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European Union

Project Management Office for
EU Border Management Northern Afghanistan

EU-BOMNAF

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Implemented
by UNDP

Annex 1 to EU-UNDP Contribution Agreement

Description of The Action

(Project Document)

EU Border Management in Northern Afghanistan (BOMNAF II)

12 May 2014

EU STRATEGIC OVERVIEW	
Project Title:	EU Border Management, Northern Afghanistan (EU BOMNAF)
Overall objectives	The EU overall objective is to foster regional cooperation and to enable Afghanistan to facilitate secure trade links with South and Central Asia.
Specific objective	The specific objective of the project is to support Cross-border Security and Cooperation, by improving Integrated Border Management in northern Afghanistan. This will contribute to supporting the Government of Afghanistan in fostering economic and political relations with the countries in the region, through the promotion of economic development and stability.
Strategic Result(s):	The Afghan Border Police's capacity to control its borders is improved through training, enhanced internal coordination and enhanced cross-border collaboration.
Implementing Partner:	UNDP Tajikistan
Responsible Parties:	UNDP Country Director, BOMNAF Project Manager

Signatures of Agreement:

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Date:	Date:	Date:

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LIST OF ABBREVIATIONS

LIST OF ABBREVIATIONS	
ABP	Afghan Border Police
ACD	Afghan Customs Department
ADB	Asian Development Bank
ANP	Afghan National Police
ATV	All-Terrain Vehicle
BOMBAF	Border Management Northern Afghanistan (BOMNAF's forerunner project)
BOMNAF	Border Management in Northern Afghanistan
BCP	Border Crossing Point
BLO	Border Liaison Office
BMSC	Border Management Staff College, (at OSCE in Dushanbe)
BO	Border Outpost
CAREC	Central Asia Regional Economic Cooperation
CBM	Confidence Building Measures
CNPA	Counter Narcotics Police of Afghanistan
CPAP	Country Programme Action Plan
CSTC-A	Combined Security Transition Command, Afghanistan
DRM	Disaster Risk Management
EU	European Union
EUPoL	EU Police Mission to Afghanistan
EC	European Commission
FAFA	Financial and Administrative Framework Agreement (Between EU and UNDP)
GIZ	Gesellschaft für Internationale Zusammenarbeit (GIZ), (German Foreign Office Society for International Cooperation)
IBM	Integrated Border Management
ICMPD	International Centre for Migration Policy Development
IOM	International Organization for Migration
LITACA	Livelihoods Improvement in Tajik-Afghan Cross-border (UNDP Programme)
MOI	Ministry of Interior
NTM-A	NATO Training Mission, Afghanistan
OSCE	Organization for Security and Co-operation in Europe
PATRIP	Pakistan Afghanistan Tajikistan Regional Integration Program
TIA	Transparency, Integrity and Accountability
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNODC	UN Office on Drugs and Crime
UNOPS	UN Office for Project services
UNHCR	UN High Commissioner for Refugees
TBF	Tajik Border Force

I. - EXECUTIVE SUMMARY

Introduction

The specific objective of the project is to continue to support Cross-border Security and Cooperation, by improving Integrated Border Management in northern Afghanistan. This will contribute to supporting the Government of Afghanistan in strengthening governance and improving revenue collection while fostering economic and political relations with the countries in the region through the promotion of economic development and stability.

Interventions in the Central Asia and northern Afghanistan region are increasingly integrated to the concurrent development of more than one country. Developing cross-border cooperation between Afghanistan and the Central Asia Republics, contributing to regional development, regional support, regional integration and enhanced human security as well as supporting the enhancement and expansion of economic development in rural, borderland areas requires regional capacity building, including joint cross-border activities (multilateral or bilateral) in integrated border management.

Inter-agency and cross-border cooperation between border management agencies of the region, maintenance of Integrated Border Management (IBM) across both sides of the international frontier, including expansion of local development processes through a cross-border participatory approach, remains essential to ensure that trans-frontier and regional issues are properly managed through comprehensive communication, cooperation, coordination and collaboration between local, national and international partners. Cross-border cooperation needs to be further maintained through building on successful past activities. More joint field missions, conferences, and similar events where senior and middle-ranking border officers from both sides can liaise, share information and meet their counterparts within an operational environment. Ad hoc meetings between the border officers from both countries, as well as joint training, will be facilitated and organised at recently established Border Liaison Offices on the northern border of Afghanistan.

Promotion of stronger regional and cross-border cooperation

Because new bridges across the Pyandj River continue to be built and Central Asian infrastructure continues to develop, the links between Central Asia and northern Afghanistan can be expected to grow in the coming years. This will have important implications for international borders in the region - both among the Central Asian countries and between Central Asia and Afghanistan, which will continue to see increasing movements of people, goods, narcotics and legal trade. Cross-border engagement, if implemented through District Development Authorities, could also strengthen government processes in local development management. As part of the present project, Border Management in Northern Afghanistan project (BOMNAF) will establish clear and coherent synergies, in particular by promoting joint capacity building events, exchanges and lessons learned between Afghanistan and other countries in the region. In addition, the project will be linked to and complement other ongoing cross-border initiatives such as *'Livelihoods Improvement in Tajik-Afghan Cross-border Areas'* (LITACA) – a three year UNDP initiative to be launched in April 2014, funded by Japan. BOMNAF will also seek synergies with border management programmes funded by other donors.

Expansion westward

BOMNAF activities in Northern Afghanistan have so far concentrated on the Afghanistan-Tajikistan border with limited training along the Uzbekistan border. In addition to and building on these activities, from end 2014, BOMNAF II will increase actions on the Afghanistan side of the Uzbekistan border and include actions along the Turkmenistan border. The project will seek additional coordination efforts with other partners and synergies with BOMCA as a precondition for stronger expansion towards western areas.

Outputs

Targets and Priorities. The chief priorities of this follow-on project are based upon stability, progress and regional activities.

- **Output One.** *Efficiency and capacity of ABP on Afghanistan's northern border is increased.*
- **Output Two.** *Inter-agency and cross-border communication, cooperation, and coordination between Afghanistan and its Central Asian neighbours are improved.*
- **Output Three.** *Strengthening confidence building between Afghanistan and the Central Asian countries is assisted. (e.g. Heart of Asia process).*

Activities

The project's field activities will focus around four activity areas to support capacity development of the Afghan Border Police on Afghanistan's northern border.

- Construction of infrastructure
- Supply of equipment
- Delivery of training
- Regional Communication, Cooperation, Coordination and Collaboration, including possible involvement in initiatives promoted by other agencies/donors.

Finance and Contribution Agreements

- Budget of the Action is shown at Annex A. For easier reporting, the form of the budget provided reflects the structure of the project's budget in UNDP's Atlas financial and project management system.
- It is anticipated that this project will be managed under a Standard Contribution Agreement, in line with the Financial and Administrative Framework Agreement (FAFA) between the EU and UNDP.
- The project plan relies on disbursement of the first tranche of funds for BOMNAF II by 1 July 2014.
- The agreement will allow funding to start in July 2014, so that BOMNAF II can run concurrently with BOMNAF, until the BOMNAF No-Cost Extension runs out on 30 December 2014.
- During the initial phase of BOMNAF II, BOMNAF project will be closing. To avoid double funding within this period, BOMNAF and BOMNAF II specific activities will be clearly identified.



II. - BACKGROUND

Depressed trade, investment and incomes over more than ten years have adversely affected local economies within borderlands communities in Afghanistan and Central Asia. Progress in universal education, health and infrastructure has been insufficient and poverty remains a serious problem with approximately 36% of the Afghan population living below poverty line¹ and Human Development Index of 0,374 (175th out of 189 countries)². Only 27% of Afghan population have access to clean drinking water and 5% to adequate sanitation. As well, according to Afghanistan's Ministry of Energy and Water estimates, only 30% of Afghan population have access to electricity from grid based power, micro-hydro or solar panels³. Mismanagement and shortages of both electricity and water have adversely affected agricultural production and local living standards. The situation is a driver of social issues and is likely to be exacerbated by increasingly instability moving through northern Afghanistan and already approaching Central Asia. Afghanistan's northern border remains the frontline against international terrorist and religious-extremist organizations, as well as against narcotics trafficking and weapons smuggling. To offset such challenges and assist in the creation of an environment where development can take place, there is a clear requirement to expand legal trans-frontier trade and address common problems such as cross-border and regional issues.

Border Security

Effective border management has emerged at the forefront of Afghanistan and the Central Asian nations' domestic and foreign political agendas, partly as a result of the increasingly unstable security and political situation in Afghanistan, which is now moving through northern Afghanistan and approaching Central Asia, particularly through the borders of Tajikistan and Uzbekistan. Both countries face risks posed from international terrorist and religious-extremist organizations, narcotics trafficking, weapons smuggling and illegal migration in both directions. However, the present state of border management is inadequate to address such issues and insufficient to meet the challenges of the future. Afghan Border Police capability has not yet developed sufficiently to meet European and international standards. This applies particularly to the principles of transparency, trade development, Border Crossing Point efficiency, infrastructure development and scales of equipment issued and training provided to field units. There is therefore a significant requirement to enhance security through Integrated Border Management along the Afghan-Tajik and Afghan-Uzbek borders (as well as frontiers with other neighbouring states); and to improve cooperation among local, national and international partners to address cross-border and regional issues.

The current state of governance within the region is generally poor. Capacity at all levels of government is weak and the drug economy is perverting normal private and public sector activities. Many factors contribute to this state of affairs – the collapse of the Soviet Union, civil war, which led to the loss of professional skills, multiple natural disasters, the economic downturn and others.

Until the Afghan Border Police become more independent, more logistically self-contained and more professional and effective, their operational performance on the northern border will continue to be of little consequence to drug traffickers, criminals and terrorists. UNODC figures clearly show increasing and significant amounts of contraband narcotics trafficked through Central Asia. Despite this, a corresponding increase in seizures by Afghan Border Police officers stationed on the Central Asian borders has not been observed. Multiple factors give rise to this situation, including shortfalls in training and equipment, but it should also be noted that officers stationed at locations which have not been modernised are involved in other basic tasks such as collecting firewood for heating and cooking and then preparing food for themselves, which are time consuming (up to five hours/day). This situation has a clear impact on their duties and obviously distracts them from their core duties of interdicting illegal activities within their areas of operations.

¹ <http://data.worldbank.org/country/afghanistan>

² Global Human Development Report, 2013

³ Afghanistan Overview, World Bank, 2014

Stakeholders

The main stakeholder for the support of **regional integrated border management programme** on the northern border with Tajikistan and Uzbekistan is the **Afghan Border Police (ABP)**, managed under the authority of the **Afghan Ministry of Interior (Moi)**. The ABP is responsible for immigration control as well as interdicting illicit trade and narcotics smuggling.

In addition to the European Union, the other main international stakeholder of the BOMNAF Project is the UNDP, who will implement this project as a follow-up to their successful border management interventions since 2005. As part of the project's ongoing cooperative efforts, BOMNAF will refresh communications with Border Management Task Force (BMTF), EU Police Programme (EUPOL), UN Office on Drugs & Crime (UNODC), Aga Khan Development Network (AKDN), Gesellschaft für Internationale Zusammenarbeit (GIZ), (German Foreign Office Society for International Cooperation), The foundation for Pakistan Afghanistan Tajikistan Regional Integration Program (PATRIP), Organization for Security & Cooperation in Europe (OSCE) and other agencies working within the borderlands region, to increase cooperation, coordinate activities and support collaboration. The project will also complement other development programmes and projects and potential partners such as UNDP LITACA and USAID border management projects.

