

Approved
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**Public Administration Reform Strategy
of the Republic of Tajikistan**

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“One of the critical directions to ensure development of the country is public administration reform, within which there are a lot of actions being undertaken. In this context the Government must develop a Single Public Administration Reform Strategy within a short period of time. The Reform should primarily be targeted at streamlining the public administration, improving positions and ministerial structures, based on the market economy requirements, eliminating overlapping functions, transparency and effectiveness of activity of the state structures and servants”. (An abstract from the Message of E. Sh. Rakhmonov, President of the Republic of Tajikistan, to the Parliament of April 16, 2004).

The Public Administration Reform Strategy of the Republic of Tajikistan (further on referred to as PARS/Strategy) is the main document, which defines the state actions in the area of administrative reforms for the period of 2005-2015.

I. SITUATION REVIEW

General context

After gaining independence Tajikistan has actively started to implement economic and social reforms, targeted to ensure stable economic development of the country and improvement of the population living standards.

To date the state made good progress in macroeconomic stabilization, in particular, achieving sustainability of budget and monetary spheres, privatization and market economy development, and in the area of social policy. Today’s public administration system is not effective and does not ensure proper quality market regulation.

Together with that in the course of the historical events there were conditions created for strengthening of the central power, what in a due turn brought to the decrease of the role of self-government bodies and low participation of population in the decision making process on the issues of local importance.

Today, in the above context, there is a necessity to take measures for reforming public administration system, creating functional and effective administration structure, whereas clearly defining place, role and functions of all levels of executive power and local self-governance.

Success of implementation of public administration reform, which mainly involves reforming of executive bodies of state power, other state bodies and local self-management bodies, will also mainly depend on improvement of legislative and judicial power.

Main problems

Analysis of the existing public administration system has discovered the following number of main problems impeding country development process.

The process of development and implementation of the national development strategies, programmes and plans is not sufficiently coordinated, what doesn’t allow to provide clear

linkage among the priorities, goals, and outcomes of activities, and to ensure division of labor and responsibilities at all public administration levels and effective interrelation of development partners. There is no coordination of goals within the single system of priorities. The planning process is not integrated with the budgeting process. Responsibility for development and implementation of the relevant state sector policies is not fixed. There is no mechanism to coordinate development and implementation of a single state policy for national development, no single order for interrelation and information sharing among ministries, no balance of stakeholders' interests in the development process, no social partnership mechanisms among the state, civil society and businesses.

Regional and rayon administrations practically do not participate in the national policy development process and are mainly considered as executors of decisions of the bodies higher the hierarchy. Exclusion of the territorial bodies from the policy development process negatively impacts the quality of the decisions made, timeliness of their implementation and doesn't promote increase of responsibilities and sustainability of the outcomes of the implemented decisions.

The Government extensively interferes in the economic processes; its regulative functions are inadequate to the developing market relations. Developing market economy requires reduction of the state interference in the economic activity and as a result switching to indirect instruments of state economy regulation. Currently almost each ministry has staff training and retraining institutes, rest facilities, rest houses, subsidiary agricultural enterprises, publishing and printing houses in its structure. Due to small volumes of work such structures usually have high costs and low competitiveness. Besides, legal status of such institutes and enterprises provides them with an earmarked state financial and administrative support, what causes distortions of competitive environment, publicly optimal prices and productive volumes of goods and services.

At the current stage procedures for control and supervision of market are not transparent, too burdensome for businesses and do not provide effective protection of rights of regulated subjects. Entrepreneurship has high costs related to the high tax rates, caused by contradictory secondary legislation or absence of relevant legal acts, unsatisfactory law enforcement, widespread practice of interferences of central and local power in economic activity and in the related to it decision making process.

Public finance management system has to become more effective and transparent. Tajikistan is at the early stage of the budget reform and so far the budget process is not a prioritization mechanism for the government policy in general. Thus, as a rule, in the budget conciliation process attention is usually focused not on policy measures, but on separate expenditure items. Organizational fragmentation, as one of the reasons for the lack of flexibility in the budget preparation process, complicates negotiation process, assessment of budget applications and limits effective reallocation of funds in budget preparation process.

Public investment expenditures are too fragmented and insufficiently linked with the strategic priorities and development goals. Mechanisms to evaluate achievements and feedback system in the process of their implementation are not sufficiently developed. Statistics still doesn't provide a reliable basis for planning and evaluation. There is almost no possibility for taxpayers to have data on the implementation of the state budget both at the republican and local levels.

Weak fiduciary management is caused by imperfect external and internal financial control systems, state procurement, budget and financial procedures, unadjoined government reporting system, lack of transparency, low quality control along with a substantial number of various types of inspections/revisions, and rare and not effective mechanism of application of sanctions for ungrounded audits.

In its turn, the system of financing of local state power and local self-governance bodies requires rationalization of allocation of budget revenues and defining of financial responsibilities of these bodies.

Civil service system faces the problem of qualitative and quantitative turnover of its number due to low attractiveness of the civil service as an employer at the labor market. To increase effectiveness of the public administration system it is necessary to develop a professional civil service and improve prestige of civil servants. In the context, the Civil Service Department under the President of the Republic of Tajikistan, as the body responsible for civil service management, needs to provide professional training for personnel along with its function of methodic management and competitive recruitment.

Unfortunately, both central and local bodies of state power have not yet defined reasonable clear scientific preconditions for selection, assignment, and higher qualification of personnel.

There are weaknesses in the process of competitive recruitment, staff assessment (attestation), and overall human resource management, which should be based on proper and objective criteria for selecting of personnel to the civil service.

In the public administration system one can observe low level of both material and immaterial motivation of civil servants, lack of efficient incentives aimed at increasing effectiveness of executive discipline and productivity.

Underdeveloped capacity level of the civil service negatively influences functioning of all the management bodies.

Function and responsibilities between the central and local levels of the state power and local self-governance are not clearly delineated; administrative and territorial division doesn't have clear objective criteria. There is a big number of subdivisions in ministries with duplicating functions. Territorial ministerial agencies are mainly simultaneously under double subordination of relevant central apparatuses and territorial administrations. At that delineation of powers and responsibilities is not quite clearly determined. As a result, effectiveness of the state bodies at the territorial level reduces.

