



URBAN INSTITUTE CENTER ON INTERNATIONAL DEVELOPMENT AND GOVERNANCE

Local Governance and Citizen Participation Program in Tajikistan (LGCP)

Final Report- September 29, 2006-September 30, 2009

The Urban Institute

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1. Executive Summary

In September 2006, USAID issued a Task Order to the Urban Institute to implement the three-year Local Governance and Citizen Participation program (LGCP). The contract in part continued the Urban Institute's work in Tajikistan on the USAID-funded Local Government Initiative, Phase II (LGI-II), as well as moved it in some new directions. Under LGI-II, the Urban Institute provided technical assistance to the government of Tajikistan to support the decentralization processes and improve the effectiveness, responsiveness and accountability of local governments. These efforts culminated in the signature of the Public Reform Strategy by President Emomali Rahmon in March 2006. The new Task Order for LGCP, which the Urban Institute implemented from October 1, 2006 to September 29, 2009, broadened the local governance reform work into the realm of civil society and media engagement, as well.

Responding to USAID's Strategic Object 2.1, *Governing Justly and Democratically*, the main focus of LGCP consisted of three inter-related components:

- 1) Decentralization through Local Government Reform provided technical assistance to the government of Tajikistan to implement the Public Administration Reform Strategy (PAR), which developed local government reforms and revised related legislation;
- 2) Capacity Building in Local Governments helped local governments improve municipal service delivery and
- 3) Citizen Participation and Public Information (originally two separate components, which were later combined for greater effect) facilitated the creation of more participatory and transparent processes for governance, and the increase of citizens' access to information.

Although LGCP was divided into three broad components, its work with local governments encompassed activities that cut across these conceptual divisions. Project activities were designed in an integrative fashion, facilitating crucial synergies and opportunities for mutual learning among each component, and seizing opportunities to leverage reform in one area to make an impact on reform needs in another area. Perhaps more importantly, activities in one area, such as capacity building of subnational officials, served to provide important feedback into other areas (such as the work being done at the national level) to explicitly affect program and policy design. All activities focused USAID project resources to advance the decentralization and local government support policy in the Republic of Tajikistan.

In support of its work, LGCP collaborated with the local governments of districts, cities, towns and jamoats (townships). In particular, the project worked with the administrative staff of the local governments, city/district financial departments, municipal service departments enterprises, as well as with community organizations and citizens. Additionally, indirect and direct grants to local government or civil society partners supported the implementation of demonstration projects. These projects, which included potable water, solid waste management and public information endeavors, were selected by LGCP based on factors such as geographic distribution, number of project beneficiaries, willingness of local government and communities to share project costs and contribute resources, adequacy of plans to operate and maintain the project upon completion and the demonstration value for capacity building and citizen participation in the decision-making process.

Some key highlights USAID accomplished through LGCP are as follows:

- In August 2009, President Emomali Rahmon signed the landmark *Law on Local Self-Government in Towns and Townships*. This new law, which is the culmination of LGCP work with lawmakers from the central and local governments, gives new political and fiscal authority to the *jamoat*, which is the most fundamental and constitutionally recognized local government entity in Tajikistan. Directly accountable to voters and vested with expanded powers, *jamoats* have the potential to make real contributions to their respective communities.

- In August 2009, President Emomali Rahmon signed the *Law on Housing Associations*. This law overhauls the management of housing in urban areas and places decision-making in the hands of homeowners who now have an incentive to improve their accommodations.
- Throughout the three-year life of the project, LGCP implemented 20 drinking water supply system projects to benefit 47,308 people and 18 solid waste improvement projects to benefit 447,417 people.
- LGCP trained over 2,400 local government officials on local government management/budget/citizen involvement issues and another 40 local government and municipal services technicians on operating state-of-the-art leak/pipe detection equipment in order to more effectively manage local water system delivery; trained nearly 1,800 civil society participants on getting involved in local government decision making activity.
- Engaged over 600 local government officials and citizens in participatory and performance-based Service Improvement Action Plan development and implementation.
- Implemented 10 information center/board projects to benefit 52,556 people.
- Implemented 4 innovative, high-impact, high-profile media projects to benefit 278,015.

The LGCP Final Report for the years 2006-2009 summarizes the project's activities and outcomes according to the following structure:

- Context for Local Governance in Tajikistan;
- Summary of Project Activities, Accomplishments, and Lessons Learned for each project component;
- Conclusion and Recommendations to provide guidance to USAID its future activities in local governance in Tajikistan

The Appendices to the final report contain LGCP Success Stories, information on LGCP's performance, project deliverables, project implementation by region of the country, and a roster of local and international organizations, as per the Task Order's requirement.

2. The Context for the Local Governance and Citizen Participation Program

In comparison to its neighbors, Tajikistan has been slow to advance in decentralization due to a variety of factors, including the civil war that ravaged the country for six years after its independence, widespread poverty, and national crises that have perpetuated a centralized form of government and continued to divert attention from the legal reform agenda. Ambiguous dual subordination of functions between ministries and administrations, a rigid intergovernmental finance system, and legacies from the Soviet era including a predisposition of local officials to look to the central government for direction, further hinder progress.

The current administrative and political structure in Tajikistan, having its roots in the Soviet era, has a legal basis in the country's Constitution, the *Law on Local Public Administration*, and the *Law on Local Self-Governance in Towns and Villages*.¹ The local administrative bodies are divided into three tiers. The first tier includes four oblast-level jurisdictions: the Gorno-Badakhshan Autonomous Oblast, Sugd Oblast, Khatlon Oblast, and the capital city, Dushanbe. The second tier is composed of rayons, which are either under oblast or central subordination, and cities, which are under oblast and/or rayon subordination. Each oblast, rayon, and city has its own *khukumat* (executive body) and *majlis* (council). The bottom tier of government, the jamoat, is differentiated from the top two tiers in legal status and is considered a body of local self-government.

In addition to the formal bodies of local government, *Mahallas* operate as a form of community-based voluntary organization relatively free of government control. *Mahallas* perform traditional roles connected with local custom, local law and order and the cultural life of the community, and in some jurisdictions even provide local services. While in some cases the role of the *Mahalla* overlaps with that of the local government body, in others the *Mahalla* serves as an intermediary between the community and the local government.

In reality, the formal local bodies of government in Tajikistan act as agents of the central government, rather than units of self-governance. The president appoints the heads of oblasts and rayons; and while council members are entitled to veto these appointments, they rarely do so. The rais (leaders of rayons) from the tier above appoints the jamoat chair to head the local administration. While local councils are freely elected, they convene infrequently and leave discretion to the executive during intervals between meetings, in essence rendering them unable to hold the executive accountable.

LGCP was confronted with a lack of clear delineation of function among the tiers of government and an unclear understanding of what level of government, private sector provider, or informal community group might be responsible for delivery of a given service. Local governments often have a significant and direct role for financing and managing aspects of multiple public services: water and sewerage, solid waste management, parks, street lighting, provision of public spaces, and maintenance of communal property. However, finances are often inadequate to cover even the basic operating costs, let alone to provide capital for investment and improvement. Inadequate funding, uncertain property rights, deterioration of neglected infrastructure and equipment, constraints on local autonomy for rate setting, inadequate tariff calculations, and low rates of payment by service users all hinder the improvement of local service delivery. Additionally, with the presidential elections in 2006 held soon after the start up of LGCP, structural changes in the Government were accompanied by extended cadre changes at the oblast, district and city levels. Among 23 pilot sites of LGCP, 13 mayors were replaced. Therefore not only does the system leave room for reform at the national policy level; it also suffers from low capacity levels in local officials.

In addition to its problems in public administration, Tajikistan also has weak institutions to involve citizens in the decision making process. Civil society is fragmented in Tajikistan, in part a legacy of the civil war. Additionally, as local representatives are effectively agents of the president, they are immune to local political pressure. While local councils do hold hearings to make information available as required by law, the hearings offer little opportunity for citizens to effect real change. For example, hearings on the budget are of little effect where the council doesn't have the authority to make budget decisions, and jamoats do not even have a separate budget. As most of the citizen

involvement occurs at the end of the process, it is basically ineffective as an agent of significant pressure. CBOs in Tajikistan often work as intermediaries between the local government and its citizens; however, they frequently provide services themselves, effectively replacing their role as a liaison with that of a provider.

Existing information channels, due to a lack of collaboration with local authorities, often miss local events. A lack of good local reporting coupled with an overall lack of transparency of local administration activity has weakened citizens' trust in local government and belief in a brighter, more informed future. Few newspapers or radio or television stations are truly "independent" in Tajikistan; rather, most are either directly or indirectly controlled by the government.

The combination of weak legal framework, generally inadequate capacity of local officials, and lack of formal channels for citizen participation presented LGCP with a chance to support decentralization in Tajikistan from three angles: reform of national policy that directs the decentralization process; capacity building in local officials to better serve the needs of their citizens; and support of citizen involvement and transparent information channels to increase local government responsiveness. In approaching decentralization reform from three vantage points, LGCP offered an integrated approach that supported mutually reinforcing systems.

In order to address the decentralization legal framework, the government of Tajikistan established a Presidential Working Group (PWG) in 2003 to amend local government legislation. With USAID technical assistance, the PWG prepared the Local State Powers Act, adopted in 2004, to help determine the future of democratic government bodies at the jamoat level. In 2004, PWG was reformed and charged with drafting the Public Administration/ Local Government Reform Strategy, a ten-year plan for reform of the public administration system that emphasizes and more autonomous local governments. Developed with the support of the World Bank, USAID, and other donors, the strategy was signed into law in March 2006.

LGCP began work in Tajikistan within this context; however, since the beginning of the project, the environment for decentralization reform in the country has changed significantly. Supported by LGCP, lawmakers renewed their efforts to move legislation through Parliament, culminating in a signature by President Emomali Rahmon on of the landmark *Law on Local Self-Government in Towns and Townships* and *Law on Housing Associations*. The new local self-government law sets out bold, new political and fiscal authorities and responsibilities for jamoats, and in turn makes them more accountable to their constituencies, while the housing association law empowers local communities. The passage of both laws is evidence of USAID's ability to affect real change in an authoritarian environment, and it provides USAID now with a timely opportunity to build upon the successes realized under LGCP to continue its work with local governments as they seek ways to build trust within their communities and address the discontent that comes on the heels of the global economic crisis that has hit Tajikistan particularly hard.

3. Summary of Project Activities, Achievements, and Lessons Learned

LGCP consisted of three inter-related components all of which comprised activities designed to advance the decentralization and local governance policy reform in Tajikistan. These three components are:

- 1) Decentralization through Local Government Reform—technical assistance to the government of Tajikistan to implement the Public Administration Reform Strategy (PAR), including the development of local government reforms and related legislation;
- 2) Capacity Building in Local Governments—training and technical assistance to local governments to improve municipal management and service delivery;
- 3) Citizen Participation and Public Information (originally two separate components, which were later combined)—capacity building for both government and non-governmental actors to help create more participatory and transparent processes for governance, and to increase citizens' access to information.

Although LGCP was divided into three broad components, its work with local governments encompassed activities that cut across these conceptual divisions. Project activities were designed in an integrative fashion, facilitating crucial synergies and opportunities for mutual learning among each component, and seizing opportunities to leverage reform in one area to make an impact on reform needs in another area. Perhaps more importantly, activities in one area, such as capacity building of subnational officials, served to provide important feedback into other areas (such as the work being done at the national level) to explicitly affect program and policy design.

In its first project year, LGCP established a solid foundation by conducting initial analyses and forming crucial relationships—many of which built upon existing relationships already established under LGI II. LGCP initiated dialog with government officials on the decentralization process, collaborating with them to establish baseline data for further discussions; it developed and refined materials to then implement trainings on budget and financing and worked with local governments to lay a foundation on which to implement public service reform programs; it took steps to engage citizens and local officials into a dialog on media and public information; and, finally, LGCP worked in an integrated fashion with all project components to kick off the Social Partnership Grants program.

As the project entered into its second year, LGCP continued its work within the three main components and increased activity in the Social Partnership Grants Program. Progress stalled during the harsh winter of 2007/2008, which forced the government to divert its energy and resources to ensure the well-being of its citizens at the expense of the advancement of decentralization reform and project implementation. The cold weather was exacerbated by a lack of electricity, water and gas which forced LGCP to cancel training, technical assistance, and other project activities. However, towards the end of the second year LGCP was able to recover its momentum. While efforts to move forward in reforming national policy confronted some resistance from the central government, LGCP continually offered suggestions to move the decentralization agenda forward and organized a study tour to the U.S. on local government reform. LGCP also provided innovative technical assistance for capacity building of local officials by bringing in specialized equipment and training local technicians on their use, and incorporated citizen engagement activities to draw community members into the decision-making process of the local government. Despite suffering some setbacks in launching media projects, LGCP continued to work with local governments, media professionals and the public to explore future project options.

In the face of a deepening financial crisis and torrential rains in the spring of 2009 that resulted in landslides and floods that destroyed homes and ruined crops, LGCP saw increased activity in all components, delivering tangible results that reflect an improved political environment that bodes well for future opportunities in Tajikistan. The third and final year of LGCP built upon the achievements realized throughout the earlier years of the project. LGCP helped to re-ignite decentralization reforms

by supporting lawmakers as they debated draft legislation, efforts that ultimately culminated in the passage of the *Law on Local Self-Governance in Towns and Townships* and the *Law on Housing Associations* which will make lasting impacts on the political life of Tajikistan. LGCP also implemented increasingly larger infrastructure projects for higher impact, delivered a far-reaching training on local budget classification that will affect the budgets of local governments beginning in 2010, secured the participation of qualified candidates to U.S. study tours, and introduced innovation in high profile and high-impact citizen participation and public information activities. All of these efforts were complimented by an expanded role of the Social Partnership Grants Program through which LGCP implemented large scale, technically sophisticated projects.

The integrated approach that brought together joint efforts of LGCP's three components and its Social Partnership Grants Program helped to ensure that project successes with local partners would be financially, structurally and institutionally sustainable, to bring about a lasting effect in partner communities. While project activities should not be considered in isolation, for organizational purposes, the below project activities, achievements and lessons learned are organized by project component.

3.1. National Policy Component

3.1.a. Activities

Throughout the project, LGCP worked to engage the government, donor community, and local partners in dialog to support the decentralization legislative process. LGCP faced considerable obstacles, including the slow recovery of the government from the survival mode of the 2007/2008 winter, torrential rains of spring 2009, and the still unfolding global financial crisis, each of which diverted attention from the decentralization reform agenda. Additionally, the central government, which still follows the Soviet model of top-down governance, was naturally reluctant to implement legislation that ultimately decreases its political and fiscal powers. Despite these obstacles, UI's assistance culminated in the passage of two landmark laws in Tajikistan, the *Law on Local Self Governance and Towns* and the *Law on Housing Associations*, both of which will have a lasting impact on local government accountability in Tajikistan.

Early in the project, LGCP assisted the government in reforming the Presidential Working Group on Local Government Reform, in which five members of the President's staff were appointed to work with LGCP in gathering data on local government management practices as a baseline for future work. LGCP worked with the PWG to develop a survey on the Study of Functions, Finances and Organization to gather data on local government management practices. This was the first comprehensive survey and analysis of its kind and was administered in 32 sites to local government chairmen, deputy chairmen, and heads of administration of specific sectors. The analysis resulted in reviews and analyses of legislation and practices of local bodies of state power and of local bodies of self-government.

Key Outcomes Achieved National Policy

- Law on Local Self Government and Towns passed
- Law on Housing Associations passed
- Concept paper on Reform of Communal Services accepted by State Unitary Enterprise and advanced to Parliament

LGCP further set the basis for future collaboration by developing documents that outlined the concept and principles of local self-government as guidelines for discussion by the Technical Task Committees that would create a model of local self-government for jamoats. Additionally, LGCP collaborated with the State Unitary Enterprise, the national level government body responsible for regulating and providing communal services, to develop a *Concept Paper on Reform of Communal Services* that was submitted to the government. The president later discussed the reform of communal services and the KMK in a nationally televised speech, specifically mentioning the concept paper and stating that reform should be a priority for the government.

Having laid the groundwork for an assistance strategy in National Policy reform, LGCP continued its work on decentralization through local government reform by holding cluster-based seminars using

the training module, *What is Effective Local Government and Service Delivery*, in late 2008. These interactive sessions gave participants feedback on local issues that are key to the reform process. To increase awareness and acceptance of the principles of local self government, LGCP conducted seminars and trainings in all designated clusters to promote discussions on applying local self-government principles in Tajikistan.

One of LGCP's most instrumental activities in support of decentralization legal reform was the planning and facilitation of an intensive two-day legislative retreat in February 2009, in which more than 20 participants including central and local government representatives in Tajikistan and the CIS region, U.S. local government practitioners, and USAID representatives took part. The retreat provided a forum for spirited discussion, frank exchange of experience and detailed commentary on the *Draft Law on Local Self-Governance in Towns and Townships*. The retreat ended with commitment from the participants to renew their work on the draft law and decentralization in general. In parallel with this development, LGCP worked with parliamentarians on the *Draft Law on Housing Associations*. Beginning with an initial meeting to revive the stalled legislative process, LGCP provided commentary on the draft legislation for the lawmakers in their preparation for discussion with peers and constituents. For both pieces of legislation, LGCP worked closely with lawmakers, an effort that culminated in the two drafts becoming national laws in August 2009. The passage of these laws represents a major step in the decentralization reform process for Tajikistan and is evidence of the government's commitment to this end.

In addition to providing direct assistance to the government of Tajikistan to support decentralization legal reform, LGCP was an instrumental participant in donor coordination efforts. LGCP representatives regularly participated in the Local Governance Coordination Group monthly meetings that provide a forum in which donor organizations collaborate to ensure maximum effect of each effort. LGCP also conducted seminars including: *Theory and Practice of Local Government* for the Donor Coordination Initiative, attended by 20 participants from international organizations, including UNDP, Aga Khan, Caritas and SIDA; and *Basic Principles and Concept of Local Self-Government*, which attracted 18 participants. LGCP also took the lead in gathering commentary from members of the Local Governance Coordination Group and presenting recommendations to lawmakers for consideration throughout the progress of the draft laws through Parliament.

Success Story

From Illinois townships to Buston, Tajikistan: Local Chairman Sparks Community Dialogue

Muzaffar Azzizov, Chairman of Buston Township, was selected in February 2008 to participate on a USAID-sponsored study tour to the U.S. The 15 participants from Tajikistan visited water and solid waste service facilities to learn about ownership and operational modalities. They also met with US counterparts of rural and small urban constituencies to discuss financial mechanisms that accommodated community values and served citizens successfully. Returning to Tajikistan, Mr. Azzizov held meetings and trainings with local government officials, communal service specialists and community leaders on improving the local government system in his home town, for example, how to solve municipal service issues where funds were limited.

One of the key issues Mr. Azzizov identified was the basic lack of information citizens had regarding services. With support from USAID's Local Governance and Citizen Participation project (LGCP), he helped build an information center in Buston. The information center is used by local residents and businesses to find out the latest developments in local government issues. It was instrumental in publicizing a public hearing — Buston's first — on water issues. In the hearing, led by Mr. Azzizov and attended by 83 people, the Buston administration outlined and elicited feedback for a water supply system project, which gained the approval of the participants. Mr. Azzizov claims:

"With the help of USAID, we created a series of informational tools, which included an information center, that involved citizens in local governance. Now, instead of jumping into everything without knowing where to go, we are able to work with citizens to solve their problems."

His enthusiasm was recognized by the local government of Mastcho District, which promoted him in the summer of 2008 to the position of Head of the District Executive Board.

LGCP complemented its in-country support of decentralization legal reform with showcases of international experience by organizing study tours on local government reform and decentralization to the United States in Champaign, Illinois and Washington, D.C. Fifteen participants saw analogous

local government activities from which they could extract ideas applicable to Tajikistan. With the completion of the study group, LGCP supported mini-exchange visits within Tajikistan. Local government representatives and technical specialists visited successful project sites, including a regional workshop on solid waste services held in Yovon, which facilitated peer-to-peer learning and best practices exchanges.

In addition to organizing its own study tours, LGCP mobilized significant external resources to send qualified local government officials to the U.S. on a ten-day study tour on local governance in April 2009. The ten participants were divided into a local government group, which went to Princeton, West Virginia, and a municipal service group, which went to Kalamazoo, Michigan. LGCP worked with American Councils' Open World Program to orient the candidates before departure. Additionally, LGCP organized and conducted a conference in August 2009 which gave study tour participants an opportunity to exchange their experience and develop ideas for projects at their respective sites. As a result of the conference, the participants left with a joint draft project proposal to the study program grants made available by the U.S. Embassy in Tajikistan.

3.1.b. Achievements

LGCP's work with central and local government officials, the international donor community and policy makers helped to garner support for decentralization legal reform, ultimately resulting in tangible national policy developments. The most important achievements of LGCP in advancing decentralization reform include the following:

- In August 2009, President Emomali Rahmon signed the landmark *Law on Local Self-Government in Towns and Townships*. This new law, which is the culmination of LGCP work with lawmakers from the central and local governments, gives new political and fiscal authority to the *jamoat*, which is the most fundamental and constitutionally recognized local government entity in Tajikistan. Directly accountable to voters and vested with expanded powers, *jamoats* have the potential to make real contributions to their respective communities.
- In August 2009, President Emomali Rahmon signed the *Law on Housing Associations*. This law overhauls the management of housing in urban areas and places decision-making in the hands of homeowners who now have an incentive to improve their accommodations.
- LGCP gained significant support from the central government, as well as the donor community, in its promotion of local government reform. For example, LGCP's *Concept Paper on Reform of Communal Services*, developed in collaboration with the State Unitary Enterprise, resulted in the President committing to reform of communal services as a national priority. The support from both the donor community and the national government will ensure sustained reform after LGCP ends in Tajikistan.
- In 2008 and 2009, LGCP sent local government officials to the U.S. on local governance study tours. In the context of the new local self-governance law, the study tour participants have expressed enthusiasm that the projects they are developing as a result of lessons learned in the study tour will be implemented and improve the well-being of their communities. Additionally, upon return from the US study tour, participants formed an Advisory Group on local government issues and training needs which will serve as a lasting champion and sounding board for ongoing reform.

Key Performance Results (see Appendix for full performance monitoring plan and year-by-year results):

Performance Measure	Target	Actual
<i>Democratic Local Government Law passed or significant progress to passage</i>	1	2*
<i>Number of citizens' groups, local government officials, and others participating in policy dialogue</i>	37/1050	37/1259

events (seminars, round tables, study tours); events/ participants		
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*This figure represents the Law on Local Self Government and the Law on Housing Associations, the latter of which had been developed with UI's assistance in the previous USAID project, LGI II, was adopted during LGCP. LGCP staff provided further comments on the draft prior to the Law going before Parliament.

3.1.c. Lessons Learned

The lessons learned from LGCP's work to improve the legal framework for local governance include:

- When working with the central government on decentralization, a project such as LGCP has to keep in mind that the reform agenda often conflicts with the desire of the central government to retain its powers and its unwillingness to devolve or share those powers with local governments. This inherent conflict may lead to stagnation in the reform process, as LGCP experienced first-hand.
- Due to the reluctance of the central government to advance decentralization, an international partner has to have reserves of patience, knowing that the central government has its own agenda and schedule. The commitment to reform is an incremental long-term process that has setbacks along the way.
- An implementing project such as LGCP has to be vigilant in identifying opportunities to promote decentralization reforms. It has to be prepared to take advantage of favorable circumstances and help the central government continue on the reform path. For example, at the beginning of 2009, LGCP made the most of the confluence of policy exhaustion, economic crisis and international pressure to re-start reform. But it did so while actively engaging the central government and giving it choices in how to proceed. Another example was seizing the opportunity presented by overtures made by the State Unitary Enterprise Director to develop a concept and practical implementation guide for demonopolization of communal services. Although other reform tracks were halting, we were able to gain considerable momentum and trust among various counterparts through our energy and diligence concerning their needs. Unfortunately, the note became stuck again en route to Parliament. But the seed is in place for the next moment of opportunity.