UNDP works in partnership with the Governments of Tajikistan and Afghanistan, as well as with local authorities and other partners in provinces on both sides of the international border. As well as a well-established trajectory and proven implementation modality, the BOMNAF Project has mature liaison and collaborative links together with many organisations and individual players in this region, including:

- EU Delegations, Dushanbe and Kabul
- Principal Embassies in Kabul and Dushanbe
- OSCE Border Management Staff College
- USA Border Management Task Force, Kabul
- Local and District authorities
- Tajik and Afghan Customs Services
- Tajik and Afghan Drug Control Agencies
- UN Office on Drugs and Crime (UNODC)
- National governments in the Project's region. Including Ministries of Interior, Finance, and Foreign Affairs
- International Centre for Migration Policy Development (ICMPD)
- International Organization for Migration (IOM)
- Tajik Border Force
- Afghan Border Police
- Aga Khan Development Foundation
- Local NGOs

UNDP Tajikistan will continue to cooperate closely with UNDP Afghanistan in the implementation of the project while at the same time UNDP will continue to develop existing links with other agencies operating within the border and regional development sectors, as well as encourage further participation and responsibility from the Government of Afghanistan and activities involving local authorities.

Synergies and cooperation will be sought between the different EU projects and other programmes in support of cooperation within the region, such as CAREC and UNODC's regional programme.

Synergies and cooperation with Border Management in Central Asia (BOMCA) programme

BOMNAF will coordinate efforts with other partners to improve on synergies with BOMCA to lay the groundwork for stronger expansion to the west, along Afghanistan's borders with Uzbekistan and Turkmenistan. The current collaboration with BOMCA will be made more formal, to ensure closer cooperation, and plans will be considered for the possibility of moving progressively towards joint training and sharing of experiences and lessons learnt to promote further integration between the two projects.

Beneficiary groups

The final beneficiaries of improved regional cooperation and trade facilitation measures on the northern border are legitimate cross-border traders, border crossing passengers, and inhabitants of Afghanistan's northern and north-western provinces, as well as their neighbours across the international border. Borderlands populations generally also benefit due to an increase of available goods and lower prices resulting from a more secure environment and increased trade. Populations in the Greater Central Asian region more widely may enjoy a broader range of goods and increased economic opportunities. From the Afghan side, BOMNAF activities promote ease of travel at border crossings, including for local impoverished communities, to support the cross-border markets at Ruzvai, Tem, and Eshkashem, as well as impact on Tajikistan's Free Economic Zones at Pyanj and Eshkashem.

It is planned that, given the objectives of the project, the appropriate institutions will be assisted and appropriate beneficiary groups targeted, based on socio-economic factors, geographic location, the requirements of the Afghanistan Border Police beneficiaries, and regional cooperation and development imperatives.

III. - SITUATION ANALYSIS

The joint border between Afghanistan and Central Asia is 2225 km long and an important factor to consider in any plan to enhance existing levels of cooperation between frontier nations. Promotion of regional economic development can serve as a viable solution to the need for increased integration across-borders and enable cross-country cooperation and thus regional stability and poverty reduction.

The Tajik-Afghan border has arrangements explicitly supporting the development of cross-border economic ties. There are Free Economic Zones in Tajikistan and construction of a cross-border market in the Shurabad district of Tajikistan is ongoing. Opportunities for cross-border trade with Afghanistan are not well used by Tajikistan, even though Afghanistan is recognized as a transit country on the way to the closest port, Karachi, Pakistan, and the alternate port, Bandar Abbas in the Islamic Republic of Iran.

Despite the fact that foreign trade between Tajikistan and Afghanistan has a tendency to grow due to the use of Afghanistan as a transit country, bilateral economic relations require further enhancement. Existing arrangements governing the movement of goods and people in borderlands areas can facilitate trade and cross-border collaboration; however opportunities are not always used to their full potential due to obstacles such as:

- Unfriendly exit and entry procedures for cross-border traders transiting countries in the region.
- Strict visa regimes, further complicated by security issues in Afghanistan.
- Bureaucratic practices within port areas, discouraging the movement of people.
- Restrictions on entry of trucks, including light trucks, and the requirement for special permits for passenger cars create further barriers to cross-border trade.
- Physical barrier (e.g. river), and lack of infrastructure, e.g. bridges, to allow easier access between Afghanistan and Central Asia.

In addition to these issues, poor customs services cause significant deficiencies in revenue collection and present further challenges to development of regional trade facilitation.

Occasional cross-border security issues are linked to the narcotics trade, where drug traffickers kidnap or inflict violence due to disputes on issues such as non-payment of debts. This can greatly increase the prospects of violence both within and between border communities. Present systems of border management are inadequate to address such issues and insufficient to meet the challenges of the future.

Empowering border communities to build better economic conditions can provide economic alternatives to prevent involvement of the local population in drug trafficking. This becomes even more critical in view of the post 2014 withdrawal of combat troops.

Additionally, communities in cross-border regions are vulnerable to the risks of natural disasters due to a number of geological and geographic constraints also hampering access to adequate resources and capacities for managing disaster risks. Avalanches, mudflows and floods are among the most frequently occurring hazards on both sides of the river, while frequent earthquakes may subsequently trigger landslides and rock falls.

Afghanistan needs to enhance the security situation in the country while supporting higher rates of economic growth. To support the achievement of this objective, the requirements include an emphasis on facilitating cross-border trade, while increasing the efficiency of current border management services and improvement of 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 Central Asia. 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 Afghanistan to Baltic ports via 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, particularly within economic stabilisation, will depend on high quality trade partnerships. Efficient commercial and financial systems presently developing within Afghanistan will be an essential component in the development of effective and competitive Central Asia transit routes, and as part of any regional Trade Corridor, such as those envisaged by ADB in their Central Asia Regional Economic Cooperation (CAREC) programme.



In addition to increasing trade turnover, discussions were also made at the 2013 Central Asia Border Security Initiative (CABSI) meeting in Ashgabat regarding Joint BCPs, Joint roads, railways and gas pipelines, but the government of Afghanistan currently lacks the capacity to follow up, coordinate and implement recommendations of Regional cooperation initiatives. As yet, full IBM has not been meaningfully addressed by the government in a comprehensive manner for either intra-service, inter-service or international cooperation. 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.

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 trade corridors, from Central Asia to Pakistan and Iran. However, the **increase in security incidents** in 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 border management and control. In 2010 (The most recent year for which figures are available) an estimated 25 per cent of the 380 tons of heroin manufactured in Afghanistan -some 90 tons- was trafficked northwards through Central Asia via the Northern route and onward to the Russian Federation⁴. Afghanistan remains by far the largest source country for opiates worldwide. In recent years, Afghanistan registered several high annual production levels, notably in the peak year of 2007, but also in 2008 and 2011. The northern route, which is used mainly to supply the heroin market in Central Asia and the Russian Federation, reflects a different pattern. Overall, heroin seizures in Central Asia have been declining since the first decade of the twenty-first century, from an annual average of 5 tons per year during the period 2002-2006 to only 3 tons during the period 2007-2011, while demand in Central Asia and the Russian Federation is thought to be stable or increasing⁵.

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 EU provided vital support to the ABP through its earlier Border Management projects in Northern Afghanistan, BOMBAF and BOMNAF. Since 2007, the projects, implemented by **UNDP Tajikistan**, have provided a comprehensive support programme to the Afghan Border Police on the northern border, comprising training, equipment and facilities, aiming to install an integrated border management system. Despite the resounding success of the projects, 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 Afghan border agencies (e.g., Border Police, Customs, and Counter-Narcotics Police) and their respective counterparts on the Central Asian side of the border. This lack of interaction results in a number of impediments to legitimate cross-border traders, such as arbitrary closure of Border Crossing Points, different operating hours, failure to coordinate clearances, etc. This situation could be alleviated by the provision of joint initiatives to coordinate 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, to further west, towards the Afghan-Uzbek and Afghan-Turkmenistan border regions, including cross-border and bilateral activities. Support and buy-in will be sought from ministries and agencies within the Governments of Afghanistan and Tajikistan, as well as, where possible, from other governments in the region.

The main activities of the BOMNAF project are designed using guidance from the Confidence Building Measures (CBM) as approved within the Heart of Asia Process, to embrace a sustained and incremental approach. BOMNAF II Project will seek synergies with and indirectly contribute to the '*Counter Narcotics CBM*' and '*Counter Terrorism CBM*'. In addition, by working towards more open and secure borders, the project will contribute to improving the conditions required to implement the CBM on "*Trade, commerce and investment opportunities*".

⁴ UNODC Opiate Flows Through N Afghanistan & C Asia – May 2012 http://www.unodc.org/documents/data-and-analysis/Studies/Afghanistan_northern_route_2012_web.pdf

⁵ UNODC World Drug Report 2013 <http://www.unodc.org/wdr/>

IV. - 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 the Central Asian nations.

Starting from late 2014, through 2017, a joint effort between the EU Delegation in Kabul, and UNDP in Dushanbe, will provide support to integrated border management activities through a follow-on phase of the EU funded Border Management Projects in Northern Afghanistan, implemented since 2007. All efforts will strive to realize secure borders, prevent cross-border crime, reduce 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 in 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 cross-border cooperation with the Central Asian Republics.

OBJECTIVES

To reinforce border management capacity and trans-border cooperation in the Northern Provinces of Afghanistan.

*The primary objective of this project is to support cross-border security and cooperation by improving the ability of the Afghanistan Border Police to practice Integrated Border Management in northern Afghanistan. This will **improve** cross-border cooperation, the capacity to reduce crime, and improve legal trade, travel, and commerce along Afghanistan's border with Central Asia. It 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.*
- *Continue to develop cross-border cooperation between Law Enforcement Agencies in Afghanistan and their counterparts in Central Asia.*
- *Develop confidence building measures in line with the Istanbul Process Heart of Asia recommendations.*

OUTPUTS AND TARGETS

The project's **primary OUTPUT** is: Efficiency and capacity of ABP on the Northern Afghan border is increased. Through this output, the project intends to achieve the following **TARGETS**:

1. At least 500 ABP and other border officers are trained in Integrated Border Management, and associated subjects, including Transparency, Integrity and Accountability (TIA).
2. At least three Border Police Units (40-200 personnel at each location), benefited from the presence and capacity building activities of Training and Mentoring Team(s).
3. At least three ABP units (40-200 personnel at each location), benefit from BOMNAF developed training materials.
4. At least one new Border Crossing Point, and up to three new Border Outposts building are built. Where appropriate, associated buildings will also be assessed for renovation.
5. Support, repairs, servicing and maintenance provided to facilities built within EU Border Management Projects.
6. At least 400 officers, stationed at EU-constructed facilities, received specialized equipment.
7. **Sustainability of previous inputs.** The issue of sustainability of facilities and equipment supplied by this and previous projects, including maintenance and upkeep will be addressed during the project, taking into account lessons learned from earlier interventions.