Duplication of function and authorities, and confluence of competencies undermines responsibilities for achievement of final results and consequences of their decisions. It also doesn't facilitate capacity building of the local state power bodies and local self-governance to implement relevant functions and provide effective and qualitative services. Lack of clear distribution of functions on services provision to the population leads to dispersion of funds, their inefficient use and chronicle underfinancing.

Heterogeneity of administrative and territorial division is a barrier for an adequate allocation of functions, authorities and resources. The problem lies in lack of clear objective criteria of administrative and territorial division.

Local self-governance is not capable to ensure effectiveness, quality and accessibility of services provided to the population. Activity of Djamoat, as the closest to population level of government, doesn't answer the principles of local self-governance, as reflected in the Constitution of the Republic of Tajikistan. Djamoat reports to the relevant level (city or rayon) of local government, and its Chairperson is elected by Djamoat (as a legislative body) based on a recommendation of chair of a relevant governing level top the hierarchy, in other words Djamoat is a representative of local state power. Functions and authorities of Djamoats are very limited, what doesn't allow them to address issues of local importance. Together with that Djamoats do not have their own budgets, being in direct dependence of city/rayon budget. Besides, Djamoats do not possess neither own property no rights for property that are essential for the implementation of their functions. Development of local self-governance with the aim of ensuring effectiveness, quality and accessibility of services to the population requires, first of all, establishment of a legal framework for activity of local self-governments in Djamoats and building of Djamoats' capacity with further increase of their functional responsibilities.

The nature of the above-mentioned problems underlaid the proposed PAR Strategy of the Republic of Tajikistan, defining the objective and directions of the reform process.

II. OBJECTIVE, TASKS AND PRINCIPLES

Objective

One of the key objectives of the national development of Tajikistan is creation of an effective public administration system, as a basis for sustainable economic development and reduction of poverty.

Effective public administration system includes:

- the central and local state power with a professional civil service, an optimal system for elaboration and implementation of policies and development programmes, with the strengthened management capacity and accountability; and
- local self-governance with clearly defined functions and authorities, financial resources and property, that ensures access to effective and qualitative services to the population.

Establishing of an effective public administration system will allow to:

- achieve higher level of professionalism and competence at civil service;
- strengthen the basis of the state structure through effective central power and local self-governance;
- increase level of public confidence to the state;
- systematize programme challenges and tasks at the national, territorial and sector levels
- ensure involvement of the civil society and businesses in the process of defining national and local development priorities;
- increase effectiveness of usage of budget resources;
- create favorable conditions for the development and effective functioning of the private sector;
- improve investment climate, increase direct foreign and internal investments in the country's economy;
- increase effectiveness of local self-governance to address issues of local importance;
- ensure access and improve quality of the services provided to the population.

In order to achieve the defined objective and get the expected results, it is necessary to determine the PAR tasks.

Tasks

In order to successfully implement the public administration reform it is necessary to address the following tasks:

1. Increase effectiveness of the national development management:

- 1) ensure consistency of goals and priorities, strategies, programmes and plans of the national development;
- 2) separate power to define goals and priorities of the national development, develop and implement national, sector and regional programmes and plans, and their monitoring;
- 3) strengthen capacity to develop, make, implement and monitor strategic decisions;
- 4) strengthen role of the civil society in decision making and implementation.

2. ***Improve public administration in line with the market economy principles:***
 - 1) limit state management of economic processes and eliminate interference of state bodies in these processes by re-structuring and re-allocation of functions;
 - 2) improve system of state regulation, control and supervision;
 - 3) increase level of transparency and accountability of state bodies in decision making and implementation.

3. ***Increase effectiveness of the public finance management:***
 - 1) integrate budget process with the priorities and plans of the national development;
 - 2) increase accountability and transparency over public finance management;
 - 3) strengthen capacity to formulate and implement the republican and local budgets;
 - 4) rationalize allocation of budget revenues among all governing levels;
 - 5) introduce an effective mechanism of state procurement;
 - 6) improve the state financial control system.

4. ***Form modern professional civil service:***
 - 1) improve quality of civil servants vocational training at all levels of public administration;
 - 2) improve civil service pay system;
 - 3) modernize human resource management system;
 - 4) increase motivation, eliminate corruption.

5. ***Develop administrative and territorial management:***
 - 1) clearly distribute functional responsibilities among the governing levels and transfer them adequate authorities, property and finance;
 - 2) streamline administrative and territorial division versus the re-assigned functions;
 - 3) determine criteria for administrative and territorial division and interrelation between the state power and local self-governance.

6. ***Form local self-governance capable to provide qualitative services to the population:***
 - 1) distribute functions and authorities for services provision following the subsidiarity principle;
 - 2) define property of local self-governance according to the functions and impose/fix property rights;
 - 3) develop financial autonomy of local self-governance according to its functions;
 - 4) strengthen capacity of local self-governance to address issues of local importance.

Principles

Administrative structures and procedures, as a rule, are formed within a long period of time. They are quite sustainable and strongly resist institutional reforms. The international experience attests that reforms can be successful only if they are implemented by the relevant country management based on the agreement of political powers and social groups. Together with that, it is necessary to note that there is no example of a single optimal model of state and local self-governance. A successful institutional reform shall take into account the country particularities: (a) the level of its economic development; (b) characteristics of its political system; (c) its history and traditions; (d) its geography, including characteristics of its administrative and territorial division; (e) timeframe and sequence of reforms in transition period. Common international principles of an institutional reform are:

- change of status and functions of state bodies versus the necessity to create favorable conditions for the market economy development;
- separation of political and administrative positions;
- forming of a professional civil service, oriented to address citizens needs, protect their needs and interests;
- ensuring transparency over state administration activity, and access to the information about this activity;
- involvement of civil society in the process of defining development priorities at the national and local levels;
- ensuring democratic control over functioning of the public administration system;
- development of de-concentration and decentralization processes, top-down delegation of function and responsibilities;
- development of autonomy of local self-governance in the issues of local importance and accountability of legislative and executive bodies of self-governance to the population;
- fixing subsidiary principle with the process of distributing of functions between levels of state power and local self-governance;
- observance of the principle “finance and property follow functions”, according to which all levels of state power and self-governance have to have adequate finance and property for the successful implementation of their functions.

III. MEASURES, SEQUENCE AND ORGANIZATION OF THE STRATEGY IMPLEMENTATION

The Strategy is the basis to implement public sector reforms for the period of 2005-2015. Success of the Strategy implementation requires defining measures aimed at achieving the objective and addressing the defined tasks, sequence of measures, as well as a structure mandated to implement the Strategy.

