

United Nations Development Programme

Country: Tajikistan

Project Document

Project Title

Border Management in Northern Afghanistan (BOMNAF)

UNDAF Outcome(s):

Good governance and economic growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions.

Expected CP Outcome(s):

(Those linked to the project and extracted from the CP)

National and local levels of government have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner. [UNDP CPAP Outcome 3]

Expected Output(s):

(Those that will result from the project)

Security of the nation-state is enhanced through Integrated Border Management along the Afghan-Tajik- and borders with other neighbouring states. [UNDP CPAP Output 3.5]

Cross-border and regional issues are better managed through improved cooperation among local, national and international partners. [UNDP CPAP Output 3.6]

Executing Entity:

UNDP

Implementing Agencies:

UNDP/BOMNAF, UNODC

Brief Description

The objective of this project is to reinforce border management capacity and trans-border cooperation in the Northern Provinces of Afghanistan. The project intends to improve cross border cooperation, the capacity to reduce crime and improve legal trade, travel and commerce along Afghanistan's border with Tajikistan and Uzbekistan. This will also contribute to mutual trust, regional development, conflict resolution and prevention, and enhanced human security, as well as to indirectly enhance and expand economic development on both sides of the border.

Programme Period:	<u>Dec 2010 – Dec 2013</u>	Total resources required	<u>\$ 10,709,505</u>
Key Result Area (Strategic Plan):	<u>2.2. Strengthening responsive governing institutions</u>	Total allocated resources:	<u>\$ 10,709,505</u>
Atlas Award ID:	_____	AWP budget 2011:	<u>\$ 4,715,736</u>
Start date:	<u>13 Dec 2010</u>	• Regular	_____
End Date	<u>13 Dec 2013</u>	• Other:	_____
PAC Meeting Date	<u>Jan 2011</u>	o Donor	<u>\$ 10,709,505</u>
Management Arrangements	<u>DIM</u>	o Donor	_____
		o Donor	_____
		o Government	_____
		Unfunded budget:	_____
		In-kind Contributions	_____

Agreed by (Implementing Agency)

Agreed by (UNDP):



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I. SITUATION ANALYSIS

Afghanistan needs to enhance the security situation in the country while sustaining high rates of economic growth. In order to achieve this objective, the government needs to put an emphasis on facilitating cross border trade, while increasing the efficiency of current border management services, thereby improving the overall security situation at the same time.

In the long term, Afghanistan has the potential to become a major transit route between Central Asia, to the Gulf and the Arabian Sea. Both Tajikistan and Uzbekistan clearly have a role in assisting the stabilization of Afghanistan. Development of trade routes should generate supplementary transit earnings for Afghanistan, and strengthen regional and economic cooperation with Tajikistan and Uzbekistan. Uzbekistan accounts for 14 per cent of intraregional import-export trade. Tajikistan is Afghanistan's third most important export destination and accounts for 13% of Afghanistan's overall exports. There is a recent re-vitalisation of trade flows between Tajikistan and Afghanistan, linked to the re-routing of a main supply line for NATO/ISAF forces, from Pakistan to Tajikistan. Uzbekistan continues to be the main exporter of oil and liquid gas into Afghanistan. The prospects for stimulating poverty-reducing growth through trade expansion between Afghanistan and its neighbours and beyond have improved recently.

With trade and economic growth will come stability and it is clear that Afghanistan's future lies in trade partnerships. Efficient systems within Afghanistan will be an essential component in the development of effective and competitive Central Asia transit routes, as part of a North-South Trade Corridor, and an East-West Trade Corridor.

The Afghan government currently lacks the capacity to follow up, coordinate and implement recommendations of Regional cooperation initiatives. As yet, full Integrated Border Management (IBM), has not yet been addressed in any meaningful manner either intra-service, inter-service or internationally. In order to make the most of the investment made by the BOMNAF project, steps will be taken to begin a process that will bring together the various actors within border management, so that full IBM can be more effectively initiated, thereby achieving the twin objectives of traffic facilitation and public security.

It is clear that BOMNAF will provide required training to customs officers stationed on the northern borders. **Security on the Northern Border.** Regional trade flows on Afghanistan's **northern border with Uzbekistan and Tajikistan** have developed recently on a significant scale, generating income and economic development in the border region as well as creating a trade corridor from Central Asia to Pakistan. However, the **increase in security incidents** within Afghanistan's northern border region has already started to affect legitimate cross border trade between Uzbekistan, Tajikistan and Afghanistan. The security situation is seriously influenced by the current inadequacy of border management and control. Approximately 20% of narcotics produced in Afghanistan are currently being smuggled over the border into Central Asia. The **Afghan Border Police (ABP)** are the primary responsible entity for providing security at the border, seizing illicit goods and providing immigration services, which are the precondition for legitimate regional cross border trade. The EC has already provided vital support to the ABP through its **BOMBAF (Border Management Badakhshan Afghanistan)** project. Since 2007, the **BOMBAF** project, which was implemented by **UNDP Tajikistan**, has provided a comprehensive support programme to the Afghan Border Police in Badakhshan comprising training, equipment and facilities, aiming to install an integrated border management system on the border with Tajikistan. Despite the resounding success of the BOMBAF project, a large number of border police on the northern frontier continue to function without appropriate training, adequate facilities or essential equipment. There is furthermore little direct interaction between the relevant Afghan border agencies (Border Police, Customs, Counter Narcotics Police) and their respective counterparts on the Tajik/Uzbek side of the border. This lack of interaction results in a number of impediments to legitimate cross border traders (arbitrary closure of Border Crossing

Points, different operating hours etc.); which could be remedied by the provision of joint **Border Liaison Offices** to coordinate all relevant agencies on both sides of the border.

The intention of this new project is to make a geographic shift in focus from activities conducted essentially between Afghanistan and Tajikistan, within the Badakhshan region, to further west, towards the Afghan-Tajik and Afghan-Uzbek border regions, including cross-border and bilateral activities. Support and buy-in will be sought from ministries and agencies within the Governments of Afghanistan, Uzbekistan and Tajikistan.

The main activities of the BOMNAF project are designed using UNODC's Yellow and Green Papers as guidance, with an emphasis on regional cooperation and a focus on support to the Afghan Border Police and customs service.

II. STRATEGY

Cooperation between border agencies of neighbouring states is a key element in the fight against transnational crime and in effective border management. Taking into consideration the current situation on Afghanistan's northern border, there is a fundamental requirement to facilitate maximum coordination between border agencies and donors to support Border Management projects trans-nationally between Afghanistan and both Uzbekistan and Tajikistan.

Starting from late 2010, through 2013, a joint effort between the EU Commission in Kabul, and UNDP in Dushanbe, will continue to execute integrated border management activities through an extension or follow-on phase of the Border Management Project in Badakhshan, Afghanistan, implemented in 2007-2009. All efforts will strive to realize secure borders, prevent cross-border crime, including the trafficking of illegal drugs and precursor chemicals, promote more humane treatment and provide protection to victims of trafficking, refugees, and asylum seekers, and to increase legal trans-border trade.