3.2. Capacity Building in Local Governments

LGCP's approach to capacity building is steeped in UI's belief that the "learning by doing" method results in more sustainable outcomes. All LGCP trainings were developed in response to on-the-ground assessments and in consultation with local staff and counterparts to ascertain what matters and what is most needed. Every training was followed by technical assistance to help bring the training lessons into the realm of reality and practice. For example, citizens were brought into the work of the local governments through Service Improvement Action Plans (SIAPs), which allow the local government to reach out and tap into the expertise and knowledge of its citizens to plan improvements to critical services.

The SIAP process alone accounted for a five-part training module that integrated participatory planning, performance measurement, data collection, citizen participation, budgeting, and service delivery improvement into one comprehensive concept. The participants learned these aspects of local governance through interactive trainings while implementing each phase of the SIAP development. Through this "learning by doing" approach, citizens had the

"The training held today by LGCP specialists was very useful and necessary. It helped us to find our mistakes that we had done during our daily work, when we are maintaining the wells, pumping units and its protection system. I gained skills and knowledge that will allow us to more effectively use existing equipment, decrease power costs, and water loss in water supply network. Most importantly, the pump station operators' efficiency will be increased. The water utility employees have not been trained for the last 10 years."
-Vaisiddin Khabibulloev, Director, Water Utility of Jomi

opportunity to learn first hand the difficulties of providing and funding services in Tajikistan, while helping develop public campaigns to improve revenue and incite citizens to get more involved. NGOs and local leaders from dom koms to mahalla leaders received training on positive ways to interact with local government officials through new information channels, while local governments learned how to hold public budget hearings and then saw the effect during real-life occurrences that they helped make happen.

3.2.a. Activities

In addition to its support for reform at the national policy level, LGCP worked with local governments to improve their administrative and financial capacity, service delivery mechanisms, and civic engagement practices. Of particular concern was providing training and technical assistance to local government to deliver quality municipal services, particularly water and solid waste. At the beginning of the program, LGCP conducted a Local Governance Diagnostic in 36 sites that surveyed over 270 interviewees from local government, civil society groups, and mahallas to gauge the needs of partner communities. Based on this diagnostic, LGCP developed a cluster system, dividing work into the Khatlon Oblast, Sughd Oblast and the Regions under Republican Subordination into nine clusters. In order to facilitate its training program, LGCP opened field offices in Qurghon Teppa, Kulob (in Khatlon Oblast), and Khujand (in Sughd Oblast). In all, LGCP's trainings reached 3,789 participants and 1,986 local government officials.

Tightly Integrated Training for Governance Reform

LGCP's training and technical assistance program was comprehensive and included the following modules:

LGCP Training Topics

- Building Understanding and Community Partnership: Citizen Effectiveness
- Building Understanding and Community Partnership: Role of Mass Media
- Constructive Partnership the Community Level: Joint Decisions, Efforts, and Responsibilities
- International Experience in the Budgeting Process
- Principles and Practices of Effective Budgeting, 3-part module
- Role of Deputies of Local Majlis in the Budget Process
- Full Cost Accounting and Fee Setting for Services
- Service Improvement Action Planning: 5-part training module on service assessment, performance monitoring, strategic planning.
- Municipal Service Reform in the International Context
- Low Technology Solid Waste Management
- Low Technology Water System Solutions
- Guidelines for Water Utility Engineers and Pump Operators
- Effective Operation of Water Intake with Artesian Wells
- Project Design and the Project Cycle
- Role of Public Organizations in the Budget Process
- Budget Classification Trainings

A key activity of LGCP was to improve budget and financial management capacity of subnational staff. A highlight of this activity was the three-part comprehensive Principles and Practices of

Effective Budgeting, which included setting budget policy, developing a results-based budget, communicating the budget message, and maintaining transparency throughout the budget cycle. Participants prepared budget visualization exercises and completed “homework” action plans to be implemented upon their return to their workplaces. The three parts of the module included: Principles and Practices of Effective Budgeting, theory and practice, Developing Effective Operating Budgets, and Budgeting for Elected Deputies.

Follow-up technical assistance to these trainings included helping the target sites work toward implementing their financial improvement action plans, developed during the trainings, holding community meetings to identify citizen priorities, publishing the district budgets in local or regional newspapers, and providing information on the budget process and local resources through the LGCP-supported Citizen Information Centers, to name a few.

Finally, an accelerated, intensive Budget Classification Training was implemented in year three at the special request of USAID in conjunction with the World Bank and the Ministry of Finance’ national level reform of the budget classification system. Over a one-month period, LGCP conducted 13 sessions for 241 local government officials in 73 administrative units (oblasts, regions, cities and towns) in all four regions of Tajikistan. This training will have a lasting impact on local government as they work on their budgets for 2010 and beyond, especially in light of new legislation that gives them new and expanded political and fiscal powers. The new budget classification system will also allow the local governments to be more accountable to their constituencies.

Success Story

Yavon Jamoat: Engaging Citizens in the Budget Process

The financial department of the Yavon district and the Jamoat of Yavon utilized the possibilities of the information center created with the support of LGCP to provide better information to citizens on budget expenditures for the first quarter of 2008. Information on the budget was delivered through the local newspaper “Subhi Yavon” and citizens were requested to provide their proposals for the following fiscal year. It was also decided that the budget plan for 2009 with comments attached would be published in local newspapers to help the district develop a responsive budget.

Improvements in Water System Supply and Solid Waste Services

LGCP worked extensively on improving the water and solid waste services throughout the target sites. This activity ranged from helping local government financial managers determine the full cost of their services, set new tariffs, improve collections and identify/implement priority improvement projects to implement once the revenues were increased. To lay the seed for improving citizen’s outlook on paying more for these services, LGCP implemented 38 infrastructure projects through its Social Partnership Grant Program (20 drinking water supply systems and 18 solid waste management projects), totaling about \$750,000. LGCP’s grant project funds were matched by a contribution by the local government partner and were accompanied by training and technical assistance to ensure sustainability.

The full cost accounting and fee setting trainings for water system improvement were followed by hands-on practice, using the software that came with the training that allowed for ease in calculating water service tariffs and improve overall financial management and daily operations. Each participant received a Water Supply Services Cost and Fees Manual and a CD with sample spreadsheets, replete with formula driven worksheets ready to be implemented. Yavon, an all around LGCP high performer, utilized these trainings to develop a database to develop social, economic, and financial indicators for district development as well as other statistical data to help pave the way for automating the budget process.

The *Low Tech Water System Management Improvement* was designed to help local government officials, enterprise directors and staff and specialists identify cost-effective approaches and activities that will allow water system managers to improve the quality and service delivery of water using available resources without large-scale infrastructure investments.

A highlight of the training and TA work on water system improvement was the work conducted in the jamoats of Penjikent in which LGCP assisted in the establishment of self-financing water supply enterprises. LGCP held meetings with the chairmen of the jamoats and the specialists of the enterprises to discuss the status of the water facilities, their rehabilitation and operational needs, extant facility management practices and relationship with the service users. The water facilities on the territory of the Jamoats were under the control of various entities, including the jamoats and water user associations, while other facilities were poorly managed, in need of repair or out of service altogether. LGCP helped local officials prepare a draft decision that called for the chairmen of the jamoats and the Municipal Investment and Public Property Management Committee to make an inventory of all water facilities on the territory of the jamoats. They proposed establishing self-financing water supply enterprises and nominated candidates to head these enterprises. The Jamoats' appeal was considered by Chairman of the City and in September 2008 it was approved by the decision of the local executive body of state power of the city.

LGCP also purchased a variety of equipment in order to assist with the water system improvement activity, including handheld flow meters and leak detection equipment. This equipment was

Success Story

Qizil Namuna, Khatlon Province: Bare Hands, Full Spirits work for Water.

Due to extreme poverty, the village of Qizil Namuna (pop. 830) of the Novobod Jamoat (township), in Khatlon Province, southern Tajikistan, did not have the resources to build a drinking water supply system. People had to haul water by hand from a nearby river. In winter, when the river went dry, they took water from other sources, such as irrigation canals, about 3,500 meters (2.2. miles) away. Because fuel supplies are scarce and expensive, people did not boil water or did not boil it sufficiently before drinking. Drinking untreated and unboiled surface water resulted in a high incidence of gastro-enteritic diseases, which was an acute problem for families with young children especially.

In the face of this critical situation, the local government of Novobod Jamoat approached USAID for help to improve the lives in Qizil Namuna. With a grant of \$18,800 from USAID via the Local Governance and Citizen Participation (LGCP) project, and in-kind labor donated from the community, the project became feasible. The village authorities and residents worked together to hand-dig a trench and lay a 4-kilometer (2.5-mile) pipe connected to the water main at the village of Qurghon Teppa-Kumsangir. They installed a pumping station and five communal stand-pipes in their village. As part of LGCP's comprehensive, multi-level approach, specialists from the jamoat were trained to maintain and repair the pipe network. Additionally, public training was held to teach health and hygiene practices to the populace. Finally, to ensure that the system was financially sound and sustainable, the local government received technical assistance and training from LGCP to develop a transparent user fee scheme. This plan was presented in public hearings and meetings in which the community contributed to the decision-making process.

On June 11, 2009, at a ceremony to officially open the project, the village of Qizil Namuna celebrated, with food and music, the arrival of clean, safe drinking water to their lives. A preliminary health department survey since the inauguration of the drinking water supply system has indicated a decline in the incidence of gastro-enteritic diseases in the village.

According to Jamoliddin Gulomov, Chairman of Novobod Jamoat, *"USAID helped bring clean piped drinking water to this village for the first time in our history. We now have proved that the local government and citizens can cooperate to make life better for every one."*

effectively used by local government and enterprise staff to evaluate the water systems in Sarband, Penjikent, Towns of Kuybishev and Isoev, as well as Baljuvan, Loik Sherali jamoat of Penjikent City and Dusti of Vahdat City. With the help of this equipment, LGCP helped its local counterparts develop charts and schematics of plumbing systems. As in most Tajik towns, the required maps, well records, and pumping aggregates were destroyed during military actions and fires of the Civil War in the nineties, or were lost as a result of the enterprise hand-over from one department to another. The maps were crucial—they contained the location of water lines, water distributing wells, water pipes, schematics of water intakes and wells, street water pumps and other units and elements. LGCP helped target sites develop new maps that in effect helped increase residents' access to potable water. Coupled with technical assistance that helped the local counterparts assess the management of the water delivery, effectiveness of staff scheduling and relationship with consumers, the maps helped the enterprises develop a sketch of the scope of the problems existing in their respective localities. In

Kuybishev town of Jami district, such reports and recommendations were provided to the Chairperson for discussion among the council.

Another example is the local government of Niyozbek village, where, with a modest grant from LGCP, repaired its water system supply, installed pumping and electrical equipment, replaced pipes, added an equipment protection system and repaired street water pumps. As a result of this endeavor, the 4987 residents of Niyozbek village now have access to drinking water. In addition, through a transparent, equitable tariff regime that LGCP helped developed and which was explained to village residents in a series of public meetings, the village government has increased the collection rate of its user fees, thus providing funds for regular maintenance (equipment and personnel) and sustainability of the water supply system.

Solid Waste Improvement

UI has been working on improving solid waste services since the early days of the prior project, Local Government Initiatives II (LGI II). For LGCP, the training and technical assistance modalities were expanded throughout the new target sites. This included training on costing out the service and setting new fees and devising low tech solid waste service improvements. An example in Isfara city should suffice in explaining LGCP's overall approach. At the request of the Chairman, LGCP met with a group of stakeholders, including members of the finance department, Environmental Control Committee, enterprise of communal services, and local NGOs, and helped the group form the SWM Improvement Concept, which was planned for a 3-year period and included actions on specialized machine procurement, application of container-based method of SW collection, individual method of SW collection in mahallas, public education and citizen information, environmental control and mass media involvement. The concept was considered in the session of the council, and approved by decision of the Chairman. Afterward, the concrete plans were implemented, including procurement of equipment through the city budget.

Another activity included helping Penjikent and Yavan cities develop a plan of rehabilitation for landfills, including roads, pits, disinfection barriers, admission points with gates, rooms for the

Success Story

Sarband: Water from Faucets, Not from Streets

Like many towns in Tajikistan, Sarband (population 12,000) in Khatlon Province, was acutely affected by post-Soviet civil strife and general economic malaise. In particular, its water supply system has succumbed to a lack of financial resources and experienced technicians. Among those hardest hit by the crumbling infrastructure were residents living in Sarband's 63 multi-story apartment buildings. The location of the water pumping station, two miles from town, and water loss from leaking pipes and illegal siphoning – totaling almost half the amount from source to home – led to a huge drop in pressure and water not reaching residences. Consequently, for six years, people had to retrieve water for home use by carrying pails of water from street pumps.

In September 2008, thanks to a grant of \$13,000 from LGCP, the local government of Sarband brought potable water into residences. Through the project, wells were reconstructed, two new high-performance pumps and an electrical security system installed, leaks and illegal connections detected and stopped, personnel trained in better technical and management skills, and public campaigns educating people on the relationship between water fees and usage, and on conservation techniques conducted. As a result of this comprehensive approach, the number of residents who received regular access to water jumped 90 percent, from 6000 to 10,500, while water consumption decreased by 20 percent. In addition, the local government, seeing an increase in its collection rate because water users saw the link between fees and consumption, plans to use the funds to upkeep the water supply system, thus ensuring project sustainability.

According to Mr. Rajabov, Chairman of Sarband, *"The local government and the residents of Sarband are grateful to LGCP for providing technical assistance, helping conducting citizen education efforts and giving financial support to ensure that people have access to running water in their homes. We thought that this undertaking was going to cost tens of thousands of dollars. But the solution turned out to be less expensive, simpler and more reliable. Together with USAID, we put tremendous efforts into finding the right solution."*

landfill employees, and fencing and lighting of the landfill territory. Operational Management Plans were developed with LGCP assistance, and are the only such plans in Tajikistan.

These activities were often linked to the Social Partnership Grants Program, as well. For example, with the technical assistance from LGCP, the local government of Chkalovsk City reorganized its enterprise service using new methods for solid waste collection, which included a citizen participation component to inform the public about garbage services. In addition to providing 71 containers, LGCP assisted the local government to develop a collection schedule with defined times and routes, and create a public education program on what and what cannot be disposed by the garbage collection services. Over 8000 benefit directly from the service, and garbage collection services have increased 30 percent, while revenues increased by 80 percent.

In collaboration with LGCP, the local government of Rudaki implemented a waste management project that incorporated a substantial citizen participation element to explain fee payment structure, detail pick-up schedules and routes, and support campaigns to educate the public on separating trash before disposal. With revenue generated from the service user fees, which is placed in a fund for project enhancement, thus ensuring sustainability in the long-run, the local government purchased additional vehicles to expand garbage collection services and to meet the needs of its citizens.

Service Improvement Action Planning

LGCP also worked with a number of local governments to prepare Service Improvement Action Plans (SIAPs), an innovative concept in Tajikistan, which introduced performance management concepts and techniques to improve public services by involving local officials, staff, and community members in developing and implementing plans to use limited resources more efficiently and effectively. SIAPs focus on the identification and implementation of 1-2 key service delivery goals in each community. It begins with the establishment of a working group that is led by local government staff and involves stakeholders, such as businesspeople, school teachers, dom koms, and service contractors. The Working Group, after receiving training from LGCP, conducts a situational analysis of the service, identifies desired improvements, develops performance indicators, establishes data collection methods, measures the baseline and sets targets, and adopts an action plan to achieve the targets.

Typical SIAPs involve in-depth analysis of actual costs, multi-year projections, and strategies for enhancing revenue in order to improve performance. In addition to providing a means for holding public officials responsible for service delivery, the SIAP's inclusion of citizens directly into the process from start to finish provides citizens with a better understanding of the role and responsibilities of local governments, and the real resource constraints that exist. The improved service then builds credibility with the citizens and increases their willingness to pay for services.

In Jomi district, for example, the local government conducted a citizen survey in Kuibyshev town to determine community service improvement priorities and the local government and working group (local officials, specialists, community leaders and NGO leaders) used the results by selecting water as the priority service. A situational analysis revealed that half of the citizens did not have access to drinking water and instead used water from irrigation canals. In order to address the technical deficiencies in the pump system, the local government decided to allocate 20,000 Somoni (\$7,000) from the local budget in 2008 and up to 30,000 (\$8,700) for the 2009 budget. Local government officials, with active participation of mahalla leaders, NGOs and the support of LGCP completed a SIAP to increase access to drinking water.

In Kuibeshev, a working group comprised of the deputy chairman of Jomi district, the chairman of the town of Kuibeshev, the chief engineer of the state unitary enterprise, the deputy head of the finance department, and representatives of various mahallas and NGOs, determined that improving the water system would be a top priority. They conducted an in-depth situational analysis that examined the management of the service delivery, the financial resources, and the basic infrastructure. In addition, they surveyed the citizens to assess their perception of access and experience/satisfaction with the service. The majority of citizens, 60 percent, they learned, did not have access to water and the majority of those who did have access, 66 percent expressed great dissatisfaction with the quality of the water. The survey also revealed that 49 percent do not pay regularly or on time for the service and that 30 percent do not pay at all. Finally, the working group ascertained from the survey that 80

percent of the citizens surveyed would be willing to pay more for the service if they were to receive adequate supply of water. The working group thus set objectives designed to increase the performance of the service across a number of indicators and to improve collection of the fee in order to pay for the improvements.

The SIAP working groups were trained on monitoring for outcomes of these efforts in order to maintain level of performance and to assess progress made. This work is ongoing and intends to outlive the life of the project.

Best Practice Exchange

In addition to providing direct technical assistance to its partners, LGCP facilitated exchanges of best practices among local governments in Tajikistan, and in August 2007 it held an in-country study tour

Success Story

Improving Municipal Services: from Plan to Action

With training and assistance from LGCP, Isfara's local government developed an all-encompassing Service Implementation Action Plan that prioritized community needs, called for the creation of municipal services to address these concerns and provided for the long-term viability of these services. In collaboration with citizens, through public hearings, public meetings, working group sessions and civic education, the local government developed and designed a garbage collection service, which detailed budgeting, the roles and responsibilities of officials and citizens, equipment procurement and maintenance, collection schedules and routes, and a financial recovery plan to ensure services sustainability. In addition, the local government studied the success of a USAID solid waste management project in the nearby city of Khujand (population 165,000).

With a LGCP grant of \$17,800, and local government contributions of \$10,800, Isfara debuted its garbage collection service in June 2008. This service included individual household bins, community metallic trash containers and a modern compactor truck — comprehensive public services and new technology that 20,000 direct beneficiaries in Isfara had not seen or enjoyed in 15 years.

Isfara's local government plans to expand services. With increased revenue from its service fees, which are a part of the solid waste management service's transparent financial recovery plan, the city plans to buy an additional compactor vehicle (\$15,000) and enhance its landfill operations so that more residents can benefit from improved public services.

According to Muhiba Yakubova, Chairwoman of Isfara, *"USAID helped us to realize our plans for better public services. Now the local government and residents can work together to find solutions, and be successful together."*

for eight local government officials to Tavildara, where they learned about solid waste management, effective resource management, and transparent local governance.

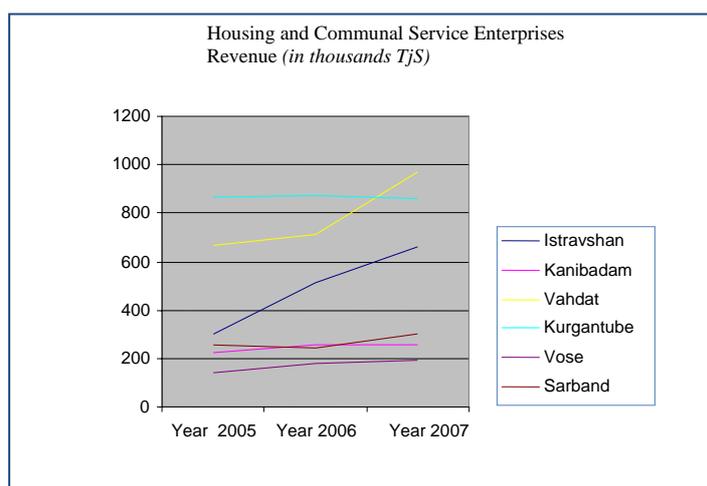
LGCP rolled out seven demonstration projects that were significant in scope and budget and contained innovative elements. Throughout implementation, LGCP focused on capacity building in partner local governments to ensure that the infrastructure projects are both structurally and financially sustainable. LGCP also made sure that each project complied with the environmental standards of Tajikistan and USAID and compiled an environmental assessment for each of its projects. LGCP developed and utilized a grants management matrix to assess the implementation schedule, from the initial conducting of competitive bids for contractors to monitoring the progress of work and tracking grant expenditures. USAID delegations that visited the local government projects expressed their high satisfaction with the on-time implementation and technical quality of LGCP's grant projects, as well as with their environmental compliance.

3.2.b. Achievements

From its inception, LGCP's attention to the needs of partner communities did not go unnoticed. A Kurgan-Tube Mahalla leader noted during the training needs diagnostic completed at the beginning of the project that "this is the first time anyone asked me for my thoughts on the work of Local

Government and local issues.” The energy and excitement of local leaders, whether from local government or civil society groups, is indicative of the timeliness LGCP’s activities.