The project's **second OUTPUT** is: Inter-agency and cross-border communication, cooperation, and coordination between Afghanistan and Central Asia are improved. Through this output, the project intends to achieve the following **TARGETS**:

1. An Implementation Plan for the Northern border, on improving inter-agency and cross-border cooperation developed.
2. Regular, planned interactions are conducted, between local governmental structures and law enforcement agencies at the grass roots level, to share mutual concerns and explore mutual solutions and create cooperative networks for information and intelligence exchange.
3. Three joint meetings and high-level conferences between Border officials of Afghanistan with their counterparts from Central Asia are supported.

The project's **third OUTPUT** is: Assist in the development of confidence building measures. Through this output, the project intends to achieve the following **TARGETS**:

1. Create a Regional Technical Working Group (TWG) for border practitioners.
2. Provide opportunities for engagement and collaboration with ABP.
3. Encourage the hosting of cross-border joint workshops, symposia etc at Border Crossing Points.
4. Support initiatives for joint patrolling of mutual borders.
5. Continue exchange of ideas through a conference to be held in Kabul.

6. Support to regional development and cross-border initiatives.

ACTIVITIES

The project's main **ACTIVITIES** are shown within the matrixes below. A consolidated table of details is shown in the Results and Resources Framework (RRF) at Annex B:

Under Output 1:	Activity Results:
Efficiency and capacity of ABP on Afghanistan's northern border is increased.	1. Capacity building measures (educational, training & mentoring activities) for ABP officers are conducted.
	2. Border management infrastructure and facilities are constructed and supported.
	3. Operations of ABP units on the northern border are supported and equipped.

Under Output 2:	Activity Results:
Inter-agency and cross-border communication, cooperation, and coordination between Afghanistan and its Central Asian neighbours are improved.	1. Events between border agencies in the field are organized and supported.
	2. Workshops, conferences and seminars are organized and held.
	3. Promote Transparency, Integrity and Accountability (TIA) on the northern border.

Under Output 3:	Activity Results:
Strengthening confidence building between Afghanistan and the Central Asian countries is assisted.	1. Cross-border market(s) and trade facilitation support amenities are created.
	2. Borderlands communities support effective IBM activities and the smooth transit of international commerce.
	3. Training for borderlands residents on subjects associated with DRM is conducted.

OUTLINE DETAILS OF ACTIVITIES

OUTPUT ONE

Efficiency and capacity of ABP on Afghanistan's northern border is increased.

Output One - Activity One

Organize and conduct capacity building measures (training, mentoring) and educational activities for ABP officers. BOMNAF II will implement training and capacity building activities along two broad directions. First, extend the same type of training already delivered during the BOMNAF project, to more ABP and other agency officers at more locations. Second, introduce new and other training initiatives, selected from the subjects shown in the table below.

In order to identify gaps to be addressed in future training and prior to confirmation of the project's training programme, a formal assessment will be made of the situation on the border. Results will be shared and coordination promoted with other actors to seek joint recommendations and agree on specific actions.

Training will complement existing programmes and previously conducted training. On-site exercises involving other agencies will be conducted at Border Crossing Points where appropriate.

Educational Activities For ABP Officers, complementary to the Heart of Asia Capacity Building Measures	
<i>Narcotics and Pre-Cursor interdiction</i>	Training to locate, identify, and test suspicious substances. In cooperation with UNODC and other international organizations. <u>Complementary to the 'Counter Narcotics CBM'.</u>
<i>Transparency, Integrity and Accountability (TIA).</i>	Training on Anti-Corruption and integrity, including instruction on professional ethics and facilitation of an international event on " <i>Transparency and Responsibility on the border.</i> " <u>Complementary to the 'Counter Narcotics' CBM and 'Commercial Opportunities' CBM.</u>
<i>Customs and Trade facilitation</i>	Customs training in concurrence with World Customs Union and EU standards. In cooperation with UNDP Communities Programme and other international organizations. <u>Complementary to the 'Commercial Opportunities' CBM.</u>
<i>Border Security and Travel Documentation</i>	A training programme, supported by ICMPD and other organizations, to enable border officers to identify altered and stolen travel documents in order to detect and apprehend illicit travellers. <u>Complementary to the 'Counter Terrorism' and 'Counter Narcotics' CBM.</u>
<i>Community-based border management</i>	This will feature activities to build trust, cooperative behaviour, inclusiveness and openness and to instil a sense of equity and justice within port areas. Assist the development of social capacity as the aggregate of voluntary relationships between borderlands communities, and ABP, to create an ability to act positively for mutual benefit and a larger common purpose. <u>Complementary to the 'Counter Narcotics', 'Counter Terrorism', and 'Commercial Opportunities' CBMs.</u>
<i>Migration management</i>	Training to include cross-cultural interaction and lessons regarding international and regional treaties about human migration. <u>Complementary to the 'Counter Terrorism' and 'Commercial Opportunities' CBMs.</u>

Gender integration	<p>Training courses to promote gender equality and the full engagement of women in IBM. The need for full engagement of women in law enforcement and border management is apparent and training of women is a priority.</p> <p><u>Complementary to the 'Counter Terrorism' and 'Commercial Opportunities' CBMs.</u></p>
Human Trafficking & Human Rights	<p>Training on Human Trafficking and Human Rights at the border. In cooperation with UNHCR, IOM and UNODC, and other appropriate agencies. <u>Contributing to the CBM on 'Trade, commerce and investment opportunities' and ensuring synergies with the CBM on 'Counter Terrorism'.</u></p>
Disaster Risk Management	<p>Training to assist in contingency plans and SOPs to manage in the event of natural disasters at and around border crossing points, to ensure continuity of operations and safety of employees and community. In cooperation with UNDP DRM Programme. <u>Ensuring complementarities with the 'Disaster Management CBM'.</u></p>
Technical, mechanical and specialist skills	<p>To ensure maintenance of assets and facilities. <u>Ensuring complementarity with the 'Counter Narcotics', 'Counter Terrorism', and 'Disaster Management' CBMs.</u></p> <p>To include solar power hardware and use of maintenance packs provided to sustain and service buildings and facilities at BOMNAF-constructed sites</p>
Driver Training and All-terrain Vehicle Training	<p>Using regionally or internationally contracted training providers. <u>Ensuring complementarity to the 'Counter Terrorism and Counter Narcotics CBMs'.</u></p> <p>To ensure proper maintenance and operation of donated ATVs to prolong useful life and ensure safe operation on patrol and at base</p>
IT skills	<p>Using locally and regionally contracted private sector training providers. <u>Ensuring complementarity with the 'Counter Narcotics', 'Counter Terrorism', and 'Trade, commerce and investment opportunities' CBMs.</u></p>
Practical First Aid	<p>Using regionally or internationally contracted training providers or specialist experts (e.g. military medical staff) from contributing nations. <u>Complementary to the 'Disaster Management', 'Counter Narcotics', and 'Counter Terrorism' CBMs.</u></p>
Survival Swimming Training	<p>For personnel involved in riverine patrolling. As requested by Commander ABP because of several deaths or near-drownings. <u>Ensuring complementarities with the 'Counter Narcotics' CBM.</u></p>

The project may 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.

Output One - Activity Two

Construct and support border management infrastructure. A focus on infrastructure development to enhance connectivity on the border will include a feasibility study for the construction of new facilities requested by ABP, as shown on the priority list at Annex and shown on the map at Annex C:

- At least one Border Crossing Point, including associated infrastructure, at Khohon-Shohon, or other locations, as required by Commander ABP.
- Up to three Border Outposts along Afghanistan's borders with Tajikistan (including one location at Jarf in Badakhshan Province, already confirmed by Commander ABP), Uzbekistan, and Turkmenistan.
- Provide operation and maintenance support for the built infrastructure

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.

Output One - Activity Three

Equip and operationally support the operations of ABP units on the Northern Border. Equipment procured will be based around the priority areas of *Transport, Communications, Detection* and *Personal* equipment. An itemized and priced list of moveable equipment, also showing technical specifications, is shown at Annex and will be further developed, as required. Specific actions under this activity will include:

- Identify ABP requirements for equipment, prepare and confirm equipment list and specifications.
- Procure, deliver and handover equipment.
- Provide training on equipment.
- Tracking and operational support of technical equipment.

OUTPUT TWO

Inter-agency and cross-border communication, cooperation, and coordination between Afghanistan and its Central Asian neighbours are improved.

Output Two - Activity One

Arrange and support implementation of events between border agencies in the field, on the northern border. Meetings will be held inside Afghanistan to encourage interaction between the ABP and other borders stakeholders. Specific actions under this activity will include:

- Develop implementation plan for cross-border cooperation
- Maintain continuous liaison with border officials
- Organize, implement and facilitate field events involving border and customs officials.

Output Two - Activity Two

Organize workshops, conferences and seminars to promote international cooperation among border agencies. Meetings will also be held between agencies from Afghanistan and the Central Asian Republics, to support regional liaison and cross-border, joint activities and information sharing. Specific actions under this activity will include:

- Promote continuous liaison with border officials and international partners in Border Management.
- Organize, implement and host meetings and events involving border and customs officials.
- Facilitate and support the adoption of border cooperation protocols.

Output Two - Activity Three

Promote Transparency, Integrity and Accountability (TIA) on the northern border. International perceptions of border management in Afghanistan are poor. The project will contribute to confidence building measures and assist in fostering a culture of public service. Specific actions under this activity will include:

- Conduct a formal risk assessment and gap analysis of corruption on the border.
- Implement training on anti-corruption and integrity, including instruction on professional ethics.
- Facilitate an international event on "*Transparency and Responsibility on the border.*"

OUTPUT THREE

Strengthening confidence building between Afghanistan and the Central Asian countries is assisted.

Output Three - Activity One

Creation of cross-border market(s) and trade facilitation support amenities. Knowledge of trade facilitation will help the community understand how to play a part in the smooth and effective transit of international commerce in their area. Specific actions under this activity will include:

- Undertake initial assessment and identify needs and priorities for cross-border trade and exchange
- Create cross-border market(s)
- Conduct community awareness exercise and trainings on cross-border trade.
- Provide information on trade, transit and customs procedures for traders.

Output Three - Activity Two

Education about the role of border agencies through poster campaigns, distribution of pamphlets about crossing frontiers, narcotics and trafficking. Such a campaign will promote “community policing” in the border context and ensure local buy-in to border enforcement activities. Through community participation and increased communication between the community and the Border Police, the border force will more effectively do its job, resulting in a safer and more productive neighbourhood. Specific actions under this activity will include:

- Organize community policing meetings with community and border forces.
- Improve information flow and cooperation between community and border agencies.
- Conduct public awareness campaigns as a basis for development of a community-based IBM approach.
- Implement poster campaigns and distribution of pamphlets about crossing frontiers, narcotics and trafficking, etc.

Output Three - Activity Three

Training for borderlands residents on subjects associated with DRM. Education will enable the community to pull together during disasters and help, rather than impede, local and national government actors. Specific actions under this activity will include:

- Conduct assessment of borderland disaster risk vulnerabilities.
- Organize and conduct community training events in DRM.
- Coordinate events with local governance and border forces.

V. - MANAGEMENT ARRANGEMENTS

This Project is designed in line with UNDP's general strategies and is approved by the Government of Afghanistan. Therefore the project will follow common management arrangements. It will be overseen and directly implemented by UNDP.

The project is a component of the Financing Agreement signed between the EU and the Government of Afghanistan. Project plans will be shared with government entities and, once confirmed by donors, beneficiaries and stakeholders, this Project Document will be translated and delivered to the Ministry of Interior. The project is also in line with UNDP Dushanbe's strategic vision and, as such, will be supported by the Government of Tajikistan. Governments of Uzbekistan and Turkmenistan will be fully informed and support will be sought through UNDP's offices in Tashkent and Ashgabat 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 Government agencies.

