

## MID TERM EVALUATION REPORT

**Project No.** TAJ/E24

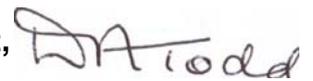
**Project Title** “Strengthening control along the Tajikistan/  
Afghanistan border”

**Sector** Drug Control

**Country** Tajikistan

## REPORT OF THE EVALUATOR

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## **Acronyms and abbreviations**

<b>BLO</b>	Border Liaison Officer
<b>BOMCA</b>	Border Management for Central Asia
<b>BOMBAF</b>	Border Management for Afghanistan
<b>CDD</b>	Counter Drugs Department (MOI)
<b>DEA</b>	Drugs Enforcement Administration (USA)
<b>DCA</b>	Drug Control Agency
<b>ICBC</b>	International Committee for Border Control
<b>INL</b>	International Narcotics and Law Enforcement
<b>IWG</b>	International Working Group
<b>MDBF</b>	Main Department of Border Forces
<b>MOI</b>	Ministry of the Interior
<b>OSCE</b>	Organisation for Security and Co-operation in Europe
<b>ROCA</b>	Regional Office for Central Asia
<b>SCNS</b>	State Committee on National Security
<b>SCSBP</b>	State Committee on State Border Protection
<b>TADOC</b>	Turkish International Academy against Drugs and Organised Crime
<b>UNDP</b>	United Nations Development Programme
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>UNOPS</b>	United Nations Office of Procurements Services

## **EXECUTIVE SUMMARY**

### **a) Summary and description of project.**

Tajikistan has a large, mainly mountainous border with Afghanistan, the largest producer of illicit opiates in the whole world. Drugs, primarily, heroin are trafficked through China, Pakistan and Iran as well as the Central Asian countries including Tajikistan.

This project was commenced in 1999 with the main aim of “Strengthening control along the Tajik/Afghan border.” It has been revised on a number of occasions and although the period of this evaluation relates to the project activities between 2007 and 2008, the project has been further revised to December, 2010.

The project aims at strengthening all of the appropriate law enforcement bodies in the country through the provision of suitable training and equipment. It also aims at ensuring there is a coordinated approach to the problem in all of the agencies namely, Border Guards, Police and Customs and the creation of a unified communication and information/intelligence network. A further aim of the project is the renovation of six border posts and finally, it aims to establish direct communication between the Border Guards of Tajikistan and Afghanistan.

### **b) Major findings of the evaluation.**

Following the recommendations of a previous evaluation, (the revision starting in 2007 and subject of this evaluation), ancillary matters have been deleted from the project which is now focussed entirely on the five immediate objectives.

All of these objectives are well in hand yet not all are completed although it is hoped that the latest revision will result in the end of the project. Below is a summary of each objective:-

Immediate Objective 1 - Develop and reinforce the required national legal instruments, institutional and administrative structures for a comprehensive border control system in Tajikistan

This falls almost exclusively to the Border Guards who operate from posts in the immediate vicinity of the border. A draft document has been prepared by the Border Guards and should come into force in early 2009. Assistance in this field has been provided by the project.

Immediate Objective 2 - Further strengthen the existing border control capacities through the provision of relevant training and equipment.

Many of the activities required in this objective have been achieved. A wide range of equipment including vehicles, communications, search and detection aides, computers and ancillary equipment, furniture and uniforms have been provided to the appropriate agencies.

Similarly, training has been carried out covering all of the necessary topics and study tours have been conducted to different countries, all aimed at enhancing the work capacity of the individuals concerned.

In addition, renovation work has also formed an integral part of this project. Six border posts were selected for complete renovation. Three have been completed and one is due to be completed in the first half of 2009, it being the first one in the project where buildings will not be renovated but instead, replaced by pre constructed modular units. It is hoped that the two remaining will be completed during the revision extending the project to 2010.

One recurring theme throughout the visit has been the assertion that the border posts are plagued by insufficient electric power on occasions. The power supply is not consistent and although generators are supplied, the lack of fuel often means the generators cannot be started. It is therefore suggested that UNODC seek alternative power sources such as solar or wind power where appropriate.

In addition, renovation work is in the process of being finished in the premises of the Counter Drugs Department (CDD) of the Ministry of the Interior.

Immediate Object 3 – Strengthening border control related investigative and intelligence analysis capacities of Border Guards, Customs and other law enforcement units at selected sectors of the Tajik/Afghan border and some “exit” points including the development of an interagency communication system

Much of the equipment and training referred to above also relates to this objective. All of the equipment necessary for inter agency communication and intelligence sharing is in place. However, this objective has been delayed slightly due to a reorganisation of the Border Guards. Another UNODC project RER/F23 aims at the creation of a coordinated, collated and integrated information and intelligence system for Tajikistan and it may be that this project (E24) can do no more at this stage until the parallel running project (RER/F23) is nearing completion.

Immediate Objective 4 – Establishment of mobile deployment teams as a step in modernising the border control system in the country.

The original intention was that these should be multi agency but this has not been achieved as yet. However, such a unit now exists in the CDD of the MOI funded by the project. Negotiations to create multi agency teams are ongoing but ultimately, the decision to deploy such teams will rest with the Tajik authorities. Currently, salaries and a fuel allowance are budgeted for in the project. However, the main donors, the Embassy of the United States of America, has made it clear that it does not wish to fund this aspect and only a timely addition of funding from the Russian Federation (USD 300,000), part of which has been used to allow this payment to continue.

Immediate Objective 5 – Development of cross border cooperation between Tajik law enforcement agencies conducting border drug control along the Tajik/Afghan border and their counterparts in Afghanistan.

The project has already sponsored two meetings between the bodies, one in Kabul and the other in Dushanbe. In addition, following a recent Ministerial Conference involving the Central Asian States at which representatives from Afghanistan were in attendance, the two sides had another opportunity for a meeting to further discuss the issue. This objective is currently ongoing but any success will ultimately be the responsibility of the two countries. It is interesting to note that BOMCA and BOMCAF have also attempted a similar objective but with only very similar success. The US Embassy is also pursuing this path bi-laterally.

