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**TAJIKISTAN**



# COUNTRY STRATEGIC FRAMEWORK (SF)

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## ACRONYMS

A&A	Acquisition and Assistance
CAR	Central Asian Republics
CDCS	Country Development Cooperation Strategy
DHS	Demographic Health Survey
DIS	Development Information System
DO	Development Objective
DRG	Democracy, Human Rights, and Governance
FSN	Foreign Service National
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GIS	Geographic Information Systems
GOT	Government of Tajikistan
ICT	Information and Communications Technology
IDIQ	Indefinite Delivery/Indefinite Quantity
IMF	International Monetary Fund
IR	Intermediate Result
MEL	Monitoring, Evaluation, and Learning
MOHSP	Ministry of Health and Social Protection
NDS	National Development Strategy
NDVP	National Deployment and Vaccination Program
NPI	New Partnership Initiative
NRM	Natural Resource Management
NUP	New and Underutilized Partners
OE	Operating expense
PMP	Performance Monitoring Plan
PSE	Private Sector Engagement
SF	Strategic Framework
SME	Small and Medium Enterprises
TB	Tuberculosis
USDH	U.S. Direct Hire
USG	U.S. Government
USPSC	U.S. Personal Services Contractor
WASH	Water, Sanitation and Hygiene

## EXECUTIVE SUMMARY

This strategic framework comes at an uncertain time for Tajikistan. COVID-19 has shifted the global landscape, affecting the economy, livelihoods, and health of people around the globe. At the same time, the recent withdrawal of U.S. troops from Afghanistan that shares an 800-mile long border with Tajikistan, saw the return of the Taliban to power, heightening regional tensions and provoking fears of re-emerging extremism and regional instability. Against this backdrop, USAID upgraded its presence in Tajikistan from a Country Office under the regional Mission in Almaty, Kazakhstan, to a full bilateral Mission in Dushanbe. Given USAID's organizational transformation in Tajikistan, and the contextual uncertainty due to COVID-19 and Afghanistan, USAID opted for a three-year strategic framework as a strategy bridge before undertaking a full Country Development Cooperation Strategy (CDCS) in 2024.

Tajikistan remains the poorest country in the Central Asia region with a gross domestic product (GDP) per capita of \$871.<sup>1</sup> Despite an almost 50 percent increase in GDP per capita over the past 10 years, Tajikistan's poverty levels have only decreased by 10 percent over the same ten-year period.<sup>2</sup> This consistently strong GDP growth paints a distorted picture of progress. Tajikistan's commitment to some economic reforms masks poor governance and other structural challenges, limiting economic benefits outside of state-owned enterprises and remittances from migrant labor. Similarly, Tajiks appear relatively healthy and well-educated on the whole, but these levels of Tajik human capital have not translated to economic gains that lead to poverty reduction. The "low-hanging" development fruit has been picked and difficult structural and social reforms are needed to reach remaining development targets.

USAID/Tajikistan's goal statement for its 2022-2024 Strategic Framework is "Foundations for sustainable development in Tajikistan strengthened." This goal statement serves a dual purpose for this "transitional" strategy. First, it closely mirrors the Government of Tajikistan's (GOT's) 2030 National Development Strategy (NDS) goal statement, "Improve the standards of living of the population based on sustainable economic development." As highlighted in the *Strategic Approach* below, one of the underlying themes of this strategy is to strengthen the relationship between USAID and the Tajik government, communities, and citizens. By aligning with national strategies, USAID is upholding its commitments in the aid effectiveness agenda, further strengthening country systems and encouraging domestic resource mobilization. Second, it underscores the strong need to reconsider and reorient development efforts in the country. Existing economic, social, and governing systems are neither optimal, nor sustainable; without basic reforms ("foundations"), Tajikistan will not make adequate progress to lift a sizable portion of its population out of poverty, and it will not create meaningful opportunities for Tajiks to remain in the country as opposed to migrating for work. The existing Tajik development model has run its course, and Tajikistan must fortify the building blocks of sustainable development if it is to reduce poverty in the long term. As USAID/Tajikistan reorients its programming to serve this purpose, so too will the GOT need to look at needed reforms in order to obtain long-term economic prosperity and stability.

Through two development objectives (DOs), this strategic framework furthers the foundations

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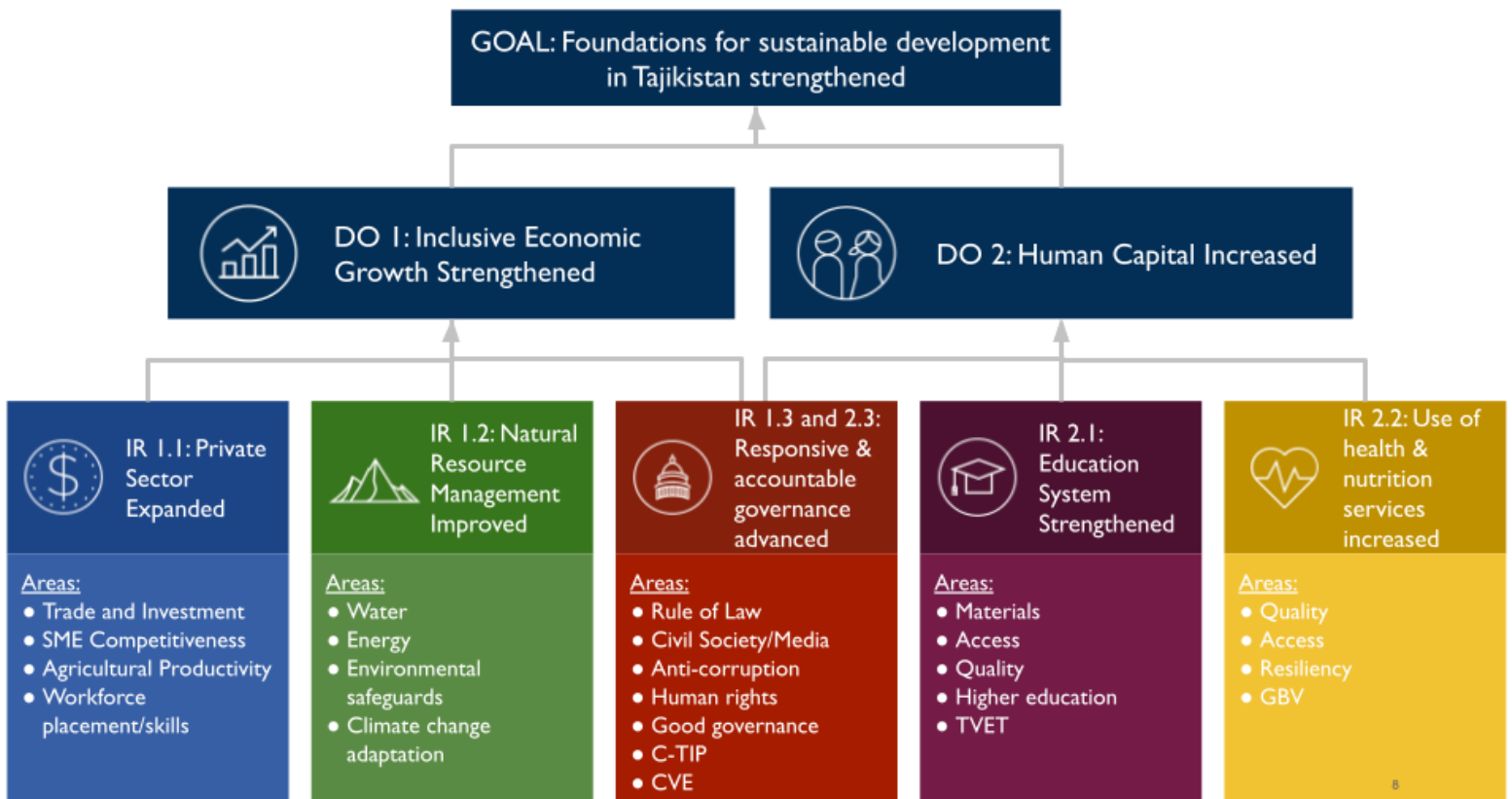
<sup>1</sup> World Bank. 2021. [World Development Indicators](#). World Bank.