The project will receive extended support from UNDP Country Office on all procurement and human resources issues. 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. A copy of the audited financial statements of UNDP issued by its external auditors shall be submitted to the European Union's Services by UNDP. Should a separate internal audit of the project be conducted, the report would be disclosed based on UNDP's disclosure policy.

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 Afghanistan, Tajikistan, Uzbekistan and Turkmenistan Border Agencies and with other UN and international organizations, including OSCE, UNODC, ICMPD, BOMCA, Aga Khan Foundation and government agencies on both sides of the border.

As many of the stakeholders involved in planning training within Afghanistan are located in Kabul and in Mazar-e-Sharif, and close cooperation between these stakeholders and BOMNAF will be required, the project will consider the establishment and maintenance of temporary sub-offices in these cities as required. Such offices will be ideally within the UNDP compound, complete with office space, driver/interpreter and vehicle resources to support the project as required.

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, Tajikistan and Turkmenistan.

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. A first world expatriate manager will be directly responsible for the implementation of the Project and provide overall supervision of all activities. He will coordinate the Project with relevant Government institutions and other stakeholders at the national level. The PM will act under the guidance of UNDP Senior Management and in close coordination with a UNDP Programme Analyst, to refer major executive project decisions to the Project Board. Primary responsibilities of the Project Manager will be:

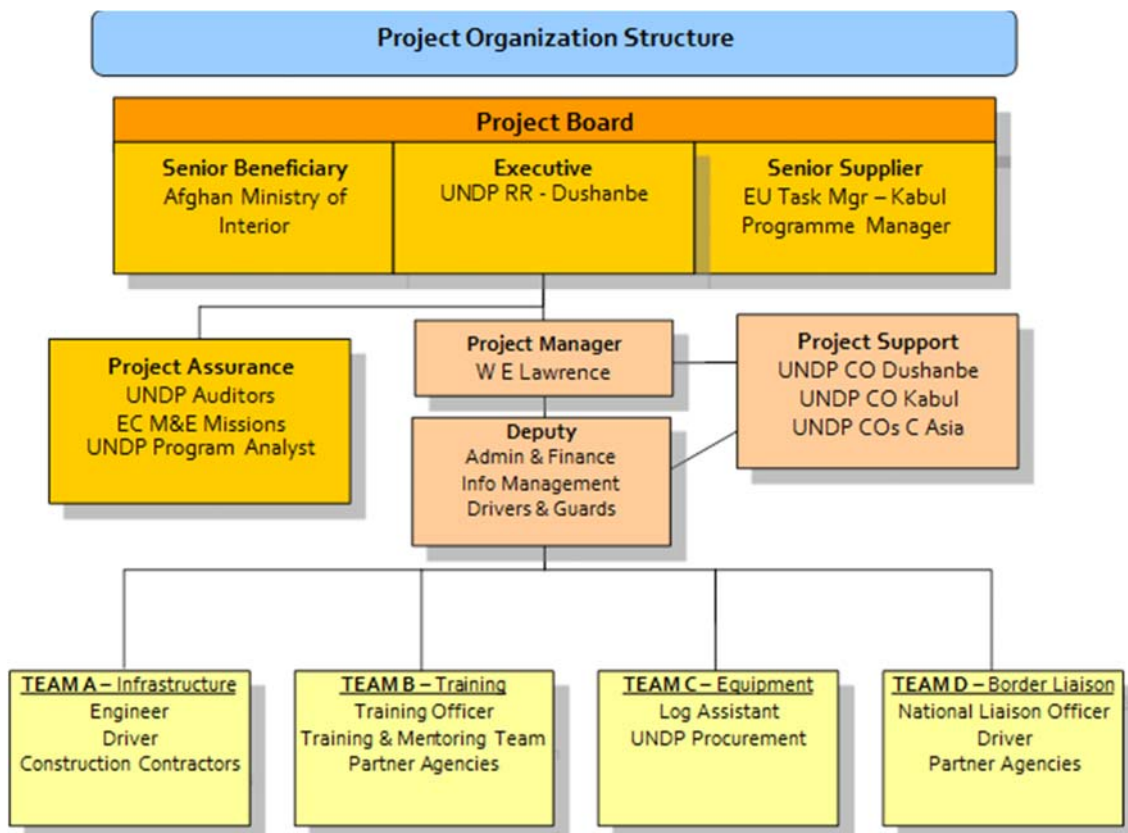
- a) Guide and manage BOMNAF to success, by organising the implementation of all activities related to the project, including, inter alia, the organisation of short term field missions, training activities, construction sub-projects, purchasing tenders, etc.
 - b) Monitor and report on project implementation.
 - c) Ensure EU visibility at every stage of the project. (Visibility Plan is shown at Annex E).
 - d) Promote and strengthen regional co-operation.
 - e) Coordinate and follow technical guidance with project partners in Afghanistan and Central Asia.
- **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 coordinate activities within the project and serve as team leader and focal point for implementation. This officer will be responsible to draft all formal reports.
 - **Training Officer.** A full-time Chief Training Officer (CTO) will be responsible for preparing, managing and implementation of all aspects of the project's training. S/he will develop a comprehensive training plan, confirm partner agencies and negotiate agreements, budgets, etc. within the constraints of project planning, and UNDP budgeting and procurement regulations. This will allow training events to commence within 8 to 12 months of project launch. By engaging the CTO full time, s/he will be able to personally supervise all major training initiatives and ensure that appropriate training and quality control standards are met in all instances through onsite monitoring and regular M&E field missions.
 - **Training Assistant.** The Training Assistant will be responsible for coordinating with other project support personnel to ensure all administrative tasks necessary for successful completion of training are accomplished, e.g., will coordinate with Logistics Assistant to ensure that logistics associated needs are accomplished prior to implementation of any training events, e.g, transportation, hotel reservations, supplies at training venues, etc. Other coordination will be with Administrative/Finance Assistant (AFA) to ensure that students receive their DSA, Translator/Information Assistant and National Liaison Officer regarding identification of students, etc. S/he will coordinate with training partners as necessary.
 - **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 Afghanistan, Tajikistan, Turkmenistan and Uzbekistan Border Forces, National Customs Agencies and National Governments.
- 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, mentoring 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. - COORDINATION AND COOPERATION MEASURES

Project Partners

Activities will be implemented by UNDP's contractors and implementing agencies throughout the project. Specific activities will be implemented by UNDP's partners, both as part of this project and within appropriate EU and UN strategies.

Coordination with other agencies

The project will foster synergies and expand our existing partnership framework among development agencies and partner organizations. To encourage the participation of beneficiaries and associated organizations with the goal of bringing greater coherence, BOMNAF will be a facilitating entity to the various initiatives and processes working on the northern border. The project will continue shared planning, joint training, joint programming and collaborative actions within the ongoing good relations and cooperation with other agencies and international partners.

The project team will ensure partnership with EU, UNDP Country Office and relevant programmes as well as with Governments of Afghanistan, Tajikistan and the other Central Asian Republics, local authorities and other partners in provinces on both sides of the international border. UNDP Dushanbe, within its portfolio of border management activities, already has ongoing liaison and collaborative links together with many organizations in this region. Coordination will be implemented together with the agencies shown in the following text box, inter alia:

<ul style="list-style-type: none">• European Union Delegations in Kabul and Dushanbe• Commander and HQ Afghan Border Police• Tajik Border Force• Principal Embassies in Kabul and Dushanbe• OSCE and OSCE Border Management Staff College, Dushanbe.• USA Border Management Task Force, Kabul• Local and District authorities in Afghanistan and Tajikistan• Tajik and Afghan Customs Services• Tajik Drug Control Agency• UN Office of Project Services (UNOPS)• UN Office on Drugs and Crime (UNODC)• Local NGOs• International Centre for Migration Policy Development (ICMPD)• International Organization for Migration (IOM), in Kabul and Dushanbe	<p>Specific Focal Points, to be identified or confirmed during Inception Phase:</p> <ul style="list-style-type: none">• <u>Government of Afghanistan</u><ul style="list-style-type: none">• Ministry of Interior – Contact tbn• Ministry of Finance – Contact tbn• Ministry of Foreign Affairs – Contact tbn• <u>Government of Tajikistan</u><ul style="list-style-type: none">• Ministry of Interior – Contact tbn• Ministry of Foreign Affairs – Contact tbn• <u>Government of Uzbekistan</u><ul style="list-style-type: none">• Ministry of Interior – Contact tbn• Ministry of Foreign Affairs – Contact tbn• <u>Government of Turkmenistan</u><ul style="list-style-type: none">• Ministry of Interior – Contact tbn• Ministry of Foreign Affairs – Contact tbn
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The Project Manager will closely cooperate with UNDP Afghanistan in the formulation of this new cross-border project, at the same time continuing to develop existing links with UNDP Border Management Central Asia and Communities Programmes.

Participation and responsibility from involved national governments is encouraged through activities involving Border and Customs Authorities and local authorities on both sides of the international frontier.

The Project will also identify and cooperate closely with other international partners active in the area. Migration component will be developed in close cooperation with IOM and consultation with UNHCR.

Coordination with the OSCE Border Management Staff College, Dushanbe

EU BOMNAF will continue to maintain liaison and collaborative links with the OSCE. As implemented during the BOMNAF Project, training courses for project beneficiaries will continue to be undertaken in cooperation with the OSCE Border Management Staff College in Dushanbe.

Coordination with the USA Border Management Task Force

The USA BMTF in Kabul, run from the Embassy of the USA, is involved in almost every aspect of Police and Border development and reform in Afghanistan. The EU-UNDP BOMBAF and BOMNAF Projects had a successful liaison, collaboration and information-sharing role with this organization and it is anticipated that this will be re-developed to continue throughout the BOMNAF II Project.

Coordination with the NATO Training Mission to Afghanistan

NATO's Combined Security Transition Command, Afghanistan (CSTC-A), based in Kabul and led by the USA, has taken the lead coordinating role for development of the Afghan Police, including the Border Police and is the primary adviser on Police Reform to the Ministry of Interior. (At the time of writing, it is uncertain what role NTM-Afghanistan and ISAF will have post-2014).

Coordination with the EU BOMCA programme

The European Commission (EU) launched the initiative for a large Border Management Assistance Programme in Central Asia (BOMCA). Via this programme the EU allocated considerable resources to support the countries of Central Asia in improving the management of their borders and the gradual adoption of modern, integrated border management methods. The European conception of modern border management emphasises two equally important objectives: (a) to prevent illicit cross-border movement of goods and people, and (b) to facilitate legal trade and transit. BOMCA takes a long-term developmental and institution-building approach to achieve these twin objectives, balancing respect for national interests with promotion of regional cooperation and harmonization, and encouraging national strategies to incorporate EU best practices. An integrated management of borders (IBM) seeks fundamentally to ensure proper national and international coordination and cooperation among the various services involved in border management issues in order to guarantee that borders are managed with maximum effectiveness and efficiency.

Coordination with and between Afghanistan Border Police and Central Asian Border Forces

Closer regional liaison and cooperation between border organisations is clearly desirable, but has yet to be fully realised and a great deal of further effort is still required in this field. This project includes financial provision for seminars and meetings to be held in all countries of the region and we anticipate that progress could be made on this issue during the life cycle of the BOMNAF project.