**c) Lessons learned and best practices.**

There were no obvious lessons to be learned during the evaluation other than to say that due to the deletion of the ancillary matters referred to, the project is now focussed entirely on its written objectives.

One recurring theme throughout the evaluation was the recipients' assertion that UNODC staff was always prepared to discuss issues of training, equipment provision and renovation with them before embarking on activities, a course of action not necessarily followed in their view by other donors.

One area of best practice identified was the creation of a Monitoring Team comprising representatives of the US Embassy (main donor), UNODC, UNDP, The Border Guards and the identified renovation company which meets once per month to discuss all issues of renovation work. The group will prevent some of the difficulties and mishaps encountered in the past.

d) Recommendations, conclusions and implications for UNODC arising from the evaluation.

Recommendation 1.

That UNODC consider alternative power sources such as wind power or solar panels to bring a level of consistency to the electricity supply in the newly renovated border posts

Recommendation 2

That UNODC supply each post in its renovation area with one set of night vision binoculars.

Recommendation 3.

That if UNODC does not complete this project until the end of 2010, it should then create a new follow up project with the same aims and objectives (Phase 2) with the same or additional sources of funding.

Recommendation 4.

That UNODC through this but in other projects as well, continue to demonstrate to the Tajik counterparts the true benefit of joint operations and intelligence sharing.

Overall, the evaluator was completely satisfied with the current direction of the project although he concedes that a number of objectives will not be totally achieved without the full cooperation of the Tajik authorities. In relation to recommendation 1, the evaluator feels that having spent large sums of money to bring these posts up to a more than acceptable standard, it is a waste that they can only operate at full capacity when the power supply is fully functional. With regards to recommendation 2, this need was expressed continually by the Border Guards. Having visited some of the sites, the evaluator agrees that such equipment would be very beneficial although he is aware of the possible donor attitude to “military” equipment.

Finally, through this and his previous visit in 2006, the evaluator has sound knowledge of the project from its inception. By the time of its intended completion in December, 2010, it will have been in existence for eleven years. It is simply felt that in the view of some prospective donors, the project may have become “stale” and that by ending the project and embarking on a new one albeit covering the same topics, may generate new interest in the donor community. **The evaluator emphasises that he means that assistance should continue but in perhaps a Phase 2 of the same project.** Preparations should begin now to introduce new project ideas in line with the aims and objectives of the current project and at the same time, seek interest among the donor community for new funding. The evaluator is aware that there is new interest in that community to support UNODC projects.

The only implication for UNODC is to ensure the securing of sufficient funds to meet the objectives and if possible, fund the requirements of recommendation 2, hopefully before the end of 2008. It is certainly the wish of the main donors that most of the money pledged be used to finalise the renovation objective.

On the question of sustainability, the evaluator genuinely believes that without continued donor sponsorship, it is unlikely that at present, the Tajik authorities would be able to fund and maintain the current initiatives.

## 1. INTRODUCTION

### 1.1 Background and context

Tajikistan has a joint border with Afghanistan, the largest producer of illicit opiates in the entire world and as such, has a pivotal role in attempting to stem the flow of these illegal drugs. Accordingly, UNODC has been involved in assisting the Government of Tajikistan since March, 1999, with the aim of assisting units posted in the most sensitive areas at the border between Tajikistan and Afghanistan and improving the control capacities of the Customs Committee and the Ministry of the Interior at designated railway stations in Dushanbe and Pakhtaabad.

In addition, further assistance was to be provided to improve the search and control capacities of the law enforcement agencies in Dushanbe, Khodjent and at the Kurgan and Tyube airports. Other priorities included the establishment of a National Forensic Institute and regional laboratories to store, analyse and destroy seized drugs and the creation of a national policy for the use of drug scenting dogs and the establishment of a National Dog Training Centre in Tajikistan.

The Project titled “**Strengthening control along the Tajik/Afghan border – Project No. AD/TAJ/E24**” was established with an initial budget of USD 6,374,600 but in real terms, at the time of the first revision in June, 2003, the actual funding was USD 4,019,000. The project has been revised on a number of occasions since to reflect the changing circumstances and restrictions over time. Due to the withdrawal of Russian Border Guards from the border area in 2004/5 which necessitated a large training requirement, mechanisms designed for co-operation between all Tajik agencies with border responsibilities, the creation of shared intelligence data bases and the further strengthening of border outposts, border control units, checkpoints including airports and railway stations, the budget was increased to USD 6,464,312 and the project extended to mid 2007. Similarly, large increases in poppy cultivation and opiate production in Afghanistan provinces with direct routes into and through Tajikistan have simply added to the problems faced by those tasked in guarding the border areas.

The Project was again revised in 2007 for a further two years to the end of 2008 (**the period under evaluation**) with an increased budget of USD 8,125,414 and a streamlining of the project was carried out. A number of components were removed from the project and included in more appropriate UNODC. As examples, the project no longer supported assistance to laboratories, the DCA other than in the form of occasional training and to the national Drug Dog Centre.

The objectives of the revision document are as follows:-

**Immediate Objective 1**

To develop and reinforce the required national legal instruments, institutional and administrative structures for a comprehensive border control system in Tajikistan

**Immediate Objective 2**

To further strengthen the existing border control capacities through the provision of relevant training and equipment

**Immediate Objective 3**

Strengthening border control related investigative and intelligence analysis capacities of border guards, Customs and other law enforcement units at selected sectors of the Tajik/Afghan border and some “exit” points including the development of an interagency communications system

**Immediate Objective 4**

The establishment of mobile deployment teams as a step in modernising the border control system in the country

**Immediate Objective 5**

The development of cross border co-operation between Tajik law enforcement agencies conducting drug control along the Tajik/Afghan border and their counterparts in Afghanistan

Clearly, the success or otherwise of the above objectives will form the main basis of the evaluator’s final report.

The project is currently again under revision with the intended budget rising to USD 9,216,593 extending the project to the end of 2010.