Not only did LGCP’s attention to the needs of its partners garner appreciation; the targeted trainings produced real, tangible results. For example, already in 2007, the revenue of LGCP Partner sites was shown to be steadily increasing in pilot cities and districts as a result of LGCP training and technical assistance that focused on tariffs based on full cost accounting, increased fee collections through improved systems, and engaging citizens. The additional revenue resulted in real improvements in service delivery and infrastructure. The below illustrates the revenues in the Housing and Communal Services Enterprises in six partner local governments:



An impressive record was also recorded in the Communal Service Enterprise and Water Utility income for partner local governments where new tariffs were introduced:

***Communal Service Enterprise and Water Utilities Incomes Increase
Through Use of Full-Cost Tariffs***

Cities	Solid Waste					Water supply				
	Tariffs, 1M ³ , Somoni			Revenue Increases %		Tariffs, 1M ³ , Somoni			Revenue Increases %	
	2005	2006	2007	2005 to 2006	June 06 to June 07	2005	2006	2007	2005 to 2006	June 06 to June 07
Kulob	4.49	10.28	14.92	104.0	112.0	0.07	0,07	0,07	106.8	125.3
Kurgan-Tube	6.14	10,08	10,08	n/a	108.0	0.03	0,04	0,14	114.7	146.0
Vakhdat	0.60	5,75	5,75	102.0	108.0	0.05	0,08	0,12	141.8	151.0
Istaravshan	3.84	5,40	7,20	129.0	131.0	0.043	0,06	0,18	120.7	193.0
Konibodom	5.30	8,90	14,10	114.0	159.0	0.03	0,04	0,14	129.8	186.0
Yovon	2.50	7,66	7,66	137.0	113.1	0.06	0,09	0,18	110.0	152.0

UI’s trainings encouraged participants to use modern techniques within the limits of the available resources. Other anecdotal examples of UI’s impact in Tajikistan include the following:

- In Sharora Jamoat in Hisor District, UI provided technical assistance on planning issues and service delivery to citizens on solid waste collection and removal. Earlier the Jamoat had never provided this kind of service.
- In Kulob city, the Botanical Garden began collecting leaves from city territories to make compost, something that became possible after the Garden Director's attendance of a training in 2007 on Low-Tech Solid Waste Management. The initial results showed a 10 percent reduction in solid waste taken to the landfill and 15 tons of rich compost, of which 1 ton was donated, 6 tons remained in the garden, and 8 tons marked for public sale.
- Through its work in Khujand City in using container-based solid waste collection and disposal practices, services have been expanded to cover an additional 10,000 residents and more than 200 private sector enterprises and organizations. This is a doubling of the collection rate in comparison to the year before.
- In Sughdiyon and Dekhkonobod Mahallas in Buston Town of Mastcho District, 2,000 people and an entire hospital that did not have access to potable water before have now been receiving water regularly.
- With technical support from LGCP, Loik Sherali Jamoat of Penjikent City established a self-sustained water enterprise.
- With LGCP assistance, the local government and water utility in Sarband remapped the water system from the pump station to the city thereby providing information to develop a City Water Supply System Rehabilitation Program to provide a plan for systemic improvement that increased water delivery to users. In working to reconstruct the water distribution system, water utility employees gained skills in leak detection and repair that will allow them to continue this work long after LGCP technical assistance has ended. As a result of the comprehensive approach in Sarband, the number of residents who received regular access to water jumped 90 percent from 6,000 to 10,500 while water consumption decreased by 20 percent. Additionally, the local government saw an increase in its collection rate because water users saw the link between fees and consumption, plans to use the funds to upkeep the system, thus ensuring sustainability.

Key Performance Results (see Appendix for full performance monitoring plan and year-by-year results):

Performance Measure	Target	Actual
<i>Number of local government officials in partner sites trained in modern budgeting methods and financial management</i>	605	877
<i>Number of sites with an increase in revenue collected at a) the local government level and b) /local communal services</i>	114/169	153/125
<i>Number of project sites with increased coverage of key services in partner sites</i>	114	170
<i>Number of local government officials trained in local government management/citizen involvement</i>	1777	2359
<i>Number of citizens groups involved in SIAP working groups</i>	160	600

Overall, LGCP's capacity building trainings, technical assistance and grant projects will have a significant direct effect in expanding communal services, establishing more efficient management systems, and developing better trained and more effective service providers. In conjunction with LGCP's citizen participation activities described below, this will assure that not only will citizens have better access to services, but they will be better informed about the resource constraints and

decisions made in their communities and will have the chance to communicate preferences and needs to their local leaders.

3.2.c. Lessons Learned

The lessons learned from LGCP's work to improve Capacity Building include:

- Acknowledging that it takes time to build trust with a local government to initiate projects.
- Recognizing that external factors such as the global economy and weather can affect the implementation of projects and that flexibility and creativity is needed.
- Realizing that a conceptual framework is needed to identify potential local government partners.

3.3. Citizen Participation and Public Information

3.3.a. Activities

Citizen participation activities, ranging from public hearings to meetings to debates, are an important element of capacity building in local government. The more that citizens understand their roles and responsibilities in community projects and the reasons underlying implementation of those projects, the better the chance that the projects, whether solid waste management services, water supply systems or public information access, have of succeeding and being sustainable.

LGCP worked to promote a culture of participation within its partner communities, for example through trainings on *Building Understanding and Community Partnership: Role of Mass Media*, *Building Understanding and Community Partnership: Citizen Effectiveness*, *Constructive Partnership at the Community Level: Joint Decisions, Efforts and Responsibilities*. UI's trainings received a positive response from its participants who left the trainings with a new outlook on the role of citizens and the media in local governance.

UI also provided direct technical assistance to partner communities, conducting 37 citizen participation activities such as public hearings, SIAP sessions, and working meetings for over 1,160 people. LGCP helped local governments hold public hearings on issues including budget formulation, communal services, re-registration of NGOs, state legislation issues, tax rules and procedures, land issues, small business issues, etc. In August 2007 in Tavildara, for example, 261 participants attended public hearings on the 2008 local budget. Over the life of the project, LGCP implemented sixteen Participation and Public Information projects through its grants program, including 10 information centers/boards.

Despite the fact that the environment for independent print and electronic media is restricted in Tajikistan, LGCP remained committed to helping partners develop quality public information projects. For example, LGCP assisted a young NGO in launching its first newspaper, *Rukhafzo*, in Kulob where information channels were previously lacking. LGCP followed up with a training to provide local authorities with the basic skills of working with the media and civil society. LGCP also created a demonstration eGovernance project in Khujand, the first of its kind in Central Asia, which allows citizens to communicate, free of charge, with their government through strategically placed computers throughout the city. LGCP worked extensively with local government officials and with citizens to orientate both groups on the operations and benefits of the project. In another innovative project, LGCP supported the NGO Sinamo in creating three videos on municipal services and the citizen's role in conservation. The videos aired throughout Tajikistan on television over an extended period in prime evening time as public service announcements and are expected to reach an audience of nearly 500,000 (see box).

Success Story

Lights, Camera, Community Action! Local Tajik NGO Provides a Civic Experience.

Local governance reform is under way in Tajikistan. In contrast to previous times (notably, the Soviet period and the ensuing civil war years) when the central government determined and implemented policies that took place at the grassroots level, local governments now have the authority to provide and charge for some municipal services. But local governments lack the communication and media skills to show their citizens the direct link between user fees and service delivery.

Having worked with local governments and produced 20 public service documentaries since 2000, the NGO Sinamo is familiar with the challenges in public education. Responding to the concerns that local governments had about effective public communication, it approached LGCP for a cooperative project. With a \$6,800 grant from LGCP, Sinamo developed, created and broadcast videos as public service announcements (PSA).

Reflecting LGCP's emphasis on the democratic process and local government-citizen dialog, Sinamo conducted interviews and meetings over two months with more than 20 officials of local governments and municipal services, representatives from civic groups, and citizens for pre-production research, background material and scenario-writing. The 12-person team then filmed and edited on a tight schedule. The result — three videos of different genres that highlight citizens' roles and responsibilities in water conservation and use, environmental protection, and the direct connection between user fees and service delivery.

The videos debuted on local TV in August 2009 in a planned 65 local government sites to reach 500,000 viewers. For example, the local TV station in Qurghon Teppa (pop. 67,000), in southern Tajikistan, is airing the PSAs in evening prime time hours three times a week for one month to reach 40,000 viewers each time. The videos have generated positive response and discussion, especially in light of the recent passage of the landmark *Law on Local Self-Government in Towns and Villages*, which sets out new political and fiscal powers to local governments so that they can better respond to their communities.

Says Olimjon Hamidov, the producer of the PSAs, "*These USAID-supported videos are having a big effect on people. They show that local governments are working with citizens to provide quality municipal services to improve their lives.*"

Through its Social Partnership Grant program, LGCP worked with the newspaper Pajvok in Kulob in an innovative project in which university-aged journalism students were trained and then served in internships to write articles about local government activities. The project culminated in a round table discussion, in which local government officials praised the intern's participation and their future contributions to journalism in the country.

A popular grant project many target sites applied for funds were information centers. The information centers serve townships where there are no newspapers and where television and radio reception are limited, allowing residents to know about news and issues taking place in their communities and in Tajikistan in general. In addition, the centers serve as public spaces where citizens meet their local leaders and take part in public forms. In total, over 50,000 citizens directly benefit from these centers.

LGCP also held a roundtable on the *Challenges to and Opportunities for Citizens' Access to Public Information* which brought together twenty two people from local government, central government, NGOS, electronic and print media. This event was localized and influenced actions to bridge the

media and local governments in order to help improve the information citizens obtain about the activities and decisions being made locally.

Success Story

Qhurgon Teppa: Bridging the Media / Local Government Divide

As in many places in Tajikistan, the local government of Qhurgon Teppa (population 80,000), the administrative center of Khatlon Province, wanted to involve citizens into the decision-making process. But years of Soviet top-down policy formation left many people wary of their local government. In addition, local media professionals lacked skills to report about community issues, which hobbled their efforts to bridge local government and citizens.

Under training from USAID's Local Governance and Citizen Participation (LGCP) project, local media professionals improved their skills and learned more about their roles in fostering collaboration between local government and citizens. Impressed by this development, the city's local government and media launched a campaign, *Development of the Public Awareness System in Qhurgon Teppa City*, to promote unbiased, informative reporting of local government events, and education of citizens on community issues.

In this supportive atmosphere, the local media put into practice what they had learned. For example, on June 24, 2008, in the first event of its kind, the city's independent TV-5 followed the City Chairman, Izzatullo Zoirev, as he went about a typical work day at City Hall. The show was watched by over 20,000 people, and helped educate them on the work of local authorities.

According to Umar Karmolov, Director of TV-5, since the start of the public awareness campaign, "People are showing more interest in current issues and beginning to trust their local government more." He also points to the increased viewer ratings of public affairs TV programs, such as *Public Acceptance*, a live, weekly show that premiered in August 2008, in which the audiences ask attending officials about community issues.

Qhurgon Teppa's local media achievements and public awareness campaign have caught the eye of other places in the country. For example, two cities in Sogd Province have approached LGCP for training to develop similar TV programs.

3.3.b. Achievements

LGCP's citizen participation and information channels activities opened up avenues for better communication between government and citizens, which is a precondition for building trust and constructive partnership between the two. LGCP's activities worked to ensure that citizens had a voice in the decision-making process and that they had access to information on local government activities. More effective communication and overall trust are important factors for preventing or transforming conflict that typically arises out of crises.

- LGCP-supported Public Information Centers with permanent staff will continue to provide information to citizens.
- After attending the LGCP training, the Konibodom local government allocated community land for building a Resource Center for use by the Mahalla Committees. The Resource Center will serve as a community meeting space for leaders and citizens that will allow mahalla leaders to more effectively represent their constituencies.
- *Ruhafzo*, the LGCP-supported NGO newspaper continued to publish local news, even throughout the harsh winter that caused most other local media outlets to suspend service. One of the featured articles was a comprehensive overview of civil society activities in the Kulob region. This media outlet will continue to support transparent information channels in the future.

"Before our collaboration with the USAID Local Governance and Citizen Participation Project, we felt alone with our problems in Buston. Our people were approaching us with their problems and we jumped into everything without knowing where we were going. Now we know that it is very important to have a vision for our community's development and to involve all citizens in turning it into a reality.

-Chairman of Buston Town

- At a training which involved *Ruhafzo* staff and community stakeholders, local authorities and the journalists came to a mutual agreement that a community that is better informed is better equipped to develop citizen-oriented community development efforts and have a “sense of community”.

Key Performance Results (see Appendix for full performance monitoring plan and year-by-year results):

Performance Measure	Target	Actual
<i>Number of LG and civil society leaders/ officials in Constructive Partnership Workshops</i>	1000	1001
<i>Number of partner sites using ≥2 tools</i>	58	59
<i>Number of events using citizen information/ participation tools</i>	90	108
<i>Number of partnerships between local governments and civil society groups implemented to solve a local community issue in partner sites</i> <i>Number of partnerships/ Number of partner sites</i>	102/ 72	108/ 77
<i>Number of citizens groups involved in SIAP working groups</i>	160	600
<i>Number of events involving local governments working with media outlets</i>	44	146

Overall, LGCP’s activities helped to create a culture of participation by empowering citizens to become more involved while making local officials aware of the benefits of increasing partnerships with the media and local citizens. LGCP also institutionalized this process by supporting the passage of the local self governance and housing association laws which will facilitate citizen participation, setting up new media outlets and empowering those that are already established to increase the effectiveness of information channels.

3.3.c. Lessons Learned

The lessons learned from LGCP’s work on Citizen Participation and Public Information includes:

- Acknowledging that in the challenging political environment of Tajikistan, where few independent print and electronic exist, public information projects face resistance from the authorities to bridge the communication gap between local government officials and citizens.
- Recognizing that promoting independent print and electronic media is a slow, long-term process that requires patience, resources and commitment.
- Understanding that Citizen Participation and Public Information is a vital component of Capacity Building.

4. Conclusion and Recommendations

In its three-year project life, LGCP made substantial accomplishments in Tajikistan. The project provided support, training and technical assistance to lawmakers to help them pass two milestone laws, the *Law on Local Self-Governance in Towns and Townships*, and the *Law on Housing Associations*, which will have significant implications for the ability of citizens to participate in the decisions that will affect their communities. LGCP also worked with local governments to make real improvements in their capacity to deliver public services to their communities. Through training and technical assistance from LGCP, local government officials and departmental technicians are better prepared to maintain the operations of drinking water supply systems, solid waste collection and disposal, and other communal services. In addition, LGCP nurtured the idea of peer learning in Tajikistan through its domestic study tours and exchange visits. Moreover, LGCP initiated innovative public education and information endeavors that combined technical innovation, media and citizen engagement to realize real success in an environment not conducive to independent media. Over the course of the project's life, LGCP confronted many obstacles; however, LGCP was able to adapt and sustain its momentum in order to carrying out activities that helped to improve the life of the citizens of Tajikistan.

Based on the lessons learned from LGCP activities in supporting decentralization, LGCP recommends the following for continued international assistance in Tajikistan:

- Support implementation of the new local self-governance law. The new law provides opportunity for partners to work within jamoats by educating both jamoat councilors and citizens on their responsibilities and duties as well as training councilors in public administration, budgeting, finance and public relations.
- Work to implement the housing associations law. The new law opens the door for a partner organization to educate urban residents on their duties and responsibilities in housing associations, whether directly and/or indirectly through lawmakers.
- Build capacity of local organizations to conduct surveys in order to enhance data collection and realize the promise of evidence-based decision making and program development.
- Identify a smaller number of sites in which highly intensive, yet sustainable capacity development can be realized, then test for replicability and sustainability in the outer years of the project.
- Use a comprehensive and integrated approach to help local governments implement infrastructure projects. Whether rehabilitating drinking water supply systems, expanding pipe networks, increasing the coverage and quality of garbage collection and disposal, or developing and improving landfill operations, an international partner has to tie these projects to citizen participation activities to ensure there is public support and public input into the decision-making process.
- Take advantage of new technology. For example, hydro-equipment and advanced accounting software are available to contribute to improving a project's technical design and implementation. Mobile phone technology offers opportunities to reach more people through services like SMS, whether the content is natural disaster education or information on local government activities.
- Establish a logical system and adhere to it to identify and select local government and communities that have enthusiasm, possess technical plans and all necessary permits, are able to provide cost-share; so that they are 'shovel-ready' to start projects.
- Repeat and repeat again education of local governments on the importance of public communication to educate the public and generate support for their activities.
- Improve the public relations department of local governments. By receiving training on public communications as well upgrading their computer skills, public relations officials will begin to see media a positive conduit of government-citizen dialog.

APPENDIX

- A. Success Stories
- B. LGCP Key Performance and Measurement Targets
- C. Training Attendance, by Gender and Profession
- D. Grant Projects, by Type, Amount, Number of Beneficiaries and Cost per Beneficiary
- E. Project Deliverables and Other Project Documents
- F. Institutions Created and Expected Future Activities
- G. Summary of Project Activities, by Region and Type
- H. Tajikistan Institutions with which LGCP Worked
- I. Directory of Host Country, International Donor and Financial Institutions
- J. The Republic of Tajikistan “Law on Self-Governance in a Town or a Township”



SUCCESS STORY

Tajikistan Government Names New Presidential Working Group to Implement Local Government Strategy

Establishing the Presidential Working Group is a significant step in the realization of Local Government Reform as laid out in the Public Administration Reform Strategy Paper signed in 2006 by the President of Tajikistan

A Presidential Working Group was established by President Rahmon to begin the implementation of the reforms contained in the Local Government Reform Strategy for Tajikistan. The President signed the Public Administration Reform Strategy in 2006. The Local Government Reform Strategy is part of the overall reform of the public administration systems of Tajikistan. The World Bank is providing the technical assistance for the reform of the Ministries and Presidential apparatus. The USAID Local Governance and Citizen Participation (LGCP) project has been identified as the sole provider of technical assistance for implementation of the Local Government Reform process.

The Presidential Working Group (PWG-LG) consists of high level officials representing all major ministries and members of the Presidential apparatus. The PWG-LG has been charged with reviewing the functional assignments of local governments, including those functions currently carried out through ministerial or State-owned agencies with branches within the local governments. A second assignment is to review the current system of organization, administration and territorial systems of local government. Both studies will be supported by the LGCP. A legislative review of these issues is underway and a field study to compare the legislative framework to the reality in the local governments is in preparation. A third component to study the financing of local government is being reviewed by the government.

Objectives of the work by the PWG-LG include:

- Significant progress toward or the passage of a Democratic Local Government Law
- Local government functional assignments will be revised and realigned in the Law to more closely follow the principal of subsidiarity
- Significant progress toward the permanent, direct election of Jamoat Councils & Chairman



SUCCESS STORY

Delivering Services to Citizens is the Priority for Local Government

A solid waste management and financial plan begins to help clean up Tajik towns and build trust in local governments' ability to serve citizens



Low-Tech Solid Waste Management Training

The town of Sharora in Hisor District is a typical Tajik town with many challenges, such as inadequate resources, dilapidated infrastructure, and low quality communal solid waste services. Citizens and local government officials were not satisfied with the level of services and the worsening conditions in their town. Citizens saw a local government that was not providing services. Local government saw citizens taking waste collection into their own hands and worsening the situation.

Staff of USAID's Local Governance and Citizen Participation program (LGCP) assessed these issues in visits with citizens and local government officials in January 2007. Based on the requests of local government and citizens, LGCP provided Local Government officials and citizens with methods and tools to help them solve their management and service delivery problems. Sharora local government leaders, managers, and community leaders attended two trainings: *Low tech Solid Waste Management* and *Full Cost Accounting and Fees Setting*. At the conclusion of the training, it was agreed that LGCP would provide technical assistance.

LGCP worked with local government and communal services managers to begin to develop a better management plan. Numerous meetings and focus groups with the employees of the Jamoat and community leaders, citizens and communal service specialists collectively analyzed the problem.

Out of the meetings and analysis by local government managers and with guidance by LGCP staff, the local government developed an expenditures schedule, personnel plan, full cost accounting system, service agreement format, and fee collection system for solid waste collection and removal. As the town moves forward implementing their management plan, the local government will begin to demonstrate to its citizens its ability to provide basic quality services, and more importantly begin again to build trust in local government.



SUCCESS STORY

USAID Study Tour Still Informing Government Reform after Two Years

A USAID-sponsored study tour to Slovakia organized for ten Tajik government officials on the Slovakian national government strategy, public administration, and financial reform continues to inform the national government reform process over two years later.

At an official meeting with the USAID funded Local Governance and Citizen Participation program (LGCP) on February 26, 2007, Mr. Sohibov, the Deputy Minister of Finance for the Republic of Tajikistan, and Slovakian study tour participant, expressed the Government's desire to learn more about the Slovakian model of decentralized per capita education financing. Mr. Sohibov reflected on the effective financing reform strategies he learned about on the USAID study tour to Slovakia and that it might serve as a model for Tajikistan educational financing.

During the study tour and in follow up work with LGCP staff, Tajik officials took the time to carefully examine models from other countries on decentralized per capita education financing and weigh all advantages and disadvantages of the observed models. Working in close cooperation with LGCP, national officials came to recognize the acute need for reform in the existing public finance system, which needs to be linked to the education reform that the government is currently implementing. Mr. Sohibov thinks that the Slovakian model is a good example of successful implementation of a decentralized public financing reform and suits the Tajikistan needs and environment.



SUCCESS STORY

The Mobilizing Power of a Common Community Vision

Local Government and citizens create a common vision for a better future through the support of the USAID Local Governance and Citizen Participation project



The Chairman of Buston jamoat (*third on right*) is discussing with mahalla leaders a community involvement plan.

“Before our collaboration with the USAID Local Governance and Citizen Participation Project, we felt alone with our problems in Buston. Our people were approaching us with their problems and we jumped into everything without knowing where we were going. Now we know that it is very important to have a vision for our community’s development and to involve all citizens in turning it into a reality.”
–*Chairman of Buston Town*

Last month, residents of Buston, a small town in northern Tajikistan, delivered six citizen developed proposals on improving water, solid waste, and other local services. Meanwhile, the Buston local government began the process of preparing to conduct the first ever public hearing for town residents. The active collaboration between citizens and the local government started with a training event on developing a community vision conducted by the USAID Local Governance and Citizen Participation Project. Buston has many challenging problems, but limited resources to solve them. As with so many towns around the world, the local government and its community leaders want a better future, but it often seems too far away to realize. Residents and local government leaders needed assistance in creating a community vision and a path to realize their vision.

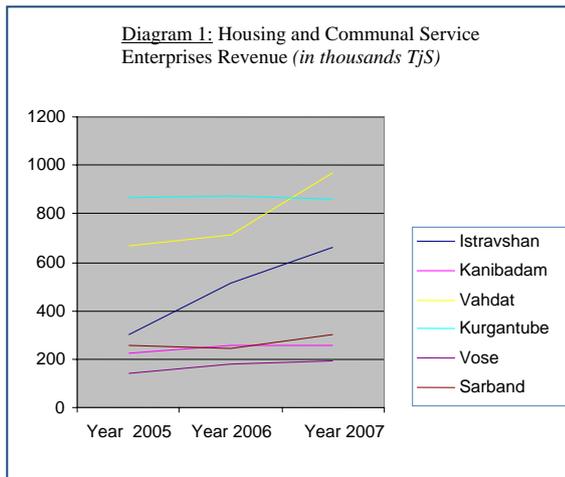
The USAID Local Governance and Citizen Participation Project worked with residents and local government leaders to develop practical tools and strategies to solve their community problems, and chart a practical path towards a better future. The training brought together local government officials, communal service specialists, mahalla leaders, a traditional form of community organization, and other community leaders to discuss current issues and to create a community vision that all members of the community could work towards. Most importantly, participants are transferring the knowledge and skills attained in the seminar into concrete actions that impact the quality of life in their community.



SUCCESS STORY

PARTNER LOCAL GOVERNMENTS INCREASE REVENUE THROUGH BETTER BUDGETING AND FINANCIAL MANAGEMENT

Six Partner Local Government have averaged a 22% increase in revenue over the last calendar year



The chart above tracks revenue from fee collection for six partner sites for the last three years

The revenue of LGCP partner sites has been steadily increasing in pilot cities and districts. In the chart to the left, the increase in revenue from fee collection is illustrated. The revenue generated from fee collection is an essential part of local revenues and is one of the areas that LGCP focuses on in our financial training and technical assistance. Thus, we can see the impact of LGCP financial management training and technical assistance has on local government management and finances. These revenue increases are a result of new tariffs based on full cost accounting, increased fee collections through improved collection systems, conclusion of agreements with all categories of customers, and work with citizens to keep them informed of the work of the enterprise and the reasons behind fee increases and service work. Additionally, an analysis of local budget incomes and expenditures shows that in general resources allocated for the development and improvement of the service quality are constantly increasing.

The training and technical assistance in partner sites has led these local governments toward increased financial stability and provided them with the financial and planning tools to improve future revenue. These new skills in turn increase local government's ability to improve services and create a better quality of life for citizens.



