adapted now to rapidly modified strategic development objectives and territorial governing does not allow the local bodies comprehensively to approach

development and implementation of medium and long term programs and plans of local socio – economic development.

5. Need for designing and adopting long – term Concept of local development management in the Republic of Tajikistan for the period till 2030 (hereinafter referred to as Concept), which provides an opportunity to determine the guidelines and strategic objectives of creating technologically advanced local governing systems and its effective function by fast developing society.

2. The purpose of Concept and guidelines of local development

6. The purpose of this Concept is mainstreams formulation and political - organizational and legal foundations of local development management, the tasks for improvement of the system of local development management, and determination of mechanism and main phases of implementation of the Concept. The Concept is a long term document and its regulations are assumed as a basis by designing the strategic state programs and plans on local and territorial development.

7. The Concept creates an organizational - political and methodological foundation for moving forward the modification at a local level, facilitates to realize previously accepted policy papers of the Government of the Republic of Tajikistan, to develop normative legal acts in regard to regulate functions, organization and structure of the bodies of local government.

8. Finally, the Concept forms comprehensive, organizational, methodological, legal and financial foundations for development of the local government reform Strategy in the Republic of Tajikistan.

9. The mainstreams of improvement of the local development management are:

- distribution and optimization of functions and authorities interlevels of central and local state governing, and local self-government, including redistribution of material and financial resources;
- formation of executive bodies of state authority government at the territorial and local levels, which will meet the basic principles of effective state administration and creates favorable conditions for sustainable socio-economic development of the country;
- adoption of mechanisms, providing with closer connection of long-term strategy with planning process and executing state budget, and annual plans, development strategy of the branches and investment programs at a local level;
- to have more clear distribution of functions, tasks and authorities by rendering of services to population, enhance their quality and availability;

- adoption of effective mechanisms of control and accountability to the bodies of local government and their leaders.
10. Implementation of mainstreams and set local development tasks enables more optimal to consume state budgets, that notably leads to increase the confidence of people in state power both at central and at local levels.
11. The Concept success depends on formation of essential organizational, informational, personnel and resource support of preferred events, improvement of mechanisms to disseminate the best practices of local government and effective coordination of realization process of all events.

2. Political and organizational and legal basics of advancement of local development governance in the Republic of Tajikistan

12. In modification process, activated in various sectors of national economy the essential tasks are assigned to local bodies of public administration systems, including the bodies of local self-government. Hence, a number of donor organizations during implementation of their projects reviewed the functional results and carried out an analysis of the status of local government. In this respect the UN Development Program is of primary of importance. By support and participation of UN Development Program the document of “The bases for Concept of local development management enhancement in the Republic of Tajikistan” was designed in 2013.
13. The initial point of this conceptual paper is the Action plan on implementation of the Concept on upgrading the public administration structure in the Republic of Tajikistan approved by Instruction of the President of the Republic of Tajikistan as of 29 May, 2009, №RP-1002.
14. This document contains the goal on upgrading the public administration system where provided for the importance of distinction and optimization of powers and authority between central office and territorial bodies of state authority, as also local self – government institutions.
15. On the basis of the Concept on upgrading the public administration structure in the Republic of Tajikistan a law of the Republic of Tajikistan was resolved on “The system of public administration bodies” as of 16 April, 2012, № 828, where given concept definition of deconcentration and decentralization.
16. Foremost object of all carried out public administration system reforms in the Republic of Tajikistan is to rise quality of life level of commonwealth and promotion of economy. Accomplish these ends, the Government of the Republic of Tajikistan adopted the National Development Strategy of the Republic of Tajikistan for the period through to 2015 (hereinafter – the NDS). The

development of administrative – territorial government and formation of full local self – government was defined as a principal direction within a framework of NDS.

17. Out of NDS flows the Strategy of economic development of Tajikistan for the duration of 2013-2015 years (further – SEDT). Among the main strategic orientations of upgrading the development of public administration area in SEDT, either the provision is made for the issues of territorial administration and capacity building of local bodies and the system of self-government institutions in townships and villages.

18. The methodological basis for carrying out the reforms in regard to state and local government is the reforming Strategy of public administration system for the period through to 2015 year, where the aggregate approach is framed to public administration system.

19. Along with above-mentioned documents the legal platform of upgrading management of the local development is the Constitution of the Republic of Tajikistan, the Constitutional law of the Republic of Tajikistan “On local bodies of state power”, the Law of the Republic of Tajikistan “On self-government bodies of the township and the village”, the Law of the Republic of Tajikistan “On self - activity community bodies”, the Law of the Republic of Tajikistan “On the system of public administration bodies of the Republic of Tajikistan” and other sectoral laws wherein defined the tasks of local government bodies.

20. Carried out an analysis of normative – legal foundations of the local government system suggests that some regulations of above-mentioned laws at the present time are not implemented. To practice the existing legal base required to carry out system analysis on identification of commitment of declarative and operative rules, adjust current legislation in the field of local government in accordance with other sectoral laws, wherein identified the tasks of the bodies of local government and local self – government, as also to overview the system of subordinate acts in the field of local government.