Measures on the Strategy Implementation

The complex of measures includes measures of short-term (up to the end of 2006), medium-term (2007-2008) and long-term nature (2009-2015).

Measures are grouped versus the defined tasks:

- *measures, directed to increase the effectiveness of the national development management;*
 - i. establishing of a National Development Council;
 - ii. creation of a Structure for Reforms and Development and a Structure for Administrative and Territorial Development in the Executive Office of the President of the Republic of Tajikistan (EOP RT) in the process of its restructuring;
 - iii. building policy development capacity, determination of responsibility for preparation and implementation of reforms within the ministries;
 - iv. development of information system and introduction of an Electronic Government Programme;
- *measures, directed to improve public administration system in accordance with the market economy principles:*
 - i. conduction of functional reviews followed by restructuring of the ministries;
 - ii. reorganization and re-allocation of functions between governing levels;
 - iii. separation of ministries from the state owned commercial enterprises;
 - iv. restructuring of supervision and control bodies;
 - v. development of administrative justice;
- *measures, directed to improve effectiveness of public finance management:*
 - i. splitting up the state budget into current expenses budget and development budget;
 - ii. integration of all the planning tools for social and economic development into one state body;
 - iii. introduction of project approach to manage reforms and investment programmes;
 - iv. rationalization of Treasury system;
 - v. linking budget expenditures to output measures in education and health;
 - vi. ensuring linkage of strategy and programmes with the budget process;
 - vii. increasing effectiveness of external and internal audit, introduction of a new public procurement system;

- viii. rationalization of allocation of budget revenues between different governing levels;
- *measures, directed to form modern professional civil service:*
 - i. improvement of status of civil service in organizing and monitoring the competitive selection process, conduction of attestations and organization of a cadre reserve;
 - ii. establishing of civil service register, implementation of public sector wage reform;
 - iii. development and higher qualification of civil servants;
 - iv. training of civil servants to new principles of management;
 - v. creation of civil service management information system;
 - vi. introduction of a scholarship mechanism to finance RT students to study in higher foreign educational establishments;
 - vii. introduction of a new order for civil service recruitment by open competition;
- *measures, directed to develop administrative and territorial management:*
 - i. conduction of functional reviews at all levels of local state power;
 - ii. clear distribution of functional responsibilities between these governing levels and transferring of adequate authorities, property and finance to them, rationalization and optimization of the system of services provision to the population;
 - iii. streamlining of administrative and territorial division versus the re-assigned functions;
 - iv. determination of administrative and territorial management, and relationship between the state power and local self-governance levels;
- *measures, directed for the development of local self-governance system:*
 - i. development and adoption of legal acts, necessary for the development of local self-governance system versus functions, finance and property of local self-governance;
 - ii. development and adoption of programme on management capacity building and enhancing of the role of civil society in the issues of local self-governance.

The above complex of the Strategy implementation measures is provided in the Matrix of Measures for the Strategy Implementation (Annex 1).

Sequence of the Strategy Implementation

PAR Strategy requires parallel implementation of measures at the central and local levels, whereas sequence and interrelation of the envisaged measures play an important role.

In the short- and medium-term perspectives at the level of central power it is planned to implement measures, directed to bring consistency of goals and priorities of the national development together with the division of functions and authorities for drafting, implementation and monitoring of the development plans and programmes. By the next step it is envisaged to integrate budget process with the national development priorities. The initiated reform process in the Civil Service Department under the President of RT and public sector wage reform will continue in parallel.

The key issues in PAR Strategy implementation are streamlining of administrative and territorial division and clear distribution of functions and authorities among the central level government, local state power and local self-governance. To streamline administrative and territorial division there will be developed and introduced criteria to determine it. To distribute functions and authorities there will be conducted functional reviews at the central and local governing levels. Based on the conducted functional reviews there will be measures developed to limit interference of the state in economic processes and to define functions of local self-governance. The next step would be to re-organize the structure of services provision to the population to ensure quality, effectiveness and accessibility of services.

In the short- and medium-term perspectives at the level of local self-governance there will be measures undertaken on development of functional and financial autonomy of Djamoats and in parallel there will be implemented a programme on building capacity of Djamoats to manage issues of local importance in self-governing conditions.

Successful completion of short- and medium-term phases of PAR at the central and local levels will allow starting measures of long-term perspective. Implementation of this phase includes regulation of administrative and territorial division, defining of interrelations between the state power and local self-governance levels, consideration of regional administration development programmes. The long-term phase considers implementation of measures aimed to develop and fix results of the first two phases of reforms both at the central and local governing levels. In terms of development of local self-governance in the long-term perspective there will be defined new functions of local self-governance along with conduction of sector reforms.

Successful implementation of the Strategy will allow ensuring stable functioning and increasing of effectiveness of public administration system.

Organization of the Reform Implementation

In order to bring consistency, complexity and efficiency to the reform implementation process and enhance coordination over it for achieving the strategic objective and tasks, it is crucial to undertake the following primary steps:

- revise the organizational system of the development process management, consisting of management bodies, their functions and tasks, etc.;
- establish a National Development Council under the President of the Republic of Tajikistan comprised of representatives of legislative and executive power, regional bodies of state power and local self-governance, trade unions, civil society and business for consolidated decision making on strategic development issues as a consultative instrument;
- entrust the EOP of RT strategic functions for development of strategic documents and monitoring of their implementation by revising its structure and status, and foreseeing to establish a Structure for Reforms and Development, and a Structure for Administrative and Territorial Development in it;
- entrust the Government of the Republic of Tajikistan functions for national, sector and regional forecasting, planning, and implementation, based on objectives and priorities defined in the strategic documents.