<sup>2</sup> Gyulumyan, Gohar. 2018. [Tajikistan - Country Economic Memorandum : Nurturing Tajikistan's Growth Potential \(English\)](#). Washington, D.C. :World Bank Group.

of sustainable development - job creation, human capacity development, and economic, social and governing reforms - so that progress can reach those who have been excluded or otherwise unable to reap the benefits of Tajikistan’s economic and social transformation. DO 1, entitled *Inclusive Economic Growth Strengthened*, supports the goal by creating the conditions for economic shifts and reforms that will create opportunities for all Tajiks, including women, youth and other at-risk groups. DO 2, entitled *Increased Human Capital*, will reinforce economic growth efforts (DO 1) to ensure that all Tajiks have the foundational education and health necessary to participate meaningfully in society, realize their potential, and further Tajikistan’s sustainable development.

This strategy builds on USAID’s prior relationships in Tajikistan, reaffirming the principles of the U.S. Central Asia Strategy<sup>3</sup> and helping Tajikistan to assert its identity as an economically independent and sovereign nation who is a partner of choice for stability and prosperity in Central Asia. To this end, the strategic framework will fortify the foundations for sustainable development that will build that stability through three approaches: partnership, inclusion, and prosperity. Integrated across these approaches is the need for greater resource mobilization and coordination from host country stakeholders (government, business, civil society) and donors towards mutual aims. The COVID-19 pandemic and political instability in Afghanistan will also largely shape the implementation of this strategic framework.

### USAID/TAJIKISTAN SF 2021-2024 RESULTS FRAMEWORK DIAGRAM



<sup>3</sup> U.S. Department of State. 2020. [U.S. Strategy for Central Asia 2019-2025](#). Washington, DC: U.S. Department of State.



## COUNTRY CONTEXT

If GDP growth were the sole measure of a country's development, Tajikistan would be a success story. However, the consistently strong average growth of 8 percent over the past 10 years -- financed in part by remittances from 1-1.5 million Tajik labor migrants -- has not translated into poverty reduction.<sup>4</sup> With a GDP per capita of only \$871,<sup>5</sup> Tajikistan remains the poorest country in the Central Asia region with more than 27 percent of the population in 2018 living below the national poverty line. Depending on location and time of year, the poverty levels, especially in rural areas, can rise up to over 50 percent.<sup>6</sup> The persistent poverty rate can be viewed as the result of several contributing factors:

**Economy:** Tajikistan's economy is considered mostly unfree,<sup>7</sup> highly centralized, and is not geared toward private sector growth. Financial sector fragility, numerous external trade impediments, and a burdensome tax system, create a high risks/low rewards environment for small and medium enterprise (SME) development. Tajikistan's business environment is considered the most onerous of all its peers in Central Asia and Eurasia (excluding Turkmenistan).<sup>8</sup> Resolving insolvency (or bankruptcy policy), protecting minority investors, and ensuring access to electricity are top issues. Firms also cite high tax rates, inefficient tax administration, the pervasive informal sector, and political instability as the biggest challenges to doing business. As a consequence, small firms are unable to grow, creating a "missing middle" of SMEs needed to drive economic development.

**Climate Vulnerabilities and Natural Resource Management (NRM):** Tajikistan is highly vulnerable to reduced snowfalls due to climate change,<sup>9</sup> negatively impacting the availability of water for energy generation and agriculture, and consequently economic and food security. However, environmental concerns come second to economic growth policies. Environmental regulations exist but they are not enforced, which contributes to soil erosion, water pollution, and deforestation. Public awareness of environmental concerns is limited. Tajikistan is already experiencing increased occurrences of floods and extreme weather due to climate change that impacts agriculture, which employs more than 70 percent of population, and hydropower generation, which makes up 95 percent of total domestic electrical power production. National authorities report that the country faces around 150 small and medium-scale disasters per year. Experts estimate that Tajikistan lost \$1.8 billion because of natural/climate-related disasters over 15 years.<sup>10</sup> These adverse conditions have impacted all, but they have affected the poorest communities greatly.

**Public Service Provision (Health and Education):** Tajikistan's education system is outdated and insufficiently resourced, leading to poor education outcomes, and limited access, especially for girls and vulnerable children. Rankings reflect near achievement in universal enrolment, but do not adequately account for poor pedagogy. While a child in Tajikistan will

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<sup>4</sup> Gyulumyan, Gohar. 2018. [Tajikistan - Country Economic Memorandum : Nurturing Tajikistan's Growth Potential \(English\)](#). Washington, D.C.: World Bank Group.

<sup>5</sup> World Bank. 2021. [World Development Indicators](#). World Bank.

<sup>6</sup> Asian Development Bank. "Tajikistan." Poverty Data. Asian Development Bank. Accessed April 26, 2021.

<sup>7</sup> Terry Miller, Anthony B. Kim, and James M. Roberts, 2021. [2021 Index of Economic Freedom](#). Washington, DC: Heritage Foundation.

<sup>8</sup> World Bank. 2020. [Doing Business](#). Washington, DC: World Bank.

<sup>9</sup> GIZ. 2020. [Climate Change Profile: Tajikistan](#). GIZ.

<sup>10</sup> [Assessment of Economic Impacts from Disasters Along Key Corridors \(English\)](#). Washington, D.C.: World Bank Group.

complete 10.9 years of school by age 18, what children actually learn equates to only 6.8 years of education in developed countries. Similarly, the Tajik health system is underfunded and cannot effectively respond to public health needs. Tajikistan has the highest hunger and malnutrition rates in the region and is among the top 50 countries with the highest TB burden in the world, and among 30 countries for high multidrug resistant TB burden.<sup>11</sup> The under-five mortality rate in Tajikistan is higher than the average for the Central Asian Republics (CAR); 18 percent of children are stunted; 23 percent of women have an unmet family planning need; and 50 percent of the population does not have access to clean water.

### **COVID-19 IN TAJIKISTAN**

COVID-19 remains a concern for Tajikistan. In 2020, GDP growth halved to 4.5 percent, though it recovered during the first half of 2021, to 8.7 percent. Reopened borders for migrant laborers and surging sales from extractive metals helped increase growth. Nevertheless, COVID-19 severely weakened the social and economic fabric. During much of 2020, unemployment rates and the job market were volatile, leading to periods of joblessness for entire households - up to 40 percent in May 2020. The inability for migrants to work reduced remittances in 2020, increasing poverty levels. Similarly, more than 35 percent of households reported that children in their household ate fewer than three full meals in May and June 2020. Reports also indicate that 15-20 percent of those seeking medical treatment were unable to obtain it.<sup>12</sup>

The GOT's messaging campaigns and risk reduction communications designed to combat COVID-19 have had a positive effect. Tajikistan launched the National Deployment and Vaccination Plan (NDVP) on March 23, 2021, with a 62 percent national target for vaccinations. Since March 2021, Tajikistan has received nearly 2.3 million of Pfizer, Moderna and AstraZeneca vaccine doses through COVAX, as well as nearly 2.9 million of SinoVac and SputnikV vaccine doses. As of October 2021, MoHSP reported having vaccinated 35 percent of the total eligible population, including nearly 92 percent in the capital. Judging by international pledges, Tajikistan will likely see additional vaccine donations, however delivery timelines are uncertain.