1.2 Purpose and objective of the evaluation

As the current project is ongoing and has been for several years, it is necessary to assess the relevance of the interventions, the design of the project itself and the progress achieved in reaching its objectives. The evaluation document will assist the project staff in learning from the findings, lessons learned and recommendations and permit them to make any adjustments that may be required in future activities. This would include issues of efficiency, effectiveness, appropriateness, relevance, impact and sustainability.

1.3 Executing modality/Management arrangements

The project is executed by UNODC with no UNOPS involvement. All major procurement issues and sub-contracting activities and expenditures are channelled through the Bank segment thus making the process fully transparent and verifiable. Hardship allowances payable to the staff of mobile units (reference will be made to this later in the report) are monitored by the International Working Group (IWG) which is the project monitoring mechanism

established by the project document. Tripartite review meetings also provide an additional means of monitoring. Monitoring and assessment of the project implementation is conducted through IWG, International Committee for Border Control (ICBC) and the Border Management/Control International Group (BIG) meetings and on the spot checking of the project's components implementation. Implementation of the project is regularly discussed with other stakeholders.

Overall project implementation responsibility remains with UNODC Regional Office for Central Asia (ROCA). The senior ROCA law enforcement advisor provides guidance where necessary.

Local implementation activities in the project will be carried out by the UNDP office which will provide financial and administrative services at a 3% support cost.

For the purposes of conducting project activities, the Government Implementing Agencies will be:- a) The main department of the Border Forces of the State Committee on National Security of the Republic of Tajikistan) The Ministry of the Interior (MOI) and c) the Drug Control Agency (DCA).

#### 1.4 Scope of the evaluation

In this case, the evaluator had the benefit of having been a member of a team of law enforcement experts which carried out a thematic evaluation of all of UNODC's law enforcement projects in Central Asia in late 2006. In addition, the evaluator had particular responsibility for looking in depth at this project and had been partially responsible for making recommendations for future activities. Accordingly, much of the history of this project prior to the period under review was also known. As well as talking to all of the relevant counterparts and project staff and making a number of site visits, the evaluator also sought the impartial views of donor representatives and other interested parties.

#### 1.5 Methodology.

A full range of project documentation was made available to the evaluator before he visited the country. These included project revisions, terms of reference, costed work plans, together with semi and annual project progress reports.

Full briefings were held with project staff in Dushanbe and meetings held with all interested national parties in the country with specific interest in the project, many as direct beneficiaries. Similarly, areas of assistance, mainly at headquarters level, were also visited and equipment inspected.

In addition, a number of field visits were carried out to project sites where equipment, renovation work etc. were inspected and local staff spoken to and

their respective views on the value and impact of the project activities obtained. This of course included the worth of training received.

Finally, meetings were also held with representatives of the various donor countries and others who are supplying further assistance to the Tajikistan authorities bi-laterally.

## **2. MAJOR FINDINGS AND ANALYSIS**

As mentioned previously, the evaluator has had the benefit of having visited Tajikistan before as part of the team who carried out the Thematic Evaluation of all of UNODC's law enforcement projects in Central Asia in 2006 resulting in previous knowledge of this project. This project has been running since 1999 with a number of revisions over time including the revision for the period 2007 to 2008, the period subject of this evaluation. It was the assessment of this evaluator and colleagues that prior to 2007, the project was, on occasions, over ambitious, under funded and included activities not in line with its primary objectives. Activities funded under this project had no direct impact on border control and consequently, were better suited to other on-going projects at that time.

The evaluator therefore finds it gratifying to learn that the recommendations made at that time, where possible, have been taken into account during this and the intended future revision.

For those reasons, the evaluator could find no grounds to criticise in any way the new project design, its overall strategy in terms of approach, nor the planned activities. The only matter to be resolved is whether the necessary funding will be in place and whether it will be enough to complete the project activities on time bearing in mind the high cost of renovation.

### **2.1 Relevance and effectiveness of project design.**

The Revision Document now the subject of this evaluation has clear objectives, all of which are aimed primarily at strengthening control along the Tajikistan/Afghanistan border. Although not all of the objectives have been achieved during the period for reasons which will be described later, these small failings cannot in any way be directed at the relevance and effectiveness of the new project design.

### **2.2 Summary of findings in relation to meetings and site visits.**

For ease of reading, this summary will deal with each Immediate Objective in turn as follows:-

Immediate Objective 1 - Develop and reinforce the required national legal instruments and administrative structures for a comprehensive border control system in Tajikistan

A draft of the Border Guards strategy for the comprehensive border control system in Tajikistan has been completed and should be finalised in early 2009. A working group is still discussing other issues. UNODC, under the auspices of this project, made significant contributions to the preparation of this document.

Immediate Objective 2 - strengthen the existing border control capacities through provision of relevant training and equipment

Dealing initially with the upgrading of border posts, three of the intended posts at Bakhorak, Bog and Sari-Gor have been completely renovated to a more than acceptable standard. Senior Border Guard officials are extremely happy with this work and consistently congratulate UNODC of their efforts. Due to time constraints and an on going Border Guards operation, the evaluator was unable to carry out his intended visit to Sari-Gor. However, he has seen photographs of all of the buildings erected, both internally and externally, and is completely satisfied with the high standard of the work carried out.

Plans for the installation of a modular series of buildings at Shogun are in hand and should be completed within four months. The evaluator visited the site, inspected the plans and spoke to the staff deployed there. It was abundantly clear why this was a perfect site for modular installation. The current site is in a drastic state of repair and is really not fit for human occupation and will ultimately be completely demolished.

One issue to arise from this visit was the supply of water to the site. Currently, an electric pump is used but this apparently often breaks down with repairs taking up to two months. An option to consider is that there is a mountain spring from which water could be piped straight into the complex. The other alternative is to supply a new, modern water pump.