ANNEX 1. MATRIX OF MEASURES FOR THE STRATEGY IMPLEMENTATION

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
1. Increase effectiveness of the national development management	A. Lack of structure for coordination and implementation of reforms	<p>1.A.1 Establish a National Development Council and define its role, functions and work organization</p> <p>1.A.2 Establish a Structure for Reforms and Development and a Structure for Administrative and Territorial Development in the EOP RT with a clearly defined mandate</p> <p>1.A.3 Assign the structure responsible for reforms to oversee institutional restructuring of the public administration system based on the functional reviews conducted</p>	<p>1.A.6 Develop and introduce project based reform implementation framework</p>	<p>1.A.8 Coordinate the process of development, implementation and monitoring of plans and programmes of national development</p>	<p>A.1 National Development Council and Structure for Reforms and Development and a Structure for Administrative and Territorial Development created and function effectively</p> <p>A.2 Functions for strategic decision making and implementation of the decisions divided, timely and qualitative implementation of decisions provided</p> <p>A.3 Project structure for reform implementation introduced first on a pilot basis and then in a full scale</p>	EOP RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
		1.A.4 Develop a plan to coordinate conduction of the functional reviews				
		1.A.5 Define relationship between the Structure for Reforms and Development and the National Development Council	1.A.7 Assign responsibility for preparation and implementation of reforms in ministries		A.4 Responsibility for preparation and implementation of reforms in ministries assigned	
	B. <i>Lack of clear separation of functions between President's Apparatus (PA) and the executive bodies on strategic decision making and implementation</i>	1.B.1 Re-structuring of EOP RT	1.B.4 Evaluate effectiveness of the re-structuring		B.1 Restructuring plan for EOP RT adopted B.2 EOP RT Re-structuring Plan implemented B.3 Evaluation conducted	EOP RT
		1.B.2 Develop and introduce mechanisms to agree on development priorities at the national, sectoral and territorial levels	1.B.5 Integrate mechanisms for strategic decision making and implementation with the budget process at each governing level	1.B.7 Evaluate effectiveness of the developed mechanism on a regular basis	B.4 Cross-ministerial and cross-territorial coordination mechanisms created and function	EOP RT, Government of the Republic of Tajikistan (further on referred to as Government of RT)
		1.B.3 Revise role, functions and authorities of the budget management process with the aim of targeting it towards reaching an agreement on development priorities at	1.B.6 Strengthen the role and functions of the budget management process to be focused on the development priorities adopted and agreed at all levels of power, while		B.5 Outputs of cross-ministerial and cross-territorial coordination mechanisms influence activity and decisions of the Budget Commission	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
		all levels	developing medium-term state expenditure programme and state budget			
C. <i>Lack of capacity for policy making in ministries</i>	1.C.1 Train top ministry staff in evidence-based policy-making, and raise qualifications in managing development projects (project managers)	1.C.2 Build in the curriculum of leading Universities special courses/specialities in the area of development management		C.1 Policy units established and trained; civil service pay system revised	EOP RT, Government of RT, Civil Service Department under the President of RT	
D. <i>Inadequate informational and technological bases</i>	1.D.1 Identify key information gaps in the area of state policy development and implementation at all governing levels	1.D.2 Develop and adopt strategy on information capacity building, including IT management systems, evidence-based policymaking and implementation monitoring 1.D.3 Pilots for data collection and processing, creation of electronic databases and analytical tools in critical policy (development) areas	1.D.4 Implement strategy on information capacity building 1.D.5 Develop and introduce Electronic Government Program	D.1 Review of information management systems completed D.2 Strategy adopted and pilots completed D.3 Strategy implemented D.4 Economic efficiency of public administration increased by improved information provision D.5 Electronic Government Programme introduced	Government of RT	

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
2. Improve public administration in line with the market economy principles	<i>E. State is too involved in economic activity</i>	2.E.1 Carry out functional reviews in pilot ministries	2.E.7 Carry out comprehensive functional reviews for all ministries and agencies	2.E.13 Monitor implementation of functions (of recommendations of functional reviews) and develop proposals on improvement of structures of the central governing bodies	E.1 Reviews in pilot ministries conducted	EOP RT, Government of RT
		2.E.2 Based on the results of the conducted functional reviews (1) take measures to implement their recommendation; (2) develop and adopt regulations on interaction between ministries and agencies, which they oversight	2.E.8 Identify duplicating and redundant functions and develop time-table for their restructuring or elimination taking into account the expected delimitation of functions between territorial and local self-governance bodies	2.E.14 Monitoring of observance of regulations on ministries and their interaction with the agencies they oversight	E.2 Ministries re-structured with elimination of redundant and duplicating functions E.3 Ministry regulations amended to re-define new relations with agencies they oversight E.4 Mechanisms for monitoring in place centrally and in pilot ministries	

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
		2.E.3 Specify conceptual structure of state administration bodies, defining all various bodies of executive power, their subdivisions and functions. Introduce the necessary changes in the secondary legislation	2.E.9 Implement new delimitation of responsibilities between ministries and agencies they oversee, retaining for the Ministries mainly the functions for policy development and implementation oversight		E.5 Review to specify the conceptual structure carried out; secondary legislation harmonized	
		2.E.4 Develop time-table for organizational separation of ministries from state owned commercial enterprises, not covered by the privatization programme	2.E.10 Implement plans for separation of ministries from state owned commercial enterprises, not covered by the privatization programme		E.6 Plans to separate ministries from state owned enterprises adopted and implemented	Government of RT
		2.E.5 Conduct review on improvement of legislation on legal forms of non-commercial public entities	2.E.11 Insert changes to the legislation on legal forms of public entities		E.7 Review of legislation completed	Government of RT
		2.E.6 Carry out comprehensive review of non-commercial entities subordinated to ministries and develop a program of their restructuring and/or privatization	2.E.12 Carry out privatization on a pilot basis and/ or restructure some of the non-commercial entities subordinated to ministries	2.E.15 Develop and implement a program of restructuring and/or privatization of non-commercial entities subordinated to ministries	E.8 Comprehensive review of all ministries completed E.9 Non-commercial entities subordinate to pilot ministries privatized and/ or restructured E.10 Non-commercial	Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
F. Regulatory functions of the state are inadequately defined and allocated	2.F.1 Develop clear regulatory framework for major supervision and control functions with particular emphasis on process engineering, impartiality and protection of economic rights of businesses and individuals				entities subordinate to the rest ministries privatized or re-structured	
	2.F.2 Incorporate in lawmaking procedures elements of regulatory impact analysis and mandatory reviews of the new functions to avoid duplication and excessive state interventions in the economy, envisaging coverage of the state power levels and self-government by these norms		2.F.14 Conduct regular independent state decision impact analysis or impact analysis of secondary legislation on private sector activity		F.1 Regulatory agencies established with enough independence F.2 Changes and amendments to the legislation prepared, adopted and implemented	EOP RT, Government of RT
	2.F.3 Restructure supervisory and control bodies in line with new legislation at all governing levels		2.F.15 Regularly conduct state and independent analyses of the level of misconduct of the state supervisory and control bodies on private sector functioning		F.3 Independent impact analysis of the state activity and decisions on private sector conducted on a regular basis F.4 Supervisory and control bodies re-structured F.5 Results of state and independent analyses of activity and impact of supervisory and control bodies on private sector functioning conducted and published	EOP RT, Government of RT
	2.F.4 Carry out review on	2.F.9 Develop and im-	2.F.16 Evaluate impact of		F.6 Review completed	EOP RT, Gov-