### **ALIGNMENT WITH GOT PRIORITIES**

Despite contextual challenges, the GOT demonstrates some commitment to reform, especially in economic growth (including agriculture), private sector development, and public service delivery (including health and education), as referenced by the 2030 NDS priorities - energy security, infrastructure, food security, and employment.<sup>13</sup> Climate change is also a political priority for U.S. Government (USG) collaboration.

### **GEOPOLITICAL CONSIDERATIONS**

Located between Afghanistan and China, and with historical ties to Russia, Tajikistan is highly influenced politically, economically, and socially by the geopolitics of the region. Russia is Tajikistan's primary security partner, providing training and equipment to the Tajik armed forces, and Tajikistan hosts what is believed to be the largest Russian military base outside of Russia.

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<sup>11</sup> [Global tuberculosis report 2020](#). Geneva: World Health Organization; 2020. Licence: CC BY-NC-SA 3.0 IGO.

<sup>12</sup> World Bank. 2021. [Tajikistan - Country Economic Update Summer 2021 - Rebounding Economy, Challenges Remain](#).

<sup>13</sup> Government of Tajikistan. [National Development Strategy of the Republic of Tajikistan for the period up to 2030](#).



Tajikistan also depends heavily on imports and remittances from Russia, which amounted to about one-third of Tajikistan's GDP in 2019.

China is investing in Tajikistan through its Belt and Road Initiative. Over the past ten years, China has invested over \$1.36 billion in energy, metals, and real estate, representing two-thirds of foreign direct investment.<sup>14</sup> China also owns nearly \$1.2 billion of Tajikistan's \$3.2 billion foreign debt.

Following the fall of Afghanistan to the Taliban, thousands of Afghans fled to Tajikistan as refugees, where they have been provided temporary shelter, food, medical care, and repatriation from GOT, civil society, and humanitarian/development partners. The deterioration of living conditions in Afghanistan and increased sectarian violence may trigger mass waves of refugees into Tajikistan. The international community estimated that potentially 50,000 Afghan refugees may eventually crossover into Tajikistan. The GOT has stated that it is making provisions for 100,000 refugees.

To further the U.S.-Tajik relationship during this strategy period, USAID will seek to promote Tajikistan's own priorities and goals, while stressing the advantages of the U.S. development model, including: sustainable, transparent development solutions; capacity building; increased economic growth through domestic employment opportunities, climate friendly interventions, and private sector development; and fostering resilience to existing and emerging threats. Doing so will allow Tajikistan to make its own decisions about its development partners and direction based on self-interests.



(Source: *The World Factbook 2021*. Washington, DC: Central Intelligence Agency, 2021. <https://www.cia.gov/the-world-factbook/>)

<sup>14</sup> American Enterprise Institute. China Global Investment Tracker. <https://www.aei.org/china-global-investment-tracker/>

## **TRANSITIONING TO A BILATERAL MISSION**

As part of the transition to a new bilateral Mission, this strategy recognizes the role that proposed development objectives will play as a bridge - laying the necessary programmatic and physical footprint - to a future five-year CDCS. This strategy will also set development priorities, which will require further delineation or transition of programming between the Central Asia Regional Mission and the new, bilateral Mission. As USAID's first bilateral strategy in Tajikistan, this Strategic Framework will open the potential for new dialogue on significant policy issues and blockages, ultimately improving U.S.-Tajik partnership and creating the basis for greater sustainability and country ownership through identifying and seizing windows of opportunity in areas such as mobilizing domestic resources, private sector development, systems strengthening, climate change action, and inclusion. While USAID envisions successes over the strategy period, long-term change and reforms towards sustainable development and poverty reduction will take time, especially with COVID-19 and the region's geopolitical considerations.

## **STRATEGIC APPROACH**

The United States was among the first countries to recognize the independence of Tajikistan in 1991 and has worked consistently over the last three decades to support its sovereignty, security, and development. The relationship between the United States and Tajikistan is one of continuously expanding partnership - founded initially on humanitarian assistance provided during the civil war and progressing now through USAID's decision to elevate its presence to a bilateral Mission.

This strategic framework reaffirms the principles of the U.S. Central Asia Strategy,<sup>15</sup> helping Tajikistan to assert its identity as an economically independent, stable and prosperous partner nation in Central Asia. To this end, the strategic framework will further the foundations for sustainable development through three approaches: 1) partnership, 2) inclusion, and 3) prosperity. Integrated across these approaches is the need for greater resource mobilization and coordination from host country stakeholders (government, business, civil society) and donors towards mutual aims. The COVID-19 pandemic and political instability in Tajikistan's southern neighbor Afghanistan will also largely shape the implementation of this strategy.

Geographically, this strategy will have a country-wide reach. In a relatively small country, such geographic focus is not overly ambitious, especially given the development challenge of strengthening the foundations for sustainable development that can only be addressed with a set of mutually reinforcing, cross-sectoral interventions implemented across the country.

## **PARTNERSHIP**

This strategy builds upon and leverages diplomatic and development efforts to include Tajikistan in regional platforms (C5+1), reinforcing the country's capacity to make independent decisions that improve Tajik' livelihoods and act as a reliable partner that helps solve regional problems. Finally, this strategy allows for nurturing Tajik champions in government, civil society, and business that value Tajikistan's sovereignty and prosperity so that they are ready to become positive leaders committed to future partnership.

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<sup>15</sup> <https://www.state.gov/united-states-strategy-for-central-asia-2019-2025-advancing-sovereignty-and-economic-prosperity/>

*“The United States’ primary strategic interest in this region is to build a more stable and prosperous Central Asia that is free to pursue political, economic, and security interests with a variety of partners on its own terms; is connected to global markets and open to international investment; and has strong, democratic institutions, rule of law, and respect for human rights. A stable and secure Central Asia contributes directly to U.S. efforts to counter terrorism, support regional stability, promote energy security, and enhance economic prosperity in the region and beyond.” - U.S. Strategy for Central Asia, 2019-2025*

International development banks, European donors, and UN organizations remain USAID’s primary allies in supporting the ideals espoused in the U.S. Central Asia Strategy. International development banks bring large scale financing combined with technical assistance to address infrastructure needs in fiscally- and environmentally- responsible ways. European donors complement USAID’s programming portfolio with added support in DRG, economic development, health, and education.