To increase legal trans-border trade and prevent smugglers, traffickers, and trans-border crime, the project will work to build the capacity of Afghan Border Police and Customs Agencies in Integrated Border Management (IBM) through the provision of training and exposure to good practices of IBM for the leadership of all agencies involved in border management; modernization and upgrading of border facilities to improve the working conditions at selected Border Crossing Points and Border Outposts on trade corridors; provide equipment, and specialized training sessions to facilitate capacity development for IBM and encourage cross-border cooperation.

The project will also ensure appropriate attention is given to improving the Afghan cross-border cooperation with Tajikistan and Uzbekistan.

OBJECTIVES

The primary objective of this project is to improve cross border cooperation, the capacity to reduce crime and improve legal trade, travel and commerce along Afghanistan's border with Tajikistan and Uzbekistan. This will also contribute to mutual trust, regional development, conflict resolution and prevention, and enhanced human security, as well as to indirectly enhance and expand economic development on both sides of the border.

*This will be achieved by **building capacity** through the provision of **infrastructure, training and equipment** to the Afghan Border Police deployed on Afghanistan's northern frontier.*

- *Strengthen existing border control capacities by the provision of infrastructure, training and equipment on the border.*
- *Train and equip ABP and Afghan Customs personnel working on the border.*
- *Develop cross border cooperation between Law Enforcement Agencies in Afghanistan and their counterparts in both Tajikistan and Uzbekistan, through the creation of Border Liaison Offices (This activity to be implemented by UNODC).*

The overall Output for this project is to reinforce border management capacity and trans-border cooperation in the Northern Provinces of Afghanistan.

ACTIVITY ONE. Increase the efficiency and capacity of ABP and ACD on the Northern Afghan border with Tajikistan and Uzbekistan. UNDP will implement this Activity.

Actions:

- 1. Organize and conduct capacity building measures (training, mentoring) and educational activities for ABP officers, ACD officers and personnel.**

BOMNAF will implement training and capacity building activities, including mentoring for Afghan Border staff from the Northern Provinces, along two broad directions. First, extend the same type of training delivered during the BOMBAF project, to more ABP, ACD and other agency officers in more locations. Second, introduce new training initiatives such as narcotics and pre-cursor interdiction, IT skills, trade facilitation, driver training, human trafficking, etc. Training will be carried out in accordance with the new Business Model for Border Management in Afghanistan and, to ensure no overlap or duplication, all training will complement existing programmes already training ABP and ACD.

The project will deploy international mentors to undertake activities focussed on the reinforcement of training provided, to serve as proof that the training has been conducted appropriately and Afghan national officers understand the subject and context.

- 2. Construct, equip and support border management infrastructure.**

Facilities to be built on the northern border will include infrastructure constructions at the following locations, as shown on the map at Annex C :

- One Border Crossing Point, including associated infrastructure, at Djomanji Bolo. (Darvoz District, Badakhshan Province, Tajikistan Border).
- One Battalion Headquarters, at Chasmai Tut. (Khahan District, Badakhshan Province, Tajikistan Border).
- Three Border Outposts:
 - Bowz Arigh. (Shor Tappa District, Balkh Province, Uzbekistan Border)
 - Bazarak. (Keldor District, Balkh Province, Uzbekistan Border)
 - Kal'ai Zol. (Kunduz Province, Tajikistan Border).

All facilities will include water supply and the provision of locally sustainable electricity generation. Tracking and operational support of infrastructure facilities and technical equipment therein will continue for up to two years after handover to beneficiaries.

- 3. Equip and operationally support the operations of ABP units on the Northern Border of Afghanistan.**

Equipment procured will be based around the priority areas of Transport, Communications, Detection and Personal equipment. Tracking and operational support of technical equipment will continue for up to two years after initial handover to beneficiaries.

ACTIVITY TWO. Improve inter-agency communication and coordination internally, among Afghan border agencies, as well as cross-border cooperation between Afghanistan Tajikistan and Uzbekistan. It is intended that UNDP and UNODC will jointly implement this Activity.

Actions:

1. Formulate an implementation plan, based on the *Afghanistan Border Management Business Model*, for improving interagency and cross-border cooperation in Northern Afghanistan.

In order to facilitate trade and optimize control at the border, a new business model of border controls, clarifying the roles of each Ministry (MOF, MOCI, and MOI etc.) at the border, consistent with internationally accepted best practices has to be put in place. This will be achieved through the development of a coordinated mechanism among the different agencies and as per the IMF benchmark for Afghanistan for a better customs controls at the border, in consultation with other stakeholders.

2. Organize conferences and seminars to promote coordination among border and customs agencies.

Meetings will be held inside Afghanistan to encourage interaction between the national Customs Authorities and the ABP. Meetings will also be held between agencies from Afghanistan Tajikistan and Uzbekistan, to support regional liaison and cross-border, joint activities and information sharing.

3. Establish Border Liaison Offices (Joint Operations Centres), at Sher Khan Bandar (Nizny Pyanj, Tajikistan) and Heyratān (Termez, Uzbekistan).

Infrastructure facilities will be constructed and equipped, staff trained and equipment procured to assist the coordination of activities of agencies addressing cross-border traffic at these locations. To maximize the impact of this support, officers at these crossing points will be supported in establishing working, intelligence-sharing and communications mechanisms between agencies employed there (Border Liaison Offices-BLOs) initially within the respective countries ultimately expanding to cross-border activities. These officers will be supported in conducting targeted interventions using advanced techniques such as risk analysis developed through enhanced coordination and interagency communication ultimately leading to cargo searches on targeted consignments being facilitated due to agencies having access to specialized equipment and appropriate training in the use of such tools.

ACTIVITY THREE. Support activities to counter trafficking in illegal narcotics and precursor chemicals through the northern Afghan border with Tajikistan and Uzbekistan. It is envisaged that UNODC will use its experience and expertise to implement this Activity.

Actions:

1. Organize and conduct counter narcotics and precursor chemical training and complimentary operational activities.

Basic drug and precursor identification training will be provided to officers located at the target crossings identified for BLOs in Activity Two above. To compliment static activities at these crossing points, officers involved in patrolling the green border between these locations will be provided with similar training. Both groups will receive instruction in conducting dynamic operations. A platform will also be provided through which authorities will receive assistance in conducting controlled deliveries and in launching other joint operations.

2. Provide equipment to support detection of illegal substances, on Afghanistan's Northern border.

Based on the training needs assessment, equipment needs for staff engaged in securing the Afghan/Tajik and Afghan/Uzbek border will be determined, equipment procured and specialized training in the use thereof provided. Equipment is expected to include drug and precursor test kits, safety equipment required for handling hazardous materials as well as rummage kits.

3. Develop cooperative networks for information sharing and intelligence exchange.

Assistance will be provided to authorities in developing and/or enhancing mechanisms to improve intelligence gathering and sharing capacity at national / regional levels as well as regular exchange of information and coordination. In particular, efforts will be coordinated within the region through the Central Asian Regional Information and Coordination Centre (CARICC).