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
		development of administrative procedures	plement a Programme on development of administrative procedures	the Programme	F.7 the Programme adopted and implemented	ernment of RT
		2.F.5 Carry out review on regulation of administrative procedures in terms of implementation of functions and interaction between executive power bodies and their structural sub-divisions at localities by normative and legal acts	2.F.10 Develop and adopt normative and legal acts to regulate administrative procedures	2.F.17 Conduct analysis of effectiveness of the adopted normative and legal acts	F.8 Review completed F.9 Normative and legal acts adopted and implemented	Government of RT
		2.F.6 Conduct a review on development of interaction of the state, business and the civil society as a whole in the area of development and implementation of state policy		2.F.18 Develop and adopt plan of action directed to facilitate development of NGOs and development of mechanisms for interaction of the state and civil society structures	F.10 Review completed F.11 Plan of action adopted specifying consultative procedures in ministries	EOP RT, Government of RT
		2.F.7 Re-define functions of the State Committee for State Property Management (SCSPM) of RT to concentrate key functions on state property management in this state body		2.F.19 Based on the analyses conducted take measures to ensure privatization of all the state enterprises	F.12 Review of SCSPM RT functions completed F.13 Functions of SCSPM RT re-allocated	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
			2.F.11 Implement Strategic Plan on Privatization of Big and Medium Size Enterprises ¹ 2.F.12 Analyze implementation results of the Plan		F.14 Strategic Plan on Privatization of Big and Medium Size Enterprises implemented	
		2.F.8 Take measures of legal nature, directed to remove the practice of interference of territorial governing bodies in economic activity of enterprises, in particular in agriculture	2.F.13 Conduct situation analysis after implementing relevant measures		F.15 Substantial reduction of a number of complaints from the side of entrepreneurs, according to an independently conducted evaluation	Government of RT
3. Increase effectiveness of the public finance management	G. Budget is not sufficiently coordinated with development priorities and the state economic policy	3.G.1 Carry out review to study impact of the state budget split up into current expenses budget and development budget	3.G.9 Implement budget split up taking into account the review results		G.1 Recommendations implemented	EOP RT, Government of RT
		3.G.2 Introduce compulsory fiscal impact analysis of the policy decisions made			G.2 Findings about real fiscal impact developed for each project, as a matter of justification	EOP RT, Government of RT

¹ For details see a Strategic Plan of the Republic of Tajikistan on Privatization of Big and Small Size Enterprises, which can be received in the EOP RT.

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
		3.G.3 Re-align and integrate all of the planning tools for socio-economic development into one state body	3.G.10 Evaluate effectiveness of the new mechanism		G.3 Single state body for planning and social and economic development established and operational	EOP RT, Government of RT
		3.G.4 Ensure linkage of measures of the Public Administration Reform Strategy with the necessary state budget funding and international assistance, including expenses of investment character			G.4 The Strategy effectively implemented	EOP RT, Government of RT
		3.G.5 Revise procedures for drafting and implementation of reforms applying project management methods	3.G.11 Pilots on applying project management mechanisms in specific reform areas 3.G.12 Conduct analysis of effectiveness of project approach in reform implementation	3.G.16 Extend application of project management methods in reform process based on the analysis recommendations	G.5 Project management methods introduced on a pilot basis G.6 Strategies and Programmes designed in accordance with the project management methodology	EOP RT
		3.G.6 Develop regulations on project management with regard to investment programs	3.G.13 Apply new regulations on project management to all investment programs		G.7 Regulations adopted	EOP RT, Government of RT
		3.G.7 Define and initiate pilots to streamline the double accountability of local spending units	3.G.14 Gradual implementation of new accountability system of local spending units		G.8 Pilots completed G.9 New system introduced in by local units	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
		3.G.8 Pilots to link budget expenditures to output measures in education and health (per capita financing)	3.G.15 Link budget expenditures to output measures in education and health at all state power levels and local self-governance taking into account new delimitation of functions in these areas (full-scale implementation)		G.10 Pilots completed G.11 Full-scale implementation accomplished	EOP RT, Government of RT
	H. <i>Diffusion of responsibility for financial functions</i>	3.H.1 Re-allocate functions among ministries of economic bloc and ensure integration of strategies and investment programmes with the budget process 3.H.2 Entrust MoF the responsibility for determining the resource envelope and for ensuring integration of strategies and programmes with the budget process 3.H.3 Consolidate in the budget off budget revenues and expenditures with exception of social extra budgetary funds	3.H.4 Evaluate distribution of responsibility on financial functions		H.1 Re-allocation and re-organization of functions in MoF RT and MoET RT completed H.2 Extra-budgetary items consolidated with the main budget	EOP RT, Government of RT
	I. <i>Inadequate procedures for financial decision-making in ministries</i>	3.I.1 Margin functions of ministries related to control of discretionary (reserve) funds, and increase their responsibility for budget implementation outputs			I.1 Margin granted to pilot ministries	Government of RT
	J. <i>Lack of audit based on objectives</i>	3.J.1 Entrust ministries with functions for conducting audits based on objectives, assigning specific divisions and officials for that purpose	3.J.2 Conduct analysis of effectiveness of internal objective-based audit		J.1 Specific Divisions and officials responsible to conduct objective-based audit assigned	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
	K. <i>Low capacity of state bodies to conduct external and internal financial audit</i>	3.K.1 Develop an action plan to increase effectiveness of external and internal audit and start implementing it	3.K.2 Implement the action plan for improving external and internal financial audit system of public sector		K.1 External and internal audit system improved	EOP RT, Government of RT
	L. <i>Public procurement system is inefficient</i>	3.L.1 Develop and implement new public procurement legislation in line with international requirements		3.L.2 Pilots on electronic procurement	L.1 New legislation adopted L.2 Electronic procurement system in use on a pilot basis	EOP RT, Government of RT
	M. <i>Inadequate allocation of revenues among governing levels</i>	3.M.1 Rationalize revenue allocation mechanism taking into account distribution of functions among different governing levels	3.M.2 Implement revenue allocation mechanism taking into account distribution of functions among different governing levels	3.M.1 Monitor effectiveness of revenue distribution	M.1 Revenue allocation mechanism developed and implemented	Government of RT
4. Form modern professional civil service	N. <i>Insufficient information and mechanisms for efficient determination of wage and salary scales (related to duties and performance)</i>	4.N.1 Establish civil service register and data base	4.N.2 Establish an effective staff management and control system in state bodies, including the central apparatus and territorial governing bodies		N.1 Register and data base developed and updated regularly	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
	<i>O. Uncompetitive salaries and other factors that deter competent and suitable entrants to the state service (and bring to corruption)</i>	4.O.1 Finalize and pilot short-term pay reform strategy			O.1 Pay reform strategy adopted and implemented	According to the Implementation Plan of Pay Reform Strategy