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Local Government and citizens create a common vision for a better future through the support of the USAID Local Governance and Citizen Participation project



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SUCCESS STORY

TAJKI NGOS EXPAND UNDERSTANDING OF LOCAL GOVERNMENT IN THEIR COMMUNITIES

An understanding of local government's role in communities and effective ways to build local partnerships is expanded



Qurbongul Qosimova (left) together with her staff is conducting training on Constructive Community Partnerships for her partners.

“Now our community partners know exactly who in the local government is in charge of what, where to go, and who to mobilize local government to solve community problems, also they have clear ideas on Local Government structures in the Jamoats and beyond”

- Qurbongul Qosimova, LGCP Constructive Partnership Training Participant

In a technical assistance visit to Kulob, UI staff met with Ms. Qosimova from the local NGO Save the Children*, a dynamic participant from the series of training workshops on “How Local Government Works?” and “Building Constructive Partnerships” offered by the USAID Local Governance and Citizen Participation Project. Based on what she learned at the seminar, Ms. Qosimova educated her colleagues at the local NGO Save the Children on the roles of local government and how to build successful partnerships. However, the transfer of knowledge did not stop within the walls of the Save the Children office.

Ms. Qosimova together with her colleagues trained their village partner groups on the functions and responsibilities of Local Government, the role of civil society, and possible ways to develop community partnerships with local government to solve community problems. Ms. Qosimova believes that citizens themselves have to become more aware of their roles and their government's role to be able to better solve community issues.

The training has already yield results. The communities she works in have developed initiatives and are getting involved in community problem solving. One example of their activity is in Ayni, where citizens in partnership with the local government started to work together to solve the water supply problem.

** The NGO Save the Children referenced here is not affiliated with the International NGO Save the Children.*

SUCCESS STORY

USAID assists citizens and local government to build positive partnerships to implement improved services in Tajikistan

Local Government and citizens build a partnership to improve water services through a new service improvement methodology.



Currently citizens get water from trucks or irrigation canals



First we doubted the effectiveness of involving civil society representatives into the process. We, people in charge of the district obtained invaluable experience of making integrated decisions with participation of civil society groups. We are happy that we were the first district in the country, where this method was tested-

- **Radjabov M., First Deputy
Chairman of Jomi District**

On October 5, 2007, the Chairman of the Jomi District signed the resolution that approved the first Service Improvement Action Plan (SIAP) in Tajikistan and obligated the financial department, economy and planning department, and service enterprise to provide for its implementation over the next two years. The implementation of the plan will provide drinking water for 80% of citizens and 90% of the private sector. It will also double the revenues from the water sale through contracts with consumers and new full-cost fees. The development of the SIAP's most significant result so far is a behavior change in local government leaders. Through the process they have learned the power of bringing citizens directly into the decision-making process and have remarked on its effectiveness and the need to continue this practice.

Citizens of Kuibishev in the Jomi District have suffered from low access to drinking water. The water was provided through a centralized water supply system, but because of long-term degradation and negligence the system was destroyed resulting in 60% of citizens having no access to drinking water and using water from irrigation channels and ditches. Local government is unable to provide constant drinking water supply to residents with 90% or 9500 of town population stating they are not satisfied with the current situation.

The Jomi District Government and the Jamoat of Kuibishev town, local service enterprise, and mahalla leaders (civil society groups) decided to develop and implement a Service Improvement Action Plan with technical assistance from the USAID funded Local Governance and Citizen Participation Program. The goal of this plan is to provide increased access to drinking water for citizens of Kuibishev town and improve the quality of services through a partnership between the District Government, the Jamoat, water supply enterprise, NGOs, and citizens. The SIAP is designed for the Years 2007-2009 and an implementation Working Group has been created, consisting of representatives of all local stakeholders, and led by Mr. M. Radjabov, Deputy Chairman of Jomi District.



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SUCCESS STORY

US Study Tour Focuses on Financing Local Government Services

A Study Tour Participants learned firsthand about the management and operations of local service provision



Study Tour participants listen to a presentation by a private water company on water service

“During the study tour and on the way back, we participants had long discussions about the method of management in Champaign, Urbana and Mahomet cities, their effective principles of Local Government and how they work.”

Khakimov Ruhullo, Deputy Chairman of Khatlon oblast, Pirmat Zaripov, Deputy Chairman of Kulob city, Radjabov Radjabali- Chairman of Yovon town, Azizov Muzafar- Chairman of jamoat Buston, Salidjon Solidjonov- Member of Parliament

A Study Tour was conducted to Central Illinois, USA for government officials who manage and finance services of local governments. All participants were first time visitors to the US and included local and national Tajik government officials, LGCP staff members and the Cognizant Technical Officer for the project. Upon their return, participants are forming an Advisory Group on local government issues and training needs.

Participants met with mayors and staff of Champaign, St. Joseph and Urbana Illinois and had the opportunity to attend a City Council Meeting where they were able to address the Council and describe their experiences in Central Illinois. They expressed their admiration for the openness of the Council to citizen ideas and suggestions.

Methods of financing water systems were presented by publicly owned and privately owned water systems. The financing of the construction of the new Champaign Library through combined public and private funds was discussed. Garbage collection and low tech recycling systems were toured. Long term planning for infrastructure and annual financing of services was featured in all aspects of local government administration.

The participants toured a fire station where they not only saw fire-fighting equipment, but the ancillary roles of building inspections, safety inspections and citizen services provided by the fire department. A tour of the Champaign County Clerk’s office allowed participants to see how taxes are collected for many local governments through a single government agency and how government and citizen records are collected and stored. A tour of a local farm raised issues of private land ownership and the effect of land ownership on economic development.

SUCCESS STORY

USAID Local Governance and Citizen Participation Program (LGCP) Partner Site increases local revenues and expands service coverage



Using the old methods garbage went uncollected throughout the city.



New garbage collection technique collection makes the city cleaner and safer

The LGCP partner city of Vakhdat has a population of 47,800 residents, who produce 80,782 cubic meters of solid waste annually. The city government and local communal service enterprise have struggled to collect garbage in the city ever since most of its equipment and facilities were destroyed during the civil war. Following attendance at a LGCP training seminar on *Low-Tech Solid Waste Techniques* and a *Cost and Fees Workshop*, the city realized that it needed to fundamentally change its financial and operational management methods to effectively provide citizens with solid waste services.

The old system of collection established during Soviet times used 120 garbage collection points on the city territory with the solid waste collected by the manual shoveling of waste into a dump truck. The lack of dump trucks resulted in solid waste going uncollected throughout the city. After attending the seminar and working through collection options with LGCP staff, the local government and communal service enterprise decided to introduce a new method of solid waste collection and disposal for private homes using individual bins and scheduled collection times. Based on the system developed with assistance from LGCP, the city closed 80 garbage points and moved to weekly solid waste collection at set times for private homes throughout the city.

The result has been a dramatic increase in fee collection from 9,000 Somoni (\$2,608) to 20,000 Somoni (\$5,797). At the same time, due to a more rational collection scheme and more efficient use of equipment and labor the enterprise's expenses have decreased. The enterprise used the freed-up labor to provide solid waste collection and disposal services using individual bins and scheduled collection times in the village Mirzo Tursunzoda with a population of 2,000 people, which previously had no solid waste collection and disposal services.

Vakhdat and the communal services enterprise went even further and developed a Service Improvement Action Plan on "Solid Waste collection and disposal improvement" with LGCP technical assistance. The plan includes implementing the individual bins method and communal containers method for multifamily houses for solid waste collection and removal and compost preparation. To assist in the implementation of the SIAP, LGCP awarded an in-kind grant for the manufacture of 60 metal communal containers to the city.



USAID | TAJIKISTAN

FIRST PERSON Chairman sparks community dialog

Local government official sets up information center, applies lessons from US study tour



“With the help of USAID, we created a series of informational tools, which included an information center, that involved citizens in local governance. Now, instead of jumping into everything without knowing where to go, we are able to work with citizens to solve their problems.”

— Muzaffar Azzizov (I),
Head of Mastchoh
District Executive Board

As in many towns in Tajikistan, the local government in Mastchoh wanted to solve its citizens’ problems. But lacking adequate resources, it had difficulty in finding a way to identify and prioritize concerns. Without a feasible method to carry out this task, local government leaders and citizens could not create a vision nor a path to realize that vision.

Recognizing this challenge, Muzaffar Azzizov, Chairman of Buston Township, sought to improve the way in which citizens could find out about critical local governance issues. With support from USAID’s Local Governance and Citizen Participation project (LGCP), he helped build an information center in his township. The information center is used by local residents and businesses to find out the latest developments in local government issues. It was instrumental in publicizing a public hearing — Buston’s first — on water issues, held in December 2007. In the hearing, led by Mr. Azzizov and attended by 83 people, the Buston administration outlined and elicited feedback for a water supply system project, which gained the approval of the participants.

His contributions to community life recognized, Mr. Azzizov was selected in February 2008 to participate on a USAID-sponsored study tour to the US. The 15 participants from Tajikistan visited water and solid waste service facilities to learn about ownership and operational patterns. They also met with US counterparts of rural and small urban constituencies to discuss financial mechanisms that accommodated community values and served citizens successfully. Returning to Tajikistan, Mr. Azzizov held meetings and trainings with local government officials, communal service specialists and community leaders on improving the local government system, for example, trying to solve municipal service issues where funds were limited. His enthusiasm was recognized by the local government of Mastchoh District, which promoted him in the summer of 2008 to the position of Head of the District Executive Board.



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SUCCESS STORY

Local Media Bridging Officials and Citizens

LGCP public information training stimulates local governments and citizens into discussion



Local media captures Nosir Rakhimov (l), Head of Communal Enterprises, which manages municipal services, and Qurghon Teppa citizens in a lively, open-air forum to discuss implementation of garbage collection

USAID programs have encouraged local governments in Tajikistan to open up and sustain dialog with the citizens they serve. Under USAID's LGCP project to improve public information and access to it, over 18 local governments and communities have received media training, published newspapers and booklets, conducted public hearings, established information/training centers and conducted computer training, exemplifying the importance of cooperation between local government and citizens.

U.S. Agency for International Development
www.usaid.gov

As in many places in Tajikistan, the local government of Qurghon Teppa (population 80,000), the administrative center of Khatlon Province, wanted to involve citizens into the decision-making process. But years of Soviet top-down policy formation left many people wary of their local government. In addition, local media professionals lacked skills to report about community issues, which hobbled their efforts to bridge local government and citizens.

Under training from USAID's Local Governance and Citizen Participation (LGCP) project, local media professionals improved their skills and learned more about their roles in fostering collaboration between local government and citizens. Impressed by this development, the city's local government and media launched a campaign, *Development of the Public Awareness System in Qurghon Teppa City*, to promote unbiased, informative reporting of local government events, and education of citizens on community issues.

In this supportive atmosphere, the local media put into practice what they had learned. For example, on June 24, 2008, in the first event of its kind, the city's independent TV-5 followed the City Chairman, Izzatullo Zoirev, as he went about a typical work day at City Hall. The show was watched by over 20,000 people, and helped educate them on the work of local authorities.

According to Umar Karmolov, Director of TV-5, since the start of the public awareness campaign, "People are showing more interest in current issues and beginning to trust their local government more." He also points to the increased viewer ratings of public affairs television programs, such as *Public Acceptance*, a live, weekly show that premiered in August 2008, in which the audience asks attending officials about community issues.

Qurghon Teppa's local media achievements and public awareness campaign have caught the eye of other places in the country. For example, two cities in Sughd Province have approached LGCP for training to develop similar TV programs.



USAID | TAJIKISTAN

BEFORE & AFTER A Cleaner Place to Live

Garbage collection service lifts civic pride

Municipalities in Tajikistan have cut or decreased public services due to financial hardships. In the town of Somoniyon, population 17,000, garbage in the Rudaki District had gone uncollected for several months, resulting in piles of trash that became public eyesores, degraded the local environment, and threatened public health and safety. In September 2008, with funding from USAID's Local Governance and Citizen Participation project (LGCP), the district inaugurated its solid waste collection and disposal project, the first since Soviet times.

A concerted community effort that involved public hearings, public education, the creation of garbage collection schedules and routes, and a sustainable financial recovery plan, the project generated ample revenue for the local government to buy additional vehicles. With expanded collection services, Rudaki District has become a place where residents take pride in keeping their streets clean and litter-free.

U.S. Agency for International Development
www.usaid.gov



BEFORE In Rudaki District, growing piles of uncollected refuse became an unsightly mess, and a source of environmental and public health and safety concerns.



AFTER The piles of refuse are gone, replaced by metal trash containers, into which residents empty their garbage for regular collection service.



USAID | TAJIKISTAN

FROM THE AMERICAN PEOPLE

SUCCESS STORY

Water from Faucets, Not from Streets

USAID brings water to residents who had to fetch water by buckets from street pumps



Photo: Neklar Kosimi Credit

A happy resident of Sarband in a multi-floor apartment turns on the faucet to bring water to her kitchen. Prior to USAID's LGCP project, she, like her neighbors, had improvised 'running water' for washing dishes and doing clean-up by attaching a filled water bottle (pictured), placed upside down on the wall

USAID programs have empowered local governments in Tajikistan to improve their municipal services. In collaboration with USAID's LGCP project, over 20 local governments have implemented more than 40 projects that incorporate technical assistance with citizen participation to ensure project sustainability.

U.S. Agency for International Development
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Like many towns in Tajikistan, Sarband (population 12,000) in Khatlon Province, was acutely affected by post-Soviet civil strife and general economic malaise. In particular, its water supply system has succumbed to a lack of financial resources and experienced technicians. Among those hardest hit by the crumbling infrastructure were residents living in Sarband's 63 multi-story apartment buildings. The location of the water pumping station, two miles from town, and water loss from leaking pipes and illegal siphoning – totaling almost half the amount from source to home – led to a huge drop in pressure and water not reaching residences. Consequently, for six years, people had to retrieve water for home use by carrying pails of water from street pumps.

In September 2008, thanks to a grant of \$13,000 from USAID's Local Governance and Citizen Participation (LGCP) project, the local government of Sarband brought potable water into residences. Through the project, wells were reconstructed, two new high-performance pumps and an electrical security system installed, leaks and illegal connections detected and stopped, personnel trained in better technical and management skills, and public campaigns educating people on the relationship between water fees and usage, and on conservation techniques conducted. As a result of this comprehensive approach, the number of residents who received regular access to water jumped 90 percent, from 6,000 to 10,500, while water consumption decreased by 20 percent. In addition, the local government, seeing an increase in its collection rate because water users saw the link between fees and consumption, plans to use the funds to upkeep the water supply system, thus ensuring project sustainability.

According to Mr. Rajabov, Chairman of Sarband, "The local government and the residents of Sarband are grateful to LGCP for providing technical assistance, helping conducting citizen education efforts and giving financial support to ensure that people have access to running water in their homes. We thought that this undertaking was going to cost tens of thousands of dollars. But the solution turned out to be less expensive, simpler and more reliable. Together with USAID, we put tremendous efforts into finding the right solution."



USAID
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TAJIKISTAN

SUCCESS STORY

Municipal Services: From Plan to Action

USAID helps Isfara's local government develop and maintain garbage collection services



Isfara created a Service Implementation Action Plan to develop and carry out garbage collection services. The result: a new compactor truck goes into action to collect trash, leaving streets litter-free, and making residents happy with improved, regular municipal services.

Under USAID's LGCP project to improve the performance of local governments and increase their accountability to their communities, nine local governments throughout Tajikistan have developed comprehensive Service Implementation Action Plans. These plans, which come from the close collaboration between local officials and citizens, map out community services — from development and design through implementation and monitoring to evaluation and continual maintenance.

U.S. Agency for International Development
www.usaid.gov

Throughout Tajikistan, local governments confront challenges to provide municipal services to their citizens. In the city of Isfara (population 38,600), Sughd Province, northern Tajikistan, which is isolated from the rest of the country by the surrounding borders of Kyrgyzstan, the local government lacked the financial and technical resources to develop and implement needed services. In particular, solid waste management became a paramount issue: uncollected trash made the streets unsightly, and posed environmental and health threats to residents.

With training and assistance from USAID's Local Governance and Citizen Participation (LGCP) project, Isfara's local government developed an all-encompassing Service Implementation Action Plan that prioritized community needs, called for the creation of municipal services to address these concerns and provided for the long-term viability of these services. In collaboration with citizens, through public hearings, public meetings, working group sessions and civic education, the local government developed and designed a garbage collection service, which detailed budgeting, the roles and responsibilities of officials and citizens, equipment procurement and maintenance, collection schedules and routes, and a financial recovery plan to ensure services sustainability. In addition, the local government studied the success of a USAID solid waste management project in the nearby city of Khujand (population 165,000).

With a LGCP grant of \$17,800, and local government contributions of \$10,800, Isfara debuted its garbage collection service in June 2008. This service included individual household bins, community metallic trash containers and a modern compactor truck — comprehensive public services and new technology that 20,000 direct beneficiaries in Isfara had not seen or enjoyed in 15 years.

Isfara's local government plans to expand services. With increased revenue from its service fees, which are a part of the solid waste management service's transparent financial recovery plan, the city plans to buy an additional compactor vehicle (\$15,000) and enhance its landfill operations so that more residents can benefit from improved public services.

According to Muhiba Yakubova, Chairwoman of Isfara, "USAID helped us to realize our plans for better public services. Now the local government and residents can work together to find solutions, and be successful together."



USAID
FROM THE AMERICAN PEOPLE

TAJIKISTAN

SUCCESS STORY

Compost: Leaves Fall, Benefits Rise



As in many places in Tajikistan, the City of Kulob (pop. 83,000), Khatlon region, struggles with rising volumes of garbage. Although the city landfill has capacity, insufficient financing and irregular collection mean that garbage is not always taken away and becomes a threat to public health. For Tillo Boboev, Director of the Botanical Garden, the problem was vexing because the leaves and organic matter produced by the city could be recycled to reduce the amount of leaf waste in the landfill and benefit the community.

After participating in workshops on appropriate technology in solid waste management, held by USAID's Local Governance and Citizen Participation (LGCP) Project, Mr. Boboev approached LGCP for help in realizing a composting project. In April 2008, with technical expertise and a \$2200 grant from LGCP, a \$500 contribution from the Botanical Garden, and equipment and labor donated by Kulob's own municipal services department, the project was officially launched.

Under Mr. Boboev's supervision, wagons hauled 20 metric tons of dry leaves and other organic waste from various neighborhoods to the Botanical Garden, where composting

Community residents benefit from compost made with help from USAID's Local Governance and Citizen Participation Project in Tajikistan, as part of the goal to reduce, recycle and reuse solid waste.

commenced. In parallel, LGCP aided in conducting public education on the benefits of compost in family kitchen gardens. The initial results of this effort are promising – a 10 percent reduction in solid waste taken to the landfill and production of 15 tons of rich compost, of which 1 ton was donated, 6 tons remained in the garden and 8 tons marked for public sale. Sales have already topped \$800, the revenue shared by the garden and the local government of Kulob.

In September and October, Mr. Boboev went on national and TV to relate his experience. *"By giving training and technical support, USAID helped us solve a problem and create benefits for the community."* Among the viewers were Gaibullo Avzalov, Chairman of Khatlon Region, and Sulton Valiev, Deputy Minister of the Ministry of Agriculture, who, at a gardeners' fair in Kulob in December, praised the composting effort. Boosted by increased public participation, Mr. Boboev is ramping up compost production to 50 tons.

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FROM THE AMERICAN PEOPLE

SUCCESS STORY

Making Law, Learning from Others

USAID supports lawmakers to engage in open discussion and learn from their experience



Participants of the legislative retreat pause from their fruitful two-day event for a group photo at the Mardon Conference Center, at the foot of mountains, before returning to candid debate and discussion.

USAID has helped the government of Tajikistan on local self-government reform. In collaboration with USAID's LGCP Project, senior central government officials and leading local government leaders have spent three years in discussions, information exchange and technical to ensure that decentralization legislation is written well and, when enacted, will empower communities.

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Like other transition countries of the former Soviet Union, the Republic of Tajikistan is committed to make government more decentralized and responsive to its citizens. But the government also realizes that it can benefit from the experience of other countries to ensure that reform legislation is drafted well. Discussion on decentralization began in 2004 when USAID's Local Government Initiative worked with the government of Tajikistan to create a Working Group to develop a draft law on local self-government.

After the severe winter of 2007/2008, during which the government and citizens focused all their energies on survival, with USAID assistance the decentralization agenda has recently re-gained traction. At the beginning of February 2009, the government of Tajikistan asked USAID's Local Governance and Citizen Participation (LGCP) Project to organize a working retreat in which central and local government officials could take part in an open discussion on the draft Law of the Republic of Tajikistan, *On Self-Government in Town and Villages*, before it entered parliamentary debate in spring. In addition, Zarif Alizoda, State Advisor to the President of the Republic of Tajikistan on Legal Policy, asked that local government practitioners and experts from countries of the Commonwealth of Independent States (CIS) take part because the successful reform experience in countries of the former Soviet Union would be valuable to the work on local government in Tajikistan.

USAID/LGCP prepared a 200-page resource book on the legislation in Tajikistan, seven CIS countries and the EU. The *Local Self-Government Law Legislative Retreat* took place on February 20-21, 2009 in the Mardon Conference Center, located in Varzob Gorge, 25 km from Dushanbe. The 32 participants, from the senior levels of the central government and local government, and expert practitioners from five countries (Kazakhstan, Kyrgyzstan, Moldova, Russia, USA), took part in open dialog, learned about the practices and experiences of their peers, and engaged in spirited discussion. In particular, the participants displayed energy and enthusiasm when they gave suggestions and commentary on the articles in the draft law.

According to Dustmurod Murodov, Head of the Legal Department of the Executive Office of the President of Tajikistan, "USAID invested great efforts and resources to bring us together and gave us a valuable opportunity to learn from each other's experience."

Law-making can frequently be a slow business but it seems the USAID-sponsored support has catalyzed action. Senior central government officials have supported an accelerated schedule for parliamentary submission, with the real possibility that a new law on local self-government will go into effect by the end of 2009. The enactment of such a new law will be a significant step forward for Tajikistan and will provide a strong foundation for empowering communities through decentralization.



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TAJIKISTAN

SUCCESS STORY

Reporting News, Making History

Local newspaper launches first-of-its-kind internship and training program to advance independent journalism in Tajikistan



University students acquire journalism skills through theory and hands-on, practical activities (here, a recorded interview) that immerse them in the communities and in the issues that affect the lives of the citizens of Tajikistan.

USAID has helped the development of public information in Tajikistan. With the support of USAID's Local Governance and Citizen Participation Project, print media, public information outlets and computer training centers have been established in over 18 towns and villages, resulting in citizens knowing more about the activities of their local governments and participating in the political life of their communities.

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In Khatlon region, in southern Tajikistan, *Pajvok* is a local, independently-owned and self-funded newspaper. *Pajvok* has published weekly editions since December 2007, when the newspaper was founded with strong local initiative efforts and grant support from USAID's **Local Governance and Citizen Participation Project** (LGCP). The newspaper has had great success, with the issues hitting the streets at its base in Kulob (pop. 83,100), and rapidly expanding to other parts of the area, such as Qurghon Teppa and Vose, and even as far as the capital, Dushanbe. With a current, but ever-expanding, circulation of 2,000 and a readership of 7,000, the weekly newspaper reaches many citizens. By reporting news on local government activities, *Pajvok* plays a significant role in revitalizing the interest citizens have in community affairs.