One thing that became apparent to the evaluator throughout his mission generally but also particularly relevant to the border posts was the inconsistency of the electricity power supply in the country. Generators are supplied but often a lack of sufficient fuel means that for long periods, the border posts are unable to operate efficiently with no power for the communications and computer equipment supplied. It may be that consideration should be given to alternative energy sources such as solar or wind power.

Whilst visiting the border area, the evaluator also took the opportunity to visit another border post at Khirmanjoh where he spoke to the staff. He was shown an apparently completed renovation carried out by another donor that had been rejected by the Border Guards. This rejection only emphasises the gratitude shown by the Border Guards for the high standard of work carried out in this project.

As will be seen, only three of the six intended post renovations have been carried out although it is conceded that a fourth will be ready soon. That leaves two to be completed and it is the hope of the evaluator that this work

can be completed within the proposed revision extending the project to 2010 without the time constraints and under funding which has plagued this project almost from its commencement.

All of the equipment including the supply of vehicles intended in the project has been delivered. Similarly, appropriate training has been provided to those tasked with border control. It may be, however, that some of these vehicles are not used to their full potential due to a lack of fuel provided by the recipients. If this is the case, it is unfortunate but there is little that UNODC can do to alleviate this perceived problem.

During the visit to the Customs Training Institute, the evaluator saw at first hand the benefit of the project assistance. A group of experienced Customs officers were receiving computer based training on searching techniques in respect of vehicles utilising equipment and software provided by the project. Those spoken to expressed the value of such training.

Further to the above, it was learned that the Institute is soon to move to new premises where there will be a facility for practical exercises on searching of vehicles. This will require the provision of a basic searching tool kit. It is the understanding of the evaluator that the required list has been passed to the US Embassy for consideration and a copy has now been provided to UNODC. The evaluator now asks that UNODC considers providing this equipment within the project should the US Embassy be unable to do so.

In a similar vein and in furtherance of the above, it would be useful in these practical exercises for the Institute to be able to have a sample of all kinds of narcotics which can be hidden in vehicles. This is also a useful training exercise for Customs drug scenting dogs and their handlers. Of course, that is a matter for consideration by the Tajik authorities. The provision of a Drugs Testing kit would also be beneficial.

Finally, the only area of mild criticism in relation to equipment provided was in respect of the night vision goggles supplied. It was felt that although they were useful in close contact, the real need was for night vision binoculars with a much longer range of vision which would allow the Border Guards in particular to watch the movement of suspected drug traffickers from a much longer distance thus enabling the officers to prepare in advance for any confrontation thus increasing their safety. Having discussed this issue with the main donors, there would appear to be no problem in issuing such equipment within the project.

Finally in this section, during the visit to the Analytical Unit within the Border Guards, a request was made for a television monitor for use in classroom training in conjunction with a DVD recorder already in situ. The request for this small piece of equipment is supported.

For full list of equipment provided and training held, see **ANNEXES 3 and 4.**

**Analysis:-** This objective is progressing with the only pressing matter being the completion of the renovation programme within the stipulated period.

**Immediate Objective 3** – Strengthening border control related investigative and intelligence analysis capacities of Border Guards, Customs and other law enforcement agencies at selected sectors of the Tajik-Afghan border and some exit points including development of an interagency communication system.

UNODC Project Staff have done much work in pursuit of this objective through the issue of appropriate equipment, and training courses where members of all agencies are invited and participate. Again, a full list of equipment and training can be seen at the quoted annexes. All recipients have expressed their gratitude to UNODC for the assistance.

Changes to the structure of the major counterparts, the MDBF, have certainly slowed the whole process down and difficulties in the installation of the Tais Ontos software has led to further discussions and consultations.

Training is also carried out by other donors such as the US Embassy and BOMCA and great assistance is provided to the Tajik Border Guards in particular by a detachment of Russian Border Guards situated in Dushanbe who carry out additional training not only in the capital but on site also. This training is complementary and not duplication.

The establishment of a coordinated, collated and integrated information and intelligence system involving all concerned law enforcement agencies which would clearly form an integral part of this objective is actually the subject of another Tajik based UNODC Project RER/F23. It may be that this quoted project will be required in the long run to be successful in order for this E24 objective to be achieved finally.

It is also the view of the evaluator that total success in this objective is therefore still a long way off and even in the event that all systems are in place with compatible communication equipment installed in all agencies, there is no actual guarantee that the agencies will communicate with each other indeed wish to do so.

**Analysis:-** It may be that the project staff have done as much work as they possibly can to achieve this objective and the final achievement is not totally in their hands.

Immediate Objective 4 – Establishment of mobile deployment teams as a step in modernising the border drug control system in the country.

This objective ultimately aims at multi agency mobile deployment teams but this has not been achieved so far. However, one mobile team has been established within the CDD of the MOI and has now been in operation for almost one year. It comprises fifteen members of staff including a Captain as head of the unit. The unit has been trained and equipped under the auspices of this project. It can certainly be used as a model for similar units in the future. However, shortcomings were identified by the evaluator. The operational practice of the team seems to be to deploy members of the unit at different strategic parts of the country instead of operating at all times as a unit. The evaluator believes that the team would achieve more success if operating a “fire brigade” principle acting together on specific information or intelligence. However, it is conceded that this decision must rest with senior MOI officials.

Although the following is based on a very rapid assessment of the need by the evaluator, it is believed that Tajikistan should have four such teams deployed at key drug trafficking areas of the country and if they are multi-agency, so much the better.

One interesting sideline to emerge from the meeting with the Captain was his visit to Kyrgyzstan under the project to familiarise himself with that country’s mobile team. There, he learned that their team has thirty officers and in his view, much better equipment. There may well be a lesson to be learned here by UNODC that sometimes even their best intentions can have a detrimental effect.

Salaries of the staff and the provision of a limited quantity of fuel for the vehicles are met by the project. It has now been made clear to the project team that US money should be mainly directed at the renovation programme and not used as above. Only the timely intervention of a donation of USD 300,000 from the Russian Federation has allowed this practice to continue. There seems little doubt that without this Russian intervention, the operational capacity and even the possible existence of the Mobile Team may have been in jeopardy.