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
		<p>4.O.2 Prepare basis to expand experience of pilot ministries to other central institutions and local executive bodies of power (in accordance with the approved time table)</p> <p>4.O.3 Develop and start implementing Public Sector Wage Reform Strategy</p>	<p>4.O.4 Taking into account pilot lessons implement short-term pay reform strategy in full scale</p> <p>4.O.5 Monetize in-kind benefits</p> <p>4.O.6 Introduce an incentive fund that would be available to keep/attract staff in areas that the Government of RT finds difficult to recruit in (lawyers, accountants, IT staff)</p> <p>4.O.7 Implement Public Sector Wage Reform Strategy in full scale</p>	<p>4.O.8 Design and implement improved pay systems, streamline application of qualification ranks consistent with international good practice, taking into account the necessity of systematic and consistent pay increases as individuals rise through the ranks, and pay levels as adequate as possible within the constraints of affordability</p> <p>4.O.9 Increase (and indexate) minimum wage level and minimum pension size up to the level of minimum living standard</p>	<p>O.2 In-kind benefits monetized for ministries</p> <p>O.3 Incentive fund formula revised</p> <p>O.4 New wage formula implemented in ministries</p> <p>O.5 Minimum wage level increased up to the level of minimum living standard and indexed</p> <p>O.6 Full-scale implementation of pay reform, including local state power levels</p> <p>O.7 Special mechanism to manage pay system established</p>	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
	<i>P. Absence of key skills to manage human resources in the civil service system</i>	4.P.1 Develop and enhance capacity of the Institute for High Qualification of Civil Servants (IHQ CS)			P.1 IHQ CS equipped with qualified staff; training of trainers programmes completed P.2 Number of the IHQ CS graduates increased P.3 Training in all the main directions of human resource development, which lack qualified and experienced civil servants, provided	EOP RT, Government of RT
		4.P.2 Train civil servants on new principles of management, develop relevant training courses to all categories of civil servants	4.P.6 Develop, regularly update and implement staff training plans in each ministry and department, local state power and local self-government bodies within the annual process of budget applications forming	4.P.11 Conduct selective analysis of civil servants qualifications and define training needs	P.3 Medium-term strategy (-ies) for high qualification of civil servants developed and approved P.4 Budget applications of state institutions approved only in case of availability of staff training plans	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
		4.P.3 Develop an efficient and transparent scholarship mechanism to select and finance RT students to study in higher foreign educational establishments	4.P.7 Implement scholarship mechanism, including development of a legal and organizational basis		P.5 Capacity/Training needs assessment in ministries and agencies completed P.6 Civil service professionalism and the population satisfaction level with the work of state bodies increased	EOP RT, Government of RT
			4.P.8 Develop and introduce new market oriented mechanisms of human resource management (HRM) in civil service		P.7 Responsibility for HRM assigned to a central body; HRM systems in ministries established	EOP RT, Government of RT
		4.P.4 Introduce new mandatory recruitment on civil service positions by open competition 4.P.5.Improve performance appraisal procedures, and the mechanism of managing a cadre reserve	4.P.9 Develop a new performance appraisal system for the civil service 4.P.10.Develop a Programme and a Concept for development of civil service in the Republic of Tajikistan		P.8 New recruitment system introduced for all ministries P.9 New performance appraisal system operational Performance appraisal procedures and the mechanism of managing a cadre reserve improved	EOP RT, Government of RT
	<i>Q. Separation of political and technical posts incompletely</i>	4.Q.1 Complete Civil Service Law Development and make subordinate laws			Q.1 New civil Service Law adopted Q.2 Subordinate laws adopted	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
	<i>achieved</i>					
		4.Q.2 Strengthen control functions (monitoring and evaluation) over development of civil service	4.Q.3 Transfer and focus authority necessary for civil service development in the Civil Service Department under the President of RT		Q.3 CSD functions and competences enlarged	EOP RT, Government of RT
	R. <i>Low motivation, manifestation of corruption, insufficient transparency in civil servants actions</i>	4.R.1 Improve Civil Servants Ethics Code and conflict of interest regulation	4.R.2 Implement conflict of interest regulations, establish ethical commissions		R.1 New Code of ethics and related legislation developed and adopted	EOP RT
			4.R.3 Form and fix institutional anticorruption mechanisms at state power and local self-governance levels	4.R.5 Implement activities in the framework of the defined mechanisms	R.2 Anti-corruption mechanisms operational	EOP RT, Government of RT, General Prosecutor of RT
			4.R.4 Develop and implement transparency legislation on access to information on activity of state and local self-governance bodies		R.3 Legislation on access to information adopted R.4 Status and efficiency of civil servants work improved R.5 Citizens have free access to information on all types of state activity	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
5. Develop administrative and territorial management	S. Duplication of functions in the existing system of local state power along with inadequate authorities	<p>5.S.1 Conduct functional review at all levels of local state power to define duplicated functions and gaps (coordinate functional review process at locale level with functional reviews in ministries)</p> <p>5.S.2 Have regular consultations/meetings with ministries and representatives of local state power and local self-governance</p> <p>5.S.3 Review current legislation versus the recommendations of the functional review to define relevant changes</p>	<p>5.S.4 Start implementing recommendations of the functional review at local state power and local self-governance levels to clearly define functions</p> <p>5.S.5 Develop classification of functions for each level of local state power</p> <p>5.S.6 Insert the necessary changes in the current legislation covering issues of functional responsibilities and authorities</p> <p>5.S.7 Transfer functions to each level of local state power in accordance with the subsidiarity principle</p>	<p>5.S.8 Continue implementing recommendations of the functional review at local state power and local self-governance levels</p> <p>5.S.9 Monitor the process of allocation and delegation of functional responsibilities</p>	S.1 Population satisfaction level with the quality of the provided services increased at all levels of state power and at the level of local self-governance	EOP RT, Government of RT