The *Pajvok* staff realized early that the continued future success of journalism in Tajikistan needs up-and-coming, independent young reporters. So *Pajvok* approached LGCP for assistance in launching a unique community project to sustain grassroots journalism. Supported by a \$9,580 grant from USAID, this project initiated a competitive, intensive training and internship in journalism. Internships enable 15 university students learn journalism skills by being placed on the staff of *Pajvok* to write about local government issues. Through their published articles, these young journalists inform community residents about local government activities that affect their lives and catalyze citizens into the community decision-making process.

According to Gulizor, one of the interns, "*This training provides the opportunity for combining theory and practice.*" Her colleague Dilbar adds, "*This project gives a chance to young people in Kulob to improve and develop themselves.*" Through *Pajvok's* advocacy with the Ministry of Education to seek support for journalism in higher education in Kulob, a journalism program will debut at Kulob State University in the new academic year starting in autumn of 2009. The program will accept 60 students during the first intake and will integrate theory and practice. The new program will include both staff instructors and media professionals from the Kulob region and the Journalism Faculty of the Tajik State University, Dushanbe.

Says Orzu Hamidov, Head of *Pajvok*, "*USAID supported us when we were just starting out. Without that support at a critical point we would not have succeeded. With USAID help and training, we are promoting journalism and open media in Tajikistan. We are teaching enthusiastic young people to become the independent journalists of the future.*"

June 2009



USAID
FROM THE AMERICAN PEOPLE

TAJIKISTAN

BEFORE & AFTER Cleaner Water, Healthier Lives

Water supply system improves community life

In the villages of Madad, Stakhnov, Urtakengash, Geologorazvedka and Yangiobod in the township of Somoniyon (pop. 3,000) of Rudaki District, the gradual breakdown and ultimate failure of the Soviet-era water supply system forced residents to rely for drinking water on surface water from irrigation canals. Although residents boiled the water before use, many citizens, especially young children, suffered greatly from high incidences of gastro-enteritic diseases.

*In October 2008, with technical and financial assistance (\$9,500) from USAID's **Local Governance and Citizen Participation** project, the local government began renovating the dilapidated water system. In addition to installing new high-capacity pumps, improving wells and repairing leaking pipes, the USAID project trained personnel to maintain and repair the water system. The USAID project also worked with local officials to inform residents through citizen participation activities and conducted public education on water conservation methods and health and hygiene, all to ensure the sustainability and positive impacts of the project.*

The official opening ceremony on April 28, 2009, attended by USAID officials, local government representatives and village residents, marked the beginning of better access to clean, safe drinking water and greatly improved sanitation and health in Somoniyon.

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BEFORE After retrieving water from an irrigation canal, a mother boils water over a wood fire in an attempt to eliminate water-borne contaminants.



AFTER A young man collects clean, potable water from a neighborhood standpipe, thereby enjoying much improved sanitation, convenience and ensuring healthier lives for his whole family.

May 2009



USAID
FROM THE AMERICAN PEOPLE

TAJIKISTAN

SUCCESS STORY

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TAJIKISTAN

SUCCESS STORY

Community Works — Water Works

USAID brings potable water to village residents



Schoolboys take time out from a warm, sunny spring day to enjoy cool drinking water from a standpipe that is part of a USAID-supported potable water project in Puluton Jamoat.

USAID has helped improve drinking water supply systems in Tajikistan. With the support of USAID's Local Governance and Citizen Participation Project, more than 20 local governments in the country have repaired and improved their potable water supply. The comprehensive technical assistance combines with citizen participation activities to ensure that projects have financial sustainability and community support.

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As in other rural areas of Tajikistan, drinking water is of critical importance to the residents of the villages of Sari-Kuy and Zarbed (combined population of 2,800 located in Puluton Jamoat [township], Konibodom District, northern Tajikistan). Unfortunately, the villages have been without a safe potable water source since the soviet-era potable water system failed in 2007. At that time the submersible pump, installed in the village well in 1965, finally became worn out and stopped working. As a result, residents were forced to take raw, untreated surface water from the irrigation ditches and smaller tributaries of the Big Ferghana Channel. The consumption of untreated water led to a massive increase in the incidence of gastro-enteritic diseases and related problems. Although villagers, leaders and the local government have wanted to repair the potable water supply system, financial resources have just not been adequate.

In 2008, the local government of Puluton *Jamoat* approached USAID's **Local Governance and Citizen Participation** (LGCP) Project for help. With technical assistance and funding from LGCP (\$11,600 from USAID, \$3,900 – in-kind and money – from the community, for a total of \$15,500), ten *jamoat* employees and hydro-specialists were trained in pump station operations, maintenance and water treatment. In addition, extensive capital repair work to fix and replace the pump, and some pipes and spigots was completed. To ensure that the project is financially sustainable, with USAID help, the local government developed a fee schedule to collect funds earmarked for repair and maintenance of the water infrastructure. In parallel, the local government conducted citizen participation activities to explain the need of the project, show the direct link between fees and services. The local government presented a transparent budget, elicited community feedback, and taught citizens about water use, sanitation and hygiene.

As a result of the partnership between USAID and Puluton *Jamoat*, the 2,800 residents of the villages of Sari-Kuy and Zarbed now have clean drinking water from accessible standpipes, 24 hours a day in warm weather and 6 hours a day in winter, and can rely on a cadre of qualified technicians to fix and maintain the village water system. Furthermore, preliminary research by local health authorities show that the incidence of gastro-enteritic diseases since the inauguration of the improved drinking water system has decreased.

The USAID-funded project has made a big difference in the villages of Sari-Kuy and Zarbed. According to Hanifa Yusupova, Chairperson of Puluton *Jamoat* “USAID helped us improve the lives of our community, and enabled us be responsible for our own future.”

June 2009



SUCCESS STORY

Budget Transparency, Public Support

USAID helps town of Yovon develop its professionals and involve its citizens in decision-making process



Finance personnel take part in USAID-supported training to improve their budgeting and finance skills, and to promote transparency and community accountability.

USAID has helped local governments in Tajikistan initiate and sustain dialog with their citizens. Thanks to USAID's Local Government and Citizen Participation Project, 37 local governments have received funding, training and technical assistance that integrates capacity building and citizen participation activities. This multi-stranded approach ensures that projects are structurally and financially sustainable, are accountable to the community, and enjoy the support of local governments and citizens.

The Town of Yovon (pop. 22,660), in Yovon District, central Tajikistan, is committing publicly to make itself accountable to its citizens. Local leaders undertake this endeavor in the face of daunting political, economic and social challenges throughout the country. Although it wants to inform and educate the public about the 2009 budget, critical long-term underlying themes existed. The town wants to underscore the direct link between user fees and municipal services, and involve citizens in the decision-making process. Previously officials lacked the financial resources and the technical know-how to make this critical connection to citizens.

Through a \$1,300 grant from USAID (with a cost-share from the community), and technical assistance and training from the **Local Government and Citizen Participation Project**, the local government formed a special commission. The commission was tasked with developing a user fee structure. Consisting of five government officials, the commission had a mandate to work with citizens, consider their proposals for the budget, and regularly publicize its work progress. Moreover, the town worked with its citizens to hold public hearings and meetings to engage civil society into the local government decision-making process. The commission also worked with the local newspaper, *Subhi Yovon* (circulation 5,000), to publish articles and public information announcements. The articles provided details about the budget and highlighted the connection between fee payments and service delivery, in this case solid waste collection and disposal.

As a result of this multi-leveled public information project, the residents of Yovon had a strong voice in the development of the budget, gained knowledge of how their fees directly financed their municipal services, and are willing to pay for services. Consequently, revenue from solid waste collection and disposal services is up 3.5 times from 2007. In addition, the series of public service announcements in *Subhi Yovon*, which is circulated throughout Yovon District, has stirred the interest of the citizens of the nine jamoats (townships), which have a total population of 171,000, in wanting to know more about their local budgets.

According to Netmat Khollov, Deputy Chairman of Yovon, *"The grant project amount was small but the effects are large. With help from USAID, we worked with the citizens to develop a transparent budget, and through this process we increased the trust of the community."*



SUCCESS STORY

Bare Hands, Full Spirits Work for Water

USAID brings clean, safe drinking water to the village of Qizil Namuna



Under a hot Central Asian sun, Qizil Namuna residents take part in a hashar (community volunteering), using hand tools and hard labor to dig a trench for a 4-kilometer pipe to bring drinking water to their community.

USAID has supported capital renovations to and upgraded drinking water supply systems in 20 local communities in Tajikistan. Through the Local Governance and Citizen Participation (LGCP) Project, local governments and their constituents participate in an integrated methodology that combines technical assistance, financial training and citizen engagement activities linking budget transparency to service delivery. This comprehensive, interlocking approach ensures that drinking water projects are technically and financially sustainable to serve the community.

Due to extreme poverty, the village of Qizil Namuna (pop. 830) of the Novobod Jamoat (township), in Khatlon Province, southern Tajikistan, did not have the resources to build a drinking water supply system. People had to haul water by hand from a nearby river. In winter, when the river went dry, they took water from other sources, such as irrigation canals, about 3,500 meters (2.2 miles) away. Because fuel supplies are scarce and expensive, people did not boil water or did not boil it sufficiently before drinking. Drinking untreated and unboiled surface water resulted in a high incidence of gastro-enteritic diseases, which was an acute problem for families with young children especially.

In the face of this critical situation, the local government of Novobod Jamoat approached USAID for help to improve the lives in Qizil Namuna. With a grant of \$18,800 from USAID via the Local Governance and Citizen Participation (LGCP) project, and in-kind labor donated from the community, the project became feasible. The village authorities and residents worked together to hand-dig a trench and lay a 4-kilometer (2.5-mile) pipe connected to the water main at the village of Qurghon Teppa-Kumsangir. They installed a pumping station and five communal stand-pipes in their village. As part of LGCP's comprehensive, multi-level approach, specialists from the jamoat were trained to maintain and repair the pipe network. Additionally, public training was held to teach health and hygiene practices to the populace. Finally, to ensure that the system was financially sound and sustainable, the local government received technical assistance and training from LGCP to develop a transparent user fee scheme. This plan was presented in public hearings and meetings in which the community contributed to the decision-making process.

On June 11, 2009, at a ceremony to officially open the project, the village of Qizil Namuna celebrated, with food and music, the arrival of clean, safe drinking water to their lives. A preliminary health department survey since the inauguration of the drinking water supply system has indicated a decline in the incidence of gastro-enteritic diseases in the village.

According to Gulomodiv Jamoliddin, Chairman of Novobod Jamoat, "USAID helped bring clean piped drinking water to this village for the first time in our history. We now have proved that the local government and citizens can cooperate to make life better for every one."

B. LGCP Key Performance and Measurement Targets

Decentralization through Local Government Reform, Performance Measurement, Indicator Set 1								
LLR 2.2 Improved decentralization policy frameworks; Sub IR 2.2.1: Increased local government authorities								
LLR 2.2.1 (USAID task order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Measurements, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual
<p><u>Key Result:</u> Progress towards passage of local government law based on data, recommendations, measured by:</p> <p><u>Key Performance Measurement 2.2.1:</u> Democratic Local Government Law passed or significant progress to passage:</p> <ol style="list-style-type: none"> 1. Legal framework analyzed 2. Field study of local government structures 3. Consensus on appropriate functional assignments 4. Consensus on fiscal decentralization 5. Consensus on property/asset management 6. Drafting law(s) 7. Submission to government review 8. Incorporation of suggestions 9. Passage by parliament 10. Signed by President <p><u>Key Measurement Definition</u> <i>Law on LSG</i> provides legal framework for rights and responsibilities of jamaats</p> <p><u>Unit of Analysis:</u> Passage of legislation through Parliament, signed by President</p>	Start 1, 2	Started 1, 2	Completed 1-6	Completed 1-8, Housing Law; Complete 1-8, Local self-government law	Complete 8, Housing Law; Complete 8, Local self-government law	Completed 9, 10, Housing Law; Completed 9, Local self-government law	Complete 1-10, Housing Law; Complete 1-9, Local self-government law	Completed 1-10, Housing Law; Completed 1-10, Local self-government law

Decentralization through Local Government Reform, Performance Measurement, Indicator Set 2								
IR 2.2: Improved decentralization policy framework; Sub IR 2.2.1: Increased local government authorities								
LLR 2.2.2 & 2.2.3 (USAID task order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Key Measurement, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual
<p><u>Key Result:</u> Local government, civil society groups, and citizen leaders are informed and involved in providing feedback on the creation of a legal framework for local government, measured by:</p> <p><u>Key Performance Measurement 2.2.2:</u> Number of citizens' groups, local government officials, and others participating in policy dialogue events (seminars, round tables, study tours)</p> <p>a) Number of events</p> <p>b) Number of participants</p> <p><u>Key Measurement Definition:</u> Policy Dialog events are events to be hosted by UI to inform and discuss local government reform with civil society groups, leaders and others</p> <p><u>Unit of Analysis:</u> Number</p>	a) 2 b) 50	a) 3 b) 56	a) 35 b) 1000	a) 4 b) 66	a) 0 b) 30	a) 30 b) 1137	a) 37 b) 1050	a) 37 b) 1259

Decentralization through Local Government Reform, Performance Measurement, Indicator Set 3								
LLR 2.2: Improved decentralization policy frameworks; Sub IR 2.2.1: Increased local government authorities								
LLR 2.2.4 & LLR 2.2.5 (USAID task order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Key Measurement, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual
<p><u>Key Result:</u> Significant progress towards compliance with European Charter, measured by</p> <p><u>Key Measurement 2.2.3:</u> Compliance of local government structures with five or more of the principles of the European Charter of Local Self-Government, including Articles 2-4, 9 and 10</p> <p>Article 2: Local chief executive selected at local level</p> <p>Article 3: Local self-government authorities should “be able to determine their own internal administrative structures</p> <p>Article 4: The assignment of functional responsibilities and expenditures is based on the “Subsidiary Principle”</p> <p>Article 9: Local governments keep complete, accurate, and transparent books of account</p> <p>Article 10: Supervision of local self-government by the State Administration should “aim only at ensuring compliance with the law or with constitutional principles”</p> <p><u>Key Measurement Definition:</u> <i>Compliance of local government structures</i> means conforming to the characteristics as outlined in the <i>European Charter of Local Self-Government</i> is a charter that sets out accepted principles of local self-government</p> <p><u>Unit of Analysis:</u> European Charter characteristics</p>	0	0	0	0	0	0	0	5

Capacity Building in Local Government, Performance Measurement, Indicator Set 4								
IR 2.1: Strengthen Local Government Capacity								
Sub IR 2.1.1: Increased local government capacity; Sub IR 2.1.2: Improved local government budgeting capacity								
LLR 2.1.1 & 2.2.4 (USAID Task Order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Key Measurements, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual
<u>Key Result:</u> Local Governments are more responsive and inclusive in planning and governing, measured by:								
<u>Key Measurement 2.1.1:</u> Number of local governments that implement a Service Improvement Action Plan (SIAP):	a) 725	a) 839	a) 650	a) 789	a) 400	a) 731	a) 1777	a) 2359
a) Number of local government officials trained in local government management/citizen involvement	b) 4	b) 2	b) 10	b) 4	b) 3	b) 2	b) 17	b) 8
b) Number of sites implementing SIAP	c) 20	c) 63	c) 50	c) 40	c) 90	c) 497	c) 160	c) 600
c) Number of citizens groups involved in SIAP working groups								
Capacity Building in Local Government, Performance Measurement, Indicator Set 5								
LLR 2.1.2 (USAID Task Order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Key Measurements, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual

<p><u>Key Result:</u> More key services covered in partner sites, measured by:</p> <p><u>Key Measurement 2.1.2:</u> Number of project sites with increased coverage of key services in partner sites</p> <p><u>Key Measurement Definition:</u> <i>Increase in coverage</i> means growth in population or areas served; <i>Key services</i> are solid waste collection and removal, toilet pumping, water supply, and housing maintenance</p> <p><u>Unit of Analysis:</u> Number</p>	17	—	40	—	57	170	114	170
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Capacity Building in Local Government, Performance Measurement, Indicator Set 6								
IR 2.1: Strengthen Local Government Capacity								
Sub IR 2.1.1: Increased local government capacity; Sub IR 2.1.2: Improved local government budgeting capacity								
LLR # 2.1.5 (USAID Task Order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Key Measurements, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual
<p><u>Key Result:</u> Budgeting, financial management capacity strengthened in line with local government reforms in partner local governments, measured by:</p> <p><u>Key Measurement:</u> Number of local government officials in partner sites trained in modern budgeting methods and financial management</p> <p><u>Key Measurement Definition 2.1.3:</u> <i>Modern Budgeting Methods and Financial Management</i> are training topics developed by and implemented by LGCP in Tajikistan. The sessions provide local government financial officials with modern and effective tools and strategies to better manage and track their budget.</p> <p><u>Unit of Analysis:</u> Number</p>	250	200	225	232	130	445	605	877
Capacity Building in Local Government, Performance Measurement, Indicator Set 7								
LLR # 2.1.6 (USAID Task Order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Key Measurements, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual

<p><u>Key Result:</u> Increase in revenue collection at the local government level, measured by</p> <p><u>Key Measurement 2.1.4:</u> Number of sites with an increase in revenue collected at a) the local government level and b) /local communal services</p> <p><u>Key Measurement Definition:</u> <i>Revenue collected at the LG and local communal services level</i> means all revenues collected by the local government/communal services for all services rendered and fees/taxes levied according to the rights of local government in Tajikistan</p> <p><u>Unit of Analysis:</u> Number</p>	a) 17 b) 31	a) — b) —	a) 40 b) 60	a) — b) —	a) 57 b) 78	a) — b) —	a) 114 b) 169	a) 153 b) 125
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Capacity Building in Local Government, Performance Measurement, Indicator Set 8								
IR 2.1: Strengthen Local Government Capacity								
Sub IR 2.1.1: Increased local government capacity; Sub IR 2.1.2: Improved local government budgeting capacity								
LLR 2.1.9 (USAID Task Order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Key Measurements, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual

<p><u>Key Result:</u> Assistance provided to local governments interested in the localization of service provision away from the state unitary enterprise, measured by:</p> <p><u>Key Measurement 2.1.5:</u> Number of local governments that receive technical assistance on establishing separate enterprises for service provision</p> <p><u>Key Measurement Definition:</u> <i>Receive technical assistance</i> refers to the process when LGs request technical assistance on a specific issue from LGCP;</p> <p><i>Number of local governments that receive technical assistance on means:</i></p> <p>a) <i>Establish new/ restructure municipal service enterprises from the 8 non-SUE cities</i> refers to the creation or restructuring of communal services in the 8 cities that are no a part of the State Unitary Enterprise (SUE)</p> <p>b) <i>Establish communal service enterprises or structures in jamoats</i> refers to the work in jamoats of the creation of a local government structure responsible for specific communal services. Jamoat level communal services generally are not complex enough to require separate communal services.</p> <p>c) <i>Communal services divested from the State Unitary Enterprise</i> refers to a city or town that is currently under the SUE being fully divested from the SUE.</p> <p><u>Unit of Analysis:</u> Number</p>	<p>a) 4 b) 1 c) 0</p>	<p>a) 5 b) 1 c) 0</p>	<p>a) 2 b) 6 c) 1</p>	<p>a) 2 b) 6 c) 1</p>	<p>a) 3 b) 10 c) 1</p>	<p>a) 2 b) 3 c) 1</p>	<p>a) 9 b) 17 c) 2</p>	<p>a) 9 b) 10 c) 2</p>
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Citizen Participation and Public Information, Performance Measurement, Indicator Set 9								
IR 2.2: Improved decentralization policy framework; Sub IR 2.2.2: Increased local government accountability to citizens								
LLR 2.27, 2.28, 2.210, 2.2.14 & 2.2.18 (USAID task order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Key Measurement, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual

<p><u>Key Result:</u> Citizen participation process in partner sites improved via application of citizen information and involvement tools, measured by:</p> <p><u>Key Measurements 2.2.4:</u></p> <p>a) Number of LG and civil society leaders/officials in Constructive Partnership Workshops</p> <p>b) Number of partner sites using ≥ 2 tools</p> <p>c) Number of events using citizen information/ participation tools</p> <p><u>Key Result Definition:</u> <i>Citizen participation process</i> refers to the dialogue between local government and the various parts of civil society (e.g., NGOs, CBOs, mahallas, business, etc.)</p> <p><u>Key Measurement Definition:</u> <i>Application of various citizen information and involvement tools</i> refers to the informational tools (e.g., public hearings, bulletin boards, comment boxes) and involvement tools (e.g., public hearings, SIAPs, community partnerships) between LG and CS etc.</p> <p>a) <i>Number of LG and CS officials participating in Constructive Partnership Workshops</i></p> <p>b) <i>Number of partner sites using two or more tools</i> refers to a partner site that uses one of these tools in their work with citizens</p> <p>c) <i>Number of events using citizen information/ participation tools</i> indicates which specific local government or CS event uses these tools</p> <p><u>Unit of Analysis:</u> Number</p>	<p>a) 500</p> <p>b) 8</p> <p>c) 15</p>	<p>a) 806</p> <p>b) 8</p> <p>c) 10</p>	<p>a) 300</p> <p>b) 30</p> <p>c) 45</p>	<p>a) 179</p> <p>b) 29</p> <p>c) 54</p>	<p>a) 200</p> <p>b) 20</p> <p>c) 30</p>	<p>a) 7</p> <p>b) 22</p> <p>c) 44</p>	<p>a) 1000</p> <p>b) 58</p> <p>c) 90</p>	<p>a) 1001</p> <p>b) 59</p> <p>c) 108</p>
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Citizen Participation and Public Information, Performance Measurement, Indicator Set 10								
IR 2.2: Improved decentralization policy framework; Sub IR 2.2.2: Increased local government accountability to citizens								
LLR 2.2.9, 2.2.11 & 2.2.12 (USAID Task Order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Key Measurements, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual
<p><u>Key Result:</u> Improved collaboration on local issues in partner sites between local authorities and civil society groups measured by:</p> <p><u>Key Measurements:</u> Number of partnerships between local governments and civil society groups implemented to solve a local community issue in partner sites</p> <p>a) Number of partnerships</p> <p>b) Number of partner sites</p> <p><u>Key Result Definition:</u> <i>Improved collaboration on local issues</i> refers to formal and informal mechanisms that work towards a concrete and sustainable relationship between local government and local stakeholders.</p> <p><u>Key Measurement Definition:</u> <i>Number of Partnerships between local government and local civil society groups</i> refers to project and activities that require substantial contribution from both LG and CS. The contribution can be in time, funds, material, or other forms. Partnerships also need to have a planning process that is inclusive and open to all groups.</p> <p>a) <i>Number of partnerships</i> refers to specific identified partnerships taking place in LGCP sites that meet the criteria above</p> <p>b) <i>Number of partner sites</i> refers to the number of sites that have developed and implemented such a partnership during the project</p> <p><u>Unit of Analysis:</u> Number</p>	a) 12 b) 12	a) 10 b) 5	a) 45 b) 30	a) 54 b) 27	a) 45 b) 30	a) 44 b) 45	a) 102 b) 72	a) 108 b) 77

Citizen Participation and Public Information, Performance Measurement, Indicator Set 11								
IR 2.2: Improved decentralization policy framework; Sub IR 2.2.2: Increase local government accountability to citizens								
LLR # 2.2.6, 2.2.16, 2.2.17 & 2.2.20 (USAID Task Order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Key Measurements, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual
<p><u>Key Result 2.2.6:</u> Increased access to information by media and citizens and increased professionalism in local government public relations offices, measured by:</p> <p><u>Key Measurement 2.2.6:</u> Number of events involving local governments working with media outlets</p> <p><u>Key Result Definition:</u> <i>Increased access to information by media and citizens and increased professionalism in local government public relations offices</i> refers to the creation of appropriate and professional mechanisms that provide information from local government to media and citizens</p> <p><u>Key Measurement Definition:</u> <i>Number of events involving local governments working with media outlets</i> refers to specific events such as press conferences and informational sessions held by local government for the local media (<i>here seen as proxies for citizens</i>)</p> <p><u>Unit of Analysis:</u> Number</p>	4	3	20	5	20	138	44	146

Citizen Participation and Public Information, Performance Measurement, Indicator Set 12								
IR 2.2: Improved decentralization policy framework; Sub IR 2.2.2: Increase local government accountability to citizens								
LLR 2.1.7 & 2.2.11 (USAID Task Order)	Year 1		Year 2		Year 3		Project Total	
Key Results, Key Measurements, Definition, Unit of Analysis	Target	Actual	Target	Actual	Target	Actual	Target	Actual

<p><u>Key Result:</u> Capacity of community organizations strengthened and project proposals for funding community development projects developed and submitted to LGCP, measured by:</p> <p>Key Measurement 2.1/2.7: Community based organizations from partner sites that have developed and submitted project proposals for funding community development projects</p> <p>a) No. of LGs that submitted grant projects</p> <p>b) No. of community organizations that submitted projects</p> <p>c) Number of projects implemented</p> <p>d) Number of beneficiaries that are impacted by the project</p> <p><u>Key Result Definition:</u> <i>Capacity of community organizations</i> refers to partner organizations working with LGCP and local governments to deal with community issues; <i>Project proposals for funding community development projects</i> refers to grants that are applied for by NGOs or other groups to undertake activities that complement the goals of the LGCP.</p> <p>Key Measurement Definition: Community based organizations that have developed and submitted project proposals for funding refer to partners that submit a completed grant application to LGCP.</p> <p><u>Unit of Analysis:</u> Number</p>	<p>a) 5</p> <p>b) 8</p> <p>c) 10</p> <p>d) 1000</p>	<p>a) 5</p> <p>b) 7</p> <p>c) 5</p> <p>d) 67,384</p>	<p>a) 30</p> <p>b) 25</p> <p>c) 50</p> <p>d) 10,000</p>	<p>a) 32</p> <p>b) 7</p> <p>c) 27</p> <p>d) 134,766</p>	<p>a) 30</p> <p>b) 25</p> <p>c) 50</p> <p>d) 10,000</p>	<p>a) 28</p> <p>b) 1</p> <p>c) 22</p> <p>d) 134,766</p>	<p>a) 65</p> <p>b) 58</p> <p>c) 110</p> <p>d) 21,000</p>	<p>a) 65</p> <p>b) 15</p> <p>c) 54</p> <p>d) 336,916</p>
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Explanation of Performance Indicators for LGCP Final Report

Decentralization through Local Government Reform (National Policy Development)

Indicator 1: All steps were taken and completed.