**Analysis:-** Other than the multi-agency aspect, this objective has been achieved. However, the lesson to be learned here illustrates just how fragile such financial arrangements are and that in the long term, only governmental funding can assure sustainability. It is also fair to add that not all law enforcement bodies support the multi agency concept.

Immediate Object 5 - Development of cross border cooperation between Tajik law enforcement agencies conducting border control along the Tajik-Afghan border and their counterparts in Afghanistan.

Although this objective is far from being completed, the project has made steady progress in achieving the aim. The project has sponsored meetings between senior officials of the Border Guards of both countries initially in Kabul then again in Dushanbe.

At a recent Ministerial Meeting, with UNODC involvement, held to discuss border and drug control in the Central Asian Region, senior Afghan officials were invited and attended. After the conclusion of the meeting, the senior Border Guards from both countries had an informal meeting for further discussions.

This project will continue to follow up on this objective into its new revision phase. It is interesting to note that BOMCA operating in Tajikistan and BOMBAF operating in Afghanistan have a similar objective but with very little success so far and that the US Embassy is pursuing the same objective bilaterally.

In addition to the above, the evaluator has seen a new UNODC project, approved, but as yet with no funding, aimed at further strengthening cross border cooperation. In simple terms, it calls for the creation of "Border Liaison Officers (BLOs), who will meet regularly, exchange information and design and implement joint activities thus enhancing cross border cooperation. Training and the provision of vehicles, detection aids, and compatible communication equipment are seen as key elements. This concept has the support of the evaluator.

**Analysis:-** This objective has much merit but will require goodwill and trust between both parties before it will be achieved.

### **3. OUTCOMES**

#### **3.1 Project intervention and implementation.**

Since the removal of non project issues in the revision document subject of this evaluation, the intervention and implementation appear to have run smoothly and have the total support of the main donor. There have, on occasions, been delays in implementation but these have not been the fault of the project team. Changes to the Border Guards structure meant that a number of project activities had to be put on hold and in relation to the renovation programme, bad weather and the actual remoteness of the sites have contributed to delays in completion. Having visited some of the sites on

this and a previous occasion, the evaluator fully understands the logistical problems of moving large quantities of building material over rough terrain.

### **3.2 Impact in relation to border control and counter drug developments**

There is no doubt that the project has greatly enhanced the capabilities of all law enforcement agencies in relation to drug trafficking in general and border control in particular. The provision of the requisite equipment and training has created an awareness of the problems faced and the results being achieved in terms of arrests and drug seizures reflect this new ability. All agencies are showing success although actual seizures do not always portray the full picture. Knowledge among the traffickers that a certain part of the border is now secure may lead them to change their area of trafficking to other parts of the border where there is less of a concentrated law enforcement effort.

There may still be a lack of real cooperation between agencies and UNODC must continue to strive to make the agencies more aware of the need for joint action and the goal of establishing joint teams is applauded. However, ultimately, this rests with the agencies themselves.

### **3.3 Factors contributing to or impeding the achievement of results.**

This section can be simply dealt with. Other than some of the delays already mentioned, the work of the project team, particularly during the period under review, has contributed greatly in making this project a success. This is reflected strongly in the gratitude for their efforts by all recipient agencies. The evaluator, during his meetings, was greatly impressed by the genuine appreciation of the work being done by UNODC under this project.

The project has given each recipient organisation the opportunity to communicate, share information and work jointly towards a common goal through joint training and the issue of compatible equipment. Whilst the project team must continue to strive to improve the relationship between agencies, the final solution will rest with the agencies themselves and their willingness to cooperate.

### **3.4 Efficiency of the project.**

The revised project document covering the period under evaluation is sound. The removal of ancillary assistance not directly aimed at border control has allowed the project to focus specifically on its aims and objectives. **This too was a view shared by the main donor.** The one concern that the evaluator has is that since 1999, this project has constantly been unable to achieve its goals within the specified time frame and has required regular revisions. Indeed, it has now been extended to December, 2010 when it is hoped that it can be finally concluded. The evaluator will make further reference to this aspect in his **recommendations** section to follow.

### **3.5 Sustainability**

This is an area where the evaluator has genuine concerns. Only the infusion of the donation from the Russian Federation already referred allowed the project to continue funding the Mobile Deployment Team without which the activities of this unit could have been seriously curtailed.

The evaluator understands that the major donor of this and many other UNODC projects not only in Tajikistan but in Central Asia as a whole, is the United States of America. A meeting with a representative of the US Embassy confirmed that funding would continue for the foreseeable future which does give the project stability.

However, the evaluator feels that it is incumbent on UNODC to strive to find other donors where possible to spread the load. During a visit to the Japanese Embassy, it was learned that Japan is already assisting Tajikistan in the border area and it may be that UNODC can collaborate with that embassy in relation to funding. In addition of course, the Russian Federation is also assisting.

It is extremely likely that without donor funding, the Tajik authorities could not maintain the current levels of competence. Even now, there is evidence to show that difficulties are being experienced in maintaining and supplying sufficient fuel for the vehicles provided by the project.

## **4. LESSONS LEARNED.**

### **4.1 Lessons**

It is clear that since the commencement of this project, activities not directly concerned with border control were nevertheless financed from this project. This practice continued up until mid 2007 when a further revision extended it until December, 2008 with all non border control aspects deleted. Therefore, the only lesson to be learned is that projects must focus entirely on their respective aims and objectives.

Perhaps the only other lesson to be learned arises from the Chief of the Mobile Deployment Team's visit to Kyrgyzstan. While it is always useful for staff to learn the best practices of other countries, the downside is that it sometimes can lead to envy if the student feels that the other country has received better equipment and more financial support than his own unit.