VII. - 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 in consultation between the EU Task Manager and UNDP Project Manager.

CABSI Meeting

Upon the request of the EU Delegation in Kabul, the Project Manager will present the project's achievements to the Central Asia Border Security Initiative –“CABSI” meeting – an Austrian initiative, supported by the EU, 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 Project Manager 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 1: <i>Efficiency and capacity of ABP on Afghanistan's northern border is increased.</i>		
Activity result 1 (atlas activity id)	Capacity building measures (educational, training & mentoring activities) for ABP officers are conducted.	Start date: Jul 2014 End date: Jun 2017
Purpose	To enhance knowledge and practices about integrated border management and associated subjects.	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> • Conduct a formal assessment of the training situation on the border. • Organize and conduct training on law enforcement subjects. • Organize and conduct training on practical subjects (ATV driving, IT, etc). • Develop and distribute training related materials to ABP units in northern border. • Deploy training and mentoring teams. 	
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 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).	Training work progress report Quarterly progress report	Quarterly
Preparation of training situation assessment report.	Training officer report Quarterly progress report	Inception phase
Number of ABP units benefiting from BOMNAF developed training materials.	Training officer report Handover notes Quarterly progress report	Quarterly

Output 1: <i>Efficiency and capacity of ABP on the northern Afghan border is increased.</i>		
Activity result 2 (atlas activity id)	Border management infrastructure and facilities are constructed and supported.	Start date: Jul 2014 End date: Jun 2017
Purpose	To improve working and living conditions of ABP officers and staff to more efficiently perform their duties.	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> • Conduct a feasibility study for the construction of new facilities requested by ABP • Construct at least one border crossing point, including associated infrastructure, at Kohon-Shohon, or other locations, as required by commander ABP. • Construct up to three border outposts along Afghanistan's borders with Tajikistan, Uzbekistan and Turkmenistan. • Provide operation and maintenance support for EU built infrastructure 	
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 border crossing points built, furnished and equipped.	Infrastructure monitoring report, quarterly report	Quarterly
Number of border outposts, built furnished and equipped.	Infrastructure monitoring report, quarterly report	Quarterly
All facilities are operationally sustained and supported.	Infrastructure monitoring report, quarterly report	Quarterly

Output 1: <i>Efficiency and capacity of ABP on the northern Afghan border is increased.</i>		
Activity result 3 (atlas activity id)	Operations of ABP units on the northern border are supported and equipped.	Start date: Jul 2014 End date: Jun 2017
Purpose	To improve efficiency and mobility of the ABP units on the northern border.	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> • Identify ABP requirements for equipment, prepare and confirm equipment list and specifications. • Procure, deliver and handover equipment. • Provide training on equipment. • Tracking and operational support of technical equipment. 	
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 units stationed at BOMNAF constructed facilities, which have received specialized equipment.	Project progress report Handover documents Quarterly reports	Quarterly
Condition and operability of equipment provided.	Project progress reports, Mission reports Quarterly reports	Quarterly

OUTPUT 2: <i>Inter-agency and cross-border communication, cooperation, and coordination between Afghanistan and Central Asia are improved.</i>		
Activity Result 1 (Atlas Activity ID)	Events between border agencies in the field are organized and supported.	Start Date: Jul 2014 End Date: Jun 2017
Purpose	To establish clear and coherent practical synergies between the Afghan Border Police and Customs with their counterparts in Central Asia.	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> • Develop implementation plan for cross-border cooperation • Maintain continuous liaison with border officials • Organize, implement and facilitate field events involving border and customs officials. 	
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 field events facilitated and supported.	Project progress report	Quarterly
Number of inter-agency cooperation activities arranged.	Project progress report	Quarterly

OUTPUT 2: <i>Inter-agency and cross-border communication, cooperation, and coordination between Afghanistan and Central Asia are improved.</i>		
Activity Result 2 (Atlas Activity ID)	Workshops, conferences and seminars are organized.	Start Date: Jul 2014 End Date: Jun 2017
Purpose	To promote international cooperation among border agencies.	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> • Promote continuous liaison with border officials and international partners in Border Management. • Organize, implement and host meetings and events involving border and customs officials. • Facilitate and support the adoption of border cooperation protocols. 	
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 joint meetings and high-level conferences between Border officials of Afghanistan with their counterparts from Tajikistan and/or Uzbekistan supported.	Project progress report	Quarterly
Number of inter-agency cooperation activities arranged.	Project progress report	Quarterly
Number of border cooperation protocols signed.	Project progress report	Annually

OUTPUT 2: <i>Inter-agency and cross-border communication, cooperation, and coordination between Afghanistan and Central Asia are improved.</i>		
Activity Result 3 (Atlas Activity ID)	Promote Transparency, Integrity and Accountability (TIA) on the northern border.	Start Date: Jul 2014 End Date: Jun 2017
Purpose	To reduce corruption and ensure transparency, integrity and accountability.	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> • Conduct a formal risk assessment and gap analysis of corruption on the border. • Implement training on anti-corruption and integrity, including instruction on professional ethics. • Facilitate an international event on “<i>Transparency and Responsibility on the border.</i>” 	
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>
Analysis report on corruption on the border	Analysis report	Inception phase
Number of persons trained on anti-corruption and integrity.	Project progress report	Quarterly
Number and outcome of international event on TIA.	Project progress report	Annually

OUTPUT 3: <i>Strengthening confidence building between Afghanistan and the Central Asian countries is assisted.</i>		
Activity Result 1 (Atlas Activity ID)	Cross-border markets and trade facilitation support amenities are created.	Start Date: Jul 2014 End Date: Jun 2017
Purpose	To support the improvement of cross border trade and exchange.	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> • Undertake initial assessment and identify needs and priorities for cross-border trade and exchange • Create cross-border market(s) • Conduct community awareness exercise and trainings on cross-border trade. • Provide information on trade, transit and customs procedures for traders. 	
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 people benefiting from cross-border markets	Project engineer report	Upon completion
Number of awareness campaigns conducted	Project monitoring and progress reports	Quarterly

OUTPUT 3: <i>Strengthening confidence building between Afghanistan and the Central Asian countries is assisted.</i>		
Activity Result 2 (Atlas Activity ID)	Borderlands communities support effective IBM activities and the smooth transit of international commerce.	Start Date: Jul 2014 End Date: Jun 2017
Purpose	To raise awareness of borderland communities about border crossing procedures in order to ensure local buy-in.	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> • Organize community policing meetings with community and border forces. • Improve information flow and cooperation between community and border agencies. • Conduct public awareness campaigns as a basis for development of a community-based IBM approach. • Implement poster campaigns and distribution of pamphlets about crossing frontiers, narcotics and trafficking, etc. • Education about the role of border agencies. 	
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 community policing meetings and public awareness campaigns conducted	Project progress report	Quarterly
Number of borderland residents with access to education (posters, pamphlets, etc.) about the role of border agencies.	Project progress report	Quarterly

OUTPUT 3: <i>Strengthening confidence building between Afghanistan and the Central Asian countries is assisted.</i>		
Activity Result 3 (Atlas Activity ID)	Training for borderlands residents on subjects associated with DRM is conducted.	Start Date: Jul 2014 End Date: Jun 2017
Purpose	To enable a coordinated response and promote community support to formal DRM actors after natural disasters.	
Description	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> • Conduct assessment of borderland disaster risk vulnerabilities. • Organize and conducted community training events in DRM. • Coordinate events with local governance and border forces. 	
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 borderland residents trained in DRM and associated subjects	Project progress report	Quarterly

VIII. - 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”.

ANNEXURES

Annexures		
Annex A	Budget	
Annex B	Results & Resources Framework (RRF)	
Annex C	ABP Priority List	
Annex D	Regional map, showing infrastructure priorities	
Annex E	List of Equipment to be purchased	
Annex F	Visibility and Communication Plan	
Annex G	Risk Log	

ANNEX A - BUDGET FOR THE ACTION

Outline budget.

Ser	Description	%	BOMNAF II Total Budget €	Remarks
1.00	Human Resources	19%	€1,411,084.80	
2.00	Travel	3%	€225,001.00	
3.00	Equipment & Supplies	2%	€160,000.00	Including new vehicle(s)
4.00	Local Office	2%	€164,040.12	
5.00	Other Costs, Services	0.48%	€36,000.01	
6.00	Real Estate & Works (Infrastructure)	41%	€3,058,219.86	
7.00	Beneficiary Equipment	14%	€1,050,000.00	
8.00	Training, IBM	10%	€750,000.00	
9.00	Conferences and events	2%	€155,000.00	
	TOTAL DIRECT PROJECT COSTS	93%	€7,009,345.79	
	INDIRECT COSTS 7% of direct cost	7%	€490,654.21	
	TOTAL PROJECT COST	100%	€7,500,000.00	

For details, also see separate Excel Worksheet. (EU Template)

ANNEX B - RESULTS & RESOURCES FRAMEWORK (RRF)

Year: 2014-2017

INTENDED OUTPUTS	OUTPUT TARGETS 2014-2017	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1</p> <p>Efficiency and capacity of ABP on the Northern Afghan border is increased.</p> <p>Baseline:</p> <p><i>Weak capacity and efficiency of ABP on Border Management on Afghanistan's Northern border.</i></p> <p>Indicators:</p> <p>1. <i>Number of ABP 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>Number of ABP units benefiting from BOMNAF developed training materials.</i></p> <p>4. <i>Number of Border management infrastructure built, furnished and equipped.</i></p>	<p>Targets</p> <ul style="list-style-type: none"> - At least 500 beneficiaries are trained in Integrated Border Management, and associated subjects, including Transparency, Integrity and Accountability (TIA). - At least three Border Police Units (40-200 personnel at each location), benefited from the presence and capacity building activities of Training and Mentoring Team(s). - At least three ABP units (40-200 personnel at each location), benefit from BOMNAF developed training materials. - At least one new Border Crossing Point, and up to three new Border Outposts building are built. Where appropriate, associated buildings will also be assessed for renovation - Support, repairs, servicing and maintenance provided to EU facilities. - At least 400 officers, stationed at EU-constructed facilities received specialized equipment. 	<p><u>Activity Result 1</u></p> <p>Capacity building measures (educational, training & mentoring activities) for ABP officers are conducted. Actions:</p>	<p>UNDP BOMNAF</p>
		<p>1.1. Develop a consolidated training syllabus on Border Management and associated subjects.</p>	<p>UNDP BOMNAF</p>
		<p>1.2. Organize and conduct training on Law enforcement subjects.</p>	<p>UNDP BOMNAF</p>
		<p>1.3. Organize and conduct training on practical subjects (ATV driving, IT, etc).</p>	
		<p>1.4. Develop and distribute training related materials to ABP units in northern border.</p>	<p>UNDP BOMNAF</p>
		<p>1.5. Deploy Training and Mentoring Team(s).</p>	<p>UNDP BOMNAF</p>
		<p><u>Activity Result 2</u></p> <p>Border management infrastructure and facilities are constructed and supported. Actions:</p>	<p>UNDP BOMNAF</p>
		<p>2.1. Construct at least one border crossing points, including associated infrastructure, at Khohon-Shohon, or</p>	<p>UNDP BOMNAF</p>

<p>5. BOMNAF provided facilities and equipment are well maintained and supported</p> <p>6. Number of officers stationed at BOMNAF constructed facilities received specialized equipment.</p>		other locations, as required by commander ABP.	
		2.2. Construct up to three border outposts along Afghanistan's borders with Tajikistan, Uzbekistan and Turkmenistan.	UNDP BOMNAF
		2.3. Provide maintenance and support for infrastructure	UNDP BOMNAF
		<u>Activity Result 3</u> Operations of ABP units on the northern border are supported and equipped. Actions:	UNDP BOMNAF
		3.1. Identify ABP requirements for equipment, prepare and confirm equipment list and specifications.	UNDP BOMNAF
		3.2. Procure, deliver and handover equipment.	UNDP BOMNAF
		3.3. Provide training on equipment.	UNDP BOMNAF
		3.4. Tracking and operational support of technical equipment.	UNDP BOMNAF
Output 2	Targets:	<u>Activity Result 1.</u>	UNDP BOMNAF

<p>Inter-agency and cross-border communication, cooperation, and coordination between Afghanistan and its Central Asian neighbours are improved.</p> <p>Baseline:</p> <p><i>Weak inter-agency and cross-border communication, cooperation, and coordination between Afghanistan and Central Asia</i></p> <p>Indicators:</p> <ol style="list-style-type: none"> <i>Development of an implementation plan on inter-agency and cross-border cooperation</i> <i>Number of field events facilitated and supported.</i> <i>Number of joint meetings and high level seminars supported between border officials from Afghanistan with their counterpart from Central Asia.</i> 	<ul style="list-style-type: none"> - An Implementation Plan for the northern border, on improving inter-agency and cross-border cooperation developed. - Regular, planned interactions are conducted, between local governmental structures and law enforcement agencies at the grass roots level, to share mutual concerns and explore mutual solutions and create cooperative networks for information and intelligence exchange. - Three joint meetings and high-level conferences between Border officials of Afghanistan with their counterparts from Central Asia are supported. 	<p>Events between border agencies in the field are organized and supported.</p> <p>Actions:</p>	
		1.1. Develop implementation plan for cross-border cooperation.	UNDP BOMNAF
		1.2. Maintain continuous liaison with border officials.	UNDP BOMNAF
		1.3. Organize, implement and facilitate field events involving border and customs officials.	UNDP BOMNAF
		<p><u>Activity Result 2</u></p> <p>Workshops, conferences and seminars are organized.</p> <p>Actions:</p>	UNDP BOMNAF
		2.1. Promote continuous liaison with border officials and international partners in Border Management.	UNDP BOMNAF
		2.2. Organize, implement and host meetings and events involving border and customs officials.	UNDP BOMNAF
		2.3. Facilitate and support the adoption of border cooperation protocols.	UNDP BOMNAF
		<p><u>Activity Result 3</u></p> <p>Promote Transparency, Integrity and Accountability (TIA) on the northern border.</p> <p>Actions:</p>	UNDP BOMNAF
		3.1. Conduct a formal risk assessment and gap analysis of corruption on the border.	UNDP BOMNAF

		3.2. Implement training on anti-corruption and integrity, including instruction on professional ethics.	UNDP BOMNAF
		3.3. Facilitate an international event on “Transparency and Responsibility on the border.”	UNDP BOMNAF
<p>Output 3</p> <p>Strengthening confidence building between Afghanistan and the Central Asian countries is assisted.</p> <p>Baseline:</p> <p>Weak collaboration between border management agencies with the borderland residents.</p> <p>Indicators:</p> <p>1. Creation and functionality of the Regional Technical Working Group</p> <p>2. Number of joint activities between borderland communities and ABP</p> <p>3. Number of joint cross-border workshops, symposia at Border Crossing Points</p> <p>4. Number of joint patrolling activities</p>	<p>Targets:</p> <ul style="list-style-type: none"> - <i>Create a Regional Technical Working Group (TWG) for border practitioners.</i> - Provide opportunities for engagement and collaboration with ABP. - <i>Encourage the hosting of cross-border joint workshops, symposia etc at Border Crossing Points.</i> - <i>Support initiatives for joint patrolling of mutual borders.</i> - <i>Continue exchange of ideas through a conference to be held in Kabul.</i> - <i>Support to regional development and cross-border initiatives.</i> - 	<p><u>Activity Result 1</u></p> <p>Cross-border market(s) and trade facilitation support amenities are created.</p> <p>Actions:</p>	UNDP BOMNAF
		1.1. Undertake initial assessment and identify needs and priorities for cross-border trade and exchange.	UNDP BOMNAF
		1.2. Create cross-border market(s)	UNDP BOMNAF
		1.3. Conduct community awareness exercise and trainings on cross-border trade.	UNDP BOMNAF
		1.4. Provide information on trade, transit and customs procedures for traders	UNDP BOMNAF
		<p><u>Activity Result 2</u></p> <p>Borderlands communities support effective IBM activities and the smooth transit of international commerce.</p> <p>Actions:</p>	UNDP BOMNAF






5. Adopted conference declaration 6. Number of regional development and cross-border initiatives supported.		2.1. Organize community policing meetings with community and border forces.	UNDP BOMNAF
		2.2. Improve information flow and cooperation between community and border agencies.	UNDP BOMNAF
		2.3. Conduct public awareness campaigns as a basis for development of a community-based IBM approach.	UNDP BOMNAF
		2.4. Implement poster campaigns and distribution of pamphlets about crossing frontiers, narcotics and trafficking, etc.	UNDP BOMNAF
		2.5. Education about the role of border agencies.	UNDP BOMNAF
		<u>Activity Result 3</u> Training for borderlands residents on subjects associated with DRM is conducted. Actions:	UNDP BOMNAF
	-	3.1. Conduct assessment of borderland disaster risk vulnerabilities.	UNDP BOMNAF
		3.2. Organize and conducted community training events in DRM.	UNDP BOMNAF
		3.3. Coordinate events with local governance and border forces.	UNDP BOMNAF

ANNEX C - ABP REQUIREMENTS LIST

جدول ضرورت اعمار تولى ها و كندك ها زون نمبر 5 سرحدى بلخ

Table of needs for construction of Battalion HQs and Border Outposts in ABP Zone No 5 – Balkh

Version 1.0 – 2 April 2014

ردیف #	موقعیت ها – Places					ملاحظات Remarks
	نوع اعمار Type of Infrastructure	اسم محل Place Name	و لساوالی District	ولایت Province	کندک Battalion	
1.	قرارگاه تولى سوم Border Outpost #Two	خماب Khom ab (or Kham-e Āb)	خماب Khom ab (or Kham-e Āb)	جوزجان Juzjan	کندک سوم Bn # 3	Basaga (6.7km) 
2.	قرارگاه تولى دوم Border Outpost #Two	مذاکره خانه Muzokirakhona	امام صاحب Imam Saheb (Emām Sāheb)	کندز Kunduz	کندک 4 Bn #4	Pyanj, Khatlon, 
3.	قرارگاه تولى اول Border Outpost #One	قره تپه Qara Tēpa (Qareh Tappeh)	درقد Darqad	تخار Tahar	کندک پنجم Bn # 5	Farkhor District, Khatlon,  (7.8km)
4.	قرارگاه تولى دوم Border Outpost #Two	گلدیش Kel Desh (Kel Dēsh)	ینکی قلعه Yangi Kala (or Yengī Qal'eh)	تخار Tahar	کندک پنجم Bn # 5	Chubek (Moskovskiy) Khatlon,  (16.3km)
5.	قرارگاه پیش رانده شده سوق و ادارب Management and supply Forward Operating Base	تالقان Taloqan		تخار Tahar	N/A	Regional ABP HQ
6.	قرارگاه تولى دوم Border Outpost #Two	ژارف (چونی) Jarf (chuni)	شکی Shikai	بدخشان Badakhshan	کندک ششم Bn # 6	Zhag Darvoz District,  (1.8km)
7.	قرارگاه تولى سوم Border Outpost #Three	نوراباد Nurobod	نسی Nusai (Nūsay)	بدخشان Badakhshan	کندک ششم Bn # 6	Ruzvay, Darvoz District, 
8.	محل عبور و کنترل Border Crossing Point	کجی (Kaji)	خواهان Khohon (Khvāhān)	بدخشان Badakhshan	N/A	Shagan-Bolo (3.4km) Shurabad District 
9.	قرارگاه تولى سوم Border Outpost #Three	اشکاشم Eshkashim (Eshkāshem)	اشکاشم Eshkashim (Eshkāshem)	بدخشان Badakhshan	کندک هفتم Bn # 7	Ishkashim District of GBAO 
10.	A total of 77 Border Security Posts along the Northern border with Tajikistan, Uzbekistan and Turkmenistan.					



AFGHAN BORDER POLICE (ABP) INFRASTRUCTURE FACILITIES CONSTRUCTED BY EU AFGHANISTAN BORDER PROJECTS

- | | |
|--|---|
| <ul style="list-style-type: none"> 1. Eshkashem: Border Crossing Point (BCP), Commissariat & Battalion Headquarters (BHQ) 2. Shegnan: Border Crossing Point (BCP) & Border Outpost (BO) 3. Djomarji Bolo: Border Crossing Point (BCP) 4. Nusai: Border Crossing Point (BCP) & Border Outpost (BO) 5. Jorf (Shikai District): Potential Facility | <ul style="list-style-type: none"> 6. Chasmai Tut: Battalion Headquarters (BHQ) 7. Shohon (Khohon District): Potential Facility 8. Kalai Zol: Border Outpost (BO) 9. Potential Facility 10. Potential Facility 11. Potential Facility |
|--|---|

ANNEX E - INDICATIVE EQUIPMENT LIST

Itemized and priced list of moveable equipment, showing technical specifications

#	Item	Estd. Qty	Indicative price, € Each	Comments & Minimum Specifications
Transportation				
1.	Project vehicles	2	€60,000	<p>Although the current BOMNAF project's vehicles have successfully served two EU Borders projects, they are now approaching the end of their useful life. UNDP Policy advises that vehicles over five years old or with more than 100,000 Km mileage history should be disposed of. BOMNAF LandCruisers were purchased in 2007 for the EU BOMBAF Project. Each has 150,000Km. As well as three years use during BOMBAF, the same vehicles have been used so far for three and-a-half years throughout the BOMNAF Project and will continue to be used probably for the next year.</p> <p>Reliability of transport is required when travelling and working within high threat areas, where a vehicle failure or breakdown could contribute to serious, even life-threatening security risks. The same comment also applies to travelling over long distances; old or worn-out vehicles do not perform adequately on rough roads or when driving over unpaved tracks. In the project's area of operation and responsibility, routine travel is primarily on such roads and tracks.</p> <p>Although it is not the intention to immediately purchase two new vehicles, the existing LandCruisers should be phased out and replaced over the next one to two years. Purchase costs of new vehicles will be offset by selling the old cars in line with UNDP disposal procedures.</p>
2.	All-Terrain Vehicle (ATV)	15	€18,100	All-Terrain Vehicle, specially designed for use in remote off-road territories for patrolling purposes. ATV should have front windscreen. Set should include ATV, gun holster, back-box for tools and equipment. Preferred brand is Polaris.
3.	Safety hat, gloves & clothing	29	€1,000	Full set of safety clothing and personal equipment.
IT and Communication				
4.	HF Base station	6	€680	Base Station Kit – main transceiver, power supply and antenna
5.	HF Vehicle station	3	€850	Vehicle station and antenna.

				RF Unit, NGT SRx / Handset, NGT SRX / Cable, Control NGT Voice 6m with DEFAULT transceiver profile / Opt ALE (FED-STD-1045/CALM) / Opt GPS, NGT SR/SRx/ASR/AR / NGT SRx Tcwr Getting Started Guide / Cradle, NGT Handset / Spkr, Extension, 4m lead / NGT Vehicle installation Kit / EARTH Braid / Mobile Antenna Equipment / 9350 Auto Tuning Antenna / 9350 Antenna Installation Handbook / Spring, 9350 / Whip, Fiber Glass, 1.6m / Whip, Stainless Tapered, 1.2m / Cable, Control NGT-9350 6m / Cable, Coax assy (RG58 UHF) 6m
6.	VHF Radio Base Station	29	€620	Professional Radios. A communications solution to ensure complete coverage and audio clarity across any environment. Suitable to install in office or vehicle for wide range communication with remote location up to 25 km. Antenna + extension to be included with each set.
7.	VHF Radio Handheld	38	€615	Professional Radios. To provide a communications solution to ensure complete coverage and audio clarity across any environment. The radios should offer broad functionality; an easy-to-use menu with full keypad for productivity; security features to protect users working alone or remotely. An appropriate range of accessories should also be available.
8.	Field telephone and cable	7	€1,615	Designed for rugged field use. To be used with both manual and automatic telephone systems and be suitable for use with specialized and commercial telephone exchanges. Should be compact and lightweight, to permit both stationary and mobile applications. The unit should be fully in compliance with international standards and provide protection against lightning. Communication range should be over 25 km, over standard field cable. The equipment is to be powered by dry cell batteries, as well as having a facility to accept external AC and DC
9.	Laptop Computer	21	€2,308	Standard model with Core I5-7 processor, 1 Tb HDD, 2 Gb graphic card and, 15.6" screen size, portable with long life battery.
10.	Printer-copier	7	€400	Standard current model according to indicative price. Laser jet black and white printer/copier at minimum 26 pages per minute. Preferable 3in1 set including scanner with possibility to perform as network device.
11.	Portable printer	6	€250	Standard current model according to indicative price. Laser Jet monochrome printer at minimum 26-35 pages per minute. Network interface is compulsory requirement.
12.	Photocopier	6	€1,800	Standard current model according to indicative price.

				High-quality print and copy output and colour scanning combined with available sending and finishing capabilities that are easy to use for everyone in the office. Delivers black and white print speeds of up to 25 ppm and scanning speeds of 35/25 ipm (BW/colour) for letter-sized documents with the available duplexing automatic document feeder.
13.	Workstation items	21	€1,000	Various workstation items in addition to the procured computers, printers and furniture + spare cartridges, wall boards and etc.
14.	Passport / visa reader	1	€13,400	Ultra violet - Infra red - magnifying glass Standard model for control of documents. Full-page passport reader, capable to read the documents ID1, ID2, ID3 made in accordance with ICAO, ISO and/or AIT standards; capable to check authenticity machine-readable zone. Image resolution 1280*1024. Source of light: white, IK 870nm, UF 365nm, coaxial, magnetic surface label reader, USB concentrator. Interface USB 2.0.
Detection				
15.	Binoculars	30	€1402	7 X 50 and 10 X 50, rubber armoured, waterproof field glasses, with good performance in low-light conditions. Durability is a critical factor. Binoculars must be rubber armoured and be manufactured with high-quality glass and workmanship. Suitable for use in all weather conditions.
16.	Telescopes	5	€4000	High-definition aluminium spotting scope with 80mm objective lens diameter. Excellent light transmission, including in low light and at high magnifications. Rubber armouring to protect against shock and noise.
17.	Remote monitoring system	3	€200,000	For detecting intruders in green border. Wireless system and long-life battery-fed sensors. Must be designed to allow intruders and movements to be tracked along border roads and areas from remote monitors.
18.	Spot lighting, set	7	€960	Free standing portable lamp: Portable high power lamp with tripod and battery, for use in the field. To be mounted on flat roof and used as security and search illumination at Border Crossing Points. / Powered by 12/24v and/or 120/240v / Lamp: HID lamp / Minimum 2 million Candlepower
19.	Hand lamps	45	€45	Voltage: 12 Volts DC - 120 Volts AC / O-ring sealed throughout

				<p>High intensity LED lamp / 5-Cell (1/2-D) Lithium battery pack. Rechargeable up to 1000 times. Battery on time: up to 2 Hours</p> <p>Highly polished metallic reflector withstands extreme temperatures & delivers superior optics / Adjustable light beam (Spot to Flood) / Recessed, pushbutton, self-cleaning, 3-position switch/ Rugged, machined aluminium construction with knurled design / Anodized inside and out for improved corrosion resistance</p> <p>Water and shock resistant</p>
20.	Search & rummage kit	10	€2,600	Special kits designed for search and rummage of transports moving through border crossing points.
21.	Tool kit	5	€400	Tool kits for vehicle search
22.	GPS (individual)	24	€347	<p>Hand-held GPS Receiver</p> <p>PC interface: High-speed USB/NMEA / RoHS version.</p> <p>Preloaded maps: Basemap / Ability to add maps: Enabled / Street Map Compatible: Topographic Map Compatible: Bluechart g2 Map Compatible: Built-in memory: Minimum 2 GB</p> <p>Rugged and Waterproof casing.</p>
23.	Maps, 1:50 000, set	22	€4,100	Standard topographical maps (scales at 1:50 000).
24.	Maps, 1: 100 000, set	22	€4,100	Standard topographical maps (scales at 1:100 000).
25.	Endoscope	6	€11,975	<p>Non-Conductive 4 way articulating Flexible Fiberscope (6 mm diameter)</p> <p>Shaft Outside Diameter: approximately 6 mm / Bend Radius: approximately 38 mm / Shaft Construction: Composite materials / Shaft Lengths: 2.0, meters / Articulation: 120 Degrees all directions</p> <p>Shaft lengths each with 4-way articulation, 6 mm diameter – a single control on the fiberscope body adjust direction of view in four directions.</p> <p>Non-Conductive flexible insertion section: covered in tear and fuel resistant polyurethane cladding which is easy to clean after use.</p>

				<p>High Resolution 17,000 Fibre Imaging – Optical glass fibres relaying the image with each fibre forming one Pixel in the image viewed.</p> <p>Continuous light guide up to 1.37m long.</p> <p>24W Metal Arc Lamp Portable Illuminator, complete with 110/220v battery and charger Light output 9500 LUX (measured at 50.80 mm from distal tip using 6 mm 2 way x 1500 mm long scope)</p> <p>12v Rechargeable sealed Lead Acid battery, 9 AH est. 3 hours use per charge For basic scope – all accessories are powered by the same battery Dimensions 15.24 cm x 10.16 cm x 6.35 cm)</p> <p>Camera direct connect eyepiece (no “C” mount adapter needed) with “C” Mount and CCD Color 12v camera with built-in monitor (Specify: NTSC – PAL – SECAM)</p> <p>Remote monitor which may be used mounted in the case or carried around neck on a special harness</p> <p>Custom formed foam Lined Carrying Case with locks and wheels plus extending handle</p>
26.	Contraband detector	2	€5,170	<p>Portable, lightweight instrument that indicates the presence of hidden material by signalling unexpected changes in the density or thickness of a surface. Alarm should be displayed on an LCD digital readout and an alarm should sound if the reading changes.</p> <p>Fully microprocessor controlled with safety, audio volume (with additional headphones), and visual display, battery powered, dimensions: around L110 x W65 x H60 with handle for a weight of around 1.5 kg.</p>
27.	Digital camera	12	€430	<p>Standard DSLR model with zoom lens.</p> <p>16 Mpix digital camera with 10X optical zoom + additional memory card 16 GB</p>
28.	Hand distance meter	7	€87	<p>Handheld Ultra sound or Laser telemeter: Ultra sound or Laser device to measure the inward length of containers, trailers and trucks. Battery operated.</p>
29.	Anti-drugs posters – set	9	€45	<p>Anti-narcotic posters: Recommended for exhibition of all sorts of drugs as information for travellers and customs personnel at each post. Posters have to be in local language and present pictures of major drugs (amphetamine, barbiturates, stamps, cannabis and cannabis products, cocaine, ecstasy, heroin, mescaline, methamphetamine, methaqualone, opium, morphine and codeine) and additional explanation.</p>

30.	Legal Warning Poster - set	9	€45	Legal warning posters: This documentation should expose national law regarding drug problem and inform about legal procedure and medical system to prevent or to cure drug users. This poster should expose all useful telephone numbers of drug organizations. Like Nr 21 it has to be in local language.
31.	Drug detector SABRE 5000	1	€40,000	Smallest, lightest tri-mode (Explosives, Narcotics, CWA/TICs) detector available / Optimized detection of peroxides (used in home-made explosive devices) in vapor mode / Faster clear down with truncated alarm / Self-diagnostics with maintenance / Continuous automatic vapor sampling in both positive and negative modes for CWA/TIC detection Protective cover with shoulder strap / 2 hour battery Using Smiths Detection's proven Ion Mobility Spectrometry (IMS) technology the SABRE 5000 is programmed to detect and identify over 40 threat substances in approximately 20 seconds. Threats such as common peroxide-based, volatile and unstable chemicals often used to construct IED and ammonium nitrate commonly used in home-made explosives. Drug Detector is capable of analyzing either trace particle or vapour samples. The operator can select the best analysis method for the suspected threat to yield the most accurate analysis results. Switching between sampling modes takes seconds. The ASV-Explosives mode offers optimized detection in both negative and positive mode for an increased range of explosives detection.
32.	Precursor chemical test kit	60	€86	Testing kit to detect the full range of chemicals used to transform opium into heroin.
33.	Narcotics testing kits	60	€86	Field Drug Test Kit: Enabling rapid information on whether a suspected material is a controlled drug with quick and simple colour tests. This Test Kit should tests for all major drugs, including amphetamine, barbiturates, cannabis and cannabis products, cocaine, ecstasy, heroin, mescaline, methamphetamine, methaqualone, opium, morphine and codeine. Kit should contain test tubes, spot-plate, eye-droppers, spatula and instructions for use in Farsi and English NIC Test K - Opiates or equal Specially Formulated Reagent System - for the presumptive identification of heroin, black tar, codeine, and morphine. Enables the investigator to more easily distinguish between the four (4) opiates. Test screens out methapyrilene and propoxyphene.
Infrastructure				

34.	Environmental energy eqpt	5	€20,000	Solar Powered electricity system with power storage for at least 3 days of electricity supply.
35.	Kitchen equipment, set	5	€20,000	Various kitchen equipment according to list agreed with beneficiaries.
36.	Beds and furniture, set	312	€232	Bank beds for soldiers and full set of bedroom equipment (bed, wardrobe, table and chair) for officers
37.	Bedding, set	312	€20	Bedding staff in addition to beds and furniture for BCP, BO and HQ
38.	Office furniture, set	62	€1,000	Full range of good quality desks, chairs, filing cabinets etc., for each location.
39.	Office safe, large	7	€1,080	For storage of confiscated substances and collected customs dues.
40.	Office safe, small	10	€603	For storage of important documentation, staff salary and petty cash.
41.	Chairs, stacking	116	€25	Metal frame with fabric cover of seat area with possibility of stacking.
42.	Chairs, folding	77	€54	Metal frame with fabric cover of seat area with possibility of folding.
43.	Maintenance & Spares kit	5	€2,000	Maintenance and spares for vehicles and other equipment.
44.	Tool kit, premises maintenance	5	€172	Wheelbarrow, shovel, hammer, screwdriver, handyman's toolkit and etc., for routine premises maintenance.
Personal Equipment				
45.	Personal equipment	192	€50	Full summer and winter uniform and personal equipment.
46.	Uniform (coverall)	120	€22	Coverall, boots, cap Insulated Coverall in green army colour tough poly/cotton twill shell, nylon lining, 6 oz. poly fibrefill, knit cuffs, self-collar, 2 way front zippers, leg zippers.
47.	Leather working gloves	120	€9	To protect hands of BCP staff conducting deep search on vehicles. Comfort; Durability; Extra-protection;
Training Aids				
48.	Television	11	€520	Minimum size 42", LED, slim shape with the availability to connect to network through Wi-Fi.
49.	Audio visual equipment	11	€86	Various audio visual devices which help in training presentation delivery.

50.	PPT projector / Movie screen	5	€775	<p>Projector delivers 2700 lumens of white brightness and 2700 lumens of color brightness with a low noise level of only 29dB using the Eco mode. To ensure sharp detail with deep blacks and brilliant whites, provides up to 10,000:1 contrast ratio. The projector features XGA 1024 x 768 native resolution, a 3LCD, 3-chip projection and a 200W UHE lamp that provides up to 6000 hours of life in Eco mode. It also supports optional wireless iOS/Android mobile device connectivity and wireless LAN hook-up thanks to an available wireless module that's sold separately.</p> <p>The projector provides easy setup features as well, including automatic vertical keystone correction and manual slider horizontal keystone correction. For connectivity, you can choose from a variety of inputs including HDMI, VGA, composite and more. There's also a convenient built-in 5W mono speaker and a stereo mini-jack audio output that you can use to connect external speakers - even in standby mode. USB plug-and-play connectivity and an included remote that doubles as a mouse for intuitive presentation control.</p>
51.	Classroom aids	15	€500	Classroom aids including training kits, posters with some important information and visual training materials.

ANNEX F - VISIBILITY AND COMMUNICATION PLAN

#	DESCRIPTION OF ACTIVITY	TARGET GROUPS	OBJECTIVES	TIMING	EXPECTED OUTCOMES	COSTS (€)
A. GENERAL VISIBILITY INITIATIVES						
1.	Print folders, notepads, envelopes, letterheads, stickers, banners, plaques etc	All target groups including Government counterparts/ Beneficiaries/Donor organizations	Sustain EU visibility	Ad hoc	EU-UNDP visibility ensured and improved	€8,700
2.	Print T-shirts, pens, calendars and other promotional materials	All target groups including Government counterparts/ Beneficiaries/Donor organizations	Sustain EU visibility	Ad hoc	EU-UNDP visibility ensured and improved	€15,300
3.	Professional production of project info-movie.	All target groups including Government counterparts/ Beneficiaries/Donor organizations	Create Project visibility	As reqd	Project visibility created	€11,000
SUBTOTAL FOR GENERAL VISIBILITY:						€35,000
B. MEDIA RELATIONS						
4.	Arrange Press Conference, including Project Manager, EU and UNDP representatives, to report on the Progress of the Projects' implementation. <u>To coincide with Project Management Board Meeting, if possible.</u>	Print and broadcast journalists	Increase reporting in local media outlets about EU-UNDP role in border management	Ad hoc	Increased media knowledge of specific topics such as border and drug trafficking issues. Possibly to trigger more accurate and more frequent future coverage.	€ 000

5.	Organize regular Press Tours in all beneficiary countries to dog centres, training centres and other project sites overlapping with operational events, e.g. handover ceremonies.	Print and broadcast journalists	Raise editorial interest	Throughout 2014-15	Increase of coverage in media outlets across the region.	€ 000
6.	Hold regular briefings for journalists. If possible, overlapping with key operational events, such as handover ceremonies, project meetings, conferences etc.	Print and broadcast journalists	Increase reporting in local media outlets about EU-UNDP role in border management	Ad hoc	Regular meetings with journalists incorporated in work plans. Better media reporting and increase of coverage	€000
SUBTOTAL FOR MEDIA ACTIVITIES:						€000
C. INFORMATION DISSEMINATION						
7.	Print an info-leaflet in English, Persian and Russian. One page A4 size.	All, particularly: <ul style="list-style-type: none"> • Policy makers; • Beneficiaries; • Social partners • Other donor agencies • Journalists • NGOs 	Disseminate information to partners and increase awareness of the EU role	Quarterly	Information available at-hand to be distributed at meetings	€000
8.	Pay subscription for BOMNAF website domain name.	All, particularly: <ul style="list-style-type: none"> • Other donor organizations; • Beneficiaries; • Social partners 	Disseminate information to partners	On a regular basis	Information available on-line	€tbn

	Update and regularly upload information on the BOMNAF website.	<ul style="list-style-type: none"> • Journalists • NGOs • Students 				
9.	<p>Prepare and distribute press-releases, organize media encounters and interviews to newspapers.</p> <p>For specific events, write news stories for regional and local media outlets.</p>	<p>All, particularly:</p> <ul style="list-style-type: none"> • Journalists; • Policy makers; • Beneficiaries; • Social partners • Other donor agencies 	Raise visibility, increase awareness of the EU-UNDP role, and disseminate information to partners	Ad hoc	Stimulate and increase coverage	€000
SUBTOTAL FOR INFORMATION DISSEMINATION ACTIVITIES:						€000
D. EXTERNAL & INTERNAL COMMUNICATION						
10.	UNDP's Media Training for Staff	Selected staff	Need to develop staff's rapport with print and broadcast journalists	First half of project cycle	Senior Project staff is equipped with basic knowledge about how to encounter journalists (interviews, messages for the press etc). Improved confidence and media-handling skills will contribute to better communication with the media.	€000
11.	Coordinate and monitor	<p>All, particularly:</p> <ul style="list-style-type: none"> • Journalists; • Policy makers; 	Raise visibility, increase awareness of the EU-UNDP role, and	On a regular basis	Improved public information	€000

	publication activities, including content management, norms for publishing, design etc	<ul style="list-style-type: none"> • Beneficiaries; • Social partners • Other donor agencies 	disseminate information to partners			
12.	Increase coverage and understanding of the BOMNAF activities through development and maintenance of media contacts and provision of any newsworthy information to national public and donors	<p>All, particularly:</p> <ul style="list-style-type: none"> • Journalists; • Policy makers; • Beneficiaries; • Social partners • Other donor agencies 	Raise visibility, increase awareness of the EU-UNDP role, and disseminate information to partners	On a regular basis	Journalists are better informed	€000
13.	Participate in the UNDP Communications Officers' regular meetings to brainstorm ideas for improving communications and public relations practices	BOMNAF Staff	Improve communication practices	Ad hoc		€000
14.	Provide regular advice to staff on EU visibility and monitor adherence to EU visibility requirements and guidelines. Standardize all visibility items	BOMNAF Staff	Raise visibility, increase awareness of the EU-UNDP role	On a regular basis		€000
SUBTOTAL FOR EXTERNAL & INTERNAL COMMUNICATIONS:						€000
TOTAL VISIBILITY AND COMMUNICATION BUDGET:						€35,000

ANNEX G - RISK MITIGATION PLAN

Project Title: Improving ABP Capacity in Northern Afghanistan					Award ID:			Date: March 2014		
#	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.	March 2014	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		March 2014	<i>New</i>	
2.	Governments of Afghanistan, Tajikistan and Uzbekistan remain committed to Regional Cooperation with neighbouring countries.	March 2014	Political	Changes in either of the Governments' commitment to Regional Cooperation will dramatically impact the project. Probability - Low	Project will liaise regularly with 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		March 2014	<i>New</i>	
3.	Local power brokers do not obstruct the progress of the project.	March 2014	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		March 2014		
4.	Difficulties with obtaining visas for travel to either country.	March 2014	Political	Impediments to visas procurement for travellers to either country may cause delays in implementation.	Project will ensure cross-border activities are planned well in advance, to allow time and political	WEL		March 2014		

				Probability - Low	willingness, for visa acquisition.				
5.	Afghan-Tajik-Uzbek or interethnic conflict is exacerbated while Intra- and inter-community conflicts arise.	March 2014	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		March 2014	
6.	Donor community does not remain committed to support the Government of Afghanistan in particular and Regional Cooperation in general.	March 2014	Political	Will create more difficulties to implement project. Probability - Low	Risks relating to a potential lack of stakeholder commitment can be mitigated through coordination at local and central level.	WEL		March 2014	
7.	Availability of inputs or lack of interest from potential donors to support the project.	March 2014	Financial	Dependent upon the donors and at present the possibility of such a situation is highly unlikely Occurrence of the risk would confirm failure to mobilize funding. Probability - Low	Continuation of resource mobilization efforts. Interest & commitment of potential donors will be thoroughly assessed during proposal drafting phase.	WEL		March 2014	<i>New</i>
8.	Natural Disasters, Infectious diseases.	March 2014	Environmental	Quarantine of project region – Probability. - Low In the event of a large scale natural disaster, impacted	In the event of quarantine or natural disaster, there will be an evaluation of when the project can	WEL		March 2014	

				<p>communities will need to focus resources on rebuilding and rehabilitation.</p> <p>Probability - Low</p>	<p>continue and what alternatives exist.</p>				
9.	<p>Sufficient control measures are put into place to discourage corruption.</p>	<p>March 2014</p>	<p>Operational</p>	<p>Project will not be implemented due to excessive corruption by local and national government within procurement mechanisms.</p> <p>Probability - Low</p>	<p>Procurement mechanisms will be transparent and there will be broad participation by local suppliers.</p>	<p>WEL</p>		<p>March 2014</p>	
10.	<p>Mobilizing, recruiting and retaining talented staff is a challenge, resource partners fail to perform and there insufficient local capacity to meet development objectives.</p>	<p>March 2014</p>	<p>Operational</p>	<p>Without talented local staff the ability to create and implement an effective project will be at risk.</p> <p>Probability - Low</p>	<p>Prior to the projects implementation there is a culture of excellence and high standards to attract “best and brightest”.</p> <p>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.</p> <p>Phased development of the project with mentoring and training throughout.</p>	<p>WEL</p>		<p>March 2014</p>	

11.	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		March 2014	Cultural norms prohibit women's full engagement.
12.	Mines and ERW	March 2014	Security	Presence of landmines poses risk to approximately 200,000 people living near Tajik-Afghan border, 70% of which are women & children. Probability - Low	Project will collaborate with national Mine Action Centres. Activities will be carried out in mine free zones.	WEL		March 2014	
13.	General security situation on the border in general and the Northern provinces in particular may deteriorate substantially.	March 2014	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		March 2014	
14.	Drug-related conflict exacerbates insecurity in areas where project is operating. Criminal activity increases	March 2014	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,	Daily attention to security situation by project manager and UNDP security coordinator. Security professionals may be engaged to provide physical security at project locations.	WEL		March 2014	

				Probability - Low	Daily security updates, email and SMS alerts, and regular radio and phone contact with all staff, will allow for a more secure environment.				
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