	T. Poor quality of services provision, especially in the social sector	<p>5.T.1 Simplify structures for service delivery on a pilot basis in the Ministry of Labor and Social Protection of Population (further on referred to as MLSP RT)</p> <p>5.T.2 Streamline and clarify subordination for local service delivery units</p>	<p>5.T.7 Take necessary measures to extend MLSP RT experience to other pilot ministries and departments</p> <p>5.T.8 Streamline service delivery system taking into account new delimitation of functions among state power and</p>		<p>T.1 MLSP RT organization structure revised taking into account recommendations of the functional review</p> <p>T.2 Local service delivery system streamlined</p> <p>T.3 Subordination system of territorial bodies re-aligned</p> <p>T.4 MLSP RT lessons</p>	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
			local self-governance levels		extended to other ministries	
			5.T.9 Adopt legislation and develop strategy on introduction of standards of public services	5.T.12 Develop and pilot standards of public services at different levels of state power	T.5 Law defining standards adopted	
			5.T.10 Develop Single Register for State Services	5.T.13 Introduce Single Register for State Services	T.6 Single Register of State Services adopted	
		5.T.3 In the process of developing IT management capacity develop and introduce mandatory information lists on activity of the state power bodies to be made accessible for the public 5.T.4 Introduce best practice monitoring and dissemination	5.T.11 Develop information list accessible via Internet		T.7 Mandatory lists developed and approved T.8 Information lists distributed among population and used T.9 Monitoring reports delivered for ministries publicly accessible T.10 Based on the best practice monitoring results, action plans accurately updated within PAR Strategy on a regular basis	EOP RT, Government of RT
		5.T.5 Develop and adopt a strategy on development of mechanisms for pre-court dispute resolution between state bodies and consumers of service, and control and oversee bodies 5.T.6 Introduce on a pilot bases pre-court dispute reso-		5.T.14 Implement the strategy on development of mechanisms for pre-court dispute resolution, covering state power and self-governance levels	T.11 The Strategy adopted and implemented	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
		lution systems				
	<i>U. Inadequate proportion of administrative and territorial division versus the capacity of local state power and local self-governance bodies</i>	<p>5.U.1 Establish a Structure for Administrative and Territorial Development in the EOP RT</p> <p>5.U.2 Review administrative and territorial division</p>	<p>5.U.3 Develop objective criteria for administrative and territorial division versus functional responsibilities of local state power</p> <p>5.U.4 Develop and adopt new Law on Administrative and Territorial Division</p> <p>5.U.5 Consider expansion of local self-government level after adoption of Law on Administrative and Territorial Division</p> <p>5.U.6 Monitor implementation/ observance of the new Law on Administrative and Territorial Division</p>	<p>5.U.7 Conduct a survey on forming and developing regional level of governance</p> <p>5.U.8 Monitor implementation/ observance of the new Law on Administrative and Territorial Division</p>	U.1 New Law on Administrative and Territorial Division adopted	EOP RT, Government of RT
6. Develop local self-governance system	<i>V. The closest to population level of government doesn't fully operate according to the principle of local self-governance</i>		<p>6.V.1 In consultation with other stakeholders develop a new Law on Local Self-Governance, which would define functions, finances and property rights</p> <p>6.V.2 Enforce the new Law on Local Self-Governance</p>	<p>6.V.4 Monitor the process of local self-governance forming, and insert changes in the legislation when necessary</p> <p>6.V.5 Develop a concept of introduction of principles of local self-governance at other levels/units of administrative</p>	V.1 Full application of local self-governance principles	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
			6.V.3 Monitor its implementation/observance	and territorial division		
	<i>W</i> <i>Low capacity of local self-governance</i>		6.W.1 Develop a national programme for building capacity of Djamoats as of local self-government bodies 6.W.2 Develop and implement the national programme for building capacity of local self-government 6.W.3 Support the initiative of establishing associations of local self-governments	6.W.4 Monitor local self-government capacity building process	W.1 Number of representatives of local self-government trained to new management methods increased	EOP RT, Government of RT
	<i>X</i> <i>Limited functions and authorities of local self-government to address issues of local importance</i>		6.X.1 Define functions and authorities of local self-governance for the period of initial stage of development of local self-governance 6.X.2 Define and delegate new functions and authorities to local self-governance in the framework of the conducted institutional reforms	6.X.3 Monitor and evaluate delegation of authorities to the level of Djamoats	X.1 Djamoats institutionally improved	EOP RT, Government of RT
	<i>Y</i> <i>Low financial capacity of</i>		6.Y.1 Develop a new system for financing of local self-government in	6.Y.5 Monitor implementation of the new system of financing of local	Y.1 Local self-government bodies have own budgets	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
	<i>local state power</i>		<p>Djamoats, including local taxes and collections property income, and state transfers formula</p> <p>6.Y.2 Review current legislation and work out required changes to introduce a new system to finance functions of local self-management in Djamoats</p> <p>6.Y.3 Introduce required changes to implement the new system for financing of local self-government</p> <p>6.Y.4 Enforce new system of local self-government financing</p>	self-government		
	Z <i>Local self-government doesn't possess property right</i>		<p>6.Z.1 Along with delegation of functions to Djamoats, make property inventory in Djamoats and handover them the necessary property</p> <p>6.Z.2 Review current legislation and work out required changes to address certain problems in the area of local self-government property rights</p>	6.Z.3 Monitor property management process by local self-government	Z.1 The process of handover of property to local self-governance along with functions completed	EOP RT, Government of RT