### **4.2 Best practices**

A recurring theme throughout the evaluator's visit was that all agencies concerned appreciated how UNODC enter into negotiations and discussions with the recipients in all aspects of training and equipment provision. In their

view, this led to mutual trust and a real understanding of the requirement. It was stressed on a number of occasions that this was not always the case with other donors. This was described as being particularly relevant in the renovation or provision of modular installations at the border posts where the Border Guards Management are extremely happy with the UNODC work but less so with the efforts of other donors. However, the creation of a Monitoring Group which meets monthly to discuss issues in relation to the renovation programme will clearly help in the future. This group should ensure a high standard of work thus avoiding some of the pitfalls which have occurred in the past. It comprises representatives from the US Embassy (main donor), UNDP, UNODC, the Border Guards and the company tasked with the actual renovation work.

The other good practice identified was the continued use of the “train the trainer” concept in all project training activities.

### **4.3 Constraints**

The only real constraints revolve around the time taken to actually receive the necessary funding to start aspects of the project as early as possible. The renovation process is a huge undertaking and as an example, it will be at least April/May, 2009, before the border post at Sari-Gor is completed. That will only leave some eighteen/twenty months to discuss the requirements and construct the other two posts still to be renovated before the project is due to terminate at the end of December, 2010.

The only other constraint to the actual ultimate success of all of the aims and objectives of this project is the willingness of all the concerned Tajik agencies to cooperate fully in making use of the training and equipment supplied leading to a sharing of information and intelligence together with the ability to communicate with each other during joint operations.

## **5. RECOMMENDATIONS**

### **5.1 Issues resolved during evaluation.**

There were no particular issues resolved during the evaluation but a number were raised which require consideration but would fall short of an actual recommendation by the evaluator. They have already been referred to in the report but are listed as follows:-

1. Provision of searching equipment for use in practical searching training at the soon to be established new Customs Training Institute in consultation with the US Embassy
2. Provision of a Drugs Testing Kit to the same establishment for use during practical exercises
3. Consideration given to the question of the water supply to the soon to be established modular units at Shogun border post. This is

considered a real problem by the occupants and resolution is required. It seems a straight choice between a new, modern water pump and the installation of a water pipe direct from the mountain spring.

4. The supply of a television monitor to the Analytical Unit of the Border Guards for training purposes.

## **5.2 Action/Decisions Recommended.**

### **Recommendation 1.**

**That UNODC consider alternative power sources such as wind power or solar panels to bring a level of consistency to the electricity supply in the newly renovated border posts.**

If the above is possible, it would bring consistency to the power supply therefore ensuring that all the other equipment would be fully functional at all times.

### **Recommendation 2.**

**That UNODC supply each border post in its renovation area with one set of night vision binoculars**

This equipment would be of great benefit to the future success and safety of the officers at these outposts. The ability to see at night over a great distance would enable them to have early warning of suspicious movements in the border areas thus enabling them to have sufficient time to prepare to challenge any intruders. It may be that in consultation with the other donors working in the region that each post along the entire border could have this equipment.

The evaluator does however appreciate the “military” connotation that such equipment has but has been assured by the representative of the US Embassy that the provision of such equipment presents no problem. They already supply such equipment in their area of operations in the border.

### **Recommendation 3.**

**That if UNODC does not complete this project until the end of 2010, it should then create a new follow up project with the same aims and objectives (Phase 2) with the same or additional sources of funding.**

This project has been in existence since 1999 with basically the same objectives and there is still much work to be done to finally achieve all of its aims. It is hoped that everything will be completed by the end of the new revision period. However, providing there is still a funding source, it is extremely likely that UNODC would wish to continue to offer expertise and assistance in the field of border control to the Tajik authorities with new projects being discussed and approved. This is already in existence when one considers the approved but yet unfunded Border Liaison Officer Project.

It is the genuine view of the evaluator that any outstanding items still unfulfilled at the end of 2010 should be carried forward into a new project aimed at the next level of assistance to the Tajik authorities. It may be that donors will be willing to fund new ambitious projects not tainted by the stigma of a project that will have taken eleven years to complete and that is assuming that all objectives have been carried out in the new revision. The evaluator wishes to stress that he is not advocating the end of UNODC involvement in this area. On the contrary, he feels that assistance should continue but in a new guise. It may be that the simple way forward is in December, 2010, to end Phase 1 of the project then move onto Phase 2 in 2011 with new project ideas, the preparation of which can begin now. There already appears to be some donor interest in this future assistance.

#### **Recommendation 4.**

**That UNODC through this but indeed in other projects as well, continue to demonstrate to the Tajik counterparts the true benefit of joint operations and information and intelligence exchange.**

It is immediately recognised that in this particular project, these efforts have been and will continue to be made. This project has supplied the necessary training and equipment to make this happen and it will require constant cajoling by UNODC staff to show the true benefit of such collaboration. However, it is accepted that UNODC can only advise and it is a matter for the Tajik authorities to decide among themselves.

## **6. OVERALL CONCLUSIONS.**

There has been a vast improvement in this project since the evaluator last visited the country in 2006. Recommendations made then have been implemented and it is now felt that the project is properly focussed on its aims and objectives.

The training and equipment supplied has been of a high standard and thoroughly appreciated by the recipients.

The evaluator still has some doubts whether everything will be completed by the end of the revision period. Problems may still arise with the provision of sufficient funding to complete the renovation process. In addition, many of the aims and objectives now rely on the Tajik agencies to learn to cooperate with each other and this is also relevant to the ongoing process of establishing direct links between the relevant Tajik and Afghan authorities. Similarly, on the question of sustainability, it is strongly felt that the Tajik authorities would struggle to maintain or improve the current levels of competence without donor assistance.

# **ANNEX 1**

## **Terms of reference.**

### **TERMS OF REFERENCE FOR THE PROJECT MID-TERM EVALUATION**

**PROJECT TITLE:** Strengthening control along the Tajik/Afghan border

**PROJECT NUMBER:** AD/TAJ/E24

### **BACKGROUND**

In March 1999 UNODC started project “Strengthening Control along the Tajik/Afghan border” with the aim of developing drug control capacity of law enforcement agencies involved in border control. The project was developed according to the following objectives:

- Assist the units posted in the most sensitive areas at the border between Tajikistan and Afghanistan. Improve the control capacities of the departments of the Customs Committee and of the Ministry of Interior assigned to the railway stations of Dushanbe and Pakhtaabad. Improve search and control capacities of the law enforcement in Dushanbe, Khodjent and Kurgan-Tyube airports. Establish a National Forensic Institute and regional laboratories to store, analyze and destroy seized drugs. Elaborate a national policy for the use of drug-scenting dogs and establishment of a National Dog Training Centre in Tajikistan.