Indicator 2: LGCP counted all numbers and included these events and participants that were overlooked:

Event	Date	Place	Number of events Indicator a)	Number of participants Indicator b)
Housing association law roundtables	September 2008	Khorog	1	25
Housing association law roundtables	October 2008	Khujand	1	60
Housing association law roundtables	March 2009	Dushanbe	1	20
Post-study presentations on local governance in U.S. and Tajikistan	April to June 2009	Kulob region	20	1000

In addition, in the post-study tour conference in August 2009, participants had four different sub-sessions (events) in which they spoke about local government reform terms of the study tour experience, and plans for project to take advantage of the newly introduced local governance law in Tajikistan.

Indicator 3: Legal analysis by LGCP points out the passage of local self-governance law complies with EU Charter articles 2, 3, 4, 9 and 10.

Capacity Building in Local Government

Indicator 4a: LGCP counted all numbers of these trainings in local government management (administrative and budget trainings) and citizen management..

Indicator 4b: LGCP reviewed all SIAP implementation and discovered that the target and actual were lower than previously recorded. The reason for the underperformance is that LGCP overestimated its capacity to carry out SIAP implementation in the difficult political and physical environment of Tajikistan, but also it should be recognized that LGCP tailored the SIAP methodology to fit a more intensive and comprehensive version that suited well the particular needs of LGCP.

Indicator 4c: LGCP counted all SIAP and SIAP-related events.

Indicator 5: In the final quarter of project LGCP conducted a telephone survey of all partner sites to ask about increase in coverage of key services.

Indicator 6: LGCP counted all budget trainings.

Indicator 7a: In the final quarter of project LGCP conducted a telephone survey of all partner sites to ask about increase in revenue at local government level.

Indicator 7b: In the final quarter of the project, LGCP conducted a telephone survey of all partner sites to ask about increases in revenue of local communal services. The reason for the underperformance is that local communal services are not autonomous and the reform has not taken place that gives fiscal authority to them.

Indicator 8a: LGCP reviewed its records and counted all such assistance.

Indicator 8b: LGCP reviewed its records and counted all such assistance. The reason for the underperformance is that communal (municipal) services are centrally-managed and that reform has not taken place to place these services under the authority of local governments.

Indicator 8c: The reason for the underperformance is that local communal services are not autonomous and the reform has not taken place that gives fiscal authority to them. The reason for the underperformance is that communal (municipal) services are centrally-managed and that reform has not taken place to place these services under the authority of local governments.

Citizen Participation and Public Information

Indicator 9a: LGCP counted all such partnerships (defined by contribution of time, funds, materials and other forms) and included public hearings).

Indicator 9b: LGCP counted every project, 54 in total, and recorded the project in the year it finished, and added five public hearings.

Indicator 9c: LGCP counted every project, 54 in total, all having 2 events, and recorded the project in the year it finished, and added five public hearings.

Indicator 10a: LGCP counted every project, 54 in total, all having two events, which are partnerships (defined by contribution of time, funds, materials and other forms) and included public hearings), and recorded the project in the year it finished.

Indicator 10b: LGCP counted every project, 54 in total, which are partnerships that required substantial contribution from local government and community groups in time, funds, materials and other forms; and recorded the project in the year it finished; and counted the sites where residents

received broadcasts (as of 3 September 2009) of the public service announcements. These 23 sites, which received the broadcasts in August 2009, are Videos broadcasted in August: Khatlon Oblast: 1) Qurghon Teppa 2) Sarband, Kuybishev 3) Isoev 4) Novobod 5) Jilikul 6) Kulob 7) Ziraki 8), Kulob jamoat 9) Dakhana 10) Vose 11) Zabdor and 12) Baljuvon; and Sughd Oblast: 13) Chkavlosk 14) Khujand 15) Buston 16) Istravshan 17) Konibodom 18) Patar 19) Puluton 20) Ortikov 21) Hamroev 22) Sharipov and 23) Lokhuti.

Indicator 11: LGCP has collected articles from print and electronic media that report on local government activities. Local governments work with the media to communicate their activities to the public.

Indicator 12a: LGCP counted all grants submitted by local governments, regardless whether they were approved or rejected, and recorded them in the year that the project started implementation.

Indicator 12b: LGCP counted all grants submitted by community organizations, regardless whether they were approved or rejected, and recorded them in the year that the project started implementation. The reason for the underperformance is that LGCP has worked in general with local governments rather than with community organizations.

12c: LGCP implemented 54 projects. The reason for the underperformance is due to the increased budget for grant projects, which drew from the total budget for grants, and therefore necessitated fewer such projects. These grant projects, especially for demonstrated, were larger in technical requirements and had tighter schedules. Measured in terms of number of beneficiaries (Indicator 12d), these few projects produced higher number of beneficiaries.

Indicator 12d: LGCP counted the beneficiaries of all grant projects. Because the numbers are large and vary from project to project, LGCP has decided to divide the total number of direct beneficiaries in a manner to reflect that the first year of the project had a long start-up in terms of implementing grants. In addition, the projects in the third year of LGCP were larger in scope and funds. Therefore the distribution of the total number of beneficiaries is: 1st year, 20 percent; 2nd year, 40 percent; 3rd year, 40 percent.

Annex C. Training Attendance, by Gender and Profession

Component	Total number of training activities	Total number of participants	Total number of men	Total number of women	Total number of local government participants	Chairman / Deputy Chairman	Hukumat departments (LEBSG's departments)	Deputies of local majlises	Service provider enterprises	Jamoat representatives	Others	Total number of non-local government participants	NGO	Mahalla leaders	Associations	Mass media	Others
National Policy	1	32	26	6	22	9	0	0	0	0	13	10	7	0	0	0	3
Capacity Building	128	2596	2124	472	1549	74	617	50	403	282	123	1041	206	633	19	13	170
Citizen Participation and Public Information	37	1161	826	335	415	6	81	0	21	11	296	746	93	45	2	53	552
Total	166	3789	2976	813	1986	89	698	50	424	293	432	1797	306	678	21	66	725

Annex D. Grant Projects, by Type, Amount, Number of Beneficiaries and Cost per Beneficiary

Project type/sub-type	Number of projects	Grant amount	No. of direct beneficiaries	Cost per beneficiary
Total	54	\$858,236	829,611	\$1.03
Capacity building	38	\$749,366	494,725	\$1.51
a) Solid waste	18	\$342,661	447,417	\$0.77
b) Drinking water	20	\$406,704	47,308	\$8.60
Public information	16	\$108,871	336,916	\$0.32
a) Information center	10	\$46,096	52,556	\$0.88
b) Media	4	\$57,097	278,015	\$0.21
c) Training	2	\$5,678	4,315	\$1.32

Annex E. Project Deliverables and Other Project Documents

Quarter 1 2007

Marian Szymanowicz and Anna Shoeva. Pamphlet: *The Bodies of Central and Local Government in Tajikistan as Determined by the Tajik Laws*. January 2007

Ekaterina Krassiy. Searchable Tables: Tables of Functional Assignments of Local Bodies of State Power and Local Self-Government. February 2007.

Behzod Rasulov. Report: *The Review on Organizational Structure of Local Bodies of State Power*. February 2007.

Marian Szymanowicz. Report: *Review of Legal Framework for Housing and Communal Service Provision in Tajikistan: The Place and Role of the State Unitary Enterprise*. February 2007.

Ahmad Khairulaev and Bakhtiyor Inamov. Report: *Communal Service Assets Transfer from the Structure of SUE “Khojagii Manziliyu Kommunalii” to the Municipal Asset of Rogun City Administration*. February 2007.

Thomas Ross, Bakhtiyor Inamov, and Marilynne Davis. *Site Implementation Plan*, which included a schedule of trainings and technical assistance for the first year of project implementation. January 2007.

Bakhtiyor Inamov, Gulru Azamova prepared Report on Trainer Needs for the LGCP project based on the information from the Training Diagnostic and meetings with project sites. February 2007.

Deborah Kimble. *Building Understanding and Community Partnership: Role of Mass Media*. March 2007

Deborah Kimble. *Building Understanding and Community Partnership: Citizen Effectiveness*. March 2007

Deborah Kimble. *Constructive Partnership at Community Level: Joint Decisions, Efforts and Responsibilities*. March 2007

Thomas Ross and Eraj Akrami. *Performance Monitoring Plan*. Submitted to UI-Washington for final review March 2007. Expected submission date mid April 2007.

Thomas Ross and Eraj Akrami. *Small Grants Policies and Procedures Manual*. Submitted to UI-Washington for final review March 2007. Expected submission date mid April 2007.

Lilia Tverdun, Bakhtiyor Inamov, and Thomas Ross, *Grants Strategy Paper*, which outlines targeted areas of grant funding for first year of project activities. Expected submission date mid April 2007.

Quarter 2 2007

Lola Kudusova. *Report on Current Financing System of the State Unitary Enterprise “Khojagii Manziliyu Kommunalii” (SUE KMK) and its Subsidiary Enterprises through Service Delivery and Municipal Utilities Financing System*. May 2007.

Jeffrey Rosenblum. *Technical and Managerial Assessments of Water Supply Utilities in Sarband and Istaravshan cities*. May 2007.

Aziz Inoyatov, and Ahmad Khairullaev. *Review of Current Legislation Affecting the Work of the State Unitary Enterprise*. June 2007.

Abdurakhim Sabitov and Bakhtiyor Inamov. *Technical Assessment of Water Supply System of Jomi*. June 2007.

Marian Szymanowicz. *Legal Review of Housing and Communal Services Provision in Tajikistan*. June 2007.

Lilia Tverdun and Citizen Participation Staff developed materials on using press releases and conferences by local governments. The materials will be further developed into a short training manual on conducting press conferences and writing press releases.

Quarter 3 2007

Manuals for Trainers concerning the cycle of workshops on *Building the Understanding of Community Partnerships: Citizen Effectiveness and Constructive Partnership at Community Level: Joint Decision-Making and Implementation*.

Ahmad Khairullaev, and Bakhtiyor Inamov. *Analysis and Assessment of Chkalovsk City Housing Communal Enterprises Operations: Recommendations on Effective Management of Service Delivery in Chkalovsk*. August 2007.

Bakhtiyor Inamov. *Budgeting and financial management Local Government Capacity strengthening, recommendations and proposals*. September, 2007.

Quarter 4 2007

Lilia Tverdun. *An assessment design including three questionnaires and a round table guide for the assessment of the conditions of public toilets in Jami district*. These forms were used on December 27-28, 2007, as part of a survey and focus group discussion.

Juliana H. Pige, Abdusalom Mamadnazarov, Khusravdod Sattarov, Ekaterina Krassiy, and Zuhra Vatanshoeva. *Review and Analysis of Legislation and Practices of Bodies of Self-Government in the Republic of Tajikistan*. November, 2007.

Juliana H. Pige, Abdusalom Mamadnazarov, Khusravdod Sattarov, Ekaterina Krassiy, and Zuhra Vatanshoeva. *Review and Analysis of Legislation and Practices of Local Bodies of State Power in the Republic of Tajikistan*. November, 2007.

Quarter 1 2008

Deborah Kimble, and Bakhtiyor Inamov. *Manual on Budgeting: Principles and Practice of Effective Budgeting*. March 2008.

Abdurahim Sobitov. *Manual on Operation of Water Intake Facilities with Artesian Wells*. March 2008.

Quarter 2 2008

Bakhtiyor Inamov, Munim Khasanov. *Project Design Manual*. May 2008.

Lilia Tverdun. *Training Materials for the TOT on Public Hearing*. June 2008

Cristian Murariu. *Low Tech Water System Solutions*. June, 2008.

Gretchen Mikeska, Theodor Sigler, Marilynne B. Davis. *Water Supply Services Cost and Fees Manual*. June, 2008.

Quarter 3 2008

Cristian Murariu. *Low Tech Water System Solutions*. July 2008.

Bakhtiyor Umarov and Sultanov Rakhmatullof. *Report and recommendations for improving and expanding reliable water systems, and pumping stations*. August 2008.

Quarter 4 2008

Cristian Murariu. *Trip report for LGCP Consultancy*. October 15-December 5, 2008.

Quarter 1 2009

Komron Barfiyev. *Challenges to and Opportunities for Citizens' Access to Public Information*, held on January 7, 2009.

Abdurahim Jurabaevich Sabitov and Nekfar Kosimi. *Plan and Assessment of Water Supply System, Town of Kuybishev, District of A. Jomi*.

Local Self-Government in the Republic of Tajikistan: A Source-book of Legislation and International Standards.

Bakhtiyor Inamov and Abdurakhmon Sobitov. *Service Improvement Action Plan for Water Supply System Improvement for the town of Kuibishev*.

Improvement of Solid Waste Management Service Baljuvon District; Service Improvement Action Plan.

Improvement of Citizen Information Konibodom City; Service Improvement Action Plan.

Self-Government in Towns and Villages in the Republic of Tajikistan; Report of Legislative Retreat on the Proposed Draft Law, 20-21, Varzob, Tajikistan; National Policy Development component.

Quarter 2 2009

Eugenia Busmachiu, Lola Kudusova, Vladimir Krivenkov, Rustam Boboev. *Basic principles of Adoption of New Budget Classification in the Republic of Tajikistan (Departmental Segment): Manual for Trainers*.

Francis Conway, Khushbakht Davlatkadamov, Ismoil Khujamkulov and Firuza Rakhimova. *Tajikistan: Sub-national Government Assessment – 2009*.

Publication of The Republic of Tajikistan Law “on Self-Governance in Towns and Townships”. The Government of Tajikistan.

Annex F. Institutions Created and Expected Future Activities

According to the approved work plan and schedule, a number of communal (municipal) enterprises and services have been created in the cities and Jamoats within the framework of LGCP throughout the entire period of project activity. These institutions were created after LGCP conducted a series of workshops to introduce new management methods in the practice in the cities and Jamoats, as well as LGCP provided intensive technical assistance.

The main objective in creating these enterprises is to manage the facilities, and their operations and maintenance of service delivery, in particular, solid waste collection and removal and potable water supply. None of these services were provided in these localities before the establishment of these enterprises.

According to the goals set in the grant applications submitted by local governments, the newly created enterprises or services will independently provide services to citizens, manage the facilities and enhance services through user fee revenues.

The implemented projects helped raised the capacity of local governments in providing services to their communities. As a result, trust was built between local governments and citizens. In future, the Jamoats will have all infrastructural facilities built in their territories transferred to them so that they can operate and maintain the facilities and services.

Table of Cities, Districts and Jamoats where Municipal Enterprises were Created

	Location	Service Type	No. of users	Comments
1.	Jamoat "Childara", Tavildara district	Drinking water supply	1550	In 2008, by the example of facility located in Childara village, Jamoat Childara took on its balance another 3 drinking water facilities in the villages of Shur, Razak, Kosagardon and right part of Childara village
2.	Jamoat "Tavildara", Tavildara district	Drinking water supply	2000	By the decision of Tavildara district chairman, 3 drinking water facilities in Yozgand, Sari Jangal and Farking villages were transferred to the Jamoat's balance
3.	Jamoat "Sangvor", Tavildara district	Drinking water supply	900	As part of the SIAP approved by the Tavildara district chairman's decision, 3 drinking water facilities in Khipshon, Argankul and Zuvai villages were transferred to the Jamoat's balance
4.	Jamoat "Sagirdasht, Darvaz district	Drinking water supply	500	Jamoat took on balance the drinking water facility in Saidon village
6.	Jamoat "Loq Sherali, Panjakent city	Drinking water supply	8000	By the city chairman decision, the SUE "Obi Sara" was created within the Jamoat to deliver communal services
7.	Jamoat "Sharipov", Kanibadam city	Drinking water supply	4600	By the chairman decision of Kanibadam town, the drinking water facility in Niyozbek village was transferred to the balance of Jamoat

8.	Jamoat "Navobod", Rumi district	Drinking water supply	850	By the district chairman decision, the drinking water facility in Qizil Namuna village was transferred to the balance of Jamoat
9.	Jamoat "Sharora", Hisor district	Solid waste collection and removal	1000	By the Jamoat chairman decision, the enterprise was created for provision of communal services on SW collection and removal. The people and enterprises located in the Jamoat pay service fees and the local government of Hisor district pays for the maintenance and improvement of town areas
10.	Jamoat Kulob, Kulob district	Solid waste collection and removal	1000	Be the Jamoat chairman decision, a service for SW collection and removal was created.
11.	Jamoat "Dusti", Vahdat district	Drinking water supply	1500	By the town chairman decision, the drinking water facility in Shuri Bolo village was transferred to the Jamoat's balance
12.	Hisor district	Information center	60000	Information center created within the local government of Hissor district
13.	Jamoat Yovon, Yovon district	Information center	16000	Information center created within the local self-government
14.	Jamoat Tavildara, Tavildara district	Information center	3000	Information center created within the public organization "Khingob", which signed agreement with the district LG on joint provision of information to population
15.	Jamoat Childara, Tavildara district	Information center	3500	Information center created within the public organization "Khairkoron", which signed agreement with the district LG on joint provision of information to population
16.	Jamoat Sangvor, Tavildara district	Information center	4000	Information center created within the local self-government
17.	Jamoat Sagirdasht, Darvoz district	Information center	6000	Information center created within the local self-government
18.	Jamoat Komsomolobod, Nurobod district	Information center	10000	Information center created within the local self-government
19.	Jamoat Buston, Mastchoh district	Information center	7200	Information center created within the local self-government
20.	Jamoat Kulob, Kulob district	Information center	15000	Information center created within the local self-government
	Total:	20	155,600	

Annex G. Summary of Project Activities, by Region and Type

Region	District	Project Site	Types of activities
Region under Republican Subordination (RRS)	Hisor	Hisor Town	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grants: solid waste management, public information
RRS	Hisor	Sharora Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities
RRS	Rudaki	Somoniyon Town	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grants: solid waste management, drinking water
RRS	Rudaki	Vahdat City	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grants: solid waste management ▪ Service implementation action plan
RRS	Rudaki	Yovon City	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grants: solid waste management, budget improvement
RRS	Rasht	Navobod Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities
RRS	Nurobod	Darband (Komsomolo-bod) Town -Chinor village	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grants: drinking water, public information
RRS	—	Childara Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grants: drinking water, public information

Region	District	Project Site	Types of activities
RRS	—	Tavildara Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grants: drinking water, public information
RRS	—	Sangvor Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grants: drinking water, public information ▪ Service implementation action plan
RRS	—	Sagirdasht Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grants: drinking water, public information
Khatlon Oblast	—	Dangara Town	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grants: solid waste management
Khatlon Oblast	Baljuvon		<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grants: drinking water ▪ Service implementation action plan
Khatlon Oblast	Temurmalik		<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Service implementation action plan
Khatlon Oblast	—	Qurghon Teppa City	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities
Khatlon Oblast	—	Sarband City	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: drinking water
Khatlon Oblast	Jomi	Kuybishev Town	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance

Region	District	Project Site	Types of activities
			<ul style="list-style-type: none"> ▪ Citizen participation activities ▪ Grant: drinking water ▪ Service implementation action plan
Khatlon Oblast	Kolhozobod	Isoev Town	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: drinking water
Khatlon Oblast	Kolhozobod	Navobod Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: drinking water
Khatlon Oblast	Jilikul	Jilikul Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: public toilets
Khatlon Oblast	—	Kulob City	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: public information, solid waste management, composting
Khatlon Oblast	—	Ziraki Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: public information
Khatlon Oblast	—	Kulob Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: solid waste management
Khatlon Oblast	—	Zarbdor Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services
Khatlon Oblast	—	Dahana Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services
Khatlon Oblast	Vose	Vose Town	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities
Sughd Oblast	—	Khujand City	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance

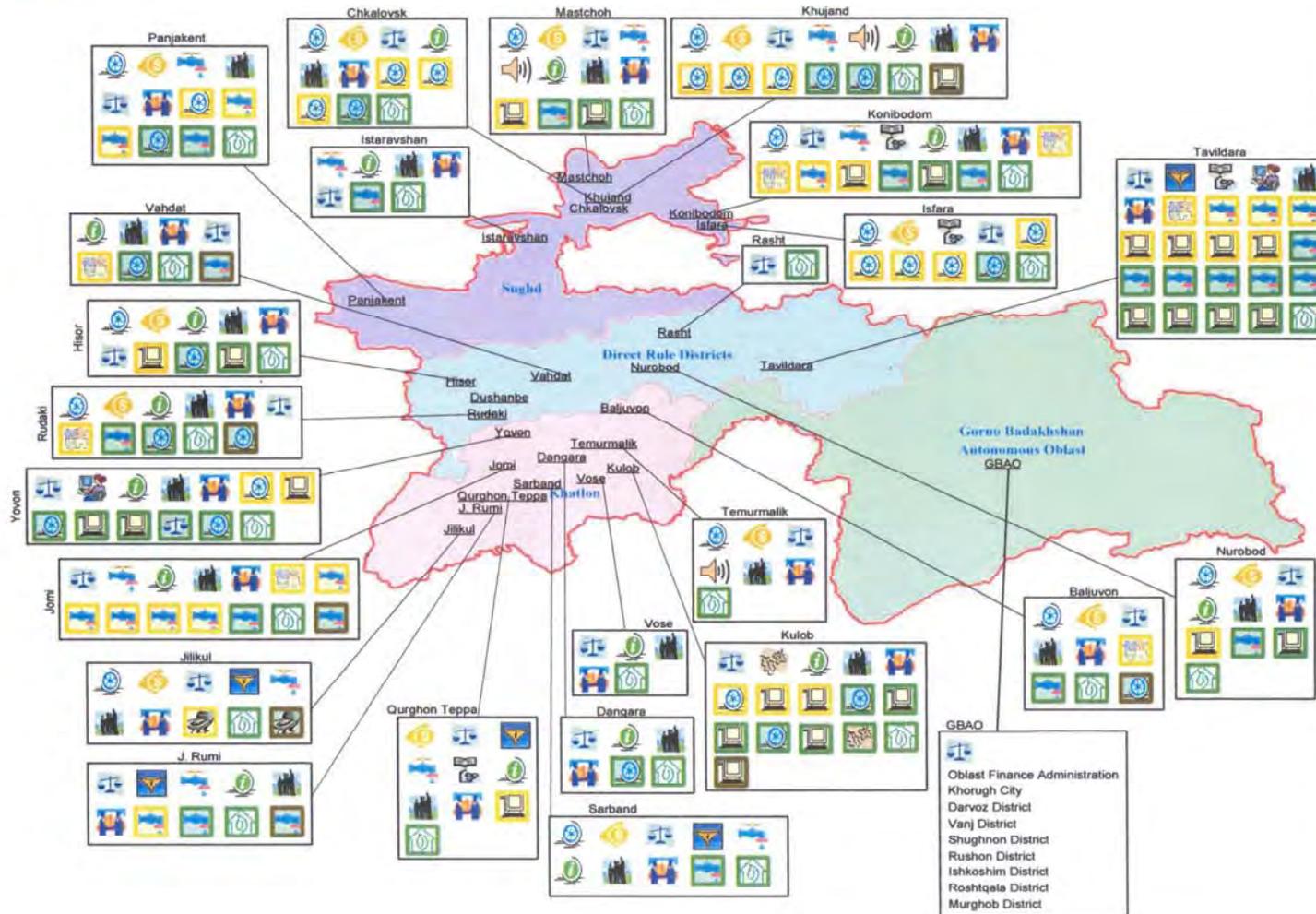
Region	District	Project Site	Types of activities
			<ul style="list-style-type: none"> ▪ Citizen participation activities ▪ Grant: public information, eGovernance
Sughd Oblast	—	Chkalovsk City	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: solid waste management
Sughd Oblast	Mastchoh	Buston Town	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: drinking water, public information
Sughd Oblast	Mastchoh	Istaravshan City	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: drinking water
Sughd Oblast	—	Konibodom City	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: computer training for local government ▪ Service implementation plan
Sughd Oblast	—	Patar Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Citizen participation activities
Sughd Oblast	—	Puloton Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant: drinking water
Sughd Oblast	—	G. Ortikov Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities
Sughd Oblast	—	Hamroev Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities
Sughd Oblast	—	A. Sharipov Jamoat	<ul style="list-style-type: none"> ▪ Trainings: local governance, municipal services ▪ Technical assistance ▪ Citizen participation activities ▪ Grant{ drinking water

Region	District	Project Site	Types of activities
Sughd Oblast	—	A .Lohuti Jamoat	<ul style="list-style-type: none"> ▪Trainings: local governance, municipal services ▪Technical assistance ▪Citizen participation activities
Sughd Oblast	—	Isfara City	<ul style="list-style-type: none"> ▪Trainings: local governance, municipal services ▪Technical assistance ▪Citizen participation activities ▪Grants: solid waste management
Sughd Oblast	—	Panjakent City	<ul style="list-style-type: none"> ▪Trainings: local governance, municipal services ▪Technical assistance ▪Citizen participation activities ▪Grants: solid waste management, drinking water
Sughd Oblast	—	Kosatarosh	<ul style="list-style-type: none"> ▪Citizen participation activities
Sughd Oblast	—	Sarazm	<ul style="list-style-type: none"> ▪Trainings: local governance, municipal services ▪Technical assistance ▪Citizen participation activities
Sughd Oblast	—	Suchina	<ul style="list-style-type: none"> ▪Trainings: local governance, municipal services ▪Technical assistance ▪Citizen participation activities
Sughd Oblast	—	Khurmi	<ul style="list-style-type: none"> ▪Trainings: local governance, municipal services ▪Technical assistance ▪Citizen participation activities
Sughd Oblast	—	Rudaki	<ul style="list-style-type: none"> ▪Citizen participation activities
Sughd Oblast	—	Haliva Khasan	<ul style="list-style-type: none"> ▪Trainings: local governance, municipal services ▪Technical assistance ▪Citizen participation activities



Local Governance & Citizen Participation Project Activity Map

August 31, 2009



Trainings Symbols:

	Low-tech Solid Waste Management
	Full Cost Accounting of Solid Waste Management
	Budgeting
	Citizen Involvement
	Drinking Water
	Composting
	Project Design
	Public Hearing
	Computer Training
	Role of Media
	Effective Citizen Participation
	Constructive Partnership

Technical Assistance Symbols:

	Service Improvement Action Plan
	Drinking Water
	Solid Waste Management & Fee Setting
	Public Sanitation
	Information Centers

Grants Symbols:

	Drinking Water				
	Solid Waste Management & Fee Setting				
	Composting				
	Information Centers				
	Public Sanitation				
	Budgeting				
	Housing & Communal Service Awareness				
Projects under implementation!					

Annex H. Tajikistan Institutions with which LGCP Worked

#	Title of organization	Contact information	Directions of cooperation
1.	Presidential Office, Legal State Advisor's Office	221 04 19	Drafting the Law "on Local self-governments in a town and township"
2.	Majlisi Namojandagon (Lower House of the RT Parliament)	221 59 64 <i>Nodirjon Solijonov,</i> Deputy of the RT Parliament Lower House	Drafting the Law "on Condominium Associations"
3.	Ministry of Finance	221 42 05 221 56 39	Public Finance Reform
4.	Ministry of Justice		Legal Status of Local Self-Governments
5.	Ministry of Economic Development and Trade	221 68 02	Development of Investment Plans Territory Development Planning
6.	Khatlon Province Local Government	2 22 59	Implementation of Projects
7.	Sughd Province Local Government	4 02 44	Implementation of Projects
8.	State Unitary Enterprise (SUE) "Khojagii Manila Communal" (KMK) (<i>Housing Communal Service Enterprise</i>)	227 64 15	Communal and Housing Reform
9.	Institute for Qualification Upgrade of the (IPK) under the Civil Service Department of the President of the Republic of Tajikistan	228 91 92	Local Self-Government Staff training
10.	Training Center under the Ministry of Finance	231 08 53 231 02 01	Trainings
11.	Khatlon Province and other local TV Channels (Khujand, Chkalovsk, Kanibadam, Kulob, Vose)		Public Awareness Campaigns

List of USAID's LGCP Project International partners

#	Title of organization	Contact information	Comments
1.	Open World Program/American Councils	221 21 03, 221 17 95 (90) 11134 97	Nomination of participants for the US Study Tours on local governance, municipal services, water management, energy
2.	World Bank – Public Financial Management Reform Project	221 58 11 (918) 64 20 80 <i>Rustam Babaev</i> , Head of the Bank Operation Unit <i>Khursheda Nazirova</i> , MoF Local Consultant to Support Coordination of PFM Reform	Joint work on manual for trainings on implementation of New Budget Classification (administrative segment) on local level in Tajikistan
3.	Bearing Point/USAID Contractor Economic Reforms to Enhance Competitiveness Project /CAR	221 2793; 251 02 17; (90) 770 61 66 <i>Vladimir Krivenkov</i> , Budget Advisor	Joint work on manual for trainings on implementation of New Budget Classification (administrative segment) on local level in Tajikistan
4.	UNDP Communities Program “Local and Regional Capacity Building on Planning and Budgeting Project”	223 26 30	Conduction of joint seminars on budgetary issues, including application of New Budget Classification (administrative segment) on local level in Tajikistan
5.	Mountain Societies Development Support Program MSDSP/AKF		Local Governance Conference / Exhibition
6.	Internews		

I. Directory of Host Country, International Donor and Financial Institutions

AAH	Dushanbe	11, Samad Gani str	224-72-00	224-86-74	Florence Kadir, Head of Mission
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	Kulob	385 A Kuibysheva str.	3322/22231	nutku@aah.kulob.tajik.net	Agnes Kihamia, Nut.Prog.Manager
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	Khujand	1 Ivanitskovo Street, Apt. 2,	(992 3422) 67815	-	Francis Hespe, Rule of law liaison
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					Zulfikor Zamonov, Staff Attorney
				larisa@ceeli.tj	Larisa Petrosyan, Program Coordinator
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				lola@ceeli-khujand.com	Lola Khusanova, Office Manager Khujand
					Farangis Zikriyaeva, Staff Attorney Khujand
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Bactria Cultural Centre	Dushanbe	Mirzo Rizo 22	227 03 69; 22181 34	bactria.education@acted.org	Thomas Sorrentino, Director of BCC
	Kurgon-Teppa	20, Gafurova.str.	(3222)2 74 80; 2 74 37	vatansho.vatanshiov@acted.org	Vatansho Vatanshiov, Deputy Coordinator for Khatlon

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	Tashkent	10 a, Ilyos Fazilov str	(998 71) 137 62 26	tashkent@acted.org	Gulya Mukimova, Administrator
	Termez	7, Kolkhoznaya str.	(998 76)22 75 324	termez@acted.org	Ilhom Holmatov, Finance Administrator
	Bishkek	43, Erkendik str.,apt.36	(996 312)66 31 86	bishkek@acted.org	
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			(992 37) 224-54-00		Kurbonov Iskandar, Accountant
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{ Aga Khan Humanities Project for Central Asia }			224-07-02	-	Sharofat Mamadambarova, Programm Manager Communications & HIE
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ARD/Checchi/USAID (Commercial Law Project)	Dushanbe	4 Govorov Str.	(992 37) 221-26-50, 224-2284, 221-17-79	(992 37) 224 03 52	William J. Kennedy, Chief of Party
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					Mr. Manon Kasimbekov, Security & Logistics Officer
					Mr. Zafar Khotamov, Economics Officer

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AVESTA NEWS AGENCY (substructure of the Kuhi Nor NGO)	Dushanbe	Saadi Sherozi Ave, 16 (GZK), 1-st floor	223-28-22	223-28-22	Director Zafar Abdullayev (zafar@avesta.tj)
			227-14-44	info@avesta.tj	Editor (info@avesta.tj)
			227-10-84 (editor)	www.avesta.tj	
Babilon-T ISP	Dushanbe	Ismoili Somoni 8	(992 37) 224-55-70	info@tojikiston.com	Behzod Fayzullaev - General Director
				(992 37) 221-07-77	Bakhtiyor Muminov - Technical Director
Sub office:	Khujand	Lenina str. 171	(992 3422) 4-48-32	info@khujandi.com	Abdufatosh Muminov - Director
	Kulyab	Somoni str. 42	(992 3322) 233-86, 3-46-70	kulyab@tojikiston.com	Jamshed Umarov - Director
	Kurgan-Tube	Lenina Ave. 26a	(992 3222) 220-47, 28273	info@khatlon.com	Firdavs Fayzullaev - Director
OOO "Babilon-TI"	Dushanbe	Ismoili Somoni 8	600-10-10+101	221-07-77;	Fayzullaev Behzod Habibullaevich (general director)
COAO "Babilon-Mobail"			600-60-60	info@tojikiston.com	Muminov Bakhtiyor Habibovich (technical director)

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			(992 918) 61-00-25		Zarrina Khodjimuratova - Designer
BBC in Tajikistan	Dushanbe		221-00-81		Sohrab Zeaev - Head of Office
		Shevchenko 85 house # 3-4	227 00 21 227 00 16, 221 73 70	224-83-66	Zarina Khushvaqt
			706-526		Mardan Muhammad
			706-531		Iskandar Firooz
Charity Organization "Fido"			919323018		Daler
Operation Mercy-Tajikistan (former CADA)	Dushanbe	Loiq Sherali str.3	221-2210	-	Peter McCrindle -Interim Director
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Winrock International	Dushanbe	271, Hayoti Nav str.	(992-37) 235-69-11	-	Nodir Ibrohimzoda - Country Director, nodir_i@winrock.tajik.net

Farmer to Farmer Program			(992-37) 236-57-24	nodir_i@winrock.tajik.net	Muzaffar Yorazizov - Administrative and Finance Manager, muzaffar@winrock.tajik.net
Winrock International	Dushanbe	Lokhuti str. 18/1	(992-37) 221-3240	wmcbell@tjinter.com	William C. Bell - Country Coordinator
Water User Association Support Program (WUASP)		1-st passage	(992-37) 227-39-04	zkurbanbekova@tjinter.com	Zaro Kurbanbekova - Deputy Country Coordinator
World Bank (International Bank for Reconstruction and Development)	Dushanbe	91-10 Shevchenko str.	221 07 56	51 00 42	Ms. Chiara Bronchi, Country Manager
			221 67 43	zshukurova@worldbank.org	Aziz Khaidarov-Acting Country Manager
			221 03 81		Mr.Utkir Umarov, PREM Economist
			221 15 18		Ms.Tojiniisso Khomidova, Acting Executive Assistant
Youth House	Dushanbe	8 Saltikov - Shedrin str.	227-16-09	21-70-48	Matluba Dadabaeva, Executive Director
			221-42 39	youthhouse@tjinter.com	
			221-70-48		Jamilya Nigmatullaeva, Accountant
	Kurgon - Teppa	72 Kosmonavtov str.	(3222) 226-53/3-3250		Rajab Rahimov, branch-office manager
ZdravPlus Project	Dushanbe	10 Chapayeva St.	221 95 39	21 95 64	Marian Sheridan - Country Director
			223 17 17	office@zplus.tj	Aziz Jafarov - Health Systems Director
			227 62 65		Farida Asadova - Primary Health Care Manager
"Zerkalo", the Center of Sociological research	Dushanbe	62, Drujba Narodov street	225-26-18	25-11-16	Qahramon Baqozoda, Head of organization
Everymonth surveys of 1400			225-26-43	office@zerkalo.tj	Alijon Isoev, Manager of the field work

urban population; Sociological researches;	Quantitive and qualitative methods;	Mirrored room for conductiing Focus group discussions			Ol'ga Es'kina, Manager of the scintific work

Annex J. The Republic of Tajikistan “Law on Self-Governance in a Town or a Township¹”

This Law governs the establishment, authority and performance of self-governance body in a Town or a Township and defines their legal, economic and financial basis thereof.

Chapter I. GENERAL PROVISIONS

Article 1. Definition of Key Words and Phrases

Key words and phrases used in this Law:

- Towns (Jamoati Shahrak) and Townships (Jamoati Dehot) – administrative and political units within the territory of which self-governance is carried out directly or through the self-governance body of a Town or a Township.
- Self-Governance in a Town or a Township– an activity of a Town or village residents carried out under their own responsibility directly or through self-governance bodies to address social, economic, and cultural issues of local concern with consideration of the general public good, national traditions and local community characteristics.
- A Self-Governance Body in a Town or a Township – the *Jamoat Council (Jamoat Council of a Town or Jamoat Council of a Township)* is elected by the voters of the Town or Township, and addresses issues of local concern within its authority.
- Meetings of a Jamoat Council– a principle form of activity of a *Jamoat* where issues within Jamoat’s authority are considered;
- Jamoat Management Board – the collegial management body of a Jamoat, which carries out the authorities provided by this Law.
- Jamoat Chair – is the Executive Head of a Self-Governance Body and Chair of a Jamoat Management Board who is elected by Jamoats’ councilors;
- Jamoat Councilor – a citizen who is elected to a *Jamoat Council* through procedures established by this Law.
- Issues of local community concern – daily community-related issues of citizens of a Town or a Township for which the *Jamoat Council* bears full responsibility and addresses them in compliance with national standards, in a manner prescribed by law from its own budget.
- Delegated Authority – an authority of the local government that is delegated to a *Jamoat* in accordance with law or on the basis of a contract between the parties concerned, including an authority of a *Jamoat* that may be delegated to a community self-governing bodies on the basis of a contract.
- Exclusive Authority – an authority designated to a Self-Governance Body in a Town or a Township in accordance with this Law or other Laws are considered exclusively the duty of Jamoat.

¹ The term “Jamoat” in Tajikistan denotes the first level of local governance that corresponds Towns, Villages or Townships in a number of countries around the world. In the Tajik language usage Jamoats are further subdivided into “Jamoati Shahrak” which refers to a “town” and “Jamoati Dehot” which refers to a group of villages in a discreet geographic area under a single governance body similar to a “township” in a number of countries. Thus, within this translation from the Tajik language version of the law, the term “town” shall be intended to refer to a “Jamoati Shahrak” and the term “township” shall be intended to refer to a “Jamoati Dehot”.

Article 2. Legislation of the Republic of Tajikistan on Self-Governance Body in a Town or a Township

Legislation of the Republic of Tajikistan on Self-Governance in a Town or a Township consists of the current Law and is based upon the Constitution of the Republic of Tajikistan, other provisions of law and international treaties ratified by the Republic of Tajikistan.

Article 3. Self-Governance Bodies in a Town or a Township

1. The *Jamoat* Council is a self-governance body of a Town or a Township.
2. The *Jamoat* is a legal entity and possesses an official stamp depicting the National Emblem and the full name of the *Jamoat*.
3. The *Jamoat's* activity is executed in compliance with general body of laws governing public administration.

Article 4. Citizen Participation in Self-Governance of a Town or a Township

1. Citizens of the Republic of Tajikistan who reach the age of eighteen (18) years and reside permanently within the boundaries of a Town or a Township have the right to take part in the establishment and activity of a Self-Governance Body of a Town or a Township.
2. Any discrimination abridging the civil rights of citizens of the Republic of Tajikistan, based on nationality, race, sex, language, religious and political orientation, and social, educational or property ownership status during the establishment and activity of a Self-Governance Body in a Town or a Township is prohibited, except in cases specified by this Law.

Article 5. Principles of Performance of the Self-Governance Body in a Town or Township

The performance of a Self-Governance Body of a Town or a Township is based on the following principles:

- Rule of law and social justice;
- Protection of human rights and freedoms of a citizen;
- Democracy, transparency and consideration of public opinion;
- Independence, self-governance and responsible attitude in addressing the local community issues;
- Accountability to the citizens;
- Citizen involvement in local self-governance;
- Coordination of local and national interests;
- Collegiality of a *Jamoat's* activity.

Article 6. State Support to a Self-Governance Body of a Town or a Township

1. The state authorities create the necessary legal, organizational, material and financial foundations for the formation, development and effective functioning of a Self-Governance body in a Town or a Township and enable citizens to exercise their rights in self-governance.
2. The state authorities may delegate some of their authorities to a Self-Governance Body on the basis of agreement and by financing those authorities.

Article 7. Relationship of Self-Governance Bodies with Community Self-Governing Bodies

The Self-Governance Bodies in a Town or a Township may cooperate with community self-governing bodies, such as *mahallas*, facilitates the performance of their duties, register them and may delegate some of its authorities to them on contractual basis and by financing these authorities.

Chapter II. ESTABLISHMENT, AUTHORITIES AND ACTIVITY OF A SELF-GOVERNANCE BODY IN A TOWN OR A TOWNSHIP

Article 8. *Jamoat* Establishment Procedure

1. A *Jamoat* Council consists of councilors who are elected for a five year term on the basis of general principles and principles of equality, through direct and secret balloting.
2. The number of a *Jamoat* councilors is defined at a *Jamoat's* meeting and should not be fewer than fifteen (15) persons and not exceed forty (40) persons. Each village, regardless of the number of its electors, should be represented in a *Jamoat* Council by at least one councilor.
3. A *Jamoat Council* is considered to be competent, if at least two-thirds (2/3) of the total number of its councilors are elected.
4. The activity of a *Jamoat* Council terminates at the first meeting of newly elected *Jamoat Council*.
5. If the administrative and territorial unit ceases to exist, a *Jamoat* Council dissolves, with the termination of the authority of its councilor.
6. If the administrative and territorial unit undergoes reorganization (joining, merger, transformation, fragmentation or separation), a *Jamoat* Councilor joins the reorganized *Jamoat* where the majority of his/her electors have been moved, by retaining his/her authority until the commencement of the new *Jamoat's* activity.
7. In the event of establishment of a new town or village, the *Majlis* of the People Deputies of a respective city or district (i.e. City or District Council) will address the issues related to a number of councilor in a *Jamoat Council*, election scheduling, and establishment of polls and election commission of a *Jamoat*, in accordance with the requirements of this Law.

Article 9. Forms of Activity of Self-Governance Bodies in a Town or a Township

1. The core activity of Self-Governance Bodies in a Town or a Township is a *Jamoat* Council Meeting to be convened at least four times a year. The first meeting of newly elected *Jamoat* Council should be convened by the Election Commission of the *Jamoat*

not later than two weeks after the election of the councilor to a *Jamoat* Council has taken place.

2. A *Jamoat* Council meeting is considered to have quorum, if at least two-thirds (2/3) of the total number of its councilors are present therein.
3. The first meeting of a *Jamoat* Council shall be opened by the Chairperson of the *Jamoat* Election Commission who presides over it until the *Jamoat* Chairperson is elected.
4. Minutes shall be taken at all meetings of the *Jamoat* Council and shall be come official when endorsed by the person presiding at the meeting.
5. A *Jamoat* Council meeting is convened in transparent and open manner, in which representatives of enterprises, public associations, political parties, mass media organizations, and citizens who reside within the territory of a respective *Jamoat* may participate² with the agreement of the *Jamoat* Chairperson.
6. The procedures of a *Jamoat* Council and its other bodies' activity are defined by a *Jamoat Councils'* rules and regulations which shall be adopted by the *Jamoat Council*.
7. A *Jamoat* Council adopts resolutions on the issues within its authority.
8. Compliance is mandatory with a *Jamoat Council* resolution by individuals and legal entities presiding in the respective Town or Township.

Article 10. *Jamoats'* Authorities in organization of its activity

A *Jamoat* Council has the following authorities in organization of its activity:

- Elects and removes from duty the Chairperson, Deputy (Deputies) Chairperson and the Secretary of a *Jamoat*;
- Establishes *Jamoat* commissions;
- Adopts *Jamoats'* Council rules of procedure and order;
- Adopts the budget of a Town or a Township, introduces amendments and changes therein when appropriate, monitors the budget implementation and approves the relevant reports;
- Conducts and organizes referendums to collect the opinions of a Town or a Township residents' on issues of local community concern;
- Submits proposals related to changes in administrative and territorial units, naming and renaming villages and streets, squares and other facilities, in accordance with provisions of law.
- Cooperates with other self-governance bodies of a Town or a Township, and may establish associations with them;
- Hears the report of the *Jamoat* Chairperson;
- Hears the reports of the heads of enterprises and organizations, heads of the public associations and other legal entities located within the boundaries of a Town or a Township on issues within *Jamoat's* authority;
- Approves and/or nullifies the decisions of the *Jamoat* Management Board and/or *Jamoat* Chairperson;
- Adopts decisions on other issues as are authorized by law.

² i.e. have the right to speak

Article 11. *Jamoat's* Authorities in Economics and Finances

A *Jamoat* has the following authorities in economics and finances:

- Develops and approves socio-economic development programs of a Town or a Township;
- Keeps various records on households as provided by law;
- Approves the structure, expenditure estimates and the staffing level of a *Jamoat* upon submission by a *Jamoat* Management Board within the standards established by the Government of the Republic of Tajikistan;
- Monitors usage and environmental protection of residential land plots and individual additional non-residential land plots;
- Establishes small enterprises, cooperatives, handicraft workshops and other kinds of organizations in accordance with law;
- Supports initiatives on the socio-economic development of a Town or a Township;
- Adopts decisions on other issues as are authorized by law.

Article 12. *Jamoats'* Authorities for rule of law, public order and defense

A *Jamoat* has the following authorities for rule of law, public order and defense:

- Enforces the law and other rules and regulations within its authority;
- Involves citizens in civil preparedness and natural disaster relief, mitigation and prevention;
- Adopts measures to preserve public order and prevents violation of law within the territory and authority of a *Jamoat*.

Article 13. *Jamoat'* Authorities in Social Protection, Civic Beautification and Environment Protection

A *Jamoat* has the following authorities in social protection, civic beautification and environment protection:

- Participates in the development and implementation of regional programs that facilitate employment and adopts measures on the regulation of migration;
- Supervises the process of observing traditions, customs, ceremonies and rituals;
- Undertakes measures on the improvement of living conditions, housing, public health and environment protection;
- Solves issues of local importance (e.g., maintaining and improving roads, streets, squares, cultural entities, water supply sources, local markets, maintaining cemeteries, keeping neighborhoods clean and free from garbage) and approves rules on their implementation.

Article 14. Specific Authorities Delegated to Self-Governance Body in a Town or a Township

1. Specific Authorities delegated to self-governance body in a Town or a Township may include the following:

- Assisting in the maintenance of the rule of law and public order;
- Monitoring and assuring compliance with rules & regulations related to passport control;
- Maintaining records of socially vulnerable families and arranging social support to them;
- Registering births, deaths, marriages and uncontested divorces and other civil matters in accordance with law;
- Performing specific notary activities in accordance with the Republic of Tajikistan Law “on the State Notary”;
- Issuing documents to citizens confirming their places of residence, family and other status;
- Assisting in recruitment for the armed forces and other military activities;
- Adopting measures to protect agricultural crops, prevent livestock diseases and protecting forests and other vegetation;
- Preparing and implementing environmental protection activities;
- Assisting in the collection of taxes and other payments;
- Facilitating the protection of consumer rights;
- Having other authorities delegated in accordance with law.

2. The delegation of specific authorities to the Self-Governance Body in a Town or a Township is carried out in accordance with provisions of law and/or contracts concluded between the parties concerned, with financial support from those authorities.

Article 15. A *Jamoat* Councilor and his/her rights and functions

1. A *Jamoat* Councilor, being the elected representative of the people, has a right to express his/her own opinion freely, vote his/her will and protect the voters’ interests.
2. A *Jamoat* Councilor is entitled to participate in a *Jamoat* Meeting, facilitate the implementation of *Jamoat’s* resolutions, and submit regular reports to the electorate on his/her performance.
3. A *Jamoat* Councilor exercises his/her official duties without termination of his /her main employment or private duties. While participating in a *Jamoat* and its other department’s meetings, a *Jamoat Councilor* is released from his/her main employment or private duties.
4. By a decision of a *Jamoat*, the *Jamoat* Councilor may be removed from office in the following cases:
 - Based on the *Jamoat* Councilor’s resignation ;
 - In the event of a court decision rendering of the *Jamoat* Councilor unable to perform his/her duties ;
 - In the event a *Jamoat* Councilor is adjudicated guilty of an offense that makes it impossible to serve;
 - In the event a *Jamoat* Councilor loses his/her citizenship of the Republic of Tajikistan;
 - A pre-term dissolution of a *Jamoat*,

- In the event of failure to participate in a *Jamoat* Meeting three successive times without just cause ;
- In the event of the death of the *Jamoat* Councilor;
- In the event the *Jamoat* Councilor changes his/her place of residence to outside the *Jamoat's* territory.

Article 16. Jamoat Management Board

1. A *Jamoat* Management Board is the collegial executive committee of a *Jamoat* and is formed from 7 to 11 persons.
2. A *Jamoat* Management Board consists of the Chairperson of the *Jamoat*, his\her Deputy (Deputies) Chairperson, the Secretary of the *Jamoat*. Other Councilors may be eligible to become a member of the *Jamoat* Management Board. Meetings of a *Jamoat* may elect other councilors into the *Jamoat* Management Board.
3. Meetings of a *Jamoat* Management Board are held at least once a month.

Article 17. Authorities of a Jamoat Management Board

1. A *Jamoat* Management Board within its authorities:
 - Calls a meeting of the *Jamoat* Council and prepares its Agenda;
 - Coordinates the activity of the *Jamoat* Council committees/commissions and facilitates the effectiveness of their activity;
 - Gives its consent on the appointment and dismissal of the heads of publicly owned enterprises and organizations located within the territory of a *Jamoat*;
 - Upon the *Jamoat* Chairperson's recommendation, appoints and dismisses the heads of enterprises and organizations funded from the *Jamoat* budget or founded by the *Jamoat*, and presents the action for approval in a *Jamoat* Council Meeting;
 - Exercises oversight and control over performance of resolutions enacted by the *Jamoat* Council
 - Makes proposals to appropriate government authorities on ways to correct incidence of non-performance of staff or non-compliance with law, regulation, decree or legal directives of the Republic of Tajikistan by state agencies or organizations operating within the Town or Township.
2. *Jamoat* Management Board adopts decisions on the issues within the scope of their legal authority which are signed by the Chairperson of *Jamoat*.

Article 18. Jamoat Committees

1. A *Jamoat* Council may set up committees from among *Jamoat* Councilors to provide preliminary consideration, preparation of issues and organization of oversight on implementation of the resolutions of a *Jamoat Council*, a *Jamoat* Management Board and lawful directions of national government authorities;
2. A *Jamoat* Council decides the appointment procedures and the scope of activity of the committees.

Article 19. Procedures for Electing and Removing *Jamoat* Chairperson, Deputy Chairperson(s) and Secretary

1. The Chairperson of a *Jamoat* is elected at a *Jamoat* Council meeting from among its Councilors by the majority of the total number of Councilors.
2. The Chairperson of a city or district will nominate a candidate for Chairperson.
3. The Deputy Chairperson(s) and the Secretary of a *Jamoat*, are nominated by the Chairperson of a *Jamoat* from among *Jamoat* Councilors, shall be elected and/or removed from their position at a *Jamoat's* meeting by a majority vote of the total number of Councilors.
4. The nominations for the Chairperson of a *Jamoat*, the Deputy Chairperson(s) of a *Jamoat* and the Secretary of a *Jamoat* shall comply with the Law of the Republic of Tajikistan "on the Public Service".
5. The Chairperson of a *Jamoat*, the Deputy Chairperson(s) of a *Jamoat* and the Secretary of a *Jamoat* may be removed prior to the completion of their term of office in the following cases:
 - In the event of the said official submitting a letter of resignation;
 - In the event of a court decision on the inability of the said official to perform his/her duties;
 - In the event of a court decision convicting said official of a crime;
 - In the event of the said officials continuous nonfeasance;
 - In the event that the said official loses deprived of his/her citizenship;
 - Upon other grounds specified in the laws of the Republic of Tajikistan.

Article 20. The Authorities of a *Jamoat* Chairperson

The Chairperson of a *Jamoat*:

- Assures compliance with the Constitution of the Republic of Tajikistan, other laws and the acts of the appropriate governmental authorities and the *Jamoat*;
- Manages the activity of the *Jamoat*, presides in the *Jamoat* Management Board Meetings and signs acts adopted by the Council;
- Represents the *Jamoat* before the agencies, departments and entities of the central government, organizations and public associations;
- Receives citizens, considers their claims, and takes appropriate measures within the authority of the *Jamoat*;
- Recruits employees to the *Jamoat* and removes them from their duties;
- Provides a report on his/her activity to the *Jamoat* Council at least once a year.

Article 21. Authorities of *Jamoat* Chairperson in Economics, Budget and Finance

The Chairperson of a *Jamoat*, in economics, budget and finance:

- Formulates the draft budget of a Town or a Township in coordination with the district or city finance departments, submits it to the *Jamoat* Council for approval and provides reports on its implementation;

- Organizes attraction of investments as authorized by law;
- Organizes timely payment of taxes, insurance and other payments from the citizens;
- Conducts the registration of private entrepreneurs, farms, economic partnership associations, production cooperatives, and other enterprises;
- Conducts the census of population, livestock and other specific statistical information;
- Has the right to establish small enterprises, cooperatives, handicraft workshops and other types of entities as provided by law.

Article 22. Authorities of the *Jamoat* Chairperson in law enforcement, public order and defense

The Chairperson of a *Jamoat* in law enforcement, public order and defense:

- Conducts registration of births, deaths, marriages and uncontested divorces in accordance with the law;
- Conducts specific notary actions in accordance with the provisions of the Republic of Tajikistan Law “on State Notary”;
- Issues documents to citizens to confirm their places of residence, family and other status;
- Undertakes measures to protect abandoned property transferred to the State;
- Undertakes measures to ensure public order within the boundaries of the *Jamoat*, arranges registration of changes of home of record and to preserve public order within *Jamoat*’s authority;
- Guides collective political, cultural and educational events and assists the state authorities in the organization of such events;
- Assists in recruitment to the armed forces and to pre-service trainings, involves population in the civil preparedness events and those related to emergencies.

Article 23. Authorities of a *Jamoat* Chairperson in social protection, civic beautification and environmental protection

The Chairperson of a *Jamoat* in social protection, civic beautification and environment protection:

- Conducts the record-keeping of socially vulnerable families and arranges social support for them;
- Assists in the improvement of living conditions of disabled persons, low-income families and those affected by natural disasters;
- Undertakes measures to enhance housing and the living conditions of the population, and to enhance environmental protection;
- Undertakes activities on improvement of squares, public parks and cemeteries;
- Conducts involvement of the population and enterprises located within the boundaries of the Town or Township in civic beautification and greening of the territory;
- Monitors sanitary conditions in the area, and conditions of water supply sources, educational, cultural and health organizations, and other facilities, and monitors the compliance with veterinary regulations;

- Supervises land use and protection of lands within the territory of a Town or a Township as provided by law and submits the land-related issues for consideration by the *Jamoat*;
- Monitors the activity of Commission on the implementation of the Law “*on Regulation of Traditions and Customs in the Republic of Tajikistan*”, and creates appropriate conditions for ongoing activity of the referenced Commission in the Town or Township.

Article 24. *Jamoat* ’s Office and Staffing

1. A *Jamoat* has its own office and staff which is organized and managed by the *Jamoat* Chairperson.
2. Policies on the office, structure and number of employees shall be approved by the *Jamoat* Council based upon the recommendation of the *Jamoat* Chairperson.
3. The *Jamoat* office shall be financed within the framework of the adopted budget of a Town or Township.

CHAPTER III. ECONOMIC AND FINANCIAL FOUNDATIONS OF A TOWN OR TOWNSHIP

Article 25. Economic Foundations of a Town or Township

The economic foundations of a Town or a Township consist of property of a Town or a Township and other properties, transferred to their use.

Article 26. Financial Resources of a Town or Township

The financial resources of a Town or a Township are comprised of:

- The budget of a Town or Township;
- Funds allocated for specific purposes, transferred from the state budget in the form of grant assistance (subsidies);
- Financial assistance (subventions);
- Charitable donations;
- Revenues collected from fee-based services as provided by law.
- Revenues from performing specific state duties delegated to a Town or Township;
- Revenue from property ownership of a Town or Township;
- Revenues from grants and investments;
- Other sources which are not forbidden by the laws of the Republic of Tajikistan.

Article 27. The Budget of a Town and/ or Township

1. The budget of a Town or a Township is prepared in the form of a decision of a *Jamoat Council*, and is approved at a *Jamoat Council* Meeting.
2. A draft budget is submitted based on projected revenues and expenditures as provided by law.

3. The Budget of a Town or a Township is expended for the performance of responsibilities to the Town or Township.

CHAPTER IV. ELECTION OF JAMOAT COUNCILORS

Article 28. The Right for Universal, Equal and Direct Suffrage

1. The election of *Jamoat* Councilor is based on universal suffrage. Citizens of the Republic of Tajikistan who reach the age of eighteen (18), regardless of the nationality, race, sex, language, religious belief, political orientation and social status, education and property ownership, have the right to elect and be elected to a *Jamoat Council*.
2. Voters take part in elections on the basis of equality, with each elector having one vote.
3. *Jamoat* Councilors are elected directly by citizens.
4. Voting for *Jamoat* Councilors in the election is carried out freely and through secret balloting.

Article 29. Transparency in Preparing and Conducting Elections

1. Preparation and conducting of elections to the *Jamoat* Council are carried out in an open and transparent manner by the *Jamoat* Election Commission and Election District Commission on the election of the *Jamoat* Councilors.
2. The *Jamoat* Election Commission and Election District Commission on the election of *Jamoat* Councilors shall inform citizens on their activity and announce the results of election.

Article 30. Scheduling *Jamoat* Election

1. The *Jamoat* sets the election date of *Jamoat Councilor* not later than forty (40) days before the expiration date of *Jamoat* councilors' term.
2. *Jamoats*' election is financed by the *Jamoat* budget.

Article 31. Establishment of *Jamoat* Councilor Election Districts

1. To elect *Jamoat* councilors, not fewer than fifteen (15) and not more than forty (40) councilor election districts are established.
2. The number of councilor election districts is determined by the *Jamoat Council*.
3. Each councilor election district elects one *Jamoat* Councilor.

Article 32. Establishment of *Jamoat* Election Commission

1. To prepare and conduct *Jamoat* elections, the *Jamoat Council* establishes an Election Commission.
2. The *Jamoat* Election Commission is established not later than five (5) days after the announcement of the elections and is comprised of seven (7) to thirteen (13) members.

3. The *Jamoat* Election Commission consists of the Chairperson, the Deputy Chairperson, the Secretary of the Commission and other members.

Article 33. *Jamoat* Election Commission Powers and Duties

- 1 The Election Commission has the following powers and duties:
 - Monitors the implementation of the Law relating to elections, and ensures its uniform application;
 - In accordance with the requirements of this Law, arranges the polling places by taking into account the number of voters in the respective territory of the Town or Township, and designates polling place titles and numbers;
 - Organizes District Election Commissions of *Jamoat* no later than five (5) days after announcement of *Jamoat* elections for each district ;
 - Approves a sample of ballot and provides ballots to the District Election Commissions;
 - Resolves the issues of material and technical support of elections;
 - Registers elected councilors, summarizes the *Jamoat* election, informs the public and local authorities on the election results;
 - Organizes re-voting and run-off elections, as well as the election of a councilor to replace a councilor who has withdrawn as provided by this Law;
 - Provides to the appropriate archive the documents related to organization and conducting elections;
 - Considers applications and claims on issues related to preparing and conducting elections, adopts decisions on these issues;
 - Implements other authorities, related to elections as provided by law.
 - A *Jamoat* Election Commission adopts decisions on the issues related to its powers and duties.

Article 34. District Election Commission of a *Jamoat*

1. A District Election Commission is organized by the Election Commission of *Jamoat* no later than ten (10) days after the announcement of *Jamoat* elections. The Commission shall consist of five to eleven (5-11) members, including Chairperson, Deputy Chairperson, and Secretary.
2. The District Election Commission compiles the lists of voters; verifies the list of voters with the voters; registers nominees; informs population on location of the District Election Commission and voting place, work schedule, as well as the election date and the venue; prepares election facilities, ballot boxes and other election equipment; organizes voting on the election day; and counts the votes in its district.

Article 35. Nomination Procedures

1. Nomination to run for election to *Jamoat* Councillorship takes place through self-nomination and requires a collection of signatures, on a standard form, of not less than 5% of the voters in the respective district.

2. The nomination process shall begin 25 days before the election and shall end 15 days prior to the day of voting.

Article 36. Requirements for Nominees to a Jamoat Council

1. Any citizen of the Republic of Tajikistan who has reached the age of eighteen (18) and resides permanently within the boundaries of a respective Town or a Township over the three previous years, may be nominated to a *Jamoat* Councillorship.
2. Professionals and religious figures, armed forces personnel, other military structures and troops, ministries and organizations, where legislation stipulates military service, soldiers and officers of internal affairs bodies, customs bodies, officers of law-enforcement of Agency on Financial Control and Anti-Corruption and Drug Control Agency under the President of the Republic of Tajikistan may be nominated to a *Jamoat* Councillorship after they retire.
3. The following citizens have no right to be nominated to a *Jamoat* Councillorship. Those who are:
 - Declared legally incompetent (non compos mentis) by decision of a court;
 - Legally imprisoned in accordance with a court's sentence;
 - Placed in restricted health facilities by a decision of a court;
 - Committed premeditated felonies or other grave crimes (regardless of the terms of sentence served or clearance of a criminal record);
 - Charged with commitment of or wanted for committing felony or other grave crimes.

Article 37. Registration of Nominees

1. To be registered, Nominees shall submit their application forms and petitions with requisite signatures to the *Jamoat* Election Commission. After having examined the submitted documents, within 5 days, the Commission decides whether or not to accept the nominee for registration.
2. A nominee may appeal to the District Election Commission of a *Jamoat* or to a court, if he/she does not agree with the Election Commission's decision not to accept him/her for registration.
3. Registration of nominees ends not later than five (5) days before the date of voting.

Article 38. The Election Campaign

1. The Nominees have the right to campaign for election after being registered. Campaigning is forbidden on the day of voting.
2. The *Jamoat* Election Commission assists the Nominees in their election campaign.
3. During the election campaign, it is forbidden to use psychological, physical and religious coercion, misuse of mass media freedom, agitation that provokes social, racial and national hatred and hostility, appeals to power seizure, forced change of the constitutional system and breach of state integrity, war propaganda and other forms of misuse of mass media freedom prohibited by the legislation of the Republic of Tajikistan.

Article 39. Voting Time and Venue

1. Election of the *Jamoat* Councilors shall be conducted in the day of election from 06:00 to 20:00.
2. The District Election Commission informs voters about the venue and time of voting five (5) days before the date of voting.

Article 40. Arrangement and Procedure of Voting

1. Electors shall vote in special premises which shall be equipped by sufficient number of booths and/or rooms for secret voting.
2. The Chairperson of the District Election Commission checks ballot boxes, and seals them in the presence of all commission members on the day of election, prior to the beginning of voting.
3. Each voter votes in person. Proxy voting is not allowed. It is prohibited to give more than one ballot to each voter. Ballots shall be given at the poll by the related election commission on the basis of a preliminary prepared electoral roll and on presentation by the voter of his/her passport or other identification documents.
4. Each voter votes for one nominee. Ballots where votes are given for more than one nominee or for no nominees shall be considered invalid.
5. Ballot boxes shall be opened by the Districts Election Commission only after an announcement of the ending election is given by the Election Commission Chairperson, in the presence of all its members. The opening of ballot boxes before ending of election is prohibited.
6. The results of counting the votes shall be considered at meeting of the District Election Commission and shall be entered in the minutes, which, thereupon will be signed by Chairperson, Secretary and Commission members. Minutes shall be submitted to Election Commission of a *Jamoat*.
7. A Nominee, who has received fifty (50) percent plus one vote from the total number of voters participated in the election, shall be considered elected.
8. The District Election Commission may consider elections invalid due to the violation of provisions of this Law, committed in the process of elections or in counting the votes.
9. Elections shall be recognized invalid, if less than fifty (50) percent of voters who are included into the voter's list should be changed into "electoral roll" or "voters' list" participated in the election.

Article 41. Run-off Elections and Voting

1. In case, when more than two nominees stand for election and none of them gets elected, the District Election Commission shall adopt a decision to conduct run-off voting on the two nominees, who have received the greatest number of votes.
2. Repeated voting in polling districts shall take place no later than two weeks with observance of the requirements of this Law in the same place. A nominee will be considered elected in the case of receiving the majority of votes from the total number of electors participating in the election. If during run-off voting one of the nominees withdraws from the election due to certain reasons, voting shall be

conducted for one nominee. At the same time, to be elected, a nominee has to receive more than half of votes from the number of electors participating in voting.

3. In cases where the *Jamoat* acknowledges invalid the authorities of certain councilors', or where there is a pre-term termination of councilors' authorities and/or for some other reasons, new elections with observance of the requirements of this Law shall be conducted in related polls within three month from the moment of withdrawal.

Article 42. Registration of *Jamoat* Councilors

The *Jamoat* Election Commission shall register the elected councilors on the basis of minutes of meetings of the District Election Commission and prepare the list of the elected councilors within three (3) days after the election, submit it to a *Jamoat*, and thereupon, provides the relevant information to local state authorities and to the population of the Town or Township.

CHAPTER V. FINAL PROVISIONS

Article 43. Filing Claims Against Acts of Self-Governance Body in a Town or Township

1. Through procedures established by law, individuals and legal entities may file a complain to a court regarding acts issued by Self-Governance Body in a Town or a Township;
2. The *Jamoats'* acts, which are the subject of objection by a public prosecutor, shall be reconsidered at a *Jamoat Council Meeting*;
3. *Jamoat* Management Boards' acts which are the subject of objection of the public prosecutor shall be reconsidered at a *Jamoat* Management Board Meeting;
4. A *Jamoat* Chairpersons' acts which are the subject of objection of the public prosecutor shall be reconsidered by the Chairperson of the *Jamoat*.
5. In case of outstanding claims on the acts of the *Jamoat* Management Board and Chairperson, the public prosecutor has a right to appeal to the *Jamoat Council*.
6. In case all mentioned claims remain unsatisfied, the public prosecutor has a right to appeal to the courts.

Article 44. The Liability for Violation of this Law

Individuals and legal entities will be held liable for violation of this Law in accordance with the laws of the Republic of Tajikistan.

Article 45. Transitional Provisions

1. The provisions of the Law on the election of *Jamoat* Councilors are effective as of 2010, and on the adoption of budget of a Town or a Township is effective as of 2011.
2. Prior to election of a new *Jamoat Council*, the existing self-governance body in a Town or a Township shall perform duties specified by the current Law. The authorities of a

Jamoat Management Board prior to the election of its councilors shall be executed by the *Jamoat* Chairperson.

Article 46. Repeal of the Law of the Republic of Tajikistan “On Self-Governance Body in a Town or a Township”

The Law of the Republic of Tajikistan “On Self-Governance Body in a Town and Village” dated December 1, 1994 (News of Supreme Council of the Republic of Tajikistan, 1994, №23–24, Article 450; Ahbori Majlisi Oli of the Republic of Tajikistan dd.2008, №6 Articles 468 and 470) shall be considered invalid.

Article 47. Effective Date of this Law

This Law is effective as of the date of its official publication.

**President of
The Republic of Tajikistan**

Emomali Rahmon

Dushanbe, August 5, 2009 No. 549