Tasks	Typical Obstacles	Measures proposed to Address Problems			Success Indicators	Responsible Organs
		Short Term up to the end of 2006	Medium Term 2007-2008	Long Term 2009-2015		
	<i>AZ Insufficient involvement of the civil society in local self-governance issues</i>		6.AZ.1 Develop and implement a national programme for enhancement of the civil society role in issues of locals self-governance 6.AZ.2 Develop a legislative basis for CBOs (such as mahalla, etc.)	6.AZ.3 Encourage development of CBOs and their capacity to keep dialogue with local self-government bodies	AZ.1 Number of proactive local CBOs increased	EOP RT, Government of RT

ANNEX 2. GLOSSARY

Civil service administrative post is occupied by a civil servant responsible to ensure that civil servants occupying state and political positions implement their authorities, and state bodies perform their competences.

Administrative and territorial division means system of territorial organization of a state, based on which state power bodies and management structures are formed and functioning.

Administrative and territorial management means managing the system of administrative and territorial division of a state.

Administrative procedure means a special order for consideration of administrative and legal disputes, following which the complaints about activities of public sector bodies are considered by judicial or other state bodies, which make relevant decisions.

Development budget means state budget resources, allocated to ensure implementation of the national development policy, as defined by strategic documents of the government.

State economic regulation means influence of the state, through its state bodies, on economic objects and processes, and on people participating in them. It is applied to put the processes into an organised shape, streamline operation of economic subjects, and ensure observance of laws, state and public interests.

Civil service is a professional activity of people, occupying state positions of the civil service, whereat they are responsible to ensure state bodies implement their authorities.

Public administration means practical, organizing and regulating influence of the state on public and private live of people with the purpose of regulating, saving/conservation and improving it, what is based on its authoritative power. Public administration includes implementation of state policies as a combination of objectives and tasks that are implemented by the state in reality and resources used for this.

Civil society is a combination of relations in the area of economy, culture and etc., which are being developed in the democratic society independently and autonomously from the state. The civil society functions as a composition of non-governmental institutions and self-established intermediary groups, capable to undertake organized crucial collective actions for the sake of protecting interests of public importance within the framework of earlier established rules of civil and legal nature.

Deconcentration means delegation of power and/or functions of the central government to territorial bodies. Under deconcentration local officials are not elected.

Decentralization means delegation of power and/or functions from central to local authorities, elected by the population, and increasing the number of functions of lower level bodies of government at the expenses of the higher level bodies.

Information system means organized and orderly filing of documents (massive of documents) and information technologies. It means the information processes are carried out with the help of computer equipment and other communication means.

Local self-governance means rights and the ability of the population of urban and rural settlements directly or through their elected representatives in the self-management bodies of rural and urban settlements to address the substantive part of issues of local importance and state authorities transferred to them on the basis of a Law and other by-laws taking into account national interests, traditions and local specificity.

Local authorities are sub-national layers of the central government of the state power. Here, in the document, the term refers to all levels of the current local governance in Tajikistan, including oblasts, rayons, cities, and urban and rural settlements. Local governance is imple-

mented by local state power bodies, local structures of the central body of the state power and by local self-government bodies.

Local state power executive bodies are the bodies that ensure observance of the Constitution of the Republic of Tajikistan, laws and other normative and legal acts of the Republic of Tajikistan, ensure pursuance of the national policy of the executive power along with development interests and needs of relevant territories within relevant administrative and territorial units. Local state power executive bodies form a part of the single system of executive bodies of the Republic of Tajikistan. Local executive bodies are headed by chairpersons of relevant administrative and territorial units, who are the representatives of the President of the Republic of Tajikistan.

Motivation is the process of making members of an organization to act for achieving goals of the organization in accordance with the delegated to them responsibilities and the relevant action plans of the organizations by creating internal incentives.

Subsidiarity is a principle of distribution of functions and authorities among levels of power, ensuring maximum effectiveness in the process of addressing issues of local importance.

Accountability means decree to which a government is responsible to its population for its actions in the society in general or within one concrete position. It means integrity, honesty and adherence to his/her own word; responsibility for timely submission of professionally literate, full and accurate financial statements.

Civil service political post is occupied by a civil servant, whose assignment (election), dismissal (recall) and activity is of political and national nature, and who is responsible for meeting and implementing political objectives, tasks and competences of a state body.

Authority means right of an individual-representative to make deals and other legal actions on behalf and in the interest of the other represented individual.

Development priorities are the issues, defined as key for intensive development aimed at sustainable economic growth and poverty reduction.

Development means targeted, regular change, as a result of which it is being created a new qualitative status of an object, its composition and structures.

Civil Service Register of Civil Service Positions is a systematized data base on civil servants, which keeps consistent records of their civil service. The Register keeps the list of specialties of the civil service state positions and qualification requirements for individuals, occupying state positions of the civil service.

Re-arrangement is amalgamation, joining, division, detachment, reorganization of structures.

Public administration system is an aggregate of interactive subjects of public administration (state bodies) and governed objects (public elements and interconnections) influenced by the state.

National development system is a net of administrative processes and development partners, which consists of two processes of vertical and horizontal interconnection of partners (bodies of public administration, business, trade unions and civil society institutes).

National Development Council is a consultative body of development partners that helps define priorities, objectives, tasks, and participation of partners in the process of strategic decision making.

Systematization is an activity, in the process of which the objects that are being studied are organized into a defined system based on a selected principle. The most important type of systematization is classification.

Strategy are the longest-term, the most fundamental and significant objectives, oriented to qualitative change of status of the managed processes.

Human resource management is the activity of subjects responsible for implementation of personnel policy (activity of government bodies, administration, management, and staff of

human resource management units) in the area of human resource management. It is targeted to tracking, assessment, selection, professional development of personnel, its motivation and stimulation to implement tasks of state bodies, supervision etc.

Management is a purposeful, organizing and regulating influence of people on their own, public, collective and group live/vital activity, carried out both independently (in self-management forms), and through specifically created structures (state, NGOs, parties, legal entities, and their associations etc.).

Development management is the responsibility of the government to ensure maximum effectiveness in achieving specific social and economic goals from the public administration point of view as public administration is the main function of the government within which it has to ensure and maintain the society's security, economic well-being and better living conditions.

Fiduciary management is financial management. Fiduciary management is characterized by functioning of the country's reporting system. For budget transfers, fiduciary management largely depends on the country's rules on public financial management, including budget and treasury management, procurement, reporting and audit.

Function – scope of activities, duties, work.