This project started with the initial budget of USD 6,374,600. However, due to insufficient funding the project implementation was scaled down to reflect these budgetary constraints. The project activities were focused on the key requirements of training and provision of equipment while maintaining the above objective.

The project was revised in June 2003 (Project revision I) with a funded budget of USD 4,019,000 and duration of 2.5 years commencing in June 2003. Its objectives, activities and outputs were based on the results of assessment along Tajik-Afghan border conducted in May-June 2002. It corresponded closely with initial project document, excluding areas along the border controlled by Russian border guards. In the original project the Tajik government agreed to contribute USD 423,000 in-kind. The government provided premises for the Forensic Laboratory in the Tajik DCA and 1.2 hectares of rent-free land for development of the DDD Training Centre.

The project was again revised in 2005 to incorporate the results of the border assessment mission of 2004 and to reflect changes and requirements caused by withdrawal of Russian border guards from the Tajik-Afghan border in 2004-2005. This second revision refocused the project to meet the following objectives:

- Provide training and border control equipment to strengthen investigative and analytical capacities of all agencies involved in border control;
- Develop cooperative mechanisms for all agencies involved in border control in Tajikistan. Including designing, creating and implementing intelligence databases and means of sharing information;
- Strengthen selected border outposts, border control units and checkpoints in various sections of Tajik-Afghan border, including airports and railway stations.

Consequently, the revised project funded budget was increased to USD 6,464,312 and the duration extended for an additional 15 months through mid-2007.

Another revision was done in September 2007 for additional 15 months till the end of 2008 to reflect the recent structural and institutional changes in Tajik border control agencies and also the record high opium poppy harvest in Afghanistan in 2006. The project activities were adjusted to reflect these changes and to expand the scope of the activities to account for the larger volumes of drug trafficking. The extension of the project both in terms of duration and in activities, contributed to the budget increase up to USD 8,125,414, but that revision more strongly had reflected the higher costs of project activities relative to the costs originally envisaged.

The project is currently under a new revision and by this revision, the project budget will be increased up to US\$ 9,216,593 and the project duration will be extended up to the end of 2010. Additional funds inflow will enhance the ability to accomplish the main task – to improve and further strengthen the interdiction capacity of law enforcement agencies stationed Tajik-Afghan border. The current revision does not change all original overall and immediate objectives and as well as the conceptual approach and implementation arrangements of the approved TAJ E24 project.

The last revision was done in September 2007 with the following objectives:

- To develop and reinforce the required national legal instruments, institutional and administrative structures for a comprehensive border control system in Tajikistan
- To further strengthen the existing border control capacities through provision of relevant training and equipment
- Strengthening border control related investigative and intelligence analysis capacities of border guards, Customs and other law enforcement units at selected sectors of Tajik-Afghan border and some “exit” points, including development of an interagency communication system
- Establishment of mobile deployment teams as a step in modernizing border control system in the country
- Development of cross border cooperation between Tajik law enforcement agencies conducting border drug control along the Tajik-Afghan border and their counterparts in Afghanistan.

## **PROJECT ACHIEVEMENTS**

The evaluator will be provided by all information related to achievements of this project since the last evaluation conducted in late 2006, so that she/he could review it during the preparation for the field mission. These are monthly narrative reports, quarterly reports, semi annual and annual project progress reports and etc.

*By the end of the project it is expected that:*

- Unified Border Control related interagency communication system is developed on the basis of established communication network and operating unified radio and computer communication equipment. A unified border control information and analysis network is established and operational;
- Rules and regulations allowing/facilitating mobile investigation groups are elaborated;

- Border outposts and border control units in Shuroabad, Moskovskiy (Khamadoni), Pianj, Shaartuz areas, check points in the airport of Kulyab and railway stations in Khoshadi, Pakhtaabad-Dushanbe, Nau-Kanibadam are properly equipped and their personnel are trained in use of the equipment supplied for conducting of drug interdiction operations;
- Border control capacities enhanced through appropriate equipment and training of their personnel;
- Interagency cooperation and coordination in border control related investigations is supported including development of coordination of activities of various agencies in Khatlon part of the Tajik-Afghan border;
- Mobile deployment (drug control) investigation teams are established and operational along the border as well as along the drug trafficking routes from Afghanistan to and through Tajikistan;
- These units are equipped with transport means, communication and investigations related devices, adequately supported by respective headquarters and local law enforcement units along the Tajik-Afghan border, staffed by properly selected and trained personnel;
- Mechanisms for cross border cooperation between Tajik border control agencies and the counterparts in Afghanistan are developed or improved;
- Officers of Tajik law enforcement agencies and their counterparts from Afghanistan are properly trained to carry out cross border activities.

## **MAJOR PROBLEMS ENCOUNTERED AND STEPS TAKEN TO SOLVE THEM SINCE THE LAST EVALUATION**

Institutional and structural changes being processed in 2007 the major counterpart agencies, border guard forces in particular slowed down for a while implementation of some project objectives and activities and required additional consultations/discussions sometimes changing to certain extend context of the project activities.

Necessity to revise the project and add additional funds to its budget also caused certain delays in implementation of some activities.

Implementation of some project activities, namely, those related to achieve Output, 3.1, 3.3 and 3.4, subject to installation of Tais Ontos software have required additional consultations and discussions and probably would change to certain extent, the context of the project activities. This is due to the changes in the structure of the major counterparts, Main Department of the Border Forces. If our project would implement these activities, this will be done in agreement with our regional projects in order to make sure the compatibility of the software selected.