4. Tasks for upgrading local development governance in Tajikistan

21. For successful implementation of expected arrangements, set forth in clause 1 of this Concept, proposed a solution of the following tasks:

- creation of coordinating mechanisms to implement the reformation Strategy of public administration system, including the Concept of local development government in the Republic of Tajikistan;
- complex analysis on generalization of functions of central bodies of state authority at a local level and based on carried out analysis to separate out the function of central state bodies, where could be from standpoint of economic efficiency to implement them at a local level of public administration;

- analysis of functions of local bodies of public administration and to separate out of them the functions, which could be in the process of the next phase of the reform to hand over to the bodies of local self – government;
- juridical analysis of all normative legal acts, regulating the local public administration and local self-government system, as also the issue of planning and implementing development programs and plans, to reveal contradictions among them and to prepare proposals for making amendments in legislative acts;
- system analysis of existing tax system and budget policy for the purpose of identifying the sources of financial support of public administration function at a local level and local self-government;
- creation of optimal model of inter - budgetary relations, on the assumption of distribution of functions between public administration levels;
- analysis of economic validity and functionality of existing administrative and territorial division;
- analysis of the system of existing service inspectorate and control over the local bodies of public administration and the bodies of local self – governance by central public authorities and exploitation of proposals on its improvement;
- investigation of performed work from donor organizations in the area of upgrading the local government and using these data in the process of upgrading the local governance;
- drafting program of managerial training at a local level in professional universities of the Republic of Tajikistan. In this respect to use ample opportunities of international programs in the field of education and to extensive cooperation with professional universities of other countries;
- drafting program on retraining of the officials of the bodies of local governance and the bodies of local self – governance by the Agency of the government service under the President of the Republic of Tajikistan and the Institute of public administration on explaining the principles of upgrading the local governance and the local self – governance, as also study of up-to-date methods by the officials of the bodies of the local governance and the local self – governance.

- **5. Mechanisms and the main phases of implementation of the
Concept of local development government**

22. The administration system of the reform process, aimed at upgrading the administration system of the local executive bodies of state authority for the period through to 2030 years should guarantee the assigned goal achievement, the efficiency of each conducting arrangements, as also long-term sustainability of

turned out results. For these purposes, the administration mechanism should be organized based on implementation of arrangements, on the assumption of concerted and approved programs and plans, quantitative indicators of the goal achievement, centralized quality control of administration of reform arrangements.

23. The responsible structures for implementation of modifications in the field of administrative and territorial management required to assign the Administration of strategic planning and reforms and the Administration according to work with the bodies of local governance of Executive Office of the President of the Republic of Tajikistan, as also the Committee on Local development under the President of the Republic of Tajikistan, which ensure coordinated actions of central executive bodies, interaction with local executive bodies of state authority, as also with organizations and civil society concerned by conducting arrangements on reforming system of local governance.

24. At the first stage of the reform (2015-2020) the Government of the Republic of Tajikistan should approve the Action Plan on implementing this Concept and draft and submit for approval a project Strategy on reforming the local government in the Republic of Tajikistan.

25. Needs to be defined a stimulation way of activity on implementation of standards of the state services and administrative regulation and with a view to accurate distribution of functional duties between levels of management and delivery of adequate powers to them to complete the work of the Registry of state functions and services. Needs also to be developed the plan of step – by – step separation of powers, functions and sources of financing between the central and territorial bodies of state authority where will be considered in the results of functional reviews, structural changes of central office and territorial subdivision of executive bodies, as also the results of pilot projects in the field of separation of powers.

26. At the second stage of the reform (2020 – 2025) with a view to formation of local self – governance, able to provide qualitative services to the general public, [necessary to take measures](#) at the legislative and institutional levels on the development of financial autonomy of local self – governance in line with executed by them functions, identifying the property of local self – governance and fixing property rights.

27. As a further matter, in the medium term should be assumed measures on the following directions:

- capacity building of the state authorities and self – government institutions on the issues of administration and management via training and retraining of their personal staff;

- efficiency improvement of interaction of executive state government bodies and civil society, as also rise of transparency of the activity of local executive bodies of public authority;
- update of information support system of executive bodies via introduction of e-government elements;
- development and acceptance of regulatory legal acts and design of methodical base for operational system development of control and supervision, process of state purchases at a local level, financial vehicle at the expense of outsourcing of administrative and management processes;
- development and execution of pilot projects in the area of separation of powers among the levels of public authority and local self-government and pilot projects on implementation of standards of national and local services to the general public at the territorial level;
- creation of monitoring system for implementation of the current Concept;
- optimization of function of executive state government bodies and introduction of anti-corruption enforcement mechanisms in the area of activity of local executive bodies of public authority.

28. Thereafter, in aid of clear separation and adjustment of powers in the matter of formation of revenues and expenditure of budgetary funds is required to ensure funding of local bodies according to their functional commitments.

29. At the third phase of reform (2025-2030) required the adjustment of administrative - territorial division in accordance with the redistribution of the functions and determination of criteria of administrative-territorial division and mutual relations between the levels of public administration and local self-government.

30. Financing of arrangement on managerial improvement system of local development is carried out of the funds stipulated in the State budget with the involvement of financial and consultative technical support of the donor organizations.