III. - RESULTS & RESOURCES FRAMEWORK (RRF)

Intended Outcome as stated in the UNDP Country Programme Results and Resource Framework: National and local levels of government have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner.					
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: <i>Indicator: Capacity of national and local government to implement development initiatives in an inclusive, participatory and democratic manner</i> <i>Baseline: Poor capacity of national and local government to implement development initiatives in an inclusive and participatory manner</i> <i>Target: Improved Capacity of national and local governments to implement development initiatives in an inclusive and participatory manner(updated as per approved CPAP to ensure consistency)</i>					
Applicable Key Result Area (from 2008-11 Strategic Plan): Key result area 2.2. Strengthening responsive governing institutions					
Partnership Strategy: The project will be implemented with planning input from beneficiaries and in close partnership with UNODC and in collaboration with UN Agencies and other international organizations.					
Project title and ID (ATLAS Award ID):					
INTENDED OUTPUTS	OUTPUT TARGETS 2010-2013	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS	
Output Reinforce border management capacity and trans-border cooperation in the Northern Provinces of Afghanistan. <u>Baseline:</u> <i>Weak capacity and efficiency of ABP</i>	1. Targets At least 300 ABP and ACD officers are trained in Integrated Border Management and associated subjects. 2. At least three Border Police Units benefited from the presence and capacity building activities of Training and Mentoring Team(s). 3. A Consolidated Training	1 Activity Result Efficiency and capacity of ABP and ACD on the Northern Afghan border with Tajikistan and Uzbekistan is increased Organize and conduct capacity building measures (training, mentoring) and educational activities for ABP and ACD officers and personnel. <ul style="list-style-type: none"> ▪ Develop a Consolidated Training Syllabus on Border Management and associated subjects ▪ Organize and conduct training on Law 	UNDP <i>Afghan Border Police</i> <i>Afghan Customs Agency</i>	International Consultants (71200)	233,060.24
				Contractual Services – Individuals (71400)	142,289.16
				Contractual Serv. – Companies (72100)	4,050,890.23
				Equipment and Furniture (72200)	1,343,834.00
				Supplies (72500)	10,040.16
				Information Technology Equipment (72800)	91,551.54

<p><i>and ACD on Border Management along the Afghan border with Tajikistan and Uzbekistan</i></p> <p><u>Indicators:</u></p> <p>1. <i>Number of ABP and ACD officers and staff trained.</i></p> <p>2. <i>Number of Border Police Units benefiting from the presence and capacity building activities of Training and Mentoring Team (s).</i></p> <p>3. <i>Consolidated Training Syllabus on Border Management developed</i></p> <p>4. <i>Number of ABP and ACD units benefiting from BOMNAF developed</i></p>	<p>Syllabus on Border Management is developed.</p> <p>4. Up to three ABP and ACD units benefit from BOMNAF developed training materials.</p> <p>5. One new Border Crossing Point, three new Border Outposts and one Battalion Headquarters building are built and/or renovated.</p> <p>6. All facilities and equipment supplied by the BOMNAF Project received maintenance support</p> <p>7. At least 200 officers stationed at BOMNAF-constructed facilities received specialized equipment.</p> <p>8.</p>	<p>enforcement subjects.</p> <ul style="list-style-type: none"> ▪ Organize and conduct training on Practical subjects (ATV driving, IT, etc) ▪ Develop and distribute training and related materials to ABP and ACD units on the northern border. ▪ Deploy Training and Mentoring Team(s) <p>Construct, equip and support border management infrastructure</p> <ul style="list-style-type: none"> ▪ Provision of facilities at the Border Crossing Point (BCP) located at the new Aga Khan bridge at Djomanji Bolo. ▪ Provision of facilities at three Border Outposts (BOs) at Bowz Arigh, Bazarak and Kal'ai Zol. ▪ Provision of a Battalion Headquarters facility at Chasmai Tut. ▪ Support maintenance of the constructed facilities. <p>Equip and operationally support the operations of ABP units on the Northern Border.</p> <ul style="list-style-type: none"> ▪ Preparation of equipment list and specification. ▪ Procurement, delivery and handover of equipment ▪ Tracking and operational support of technical equipment. 	Audio Visual and Print. Prod. Costs (74200)	67,898.26
			Facilities and Administration (75100)	415,769.45
			<u>TOTAL ACTIVITY 1</u>	6,355,333.04

<p><i>training materials.</i></p> <p>5. <i>Number of Border management infrastructure built, furnished and equipped.</i></p> <p>6. <i>BOMNAF provided facilities and equipment are well maintained and supported</i></p> <p>7. <i>Number of officers stationed at BOMNAF constructed facilities received specialized equipment.</i></p> <p>8.</p>					
<p><u>Baseline:</u> <i>Weak inter-agency and cross-border communication, cooperation, and coordination</i></p>	<p>Targets</p> <p>1. An Implementation Plan for the Northern border, on improving inter-agency and cross-border cooperation developed, based on the Afghanistan Border Management Business</p>	<p>2 Activity Result</p> <p>Inter-agency and cross-border communication, cooperation, and coordination between Afghanistan-Tajikistan and Afghanistan-Uzbekistan are improved.</p> <p>Formulate an implementation plan, based on the Afghanistan Border Management Business Model, for improving interagency and cross-</p>	<p>UNDP, UNODC</p>	<p>ALD Employees Costs (71100)</p> <p>Contractual Services – Individuals (71400)</p> <p>Travel (71600)</p> <p>Equipment and Furniture (72200)</p> <p>Supplies (72500)</p>	<p>481,927.71</p> <p>206,714.86</p> <p>291,459.17</p> <p>20,080.32</p> <p>14,457.83</p>

<p><i>between Afghanistan Tajikistan and Afghanistan Uzbekistan.</i></p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. <i>Implementation plan on interagency and cross-border cooperation developed</i> 2. <i>Number of joint meetings and high level seminars supported between border officials from Afghanistan with their counterpart from Tajikistan and Uzbekistan</i> 3. <i>Number of BLOs established and functional.</i> 4. <i>Number of regular onsite workshops conducted at BLOs on improving interagency and</i> 	<p>Model.</p> <ol style="list-style-type: none"> 2. Up to three joint meetings and high-level conferences between border officials of Afghanistan with their counterparts from Tajikistan and/or Uzbekistan organized to enhance cross-border cooperation 3. Up to three Border Liaison Offices (BLO) are established in Afghanistan to increase cross-border communication, cooperation, and coordination of an improved information sharing system. (UNODC). 4. Regular quarterly workshops are conducted at BLOs on improving interagency and cross-border cooperation 5. Cross-border cooperation protocols, where required are signed between Afghanistan and Tajikistan and Afghanistan and Uzbekistan. 	<p>border cooperation in Northern Afghanistan.</p> <ul style="list-style-type: none"> ▪ Undertake feasibility study to define the needs for cross border cooperation along Afghanistan’s northern border. ▪ Examine regulatory and managerial framework that regulates cooperation in project area. ▪ Conduct mapping of relevant on-going initiatives on both sides of the border. ▪ Organise consultation/stakeholders meetings on both side of the border to identify needs and priorities as well as build relations. ▪ Detect advantages and disadvantages of the targeted regions in terms of cross border cooperation. <p>Organize conferences and seminars to promote coordination among border and customs agencies.</p> <ul style="list-style-type: none"> ▪ Maintain continuous liaison with border officials ▪ Organize, implement and host coordination meetings and events involving border and customs officials. ▪ Facilitate countersigning of border cooperation protocols <p>Establish Border Liaison Offices (Joint Operations Centres), at Sher Khan Bandar (Nizny Pyanj) and Heyratān (Termez)</p> <ul style="list-style-type: none"> ▪ Conduct initial needs analysis ▪ Construct/renovate Border Liaison Offices 	<p>Rental & Maintenance – Premises (73100)</p> <p>Rental & Maintenance of Other Equip. (73400)</p> <p>Professional Services (74100)</p> <p>Audio Visual and Print. Prod. Costs (74200)</p> <p>Miscellaneous Expenses (74500)</p> <p>Facilities and Administration (75100)</p>	<p>204,578.31</p> <p>310,249.00</p> <p>5,354.75</p> <p>28,781.79</p> <p>3,494.65</p> <p>109,696.89</p>
			<p>TOTAL ACTIVITY 2</p>	<p>1,676,795.28</p>

<p><i>cross-border cooperation</i></p> <p>5. <i>Number of border cooperation protocols signed</i></p> <p>6.</p>		<p>at selected locations</p> <ul style="list-style-type: none"> ▪ Provide basic equipment for the BLO premises, including office equipment (computers, faxes, furniture etc), and communication technologies ▪ Conducting regular onsite workshops at BLOs 			
<p>Baseline:</p> <p><i>Weak professional and technical capacity of agencies dealing with counter narcotic and precursor chemicals</i></p> <p>Indicators:</p> <p>1. <i>Number of law</i></p>	<p>Targets</p> <ol style="list-style-type: none"> 1. Up to 100 law enforcement front line staff in selected areas technically trained in countering narcotic trafficking. 2. At least three law enforcement units in northern Afghan border have received narcotics and precursor detection 	<p>3 Activity Result</p> <p>Countering illicit narcotic trafficking and precursor chemicals through the northern Afghan border with Tajikistan and Uzbekistan is increased.</p> <p>Organize and conduct counter narcotics and precursor chemical.</p> <ul style="list-style-type: none"> ▪ Conduct initial needs assessment ▪ Arrange and implement a coordinated programme of training for law 	<p>UNODC</p>		
				<p>Joint Programming Expenditures (72100)</p>	<p>2,502,220.88</p>
				<p>Facilities and Administration (75100)</p>	<p>175,155.46</p>
				<p>TOTAL ACTIVITY 3</p>	<p>2,677,376.34</p>

<p><i>enforcement front line staff technically trained in countering narcotic trafficking</i></p> <p>2. <i>Number of law enforcement units received narcotic and precursor detection equipment and chemicals</i></p> <p>3. <i>Network for information and intelligence</i></p>	<p>equipment and chemicals.</p> <p>3. At least one operation conducted to identify and intercept shipments of drugs and/or precursor chemicals</p> <p>4. A cooperative network for information and intelligence exchange developed</p>	<p>enforcement personnel.</p> <ul style="list-style-type: none"> ▪ Create and train a Mobile Detection Team ▪ Organize and conduct follow on complimentary operational activities <p>Provide equipment to support detection of illegal substances, on Afghanistan’s Northern border.</p> <ul style="list-style-type: none"> ▪ Preparation of equipment list and specification. ▪ Procurement, delivery and handover of equipment ▪ Tracking and operational support of technical equipment. <p>Develop cooperative networks for information sharing and intelligence exchange.</p>			
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<p><i>exchange established</i></p> <p>4. <i>Number of operations to identify and intercept shipments of drugs and/or precursor chemicals conducted</i></p>		<ul style="list-style-type: none"> ▪ Develop mechanisms and protocols for the exchange of information. ▪ Organize and conduct follow on complimentary operational activities to ensure mechanisms are functional. ▪ Coordinate efforts within CARICC. ▪ 			
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IV. ANNUAL WORK PLAN

Year: 2011

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
Output Reinforce border management capacity and trans-border cooperation in the Northern Provinces of Afghanistan. <i>Baseline:</i> <i>Weak capacity and efficiency of ABP and ACD to on Border Management in the Afghan border with Tajikistan and Uzbekistan</i> <i>Indicators:</i> 1. <i>Number of ABP and ACD officers and staff trained.</i> 2. <i>Number of Border Police Units benefiting from the presence and capacity building activities of Training and Mentoring Team (s).</i> 3. <i>Consolidated Training Syllabus on Border Management developed</i>	1. Activity Result Efficiency and capacity of ABP and ACD on the Northern Afghan border with Tajikistan and Uzbekistan is increased Organize and conduct capacity building measures (training, mentoring) and educational activities for ABP and ACD officers and personnel					UNDP (BOMNAF) Afghan Border Police, Afghan Customs Agency	EU	International Consultants (71200)	77,686.75	
	- Initiate development of a Consolidated Training Syllabus on Border Management and associated subjects (including gender issues).	X	X	X	X			Contractual Services Individuals (71400)	-	47,429.72
	- Plan and organize training on Law enforcement subjects.	X	X	X	X					
	- Develop training and related materials for ABP and ACD units on the northern border.	X	X	X	X					
	- Plan and organize training on Practical subjects (ATV driving,		X	X	X					

<p>4. Number of ABP and ACD units benefiting from BOMNAF developed training materials.</p> <p>5. Number of Border management infrastructure built, furnished and equipped.</p> <p>6. BOMNAF provided facilities and equipment are well maintained and supported</p>	IT, etc.)								
<p>7. Number of officers stationed at BOMNAF constructed facilities received specialized equipment.</p> <p><i>Targets:</i></p> <p>1. At least 300 ABP and ACD officers are trained in Integrated Border Management and associated subjects.</p> <p>2. At least three Border Police Units benefited from the presence and capacity building activities of Training and Mentoring Team(s).</p>	<p>Construct, equip and support border management infrastructure</p> <ul style="list-style-type: none"> - Prepare blueprints and estimates for construction of BCP, BOs and HQ. - Initiate tender process to select Contract Companies to carry out construction works - Start construction work at the selected locations and procure necessary equipment. - Support maintenance of constructed facilities. - Carry out M&E activities of construction works 	<p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p></p> <p>X</p> <p>X</p>	<p></p> <p>X</p> <p>X</p>	<p>UNDP (BOMNAF) Afghan Border Police, Afghan Customs Agency</p>	<p>EU</p>	<p>Contractual Serv. Companies (72100)</p> <p>Equipment and Furniture (72200)</p> <p>Supplies (72500)</p>	<p>742,949.13</p> <p>290,347.52</p> <p>4,016.06</p>

3. A Consolidated Training Syllabus on Border Management is developed.								Information Technology Equipment (72800)	15,346.18
4. Up to three ABP and ACD units benefit from BOMNAF developed training materials.								Audio and Visual Prod. Costs (74200)	27,159.30
5. One new Border Crossing Point, three new Border Outposts and one Battalion	Equip & operationally support operations of ABP units on Northern Border.					UNDP (BOMNAF) Afghan Border Police,	EU	Facilities and Administration (75100)	84,345.43

<p>Headquarters building are built and/or renovated.</p> <p>6. All facilities and equipment supplied by the BOMNAF Project received maintenance support</p> <p>7. At least 200 officers stationed at BOMNAF-constructed facilities received specialized equipment.</p> <p><i>Related CP outcome:</i> [UNDP CPAP Outcome 3]</p>	<ul style="list-style-type: none"> - Preparation of equipment list and specification. - Procurement, delivery and handover of equipment. - Tracking and operational support of technical equipment. 	X	X	X	X	Afghan Customs Agency			
								TOTAL ACTIVITY 1	1,289,280.09
<p><i>Baseline:</i> <i>Weak inter-agency and cross-border communication, cooperation, and coordination between Afghanistan Tajikistan and Afghanistan Uzbekistan.</i></p>	<p>2. Activity Result Inter-agency and cross-border communication, cooperation, and coordination between Afghanistan-Tajikistan and Afghanistan-</p>							ALD Employees Costs (71100)	160,642.57

<i>Indicators:</i>	Uzbekistan are improved.							Contractual Services Individuals (71400)	71,994.65
1. Implementation plan on interagency and cross-border cooperation developed	Formulate an implementation plan, based on the Afghanistan Border Management Business Model, for improving interagency and cross-border cooperation in Northern Afghanistan.						EU	-	
2. Number of joint meetings and high level seminars supported between border officials from Afghanistan with their counterpart from Tajikistan and Uzbekistan	- Make all necessary arrangements and subcontract UNODC to implement this activity	X	X	X		UNDP (BOMNAF)		Travel (71600)	97,153.06
3. Number of BLOs established and functional.	- Undertake feasibility study to define the needs for cross border cooperation along Afghanistan's northern border.	X	X			UNODC		Equipment and Furniture (72200)	6,693.44
4. Number of regular onsite workshops conducted at BLOs on improving interagency and cross-border cooperation	- Examine regulatory and managerial frameworks that regulate cooperation in project area.	X	X			UNODC		Supplies (72500)	4,819.28
5. Number of border cooperation protocols signed	- Conduct mapping of relevant on-going initiatives on both sides of the border.	X	X	X	X	UNODC			
<i>Targets:</i>									
1. An Implementation Plan for the Northern border, on improving inter-agency and cross-border cooperation developed, based on the Afghanistan Border Management Business	- Organize consultation/stakeholders meetings on both side of the border to identify needs and priorities as well as build relations.		X	X	X	UNODC		Rental & Maintenance – Premises (73100)	68,192.77
	- Detect advantages and disadvantages of the project regions in terms of cross border			X		UNODC			

Model.	cooperation.								
2. Up to three joint meetings and high-level conferences between border officials of Afghanistan with their counterparts from Tajikistan and/or Uzbekistan organized to enhance cross-border cooperation								Rental & Maintenance of Other Equip. (73400)	275,357.43
3. Up to three Border Liaison Offices (BLO) are established in Afghanistan to increase cross-border communication, cooperation, and coordination of an improved information sharing system. (UNODC).	Organize conferences and seminars to promote coordination among border and customs agencies. - Maintain continuous liaison with border officials - Organize, implement and host coordination meetings and events involving Afghan, Tajik and Uzbek border officials. - Facilitate countersigning of border cooperation protocols	X	X	X	X	UNDP (BOMNAF), UNODC	EU	Professional Services (74100)	0.00
								Audio and Visual Prod. and Print. Costs (74200)	14,056.22
								Miscellaneous Expenses (74500)	1,164.88
4. Regular quarterly workshops are conducted at BLOs on improving interagency and cross-border cooperation						UNDP (BOMNAF), UNODC			
5. Cross-border cooperation protocols, where required are signed between	Establish Border Liaison Offices (Joint Operations Centres), at Sher Khan Bandar (Nizny Pyanj) and Heyratān (Termez) - Conduct initial needs analysis and prepare	X				UNODC	EU	Facilities and Administration (75100)	49,005.20

<p>Afghanistan and Tajikistan and Afghanistan and Uzbekistan.</p> <p><i>Related CP outcome:</i> [UNDP CPAP Outcome 3]</p>	tender documents		X	X		UNODC			
	- Initiate tender process to select construction companies			X	X	UNODC			
	- Construct/renovate Border Liaison Offices at selected locations			X	X	UNODC			
	- Provide basic equipment for the BLO premises, including office equipment (computers, faxes, furniture etc.), and communication technologies				X	UNODC			
	- Conduct regular onsite workshops at BLOs								
								TOTAL ACTIVITY 2	749,079.50
<p><i>Baseline:</i> <i>Law capacity of agencies dealing with counter narcotic and precursor chemicals</i> <i>Indicators:</i></p> <p>1. <i>Number of law enforcement front line staff technically trained in countering narcotic trafficking</i></p> <p>2. <i>Number of law enforcement units received narcotic and precursor detection equipment and chemicals</i></p> <p>3. <i>Network for information and intelligence exchange</i></p>	<p>3. Activity Result</p> <p>Countering illicit narcotic trafficking and precursor chemicals through the northern Afghan border with Tajikistan and Uzbekistan is increased.</p> <p>Organize and conduct counter narcotics and precursor chemical training and complimentary operational activities.</p> <p>- Conduct initial needs assessment</p> <p>- Arrange and implement a coordinated programme of training</p>								
		X	X			UNODC			
				X		UNODC			
							EU	Joint Programming Expenditures (72100)	2,502,220.88

<p><i>established</i></p> <p>4. Number of operations to identify and intercept shipments of drugs and/or precursor chemicals conducted</p>	<p>for law enforcement personnel.</p> <ul style="list-style-type: none"> - Plan and organize follow on complimentary operational activities 				X	UNODC			
<p>5.</p> <p><i>Targets:</i></p> <p>1. Up to 100 law enforcement front line staff in selected areas technically trained in countering narcotic trafficking.</p> <p>2. At least three law enforcement units in northern Afghan border have received narcotics and precursor detection equipment and chemicals.</p> <p>3. At least one operation conducted to identify and intercept shipments of drugs and/or precursor chemicals</p> <p>4. A cooperative network for information and</p>	<p>Provide equipment to support detection of illegal substances, on Afghanistan's Northern border.</p> <ul style="list-style-type: none"> - Preparation of equipment list and specification. - Procurement, delivery and handover of equipment - Tracking and operational support of technical equipment. 	X	X		X	UNODC	EU	Facilities and Administration (75100)	175,155.46
	X	X			UNODC				
	X	X	X	X	UNODC				
	X	X	X	X	UNODC				

intelligence exchange developed									
<i>Related CP outcome:</i> [UNDP CPAP Outcome 3]								TOTAL ACTIVITY 3	2,677,376.34
TOTAL								TOTAL	4,715,735.93

V. - MANAGEMENT ARRANGEMENTS

This Project is designed in line with the expected outputs for UNDP Tajikistan Country Project Action Plan (CPAP 2010 – 2015), approved by the Government of Tajikistan. Therefore the project will follow management arrangements, which are common for the whole CPAP - it will be overseen and directly implemented by UNDP.

Afghan government is aware of the project plan and, once confirmed by donors, beneficiaries and stakeholders, this Project Document will be translated and delivered to the Ministry of Interior. The project is part of UNDP Dushanbe's strategic vision and, as such, will be supported by the Government of Tajikistan. Government of Uzbekistan will be fully informed and support will be sought through UNDP's offices in Tashkent as well as in Dushanbe and Kabul.

In recognition of the special development situation of Afghanistan and the limited capacity of national partners to execute the project, the project will be directly executed in accordance with UNDP DIM guidelines in close collaboration with the relevant agencies.

The project will receive extended support from UNDP Country Office on all procurement and human resources issues and overall 7% GMS will be charged over total budget. A project financial management system will be established to provide for accountability. The project shall be subject exclusively to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP.

Considering the location of the operational area in geo-political terms, it is obvious that regional cooperation is essential within Afghanistan's northern border region. Therefore, the project will continually promote cross border trade and travel, close collaboration between Afghan, Tajik and Uzbek Border Agencies and with other UN and international organizations, including OSCE, UNODC, ICMPD, BOMCA, EUPOL, Aga Khan Foundation and government agencies on both sides of the border.

The BOMNAF Project will execute the main share of the project and will ensure proper management and supervision of subcontracts to government authorities, NGOs, UN agencies and commercial companies.

Political oversight of the project in the Government of Afghanistan will be provided by the Minister of Interior through the Afghan Border Police (ABP). In addition, UNDP will closely coordinate all its activities with all stakeholders involved in border management activities in Afghanistan, Uzbekistan and Tajikistan.

As many of the stakeholders involved in planning training within Afghanistan are located in Kabul, and close cooperation between these stakeholders and BOMNAF will be required, the project will establish and maintain a sub-office in Kabul – ideally within the UNDP compound, complete with office space, driver/interpreter and vehicle resources to support the project as required.

It is envisaged that all activities will be implemented by UNDP's contractors or other implementing agencies throughout the project. Several specific activities, as described within this Project Document, will be implemented by UNODC Kabul, which will be UNDP's primary partner, both as part of this project and within UNODC's regional Anti Precursor Chemicals Project.

A project team will be hired following a competitive bidding process to ensure efficient project management and implementation. Following are the main positions to be contracted and which UNDP will ensure are in place for the project.

Project Manager will be directly involved and responsible for the implementation of the proposed Project and provide overall supervision of the Project activities. He will coordinate Project activities with relevant Government institutions and other stakeholders at the national level. The PM will act under the guidance of and in close coordination with UNDP, to refer major executive project decisions to the Project Board. Primary responsibilities of the Project Manager will be:

- a) Guide and manage BOMNAF to success, by organising the implementation of all activities related to the project, including, inter alia, the organisation of short term field missions, training activities, construction sub-projects, purchasing tenders, etc.
 - b) Monitor and report on project implementation.
 - c) Ensure EU visibility at every stage of the project. (Visibility Plan is shown at Annex E).
 - d) Ensure regional co-operation.
 - e) Coordinate and follow technical guidance with project partners in Afghanistan, Tajikistan and Uzbekistan.
- **Deputy Project Manager.** Deputy Project Manager will be responsible for the general, day-to-day running of the project. S/he will provide support to the Project Manager, project advisors and consultants, as well as arrange meetings with project partners, beneficiaries and other agencies.
 - **Project Officer (PO)** will be recruited to coordinate project activities within the Project and serve as team leader and focal point for implementation of this particular Project.
 - **Project Engineer.** The Project Engineer will be responsible for providing expertise and technical assistance to the entire project, including components relating to planning for renovation, reconstruction and building of facilities and infrastructure at project sites, as well as other activities as required. This position may also be supported by a local national component in Afghanistan and additional engineers may be hired as required.
 - **Logistics Assistant.** The Logistics Assistant will be responsible for logistic support and services to the project, including Procurement, Customs clearance, handover to beneficiaries, and the ongoing Management of project assets in close cooperation with the Project Manager.
 - **Administrative/Finance Assistant (AFA)** Administrative, financial control, will be provided by the AFA, who will be responsible to ensure proper administrative and financial support to the Project, within the framework of EU and UNDP regulations.
 - **ICT Assistant.** The ICT Assistant will be responsible for all aspects of BOMNAF information and communication technology, including maintenance of PCs on the network, software, Internet security and liaison with the UNDP IT department.
 - **Driver.** (2). Drivers will perform a range of tasks to ensure timely and efficient support to project related activities.
 - **Translator/ Information Assistant.** Translator/Information Assistant will be responsible for providing accurate and immediate verbal and written translation between English, Russian,

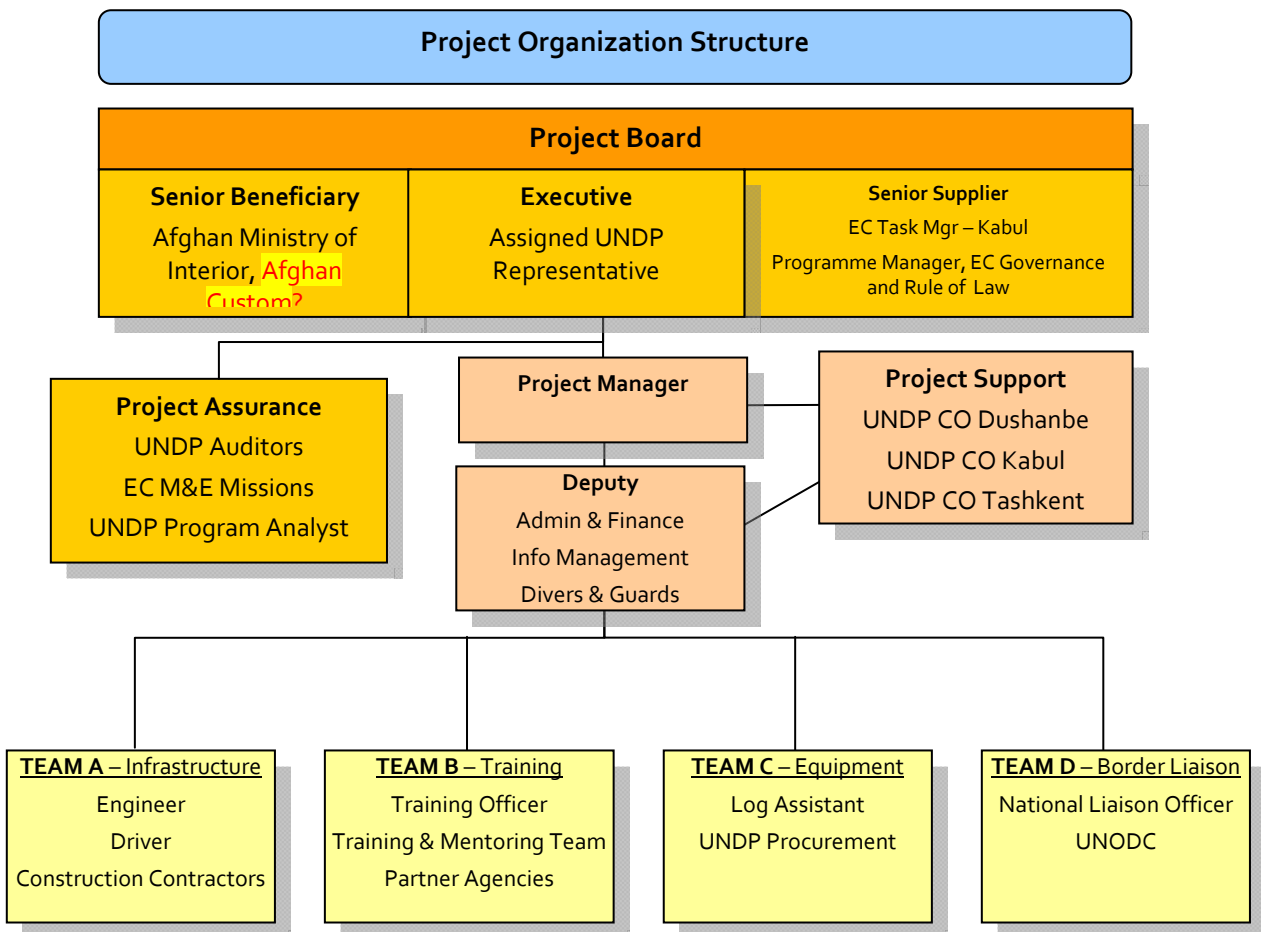
Tajik and Persian languages. Also, the incumbent will be responsible for information screening and filing.

- **National Liaison Officer.** The National Liaison Officer will act as advocate and technical focal point for implementation of BOMNAF projects and Government Capacity Building. S/he will be engaged with Afghan, Tajik and Uzbek Border Forces, National Customs Agencies and National Governments. The main purpose is to enable BOMNAF to develop an improved working relationship with the Border Authorities of the concerned countries at the high level and provide technical assistance, in order to fit in with the regional approach and a methodological integrity to the introduction of IBM.
- UNDP Dushanbe will appoint a **Programme Analyst** at the UNDP Country Office to be responsible for the provision of Quality Assurance to this Project, as well as general and other Programming support as needed.

In addition, national and international consultancy services will be called in as required for specific or specialist tasks, such as training or engineering. All such services for the project will be procured in accordance with UNDP guidelines.

Diagram below shows the planned Project Organizational Structure, which UNDP will ensure is in place for the project:

Project board. Representatives of the project board will meet in Kabul at regular intervals, not exceeding three months. Secretariat for the Project Board will be maintained by the Project Manager.



VI. - MONITORING AND EVALUATION FRAMEWORK

Management and Coordination meetings. Management meetings will be organized regularly, to review work-plans and implementation of the project. All stakeholders to the project will be invited to participate. The timing and agenda of such meetings will be decided jointly by the EC Task Manager and UNDP Project Manager.

CABSI Meeting. Upon the request of the EC Delegation in Kabul, the Project Manager will present the project's achievements to the Central Asia Border Security Initiative –"CABSI" meeting – an Austrian initiative aiming at facilitating partnership on border management assistance in central Asia. CABSI meetings are held regularly and bring together representatives of EU member states (Austria, Croatia, Finland, France, United Kingdom, Poland, Estonia, Lithuania, and Latvia). All EU countries are invited to become members, and the consortium includes permanent representation of the United States.

The Project Manager will also be required to present the project through a presentation to the International Border Police Conference "IBPC", to be held annually at locations to be notified.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issues Log shall be activated in Atlas and updated by the Chief Technical Advisor to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex F), a risk log shall be activated in ATLAS and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Chief Technical Advisor to the Project Board through Project Assurance, using the standard report format available in the ATLAS 'Executive Snapshot'.
- A project Lessons-learned log shall be activated and regularly updated to ensure ongoing learning and adaptation within the organization, and to facilitate preparation of a Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

By the end of the project

- **Final Review Report.** A Final Review Report shall be prepared by the Chief Technical Advisor and shared with the UNDP CO. As a minimum requirement, the Final Review Report shall consist of the Atlas standard format for the QPR covering the whole project period with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined project targets at the output level.
- **Final Project Review.** Based on the above report, a final project review will be conducted, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

QUALITY ASSURANCE MATRIXES

OUTPUT : Reinforce border management capacity and trans-border cooperation in the Northern Provinces of Afghanistan.		
Activity Result 1 (Atlas Activity ID)	Efficiency and capacity of ABP and ACD on the Northern Afghan border with Tajikistan and Uzbekistan is increased	Start Date: Dec 2010 End Date: Dec 2013
Purpose	To enable ABP and ACD better stand against illegal trafficking across Afghanistan's northern border with Tajikistan and Uzbekistan and encourage legitimate cross-border exchange and trade.	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> ▪ Organize and conduct capacity building measures (training, mentoring) and educational activities for ABP officers, ACD officers and personnel. ▪ Construct, equip and support border management infrastructure ▪ Equip and operationally support the operations of ABP units on the Northern Border. 	
Quality Criteria <i>How/with what indicators will the quality of the activity result be measured?</i>	Quality Method <i>Means of verification. Method to be used to determine whether quality criteria are met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of ABP and ACD officers and staff trained.	Training report Quarterly progress report	Upon completion of training
Number of Border Police Units benefiting from the presence and capacity building activities of Training and Mentoring Team (s).	TMT work progress report Quarterly progress report	Quarterly
Consolidated Training Syllabus on Border Management developed	Training Officer report Quarterly progress report	Quarterly
Number of ABP and ACD units benefiting from BOMNAF developed training materials.	Training Officer report Handover notes Quarterly progress report	Quarterly
Number of Border management infrastructure built, furnished and	Infrastructure monitoring report Handover notes	Quarterly

equipped.	Quarterly progress report	
All BOMNAF provided facilities are operationally sustained and supported.	Infrastructure monitoring report, Quarterly report	Quarterly
Number of units stationed at BOMNAF constructed facilities, which have received specialized equipment.	Project progress report Handover documents Quarterly reports	Quarterly

OUTPUT : Reinforce border management capacity and trans-border cooperation in the Northern Provinces of Afghanistan.		
Activity Result 2 (Atlas Activity ID)	Inter-agency and cross-border communication, cooperation, and coordination between Afghanistan-Tajikistan and Afghanistan-Uzbekistan are improved.	Start Date: Dec 2010 End Date: Dec 2013
Purpose	To ensure joint inter-agency and cross-border efforts are in place to better manage Afghanistan's northern border with Tajikistan and Uzbekistan	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> ▪ Formulate an implementation plan, based on the Afghanistan Border Management Business Model, for improving interagency and cross-border cooperation in Northern Afghanistan. ▪ Organize conferences and seminars to promote coordination among border and customs agencies. ▪ Establish Border Liaison Offices (Joint Operations Centres), at Sher Khan Bandar (Nizny Pyanj) and Heyratān (Termez) 	
Quality Criteria <i>How/with what indicators will the quality of the activity result be measured?</i>	Quality Method <i>Means of verification. Method to be used to determine whether quality criteria are met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Implementation plan on interagency and cross-border cooperation developed	Project progress report	Quarterly
Number of joint meetings and high level seminars supported between border officials from Afghanistan with their counterpart from Tajikistan and Uzbekistan	Project progress report	Quarterly
Number of BLOs established and functional.	UNODC report Project progress report	Quarterly
Number of regular onsite workshops conducted at BLOs	UNODC report Project progress report	Quarterly
Number of border cooperation protocols signed	Project progress report	Annually

OUTPUT : Reinforce border management capacity and trans-border cooperation in the Northern Provinces of Afghanistan.		
Activity Result 3 (Atlas Activity ID)	Countering illicit narcotic trafficking and precursor chemicals through the northern Afghan border with Tajikistan and Uzbekistan is increased.	Start Date: Dec 2010 End Date: Dec 2013
Purpose	To prevent cross-border crime, including the trafficking of illegal drugs and precursor chemicals through the Afghanistan's northern border with Tajikistan and Uzbekistan.	
Description	<i>Planned actions to produce the activity result.</i>	

	<ul style="list-style-type: none"> ▪ Organize and conduct counter narcotics and precursor chemical. ▪ Provide equipment to support detection of illegal substances, on Afghanistan's Northern border. ▪ Develop cooperative networks for information sharing and intelligence exchange. 	
Quality Criteria <i>How/with what indicators will the quality of the activity result be measured?</i>	Quality Method <i>Means of verification. Method to be used to determine whether quality criteria are met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of law enforcement front line staff in selected areas technically trained in countering narcotics trafficking.	UNODC report Project progress report	Quarterly
Number of law enforcement units received narcotic and precursor detection equipment and chemicals	UNODC report Project progress report	Quarterly
Network for information and intelligence exchange established	UNODC report Project progress report	Quarterly
Number of operations to identify and intercept shipments of drugs and/or precursor chemicals conducted	UNODC report Project progress report	Quarterly

VII. - LEGAL CONTEXT

This document, together with the CPAP signed by the Government of Tajikistan and UNDP Dushanbe, which is incorporated by reference, constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out.
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

VIII. ANNEXES

Annex A - Budget

See separate Excel Worksheet. (EU Template)

ANNEX B - RISK LOG

Project Title: Improving ABP Capacity in Northern Afghanistan					Award ID:		Date: July 2010		
#	Description	Date Identified	Type	Impact and Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Unstable local security situation: Current level of instability in Afghanistan does not significantly worsen during the project's life cycle.	May 2010	Political	Deterioration of the situation could dramatically affect the project's start-up and implementation. If this risk occurs, project will not start as planned. Probability - Medium	Creation of contingency plans during proposal drafting period. Risks concerning the overall security situation cannot be mitigated.	WEL		May 2010	<i>New</i>
2.	Governments of Afghanistan, Tajikistan and Uzbekistan remain committed to Regional Cooperation with neighbouring countries.	May 2010	Political	Changes in either of the Governments' commitment to Regional Cooperation will dramatically impact the project. Probability - Low	The project will continuously liaise with the Governments of all countries and will monitor the risk. Risks relating to a potential lack of stakeholder commitment can be mitigated through coordination at local and central level.	WEL		May 2010	<i>New</i>
3.	Donor community does not remain committed to	May 2010	Political	Will create more difficulties to implement project.	Risks relating to a potential lack of stakeholder	WEL		May 2010	

	support the Government of Afghanistan in particular and Regional Cooperation in general.			Probability - Low	commitment can be mitigated through coordination at local and central level.				
4.	Local power brokers do not obstruct the progress of the project.	May 2010	Political	Difficulty relating to community involvement Probability - Low	Political influence and risks concerning the overall situation can be mitigated to only a limited degree.	WEL		May 2010	
5.	Difficulties with obtaining visas for travel to either country.	May 2010	Political	Impediments to visas procurement for travellers to either country may cause delays in implementation. Probability - Low	Project will ensure cross-border activities are planned well in advance, to allow time and political willingness, for visa acquisition.	WEL		May 2010	
6.	Deficit of qualified human resources at district and community level will present a challenge to capacity development efforts.	May 2010	Political	Abilities of local governments to attract human resources will remain limited unless the system of motivation is improved. Basic skills are often missing at the local level. Probability - Low	UNDP will support national level government in enhancing local government reforms. (Training is provided by UNDP's other projects to local government officials).	WEL		May 2010	

7.	Afghan-Tajik-Uzbek or interethnic conflict is exacerbated while Intra- and inter-community conflicts arise.	May 2010	Political	Without cross border cooperation the project will be in serious jeopardy. Probability - Low	To ensure that such a situation, if it does exist, is not exacerbated, a relationship mapping could be conducted to prepare to deal with interethnic tensions.	WEL		May 2010	
8.	Availability of inputs.	May 2010	Financial	This is dependent upon the donors and at present the possibility of such a situation is highly unlikely. Probability - Low	Continuation of resource mobilization efforts.	WEL		May 2010	
9.	Lack of interest from potential donors to support the project.	May 2010	Financial	Occurrence of the risk would confirm failure to mobilize funding. Probability - Low	Interest & commitment of potential donors will be thoroughly assessed during proposal drafting phase.	WEL		May 2010	<i>New</i>
10.	Natural Disasters, Infectious diseases.	May 2010	Environmental	Quarantine of project region – Probability. - Low In the event of a large scale natural	In the event of quarantine or natural disaster, there will be an evaluation of when the project can continue and what alternatives exist.	WEL		May 2010	

				disaster, impacted communities will need to focus resources on rebuilding and rehabilitation. Probability - Low					
11.	Difficulties with obtaining visas for travelling regionally.	May 2010	Operational	Impediments to visas procurement for travellers to either country may cause delays in implementation. Probability - Low	Project will ensure cross-border activities are planned well in advance, to allow time and political willingness, for visa acquisition.	WEL		May 2010	
12.	Sufficient control measures are put into place to discourage corruption.	May 2010	Operational	Project will not be implemented due to excessive corruption by local and national government within procurement mechanisms. Probability - Low	Procurement mechanisms will be transparent and there will be broad participation by local suppliers.	WEL		May 2010	
13.	Mobilizing, recruiting and retaining talented staff is a challenge, resource partners fail to		Operational	Without talented local staff the ability to create and implement an effective project will be at risk.	Prior to the projects implementation there is a culture of excellence and high standards to attract "best and brightest".	WEL		May 2010	

	perform and there insufficient local capacity to meet development objectives.			Probability - Low	Use of multiple media and communications channels to recruit candidates in addition to international and local recruitment systems to aid in identifying and fielding the best candidates rapidly. Phased development of the project with mentoring and training throughout.				
14.	Cultural norms prohibit women's full engagement.		Strategic	The need for full engagement of women should be a priority and the project should be planned to include women in many different roles Probability - Low	Coordination with local religious authorities to ensure their understanding of and support for project goals.	WEL		May 2010	Cultural norms prohibit women's full engagement.
15.	Mines and ERW	May 2010	Security	Presence of landmines poses risk to approximately 200,000 people living near Tajik-Afghan border, 70%	Project will collaborate with national Mine Action Centres. Activities will be carried out in mine free zones.	WEL		May 2010	

				of which are women & children. Probability - Low					
16.	General security situation on the border in general and the Northern provinces in particular may deteriorate substantially.	May 2010	Security	If the security situation deteriorates substantially, the ability to work effectively will be severely impeded. Probability - Low	Risks concerning the overall security situation cannot be mitigated, though constant vigilance and assessment of the situation will be key.	WEL		May 2010	
17.	Drug-related conflict exacerbates insecurity in areas where project is operating. Criminal activity increases	May 2010	Security	Insecurity and an increased in the level of criminality both in the region and along the borders will create an impediment to effective implementation of the project, Probability - Low	Daily attention to security situation by project manager and UNDP security coordinator. Security professionals may be engaged to provide physical security at project locations. Daily security updates, email and SMS alerts, and regular radio and phone contact with all staff, will allow for a more secure environment.	WEL		May 2010	

Annex C - Map