## **INCLUSION**

The U.S. Interim National Security Strategy<sup>16</sup> and the U.S. Strategy for Central Asia assert the importance of promoting and protecting inclusion as paramount for political stability and economic prosperity. Global evidence shows that with every year of schooling a person receives, their future earnings increase by eight to 10 percent, with even larger increases for women.<sup>17</sup> Conversely, Tajikistan’s slowing poverty reduction rates - despite high GDP growth - indicate that high growth alone is not sufficient to reduce poverty for those unable to participate in Tajikistan’s formal economy. Similarly, while economic development can lead to greater gender equality, global evidence also suggests that economic growth has not been sufficient to overcome all forms of gender inequalities in the labor market.<sup>18</sup> Tajikistan’s low ranking on the Global Gender Gap Report confirms this. All populations - women, men, girls, boys, youth, and other marginalized populations - must take part in the development process in order to reap its benefits. To operationalize greater inclusion, USAID will promote and integrate gender equality and social inclusion across the program cycle, linking strategy to activity design, and to monitoring, evaluation, and learning (MEL). Activity design and implementation will be informed by data, drawn from gender equality and social inclusion analysis specific to different geographical and cultural contexts, and MEL outcomes that demonstrate the results of women’s and girls’ leadership on social and economic empowerment. USAID will seek to model inclusive behavior by expanding its partner base and working with civil society organizations, media, and private businesses who support the rights and inclusion of women, people with disabilities, and other marginalized communities. Simultaneously, USAID also recognizes the gravity of gender-based violence (GBV) as a pervasive human rights violation in Tajikistan. Inclusion also infers preventing GBV, including

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<sup>16</sup> <https://www.whitehouse.gov/wp-content/uploads/2021/03/NSC-1v2.pdf>

<sup>17</sup> World Bank. 2018. [World Development Report 2018: Learning to Realize Education’s Promise](#). Washington, DC: World Bank. doi:10.1596/978-1-4648-1096-1. License: Creative Commons Attribution CC BY 3.0 IGO

<sup>18</sup> Kabeer, N. 2016. Gender Equality, Economic Growth, and Women’s Agency: The “Endless Variety” and “Monotonous Similarity” Of Patriarchal Constraints. *Feminist Economics*, Vol. 22( 1) 295–321.

intimate partner violence, non-partner sexual assault and harassment, and child marriage by engaging multiple stakeholders with multiple approaches across all sectors.

## **PROSPERITY**

Following the collapse of the Soviet Union, the 1992-1997 Tajik civil war, and a decade of economic decline, Tajikistan created the conditions for consistent economic growth which also led to reductions in poverty. By the end of the 2000s though, economic growth continued, but poverty reduction did not. There are many contextual reasons to explain this problem. Tajikistan's Doing Business ranking and the share of the private sector in GDP and employment point to a country that has not fully exploited the potential of enabling the private sector to bring equitable growth to all its citizens. This strategy seeks to realign the promise of economic growth with reduction in poverty. It views private sector engagement as a continuum of opportunities for private sector actors to contribute to sustainable and inclusive development in Tajikistan. Given the nascent state of the Tajik private sector, efforts will largely be placed on making the firms more resilient, competitive and productive, creating jobs, and setting the stage for these enterprises to grow into medium and large enterprises. Where possible, private sector engagement will look to connect actors to domestic, regional, and international markets to improve economic stability and drive growth in Tajikistan and the region (such as in agriculture, tourism, energy, and IT). USAID will facilitate market-based approaches to bring added innovation and sustainability to development interventions. For example, education and workforce development programs can be better aligned with market needs to prepare Tajiks to enter the domestic workforce, rather than forcing them into patterns of international migration and remittances. Similarly, the health system needs modernization so that services and commodities can get to where they are needed most, and resources are utilized to reduce mortality, and control non-communicable and infectious disease. Natural resources should be considered a long-term, investment commodity and environmental services valued accordingly with adequate protection and management to ensure long-term dividends. By applying the principles of private sector engagement in Tajikistan, USAID will build the foundations for poverty reduction and economic prosperity.

*“The expansion of economic opportunities improves security and stability by creating the conditions for communities to thrive. Inclusive economic growth increases economic opportunity and enhances access to everything from energy and financial services to health and education. While inclusive growth promotes prosperity, poverty and the lack of opportunity can exacerbate political instability and make populations more susceptible to insecurity.” - USAID Private Sector Engagement Strategy.*

## **RESULTS FRAMEWORK**

### **GOAL STATEMENT AND NARRATIVE**

USAID/Tajikistan's goal statement is “Foundations for sustainable development in Tajikistan strengthened.” Based on USAID/Tajikistan's Country Roadmap, USAID and third-party evidence, as well as programming experience, this goal statement reflects the strong need to refocus development efforts in the country. The goal statement also closely mirrors the GOT's 2030

NDS goal: “*Improve the standards of living of the population based on sustainable economic development.*” The strategic choices described in this goal statement, reflect investment opportunities that build upon prior USAID successes, and further USG policy priorities.

The goal statement views “sustainable development” as the ultimate aim of USAID’s work in Tajikistan, understanding that existing economic, social, and governance systems are not durable. Without reforms, Tajikistan will not make adequate progress to lift a sizable portion of its population out of poverty and create meaningful opportunities for Tajiks to remain in the country. “Sustainable development” unites both development objectives (DOs) proposed below - *Inclusive Economic Growth* and *Human Capital* - and allows flexibility to shift across sectors should the context require.

The phrase “strengthened foundations” was added as a caveat that sustainable development will be a long process, and that as a new Mission, USAID/Tajikistan must first help Tajikistan fortify the building blocks before shifting to higher-level goals such as poverty reduction. Despite a high sustained growth rate over the past two decades, growth and poverty reduction have slowed as the once favorable external economic environment has deteriorated and other drivers of growth - remittances, donor funding, and the domestic economic model (centralized and planned) - have reached their limits.<sup>19</sup>

This strategic framework furthers the foundations of sustainable development - economic opportunity, human capacity development, and reforms (economic, social, and political) - so that progress can reach those who have been unable to reap the benefits of Tajikistan’s economic and social transformation through two development objectives (DOs). DO 1, entitled *Inclusive Economic Growth Strengthened*, supports the goal by creating the conditions for economic shifts that will benefit those excluded from Tajikistan’s economic progress over the past 30 years.<sup>20</sup> DO 2, entitled *Increased Human Capital*, will accompany and reinforce economic growth efforts (DO 1) to ensure that all Tajiks have the foundational education and health necessary to participate meaningfully in society, realize their potential, and further Tajikistan’s sustainable development.

Across these two DOs, the Mission also considers two issues that are inextricably intertwined with Tajikistan’s near future: COVID-19 and Afghanistan’s political instability. USAID/Tajikistan will pivot program implementation, emphasizing livelihood assistance, food security, health and education service provision in specific geographic locations to respond to the surge and/or influx in refugees, should the context require and allow for such a response, without revising its strategic direction (in the absence of a humanitarian disaster requiring specialized assistance and funding).

## **DO 1: INCLUSIVE ECONOMIC GROWTH STRENGTHENED**

**Development Hypothesis Statement:** If USAID expands private sector growth, improves natural resource management, and advances responsive and accountable governance, then

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<sup>19</sup> Gyulumyan, Gohar. 2018. [Tajikistan - Country Economic Memorandum : Nurturing Tajikistan’s Growth Potential \(English\)](#). Washington, D.C. :World Bank Group.

<sup>20</sup> Gyulumyan, Gohar. 2018. [Tajikistan - Country Economic Memorandum : Nurturing Tajikistan’s Growth Potential \(English\)](#). Washington, D.C. :World Bank Group .

Tajikistan will strengthen inclusive economic growth.

**Development Hypothesis Narrative:** Tajikistan’s business environment is the most onerous in Central Asia and Eurasia (excluding Turkmenistan).<sup>21</sup> State-owned enterprises are able to navigate regulations, permitting, and trade barriers, accounting for 70 percent of industrial output. However, the formal private sector (which constitutes only 13 percent of employment and 15 percent of investment, which is equivalent to less than five percent of GDP), including small-holder farms and agro-businesses, experience significant impediments. In addition to competition with the pervasive informal sector, the private sector struggles with obtaining permits, getting electricity, paying taxes, accessing finance or resolving insolvency, and potential political instability due to the situation in Afghanistan and in the Ferghana Valley, a place of frequent cross-border clashes between the Tajik and Kyrgyz communities, most recently in April 2021 over irrigation water. As a result, small private firms are unable to grow, creating a “missing middle” of SMEs 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,<sup>22</sup> and information and communications technology (ICT)<sup>23</sup> sectors) and clear comparative advantages due to its emerging industries, hydro resources, and burgeoning tourism sector.<sup>24</sup>

DO I, entitled *Inclusive Economic Growth Strengthened*, will create the conditions for economic shifts and reforms that will benefit those who have not yet participated in Tajikistan’s economic progress such as women, youth, and people with disabilities, supporting the goal statement’s reference to the foundations for sustainable development and ultimately poverty reduction.<sup>25</sup> The term “inclusive” refers to both marginalized populations (including youth and women) and the private sector who mostly do not have access to economic opportunities. The private sector, including small-holder farms and agro-businesses, experiences significant impediments to growth and trade, creating a “missing middle” of SMEs. “Economic growth” remains an important objective given Tajikistan’s business environment.<sup>26</sup> Additionally, “inclusive economic growth” also refers to the need to mitigate the effects of climate change and better manage natural resources so that they can actively contribute to sustainable economic development.

The GOT at all levels has demonstrated its openness to cooperation in these areas (per its 2030 NDS, some market and tax reforms, and improved energy infrastructure), and USAID is already actively engaged in local level partnerships with agro-industries, local government, and natural resource associations. USAID will use its programs and identify new opportunities to

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<sup>21</sup> World Bank. 2020. [Doing Business](#). Washington, DC: World Bank.

<sup>22</sup> [Tajikistan Winter Energy Crisis: Electricity Supply and Demand Alternative, WB, 2013.](#)

<sup>23</sup> [Central Asian Market System Assessment Report: IT, Tourism, Light Manufacturing & Food and Beverage, USAID’s Future Growth Initiative, 2020.](#)

<sup>24</sup> Gyulumyan, Gohar. 2018. [Tajikistan - Country Economic Memorandum : Nurturing Tajikistan’s Growth Potential \(English\)](#). Washington, D.C.: World Bank Group.

<sup>25</sup> Gyulumyan, Gohar. 2018. [Tajikistan - Country Economic Memorandum : Nurturing Tajikistan’s Growth Potential \(English\)](#). Washington, D.C.: World Bank Group.

<sup>26</sup> World Bank. 2020. [Doing Business](#). Washington, DC: World Bank.



push for both economic and governance shifts, illustrating the benefits of USG partnership in areas such as climate change mitigation, and effective and sustainable energy generation and transmission.

**COVID-19:** To mitigate both the short- and long-term effects of COVID-19, USAID will promote domestic private sector job creation (especially in agriculture/agribusiness, food processing, textiles, tourism, ICT, <sup>27</sup> and other target sectors), increase the provision of critical public services that depend on effective natural resource management (water, clean energy, and climate change adaptation), and facilitate increased trade and regional connectivity. If the COVID-19 situation degrades drastically, USAID will increase food security programming and emergency livelihoods support, ensuring basic needs and reducing human pressures on natural resources as a replacement for lost incomes.

**Afghanistan:** As the number of Afghan refugees grows, USAID will adapt programming to fill short- and medium-term needs in livelihoods, skills training, workforce development, human rights, and environmental protection. Often, refugee populations compete for resources - economic, social, and environmental - to fill their needs, which can increase tensions with local communities. To reduce pressures on, and biases from local communities, USAID may also provide livelihoods and environmental protection programming to communities hosting refugees. USAID will also increase programming to shore up agricultural production and responsible water use as a bulwark against food insecurity. Additionally, human rights, civil society, and media programming can mitigate disinformation, stigma, and tensions between refugees and local populations.

**DOI Inclusive Economic Growth Strengthened** is supported by three interconnected intermediate results (IRs): *IR 1.1 Private Sector Growth Expanded*, *IR 1.2 Natural Resource Management Improved*, and *IR 1.3 Responsive and Accountable Governance Advanced*. Given the country context and USAID's comparative advantage, these IRs (discussed below) comprise the three highest results for which USAID can reasonably hold itself accountable and which, if achieved together, will strengthen inclusive economic growth. IR 1.1 employs a holistic view to expand the private sector through support to industries selected for their potential to generate employment and increase their productivity and trade; workforce development especially for marginalized or groups unable to enter the domestic workforce; and, where feasible, improvements to the business enabling environment to allow entrepreneurs and businesses to grow. Similarly IR 1.2 will holistically address natural resources exploitation such as water, energy, and climate change adaptation and their protection through environmental safeguards to ensure that they are managed in a sustainable, climate-friendly, and economically rational manner. Together, these IRs will strengthen economic growth, making it inclusive of those that have been left out of Tajikistan's economic development to date.

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<sup>27</sup> The growth potentials of these sectors have been identified throughout the following analyses: [Central Asian Market System Assessment Report: IT, Tourism, Light Manufacturing & Food and Beverage, USAID's Future Growth Initiative, 2020](#) ; [Sector Selection Report, USAID's Future Growth Initiative, 2020](#) ; [Horticulture and Dairy Value Chain Analysis, USAID's Agribusiness Competitiveness Activity in Tajikistan, 2018](#) ; [Promoting Export Diversification and Growth, ADB, 2016](#); [Selection of the Third Sector, USAID's Competitiveness, Trade and Job Activity in Central Asia, 2017](#); [Analysis of Food and Textile Industries in Tajikistan, USAID's Future Growth Initiative, 2021](#).

## IR STATEMENTS AND NARRATIVES

### IR 1.1: PRIVATE SECTOR GROWTH EXPANDED

With only 43 percent of Tajikistan's total working age (15-64 years old) population in the labor force and less than 13 percent of employment within the private sector,<sup>28</sup> the lack of private sector jobs poses a significant impediment to inclusive sustainable development and poverty reduction.<sup>29</sup> Despite the small private sector, Tajikistan has significant opportunities and comparative advantages - geographic proximity to major international markets, abundant hydro resources, an emerging textile industry, and potential for tourism - that, if developed, could diversify the economic landscape, increase employment, and reduce poverty in the long term.<sup>30</sup> Being that only four export commodities (gold, raw aluminum, raw cotton, and zinc ore) contribute to nearly 20 percent of GDP, there is ample room for economic diversification and increased trade. By addressing trade barriers, advancing enterprise development and competitiveness, improving workforce development (especially for women and youth), and increasing agricultural productivity and trade linkages, *IR 1.1 Private Sector Growth Expanded* will grow and orient the private sector towards inclusivity of marginalized groups, especially women and youth, while aligned with market needs and opportunities. Nurturing local partnerships with business associations, cooperatives, and small businesses will be crucial to making sustainable progress in this IR.

### IR 1.2: NATURAL RESOURCE MANAGEMENT IMPROVED

Tajikistan remains highly vulnerable to the effects of climate change, including floods, extreme weather, and retreating glaciers, which impact hydropower generation, agriculture, and health.<sup>31</sup> Improved natural resource management will ensure that natural resources effectively and rationally contribute to sustainable economic growth.<sup>32</sup> For example, inefficient electricity generation and distribution require harmonized energy infrastructure and regulatory policies - both domestic and regional - to generate the energy supply that will fuel sustainable, environmentally responsible development in Tajikistan and the region.<sup>33,34</sup> By improving environmental and social safeguards, facilitating energy sector reforms, adapting to and mitigating climate change effects, and rationalizing water use, *IR 1.2 Natural Resource Management Improved* will support natural resource management that is resilient, climate-friendly or climate neutral, and actively contributes to sustainable economic growth. USAID will implement USAID Climate Change Strategy and USG climate change policies when working with government entities, businesses, associations, and user-groups to ensure that natural resource management is grounded in inclusive and transparent practices.

### IR 1.3: RESPONSIVE AND ACCOUNTABLE GOVERNANCE ADVANCED

Tajikistan has impediments to establishing an enabling environment that is attractive for

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<sup>28</sup> Victoria Strokova and Mohamed Ihsan Ajwad. 2017. [Tajikistan Jobs Diagnostic: Strategic Framework for Jobs \(English\)](#). Issue no. 1; Jobs Series Washington, D.C.: World Bank Group.

<sup>29</sup> Gyulumyan, Gohar. 2018. [Tajikistan - Country Economic Memorandum: Nurturing Tajikistan's Growth Potential \(English\)](#). Washington, D.C.: World Bank Group.

<sup>30</sup> Idem.

<sup>31</sup> GIZ. 2020. [Climate Change Profile: Tajikistan](#). GIZ.

<sup>32</sup> [Sustainable Management of Natural Resources Helps Tajik Communities Adapt to Climate Change](#)

<sup>33</sup> Central Asia Regional Electricity Market (CAREM). Overview and Preliminary Assessment of the Tajikistan Power System.

<sup>34</sup> Vesna Bukarica, Zoran Morvaj, Slavica Robid, Farrukh Shoimardonov. 2011. Energy Efficiency Master Plan for Tajikistan. Dushanbe: UNDP.

responsible international investors. By strengthening civil society groups and associations involved in agriculture, natural resource management and climate action, by improving local government's ability to meet the business and environmental needs of its citizens, and by improving the rule of law for contract enforcement, *IR 1.3 Responsive and Accountable Governance Advanced* will promote economic growth that is sustainable and responsive to citizens' needs and investors. By coupling governance programming with economic development interventions to grow local industry, there are significant windows of opportunity to address important issues, particularly in entrepreneurship, youth and women's empowerment (including GBV), and local governance<sup>35</sup>.

## DO 2: INCREASED HUMAN CAPITAL

**Development Hypothesis Statement:** If Tajikistan strengthens the education system, increases use of health and nutrition services, and advances responsive and accountable governance, then Tajikistan will increase its human capital.

**Development Hypothesis Narrative:** Despite significant advances to the 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 CARs and Eurasian countries (apart from Turkmenistan which is not rated) in education and health outcomes,<sup>36</sup> collectively termed as "human capital" by both the World Bank<sup>37</sup> and Tajikistan's 2030 NDS.<sup>38</sup> Moreover, a child born in Tajikistan today will be 50 percent as productive when she grows up as she could be if she enjoyed complete education and full health.<sup>39</sup> To illustrate poor quality of education, only 28.5 percent of Tajik Grade 4 students met national reading standards in 2021.<sup>40</sup> Additionally, over 84 percent of young Tajik children aged 3 to 6 years old do not receive basic services of early childhood education, particularly in rural and remote areas.<sup>41</sup> These gaps in early childhood education reduce children's ability to excel later at school and life, and affect children of marginalized backgrounds even more.<sup>42</sup> Similarly, health outcomes are generally low in Tajikistan, a trend that started with the collapse of Soviet rule. Under-five mortality is higher than the regional average at 33 deaths per 1000 live births, despite significant gains over the past five years. Nearly one third of the population is food insecure, 18 percent of children are stunted, 23 percent of women have an unmet family planning need, and 50 percent of the population does not have access to clean water.<sup>43</sup> Tajikistan is also among the top 50 countries with the highest TB burden in the world, and among 30 countries with highest multidrug resistant TB.

DO 2, entitled *Increased Human Capital*, will complement economic growth efforts (DO 1) to ensure that all Tajiks have the education and health necessary to realize their full potential.

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<sup>35</sup> DRG Assessment.

<sup>36</sup> Human Capital Index. World Bank, 2020.

<sup>37</sup> Human Capital Index. World Bank, 2020.

<sup>38</sup> Government of Tajikistan. [National Development Strategy of the Republic of Tajikistan for the period up to 2030](#).

<sup>39</sup> Human Capital Index. World Bank, 2020.

<sup>40</sup> USAID EGRA 2021 Endline.

<sup>41</sup> UNICEF. 2021. [Early Childhood Education in Tajikistan](#).

<sup>42</sup> P.T. M. Marope and Y. Kaga. 2015. [Investing against Evidence - The Global State of Early Childhood Care and Education](#). Paris, France : UNESCO.

<sup>43</sup> [Tajikistan Demographic and Health Survey, 2017](#)

Human capital “consists of the knowledge, skills, and health that people invest in and accumulate throughout their lives, enabling them to realize their potential as productive members of society. Investing in people through nutrition, health care, quality education, jobs and skills helps develop human capital - key to ending extreme poverty and creating more inclusive societies.”<sup>44</sup> On the whole, increased human capital is associated with higher earnings, higher incomes for countries, and greater social stability,<sup>45</sup> making it central to sustainable development, and ultimately poverty reduction.

The GOT has demonstrated its openness to cooperation in these areas, making “Human Capital Development” a central tenet of its 2030 NDS. In addition to close collaboration with donor partners and local stakeholders, USAID maintains a good partnership with the GOT, including the ministries for health, education, economy, energy and environmental protection. For example, USAID is one of the few donors in basic education in Tajikistan, and partner of choice for health interventions. USAID will continue to use these relationships to push for both social and governance reforms to illustrate the benefits of USG partnership. Additionally, DO 2 will address inclusive development by increasing access to health and education services for marginalized populations and those affected by GBV.

**COVID 19.** COVID-19 poses a threat to human capital gains. Health systems are overwhelmed by increased and shifting patient demands, which deteriorate service quality and accessibility. To mitigate both the short- and long-term effects of COVID-19 on human capital in Tajikistan, USAID will support the GOT’s efforts to maintain service delivery through a blended learning approach in education, and COVID-19 case monitoring and management in health. Should the situation drastically degrade, USAID is prepared to contribute to the rapid response and emergency management of COVID-19, including support to the national laboratory system, risk communication and community engagement, case management, case investigation, surveillance, and vaccine dose donations through the COVAX facility.

**Afghanistan:** USAID/Tajikistan will adapt its programming to support education and health services to Afghan refugees as the situation allows. Health services will include a range of medical, water, sanitation and hygiene (WASH), nutrition, and psychosocial support. If the refugee situation drastically worsens, USAID will move from a supporting role to that of direct service provision through humanitarian relief partners. Education services will continue to the greatest extent possible, but should the situation degrade rapidly, potential support efforts would be discussed with the GOT to ensure a safe space and learning environment for displaced and refugee children.

**DO2 Increased Human Capital** is supported by three interconnected intermediate results (IRs): *IR2.1 Education System Strengthened, IR2.2 Use of health and nutrition services increased, and IR2.3 Responsive and Accountable Governance Advanced.* Given the country context and USAID’s comparative advantage, these IRs (discussed below) comprise the three highest results for which USAID can reasonably hold itself accountable and which, if achieved together, will create increased human capital. In education, USAID intentionally uses a system strengthening approach to improve quality, access, and resiliency that lead to increased human capital. In health and nutrition, however, greater emphasis has been placed on the use of

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<sup>44</sup> Human Capital Index. World Bank, 2020.

<sup>45</sup> [Human Capital is Central to a Fast and Inclusive Economic Recovery in Tajikistan](#)

services through improved quality, access, social marketing, and resiliency as crucial to generating increased human capital.

## **IR STATEMENTS AND NARRATIVES**

### **IR 2.1: EDUCATION SYSTEM STRENGTHENED**

Despite government recognition (through free universal education, strategy documents, and other policies) that education is crucial to development, low GDP per capita spending on education, and a lack of physical and social access to quality education for marginalized populations, contribute to the weak education system in Tajikistan with limited professional development opportunities and outdated curriculum. By improving the quality of instruction and instructional materials in primary, higher education, and workforce development/vocational training, and increasing access to school for all, including people with disabilities, rural and remote populations, minorities, and other at-risk groups, *IR2.1 Education System Strengthened* will improve the education system and contribute to increased human capital. USAID will partner with local government, school officials, associations, donors, and other stakeholders to implement a standard package of services to public schools in Tajikistan, and incorporate USAID's Climate Change Strategy principles and programming interventions that align with it. As the lead donor for basic education in Tajikistan, USAID will also play a coordination and facilitation role with other donors to ensure near complete coverage of public schools in Tajikistan with development assistance.

### **IR 2.2: USE OF HEALTH AND NUTRITION SERVICES INCREASED**

Poor health outcomes are a direct result of inadequate use of health and nutrition services. Challenges, such as high out-of-pocket health expenditures despite universal free healthcare,<sup>46</sup> an irrational and deteriorating health infrastructure that leads to duplication or fragmentation of health services, poor healthcare worker training, one of the lowest doctor to population ratios in the region, and lack of dialogue between patients/civil society and health officials on how best to meet patient needs, inhibit Tajiks from using existing health systems to their full extent.<sup>47</sup> COVID-19 exacerbates these challenges. By improving the quality of healthcare and nutrition services for HIV, TB, maternal and child health, family planning and reproductive health, WASH, and nutrition, by increasing access to health and nutrition services for the most marginalized and underserved (including GBV prevention and victim support), and by reinforcing the resiliency of the healthcare system to effectively respond to public health needs, *IR2.2 Use of health and nutrition services increased* will lead to improved health outcomes that make up increased human capital. To accomplish this, USAID will work directly with health stakeholders at the local and community level, including government service providers, patient support organizations and other public health associations. USAID will align programming with the Agency's Climate Change Strategy and other technical documents. Where possible, USAID will also encourage market-based solutions in order to rationalize and improve the effectiveness of health systems.

### **IR 2.3: RESPONSIVE AND ACCOUNTABLE GOVERNANCE ADVANCED**

Tajikistan has challenges in effectively delivering the public services needed to grow human capital. By strengthening civil society groups' and associations' oversight of public services in

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<sup>46</sup> Human Capital Index. World Bank, 2020.

<sup>47</sup> Sebastien Peyrouse. 2020. [The Alarming State of the Healthcare System in Tajikistan](#). IPHR.

education and health, and improving the rights of all populations to participate with dignity in public life, integrated *IR2.3 Responsive and Accountable Governance Advanced* will further augment the breadth and depth of education and health reforms designed to improve human capital. USAID/Tajikistan will apply technical guidance to incorporate climate change adaptation and mitigation interventions that align with the Agency Climate Change Strategy. This IR will also identify windows of opportunity to engage with local governmental and public service provision entities (schools, health facilities), incorporating good governance and accountability principles.<sup>48</sup>

## **MONITORING, EVALUATION AND LEARNING**

USAID will establish and use a rigorous MEL system that integrates various Monitoring, Evaluation and CLA processes and instruments and deploys them to meet the Mission's data and analytical needs, including the Performance Management Plan (PMP), MEL Mission Order, in-house Mission reviews and learning events, and local capacity building. Given the short duration of this Strategic Framework and its role as a bridge to a subsequent CDCS, the MEL system will focus both on strategic adaptation, and gathering evidence to inform the future CDCS. The MEL system will track progress on the DOs and IRs illustrated in this strategy and convene stakeholders as appropriate to inform adaptive management practices.

The Mission will document its MEL system for the Strategic Framework through a performance management plan (PMP) that unites programmatic monitoring (indicators, baselines, and results), evaluation needs, and a learning agenda throughout the life of the strategy. In conjunction with the PMP, the Mission will use portfolio reviews and learning events to facilitate discussion on programmatic progress, uniting data and analysis to make informed decisions to adapt the portfolio. As part of the MEL system, the Mission will increase engagement with local stakeholders, experts, and MEL practitioners to integrate local capacity building within all its MEL activities.

### **MONITORING**

The PMP will select indicators, set baselines, and establish targets for the life of the strategy. Generally, USAID also collects contextual indicators as part of the PMP to determine if progress has been made on higher level results. Given the brevity of this strategy and the lag between contextual data collection and reporting, the Mission may still include contextual indicator data in the PMP, but will likely forgo relying on such data to determine progress made in achieving the strategic framework. Rather, the Mission will invest in devising and structuring indicators within the PMP that will track activity progress, produce sufficient and timely data, and assess contextual opportunities or challenges so that management can make informed decisions. For example, the Demographic Health Survey (DHS) will take place during the strategic framework, making it an important baseline for setting baselines and monitoring country progress. In addition to the PMP, the Mission will also use IT systems to improve MEL system effectiveness. USAID/Tajikistan will use geographic information systems (GIS) expertise in order to produce timely and accurate mapping of activity distribution and deployment.

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<sup>48</sup> USAID/Tajikistan Democracy, Human Rights and Governance Assessment. 2021.



The Mission does not foresee difficulties in collecting programmatic data throughout the life of the strategic framework, however COVID-19 and instability in Afghanistan may pose additional restrictions or difficulties in accessing remote or border areas. The Mission anticipates that despite these difficulties, Mission staff will still be able to monitor activity performance in-person as needed.

## EVALUATION

The Mission will undertake at least one performance evaluation per intermediate result. Evaluations will be chosen in accordance with the Learning Plan that is outlined as part of the PMP and illustrated below. The Mission does not anticipate undertaking any impact evaluations given the operating environment and the impacts of COVID-19 on movement. Performance evaluations will largely focus on creating added value in stocktaking for the new CDCS. They will document effective approaches given the operating environment, test development hypothesis and development logic (especially in regards to DRG), and evaluate the extent of local involvement and cooperation. The Mission will also insist upon the use of local expertise and organizations during the evaluation, to both build and support local capacity.

## LEARNING

As part of the PMP, the Mission will establish a robust learning agenda to inform future development of the CDCS, consisting of learning questions, learning events, and portfolio reviews. Learning questions (illustrated below) contain the key knowledge gaps that the Mission believes are crucial to understand in order to inform future programming, test development hypotheses, and hone new development approaches. Through the use of the monitoring and evaluation tools described above, the Mission will seek to answer these learning questions and leverage the responses in development of the future CDCS.

In accordance with USAID policy, the Mission will host at least one portfolio review per year. Portfolio reviews serve a dual purpose in the MEL system to both facilitate discussions on activity implementation and to analyze progress on responding to learning questions. Similar to portfolio reviews, learning events provide an additional platform for discussion on strategy implementation, but are tailored to meet specific Mission needs. The Mission anticipates at least two learning events during the strategic framework. One learning event will take place following the strategic framework approval and start of the PMP. This event will focus on ensuring that baselines are established for the PMP, that activities are mapped according to the new PMP, and that Mission staff and implementers understand and are all working towards the new strategy's goals. The second learning event will take place two years into strategy implementation. This event will kick off stocktaking for the new CDCS and focus on reviewing existing data from the PMP, evaluations, and other sources in order to answer the learning questions.

## ILLUSTRATIVE LEARNING QUESTIONS

- What strategies were most effective in improving inclusiveness throughout the portfolio?
- What practices/strategies/approaches did USAID/Tajikistan use to build a more robust relationship with the Government of Tajikistan? How did these government engagement practices/strategies/approaches result in observed changes in program implementation?
- What strategies did USAID/Tajikistan adopt to identify, analyze, and pursue windows of opportunity for new programming given COVID-19?
- What best practices (programmatic and operational) emerged over the course of the strategic framework in evolving a Country Office under a Regional Mission to a Bilateral Mission with close programming ties to a Regional Mission? How implicit was regional cooperation in achieving the strategy's objectives?

## ANNEXES

### A. Country Roadmap

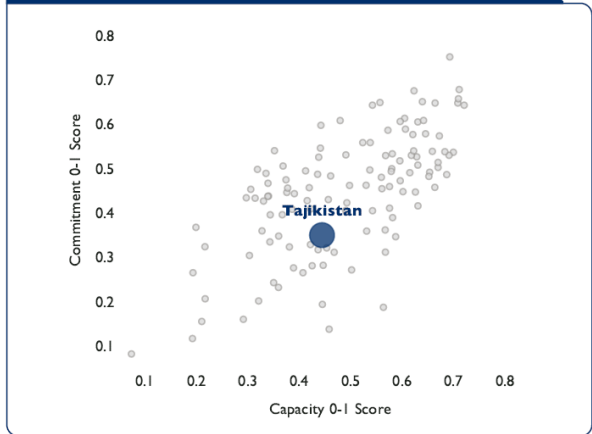
## A. COUNTRY ROADMAP

# TAJIKISTAN

## FY 2022 COUNTRY ROADMAP



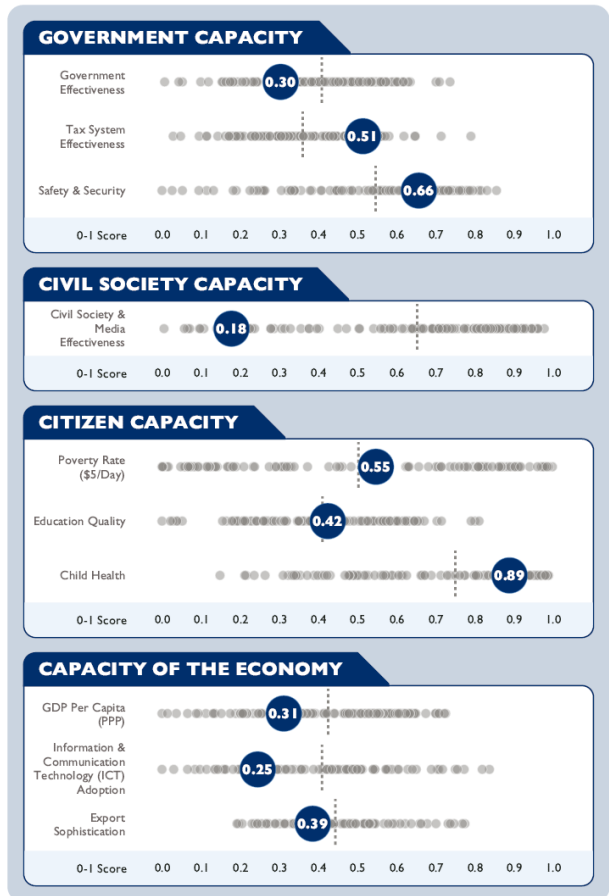
### LOW- & MIDDLE-INCOME COUNTRY SNAPSHOT



## COMMITMENT



## CAPACITY



# TAJIKISTAN

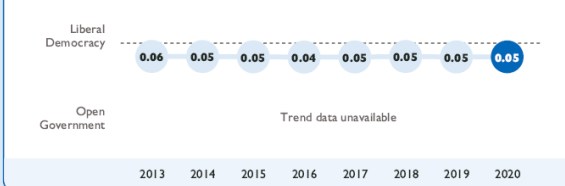
## FY 2022 COUNTRY TRENDS

### LEGEND

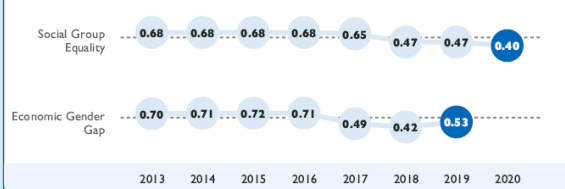


## COMMITMENT

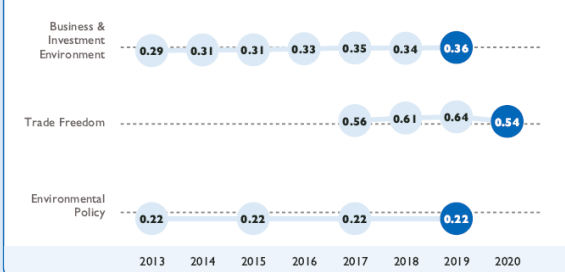
### OPEN AND ACCOUNTABLE GOVERNANCE



### INCLUSIVE DEVELOPMENT



### ECONOMIC POLICY

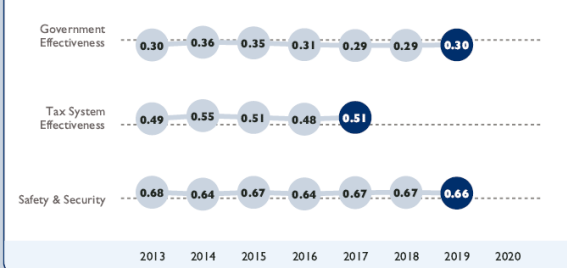


### METHODOLOGICAL NOTES

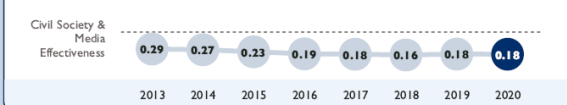
FY 2022 Country Roadmap results (darker shaded points) and prior year results (lighter shaded points) are normalized in the same manner to ensure comparability. In some instances, USAID has taken several additional measures to maximize comparability of results across time, including adjusting source reporting year to actual year of measurement and removing historical data that are no longer comparable due to methodological revisions. For more detail, please see the [USAID Country Roadmap Methodology Guide](#).

## CAPACITY

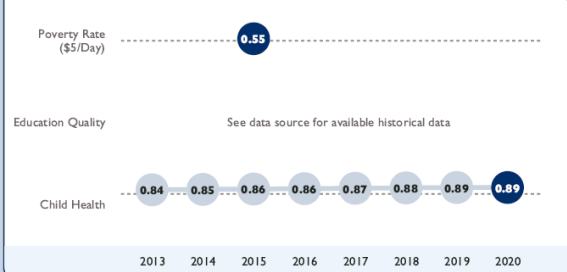
### GOVERNMENT CAPACITY



### CIVIL SOCIETY CAPACITY



### CITIZEN CAPACITY



### CAPACITY OF THE ECONOMY