Implementation of activities under Output 2 (renovation of Shogun Outpost) has not commenced yet as was planned in accordance with the 2008 project work plan due to the delay in pledges and budget allocation. Taking this into account, it was suggested that the project's duration should be adjusted appropriately.

## PURPOSE OF EVALUATION

The current project is on-going and the activities will remain as a primary area of intervention for UNDOC Strategy in the country. In compliance with the project document, the external mid-term evaluation is initiated by UNODC to reach preliminary conclusions regarding intervention's relevance, design and progress towards achieving its stated objectives.

In October 2006, this current project was evaluated by a group of experts as a part of UNODC counter narcotics projects in Central Asia and this evaluation will also be based on the findings and recommendations of that evaluation.

Results of the evaluation are intended for use particularly by the project management and the field office in Tashkent *in their learning from and making adjustments to the ongoing operations, as appropriate, as well as shaping the long-term operational strategy for the country.*

The evaluation should provide information on findings, lessons learned and recommendations with regard to efficiency, effectiveness, appropriateness, relevance, impact and sustainability of the project. This includes any gaps or unintended outcomes, the effectiveness of the mode of implementation. The evaluation findings should also contribute to strengthening the monitoring system, adjust the project strategy to maximize the impact from the project inputs.

The present evaluation is conducted as part of the 2008 work plan of the project. The project will closely work with the UNODC Regional Office for Central Asia (ROCA) in Tashkent during the exercise.

## EVALUATION SCOPE

The final evaluation covers the activities of the project implemented from July 2007 (start of the project) up to the end of 2008 in Tajikistan.

This ToR guiding the evaluation defines the major parameters and core questions which the evaluation seeks to answer in its final report. These questions remain generic, but are consistent with standard approaches to project evaluation (summative evaluation).

The specific issues of evaluation (process and outcome) should cover the following:

1. The relevance and **effectiveness of the project design**, strategy, approach and activities in response to the needs;
2. The **progress of the project implementation**: are the activities planned under the objectives moving on track?
3. **Efficiency of the project**: in terms of resource utilization, technical inputs and support to the national counterparts and other beneficiaries;
4. The **outcome of project interventions**, in particular,
5. **Factors contributing to or impeding** achievement of the results/outcomes;
6. The **sustainability of project results** after the project's completion in terms of continuity of the project activities either by the government or by implementing partners after withdrawal of funding, continuity of results after the project funding.

7. **Anticipated impact of the project** in border control and counter drug developments of Tajik LEAs.
8. Based on the above, identify **areas of best practices for replication** in other UNODC projects at other locations and within the region.

In conducting evaluation, the evaluator needs to take account of relevant international standards, including “Guiding principles for evaluation at UNODC”, Standards of evaluation in the UN system”, and “Norms for evaluations in the UN system”.

## **EVALUATION METHODS**

Suggested evaluation methodology includes the following:

1. The study of relevant documents (project document, project revision document, mid-term evaluation report, semi-annual and annual project progress reports; project grant documents and reports; mission reports, materials developed under the project etc.);
2. Initial briefing by responsible UNODC staff in the UNODC Sub-Office in Tajikistan;
3. Individual interviews with senior officials of project beneficiary agencies and other national counterparts, including officials from the Ministries of Interior RT, Main Department of Border Forces of the State Committee for National Security RT, Customs Service at the Government of RT, Drug Control Agency at the President RT;
4. Site visits to the construction/refurbishment and other sites for physical assessment and discussions both with beneficiaries and other people directly or indirectly affected by the project.

Following the completion of the fact-finding and analysis phase, a draft evaluation report (in English) will be prepared. The draft should be circulated to the parties listed by the project management for comments. The evaluator may choose to take the comments into account in producing the final report, for which he/she will be individually responsible.

## **COMPOSITION OF THE EVALUATION MISSION**

The final evaluation of the project will be carried out by an independent expert identified by the UNODC through a competitive selection process. Interested donors to the project may provide experts to participate in the evaluation as observers at the own cost. Costs associated with the UNODC expert will be borne by the project. The experts shall act independently in their individual capacities, and not as representatives of the government or organization which appointed them. The report will be prepared by the independent expert identified by the UNODC. This expert should have the following qualifications:

This expert should have the following qualifications:

- Experience in design and implementation of border control and counter-narcotics enforcement for LEAs at a senior level;
- Experience in conducting outcome and impact evaluations of projects and programmes in particular concerning border control and counter-narcotics enforcement;

- Familiarity with the border control counter-narcotics situation in Tajikistan will be an asset;
- Knowledge of interagency, bilateral/multilateral technical cooperation, particularly in the area of border control and counter-narcotics enforcement;
- Fluency in English, working knowledge of Russian language is an asset.

## **PLANNING AND IMPLEMENTATION ARRANGEMENTS**

The evaluation expert may be briefed and debriefed on the project by UNODC ROCA and by the project management in Tajikistan. The UNODC Sub-office in Tajikistan shall elaborate and make available to the evaluator an up-to-date status of the project. The UNODC Sub-office in Tajikistan will also provide necessary substantive and administrative support.

Although the evaluation expert should be free to discuss all matters relevant to its assignment with the authorities concerned, it is not authorized to make any commitment on behalf of UNODC or the Government.

The evaluation expert will submit its report to UNODC project management in Tajikistan. The report will contain the findings, conclusions and recommendations on future directions of the evaluator as well as a recording of the lessons learned and best practices during project implementation.

The draft evaluation report should be discussed with the government officials of Tajikistan, the donors of the project and, to the extent possible, with other parties to the project. The evaluation expert, while considering the comments provided on the draft, would use its independent judgment in preparing the final report.

The final report should be submitted to UNODC no later than 10 days upon completion of the mission. The report should be not longer than 20 pages, excluding annexes and the executive summary. The report will be distributed by UNODC as required to the governmental authorities and respective donors, and will be discussed at a Tripartite Meeting by the parties to the project.

The timetable of evaluation mission as follows:

- 3 days working time for the preparation to the field mission;
- 10 working days in the field (excluding travels inside the region);
- