



Integrated Country Strategy

Tajikistan

FOR PUBLIC RELEASE

Approved: April 1, 2022

Table of Contents

1.	Chief of Mission Priorities	1
2.	Mission Strategic Framework	4
3.	Mission Goals and Objectives	6
4.	Management Objectives	18

1. Chief of Mission Priorities

Thirty years ago, the United States was among the first to support an independent Tajikistan, and our engagement helped foster a more secure and prosperous partner. As Tajikistan descended into a devastating civil war in 1992, our programs sought to stabilize a young country in conflict and relieve a humanitarian crisis. Since those early days, U.S. development objectives have evolved to include equipping Tajikistan with the political and economic resilience necessary to withstand malign influences and confront new security challenges, including along its 800-mile border with Afghanistan. As set out in both the Interim National Security Strategic Guidance and the Central Asia Strategy, consistent investment in the development of Tajikistan will strengthen regional stability, expand economic connectivity, and further U.S. strategic interests.

Now in its fourth decade, the Tajik government is still not adequately resourced to defend its own borders or sufficiently invest in the human capital of its population, a population which has grown by almost 77 percent since independence, faster than all other former Soviet republics. These young women and men do not remember the civil war and seek a new social and economic contract with government, fit for the 21st century. While previous generations were content to forgo civil liberties for peace and stability, younger Tajiks expect more from their government and tell us they would like to avail themselves of opportunities beyond those generated by blue-collar labor migration. Our efforts to engage with a wide spectrum of society to identify and cultivate new leaders will help Tajikistan modernize and reorient service delivery, contribute to regional integration, and further shape its national identity.

Many barriers to sustainable development remain, however, and a secure and stable Tajikistan is predicated upon investment in its citizens. Tajikistan remains the poorest country in Central Asia, and – absent debt and investment from the People’s Republic of China as well as remittances sent by labor migrants in the Russian Federation – Tajikistan’s frail economy does not meet the needs of many of its citizens, in particular providing opportunities for vulnerable groups including women and persons with disabilities. Our continued engagement to support the country’s economic independence is imperative. We are working to strengthen private-

Approved: April 1, 2022

sector competitiveness, improve the poor investment climate, diversify inward investment, and facilitate integration into regional economic initiatives and the global economy. Our assistance aligns with the Tajik government's national development strategies and will enhance the government's ability to increase human capital through education and health programming, while contributing to Tajik society's climate adaptation and resilience.

Tajikistan's geostrategic location places it at the crossroads of great power competitors and threats from non-state actors intent on advancing their goals without regard for Tajikistan's sovereignty. Despite many challenges, Tajikistan has shown it can play an important role in advancing our regional security goals. The United States' security partnership with Tajikistan is designed to enhance border security; bolster the capabilities and professionalism of the country's law enforcement and security agencies; and deter transnational threats, including terrorism emanating from Afghanistan, that could undermine Tajikistan's security and U.S. strategic interests in the entire Central Asia region. We will work to strengthen the capacity and interoperability of Tajikistan's security services while emphasizing respect for human rights and the rule of law. Our aid seeks to promote effective and inclusive governance institutions and a vibrant civil society to support Tajikistan's stated commitment to democracy.

Finally, we will continue to use our network of American Spaces and program alumnae together with social media outlets – by far the largest U.S. platforms in Tajikistan – to promote U.S. values and English language education. Drawing on these soft-power strengths will help us build a pro-Western cohort, capable of identifying malign influences, that engages socially, politically, and economically through modern technologies and attitudes. A generation of cooperation has yielded substantial progress in this realm, but we must maintain high-level diplomatic engagement and support for Tajikistan's development goals to propel the relationship forward.

To achieve our far-reaching security, societal, and economic priorities, the U.S. Mission in Dushanbe will continue to coordinate with the Tajik government, other donors, and development partners to minimize overlap and gaps. Further, the U.S. Mission will strive to innovate our management platform to build operational efficiencies, support expanded

programming, and prioritize recruitment and retention of an inclusive workforce that demonstrates the strength of U.S. values in the face of shared global challenges.

2. Mission Strategic Framework

Mission Goal 1: Support Tajikistan's national sovereignty by strengthening border and security services to enhance regional and internal security, stability, and cooperation.

- **Mission Objective 1.1:** Build the capacity and professionalism of Tajikistan's military, border security, law enforcement, justice, and other security agencies to enhance regional security and stability.
- **Mission Objective 1.2:** Deepen the bilateral security relationship to enhance information sharing, build capacity, and improve interoperability.
- **Mission Objective 1.3:** Promote regional cooperation and interoperability to strengthen self-reliance and regional stability.

Mission Goal 2: Strengthen the foundations for sustainable development to improve human capital and economic outcomes.

- **Mission Objective 2.1:** Expand the private sector and improve natural resource management to strengthen inclusive economic growth, thus expanding opportunities for greater participation in and advancement of Tajikistan's economic development. (USAID DO1)
- **Mission Objective 2.2:** Expand access to education, health, and nutrition services to increase human capital. (USAID DO2)

Mission Goal 3: Promote effective and inclusive governance institutions to support Tajikistan's commitment to democracy.

- **Mission Objective 3.1:** Advance rule of law, accountability, transparency, and capacity in governance so that Tajikistan adheres to its commitments under international law.

- **Mission Objective 3.2:** Strengthen civil society to advance democracy, protect human rights, and improve transparency and accountability in governance.

Mission Goal 4: Strengthen relationships and deepen trust between Tajikistan and the United States to advance strategic engagement.

- **Mission Objective 4.1:** Raise awareness about U.S. policies and activities that demonstrate the commitment of the United States to supporting Tajikistan's development and security.
- **Mission Objective 4.2:** Bolster the ability of the United States to achieve foreign policy objectives by countering disinformation, negative perceptions, and malign influence.
- **Mission Objective 4.3:** Strengthen the population's resilience to extremist influence and the government's ability to prevent and counter radicalization leading to violent extremism and terrorism.

Management Objective 1: Improve efficiency by reaching consensus with Government of Tajikistan on bilateral administrative issues impacting Mission operations.

Management Objective 2: Ensure the Mission has sufficient office space and support staff to accommodate increased staffing levels needed to support expanding programs, agencies, and strategic priorities in the region.

Management Objective 3: Attract, retain, and motivate a more diverse and inclusive workforce that will better represent America and bring a wide range of perspectives to the Mission's decision-making processes.

3. Mission Goals and Objectives

Mission Goal 1 | Support Tajikistan's national sovereignty by strengthening border and security services to enhance regional and internal security, stability, and cooperation.

Description | Our efforts under this goal will fortify national security to ensure Tajikistan maintains its independence and can resolve all internal and external security challenges. Thirty years after becoming an independent state, Tajikistan continues to keep a foreign base on its territory and is struggling to provide its forces with the necessary training and equipment. Additionally, China yields greater influence in Tajikistan increasing competition in the security assistance arena. Increasing Tajikistan's abilities to effectively protect its borders and maintain internal stability is a long-term process. Our exchanges, trainings, and other activities under Goal 1 will help Tajikistan become a more reliable regional partner and maintain more competent border and security services capable of defending the country against any external and internal threats.

Objective 1.1 | Build the capacity and professionalism of Tajikistan's military, border security, law enforcement, justice, and other security agencies to enhance regional security and stability.

- **Justification** | Tajikistan remains the poorest post-Soviet state, leading to inadequate defense budgeting, a largely conscripted military, security services plagued by corruption, and reliance on Russia as the ultimate guarantor of regime stability. Following the 2021 U.S. military withdrawal from Afghanistan, Tajikistan has faced additional security challenges stemming from its long porous border with Taliban-ruled Afghanistan. Accordingly, the stability and security of Tajikistan are directly dependent upon effective and capable security forces that can understand, identify, deter, defeat, and eliminate a broad range of legitimate internal and external threats, including terrorism, violent extremism, illicit narcotics trafficking, the proliferation of weapons of mass destruction, and conventional threats – all while respecting human rights and the

rule of law. Strengthening the security forces' capacity to shoulder these challenges will contribute to regional security and stability in the wake of U.S. withdrawal from Afghanistan. Mission assistance under this objective will include training, equipping, facilities improvement, and advising of security forces to provide the necessary tools and knowledge to defend and secure Tajikistan. We will work closely with international partners, including the UN, the EU, and the OSCE, to maximize our combined efforts in these areas.

- **Linkages** | Interim National Security Strategic Guidance; DOD's Global Posture Review and National Defense Strategy; JSP Strategic Objective 1.4.
- **Risks** | In all of our activities, there is a risk that malign influences will seek to interfere with our capacity building efforts by offering more equipment with shorter delivery timeframes as well as more frequent training opportunities. Additionally, we must continue to work with security forces to ensure our training goes to qualified participants in compliance with Leahy vetting requirements. To mitigate the first risk, our activities will emphasize the need to expedite delivery of U.S. equipment. Continuous in-country training engagements will ensure the Tajik security services provide adequate personnel to train with U.S. counterparts.

Objective 1.2 | Deepen the bilateral security relationship to enhance information sharing, build capacity, and improve interoperability.

- **Justification** | Tajikistan is a young country with young institutions and is still learning how to best defend itself with limited resources. Activities under this objective aim to build an enduring relationship with the leadership of Tajik security forces to achieve greater security independence to prevent local and regional threats from becoming global challenges. In turn, this will also provide the United States with continued air and land access to monitor the volatile Tajik-Afghan border region. Increasing unit-to-unit relationship building will enhance trust and confidence at all levels, and expose security forces to international best practices. Conducting long-range cooperation planning, including the introduction of comprehensive Bilateral Security Consultations that

address the full spectrum of security issues, will further build mutual confidence, and assure the Tajik government that our government is a reliable, long-term security partner.

- **Linkages** | Interim National Security Strategic Guidance; United States Strategy for Central Asia Policy Objectives 1, 2, 5; JSP 1.4.
- **Risks** | Prioritizing Tajikistan's security relationship with other regional partners could lower the emphasis on U.S. activities and exchanges and reduce participation. To mitigate this risk, we will continue to demonstrate the value of training and interoperability with U.S. security forces – the most modern in the world.

Objective 1.3 | Promote regional cooperation and interoperability to strengthen self-reliance and regional stability.

- **Justification** | Enhancing Tajikistan's security role in international partnerships and cross-border collaboration is a critical mission goal. We will encourage and facilitate increased Tajik participation in regional and international structures that promote multilateral cooperation and regional stability, emphasize international human rights and the rule of law, enhance United States, NATO, and UN interoperability, and support institutional reform, professionalization, transparency, and strategic planning capacity. Tajikistan remains a reliable regional security partner working and training with other Central Asian states on various capacity building initiatives. We are committed to ensuring Tajikistan remains a viable partner when it comes to regional demining, Unmanned Aerial Systems (UAS) training and peacekeeping initiatives.
- **Linkages** | Interim National Security Strategic Guidance; United States Strategy for Central Asia Policy Objectives 1, 2, 5; JSP 1.4.
- **Risks** | Regional tensions could prevent Tajikistan from taking on an increased leadership role in security exercises and training activities across Central Asia. Additionally, the risk remains that human rights concerns could preclude Tajik participation in U.S. regional security initiatives. To mitigate these risks, the U.S. will

work with regional partners to lower tensions and emphasize respect for human rights as part of every security initiative.

Mission Goal 2 | Strengthen the foundations for sustainable development to improve economic outcomes and build human capital.

Description | Our efforts under this goal aim to fortify the foundations of sustainable development – economic opportunity, human capacity development, and reforms (economic, social, and political) – to ensure Tajikistan’s continuing economic and social transformation reaches all of its citizens. The COVID-19 pandemic exacerbated an already difficult socio-economic picture in Tajikistan. Programming under this goal highlights the need for sustainable development, with the understanding that the gains under existing economic, social, and governance systems will not endure. Despite sustained high growth rates for the past two decades, poverty reduction has slowed and Tajikistan’s previous growth path – predicated on a narrow export base, migrant remittances, and donor funding – will stall without a vibrant private sector capable of boosting domestic employment and citizens prepared to meet 21st century challenges. Strengthening and, in some cases, creating the building blocks for sustainable development is a long-term process, but our Goal 2 activities will empower the private sector and increase the government’s capacity to provide fundamental services to its citizens.

Objective 2.1 | Expand the private sector and improve natural resource management to strengthen inclusive economic growth, thus expanding opportunities for greater participation in and advancement of Tajikistan’s economic development. (USAID DO1)

- **Justification |** Tajikistan’s business environment is notoriously difficult due to authoritarian policies, bureaucratic and financial hurdles, widespread corruption, and countless business inspections that hinder and harass the private sector. Thirty years into its transition to a free-market economy, State-Owned Enterprises (SOE) still account for 70 percent of the country’s industrial output while the private sector employs just 13 percent of Tajikistan’s formal sector. In addition to geopolitics which have limited

export options for landlocked Tajik businesses, private sector entities without influential connections struggle to obtain permits, pay taxes, access finance, resolve insolvency, and connect to electricity. As a result, most small private firms are unable to grow, creating a “missing middle” of small and medium enterprises needed to drive economic development. Additionally, Tajikistan’s reliance on irrigation for agricultural production, aging infrastructure, low water levels and uneven policy environment for hydropower generation and distribution challenge sustainable economic growth, especially in the face of climate change and regular water shortages that translate to crop losses and electricity cuts.

Despite these challenges, Tajikistan has strong growth potential in agriculture, textiles, tourism, food processing, renewable energy, and the information and communications technology sectors and possesses clear comparative advantages due to its emerging industries, hydro resources, and burgeoning tourism sector. To achieve this objective, the United States will partner with the Tajik government and private sector advocates to create the conditions for pro-private-sector reforms that stimulate inclusive growth and economic opportunities for marginalized groups such as women, youth, and citizens with disabilities. Inclusive economic growth also refers to the need to mitigate the effects of climate change and better manage natural resources to promote sustainable economic development.

- **Linkages** | Interim National Security Strategic Guidance; United States Strategy for Central Asia (SCA) Policy Goal 3. Support inclusive, equitable economic growth, and an equitable, clean, resilient energy future, and Objectives 1.2: Advance approaches to mitigate and adapt to the climate crisis across sectors in collaboration with governments and partners; and 2.3: Promote and protect the rights of women, marginalized, and underrepresented populations as members of an inclusive democratic society; JSP Strategic Objective 1.2. Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation; 2.2: Support inclusive and sustainable economic growth and opportunity for communities around the globe;

JSP Strategic Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks.

- **Risks |** The Tajik government interferes at various levels with the development of the private sector, and this remains the greatest risk to our programming. In the short-run, failure to achieve this objective could lead to continued economic marginalization and susceptibility to economic shocks of key populations (women, youth, minorities, etc.) and perpetuate Tajikistan's dependence on labor remittances. To mitigate the risks, our activities will include both technical assistance to the government to improve the business enabling environment as well as programming that strengthens the private sector's ability to navigate the complex and, at times, onerous Tajik bureaucracy, while maintaining focus on marginalized groups.

Objective 2.2 | Expand access to education, health, and nutrition services to increase human capital. (USAID DO2)

- **Justification |** Despite significant advances in education and health systems in Tajikistan over the past 30 years that have led to universal free basic education and significant reductions in maternal and child mortality, Tajikistan ranks behind all rated Central Asia Republics and Eurasian countries in education and health outcomes. The COVID-19 pandemic has placed additional stressors on Tajik society, reducing coping mechanisms and negatively affecting the overall resilience of citizens and households. According to the World Bank, these gaps in health and education service provision mean a child born in Tajikistan today will only reach half of her full potential as an adult. Similarly, under-five mortality is higher in Tajikistan than the regional average; nearly one third of the population is food insecure; 18 percent of children are stunted; and half of the population does not have access to clean water. Tajikistan is also among the top 50 countries with the highest Tuberculosis (TB) burden in the world, and among 30 countries with the highest multidrug resistant TB (MDR-TB). To achieve this objective, we will use a mix of interventions including technical assistance, grants, and equipment supplies to build human capital – strengthening citizens' knowledge, skills, and health so

that they may realize their full potential. Our investments in developing human capital are key to reducing extreme poverty and creating a more-inclusive society.

- **Linkages** | SCA-ASIA JRS Policy Objective 1.1: Improve regional efforts and strengthen resilience to health emergencies; and JSP Strategic Objective 1.1: Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora; 3.5: Improve Inclusive and equitable health, education, and livelihood services, especially for women, youth, and marginalized groups.
- **Risks** | A potential lack of political will constitutes the primary risk to this objective, as government inability to build and sustain resilient public service delivery systems threatens any gains in human capital building. To mitigate these risks, we will leverage close collaboration with development partners and local stakeholders and strengthen our existing partnership with the Government of Tajikistan to build consensus and momentum on necessary systemic changes.

Mission Goal 3 | Promote effective and inclusive governance institutions to support Tajikistan's commitment to democracy.

Description | In prioritizing programs that strengthen effective and inclusive governance, our mission promotes democratic norms, human rights, and national cohesion to counter subversive external actors and strengthen internal political institutions. The USG will assist government and non-governmental organizations in working to collectively eliminate corruption, support the rule of law, strengthen independent media and issue-based civil society organizations, build an enabling environment to improve public safety, and address governance weaknesses that are often the root cause of conflict.

Objective 3.1 | Advance rule of law, accountability, transparency, and capacity in governance so that Tajikistan adheres to its commitments under international law.

- **Justification** | State institutions responsible for administering justice and providing law enforcement and internal security lack capacity to effectively establish the rule of law

because of limited government resources, outdated modes of operating, corruption, and a lack of accountability to the public they serve. This lack of capacity contributes to a permissive environment in which criminal organizations can operate, and engenders public distrust, potentially leading to increased instability. Institutional reform will help ensure that Tajikistan has the capacity to deliver justice, enforce its laws, combat criminal activity, maintain stability, and be held accountable by its citizens. These reforms will be encouraged through training programs, USG exchanges and grants, as well as public outreach.

- **Linkages** | SCA-ASIA JRS Goal 2. Strengthen transparent, accountable democratic governance and values; and JSP Objective 3.1. Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens; 3.2 Advance equity, accessibility, and rights for all; 3.3. Prevent, expose, and reduce corruption; and 3.4. Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons
- **Risks** | If President Emomali Rahmon steps down in the coming years, as expected, the power transition could result in further crackdowns on public dissent and opposition activity, as well as increased monitoring of social media to suppress criticism of the government. Regional instability and increased fragmentation along regional power alliances could result in pressures on governance structures that further limit democratic space and erode efforts to increase transparency and accountability. There is also a risk that the Tajik government will not be willing to comply with Leahy vetting requirements and fail to provide qualified personnel to train with U.S. counterparts. To mitigate these risks, we will provide strategic training opportunities and seek to establish deeper, more dynamic relationships with key decision makers in the Tajik government.

Objective 3.2 | Strengthen civil society to advance democracy, protect human rights, and improve transparency and accountability in governance.

- **Justification** | Democratic institutions and civil society in Tajikistan are weak and do not provide adequate protections for citizens' rights. The promotion of democracy is a core U.S. interest and allows for peaceful and orderly transition of authority and freedom of expression. It also provides an outlet for constructive dissent. The lack of respect for democratic principles and limitations imposed on the media and civil society create conditions for instability and the denial of basic human rights. Reform of government institutions and support for freedom of expression and civil society will help establish a more stable and effective government that responds effectively to challenges and enjoys the support of its citizenry. This, in turn, will set conditions for closer relations with the United States, based on shared values and governmental systems.
- **Linkages** | JRS Goal 3 of creating a more inclusive, transparent, and accountable democracy and governance based on international norms, free from malign influences; Internet freedom – a current administration priority; SCA bureau JRS Goal 2, Objectives 2.1 and 2.2; Interim National Security Strategic Guidance.
- **Risks** | Tajikistan's government may see the promotion of civil society as a direct threat to its power and the country's stability. Additional attention on civil society, particularly those with connections to the United States, could bring more scrutiny on groups we wish to help. To mitigate these risks, we will connect these programs to Tajikistan's National Development Plan, which includes goals related to civil society freedom and strength.

Mission Goal 4 | Strengthen relationships and deepen trust between Tajikistan and the United States to advance strategic engagement.

Description | The mission will build stronger relations with Tajik society through public engagement and outreach activities that promote the United States' interests, culture, and values. Disinformation about the role of the United States in the region undermines U.S. strategic interests and threatens to bring instability to the region. Through concerted messaging campaigns, promotion of English language, and expansion of people-to-people exchanges between the United States and Tajikistan, the mission will work with key audiences

Approved: April 1, 2022

to help dispel false and misleading narratives about the United States and bring a greater understanding of American culture and values to Tajik society. The mission will also strengthen security by combating violent extremist narratives and driving forces in society that lead to radicalization. By amplifying moderate voices, partnering with local opinion leaders, empowering journalists and the population to fight back against harmful false narratives, the United States will be able to combat negative perceptions and narratives that harm U.S. interests in the region.

Objective 4.1 | Raise awareness about U.S. policies and activities that demonstrate the commitment of the United States to supporting Tajikistan's development and security.

- **Justification** | The majority of Tajiks still have limited access to reliable and objective information and a limited understanding of U.S. interests and goals in Tajikistan. To remedy this, we will expose a broad range of Tajik society, especially youth and future leaders, to objective information about the United States and its activities through engaging, fact-based multimedia content, informative outreach events, exchange programs, and Tajikistan-based programming. We will directly engage youth, rural communities, business leaders, and civil society representatives to better understand the United States. Our outreach efforts are often conducted via the eight American Spaces, which conduct over 7,000 programs each year and through U.S.-government-affiliated social media accounts that reach over 165,000 people.
- **Linkages** | Interim National Security Strategic Guidance; United States Strategy for Central Asia Policy Objective 5; JSP Strategic Objective 1.5: Enhance foreign publics' understanding of and support for the values and policies of the United States.
- **Risks** | Malign actors may seek to mischaracterize U.S. government activities in Tajikistan to promote pro-U.S. narratives and accurate information as another form of state-run propaganda and generate opposition to such programs among the public and/or the Tajik government. To mitigate this risk, Post will only promote accurate information about the United States and support the independence of local voices.

Objective 4.2 | Bolster the ability of the United States to achieve foreign policy objectives by countering disinformation, negative perceptions, and malign influence.

- **Justification |** There has been a marked increase in the number of distorted news reports about U.S. foreign policy goals and the role of the United States in the region. The level of disinformation threatens to undermine regional stability, U.S. interests in Central Asia, and the United States' partnership with Tajikistan. To counter negative perceptions, propaganda, and disinformation that undermine U.S. interests in Tajikistan, the mission will raise the capacity of local actors to detect and combat such false and misleading narratives, will partner with influential voices to push back on such narratives, will lead social media and traditional media campaigns, and will conduct in-person programs. These efforts will promote positive counter narratives and call out disinformation about the United States. Specialized English language programs will allow journalists to access non-Russian source material to help increase the accuracy of their reporting. English training for the general population – particularly youth – will expand access to more objective and reliable sources of information about the United States and help Tajikistan break free from dependence on biased Russian sources. Through exchange programs, returned U.S. government alumni will share positive narratives about the United States. The public's engagement with the eight American Spaces throughout the country will also continue to provide a forum for positive interaction about U.S. foreign policy and culture.
- **Linkages |** Interim National Security Strategic Guidance; United States Strategy for Central Asia Policy Objective 1; JSP Strategic Objective 1.5: Enhance foreign publics' understanding of and support for the values and policies of the United States.
- **Risks |** Malign actors may present efforts by the United States to counter malign influence and disinformation as simply another form of state-run propaganda, a form of manipulating the population, and/or an effort to undermine stability in the region. To mitigate these risks, Post will consistently promote clear messages about the mutually beneficial goals of U.S. government programs and activities, refrain from activities that

could be mischaracterized, and provide only accurate information in messaging campaigns.

Objective 4.3 | Strengthen the population's resilience to extremist influence and the government's ability to prevent and counter radicalization leading to violent extremism and terrorism.

- **Justification |** Given Tajikistan's close geographic, linguistic, and cultural proximity to Afghanistan, the ongoing recruitment of Tajiks to fight for foreign terrorist organizations and the return of those fighters to the country, Countering Violent Extremism (CVE) remains a key priority to maintaining stability and security. Economic challenges also contribute to the population's vulnerability to extremist messaging. Furthermore, refugee communities and ethnic and religious minorities groups remain economically, educationally, and politically marginalized, furthering the appeal of messaging from extremist organizations. PAS programs seek to raise awareness about the harm of radicalization and provides positive alternative narratives among affected communities so that the communities will be less susceptible to violent extremist messaging.
- **Linkages |** Interim National Security Strategic Guidance; United States Strategy for Central Asia Policy Objective 2; JSP Strategic Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security.
- **Risks |** Tajik government authorities often use the pretext of extremism accusations to restrict freedom and prosecute individuals, creating the risk that U.S. government assistance could be seen as contributing to these efforts. To mitigate this risk, we will primarily partner with civil society and independent voices in society and review any activities or products produced by our implementing partners to ensure the definitions they use for violent extremism match internationally-accepted norms.

4. Management Objectives

Management Objective 1 | Improve efficiency by reaching consensus with Government of Tajikistan on bilateral administrative issues impacting Mission operations.

- **Justification** | The embassy is impacted by the Tajik government's labyrinthine bureaucracy and widespread corruption that affects all facets of society. These challenges complicate a number of critical embassy operations including registration of travelers, accreditation, vehicle registration, residential leases, visas, internet connectivity, and VAT reimbursement for both the embassy and the implementing partners of our foreign assistance agencies. Achieving solutions that remove unnecessary bureaucratic obstacles will increase the efficiency of every office in the embassy.
- **Linkages** | SCA-ASIA JRS Management Objective: Align personnel and manage resources to implement strategic priorities and to ensure effectiveness and accountability.
- **Risks** | The greatest risk is that the Government of Tajikistan does not agree to reduce or improve current administrative requirements. Post will also continue seeking to leverage Tajik priorities as opportunities to negotiate compromises.

Management Objective 2 | Ensure the Mission has sufficient office space and support staff to accommodate increased staffing levels needed to support expanding programs, agencies, and strategic priorities in the region.

- **Justification** | The number of personnel in Mission Dushanbe has grown substantially in recent years. This has created densely packed offices and poses ongoing challenges with space management - especially outside Controlled Access Areas (CAA). The Management and RSO offices are working with OBO and DS to develop suitable options

to expand and/or reconfigure our current workspaces, with immediate emphasis on non-CAA spaces, to accommodate current and future staffing needs across the Mission. Agencies and sections with immediate needs include, but are not limited to DOJ, CDC, INL, USAID, Motor Pool, Facilities, and the Post Language Program.

- **Linkages** | SCA-ASIA JRS Management Objective: Align personnel and manage resources to implement strategic priorities and to ensure effectiveness and accountability.
- **Risks** | The effects of the COVID pandemic continue to delay the OBO Space Planning visit to Post. If the OBO team is unable to develop and assist with the execution of a suitable plan, we are unlikely to be able to expand our workspace as needed. To mitigate these risks, Post has engaged with OBO virtually, including an innovative video conference tour of key areas of the facility. Post continues requesting that the OBO team's visit be prioritized and receive the necessary senior level approvals.

Management Objective 3 | Attract, retain, and motivate a more diverse and inclusive workforce that will better represent America and bring a wide range of perspectives to the Mission's decision-making processes.

- **Justification** | To ensure that U.S. Embassy Dushanbe benefits from a wide range of experiences and skills, the Mission will prioritize increasing diversity among its locally-engaged (LE) and American staff. When the embassy has local staff representing all of Tajikistan's regions and cultures, it gains valuable insights on political, economic, and social developments across the country. Similarly, an embassy with American staff coming from diverse backgrounds benefits from their unique experiences and demonstrates the American value of inclusion.
- **Linkages** | This objective links directly to the Department's DEIA goal to foster transparency, diversity, and inclusion.

- **Risks |** Reaching audiences in remote regions of Tajikistan is a challenge. To recruit in these regions, the HR Section will employ social media, field visits, and engage local networks and contacts.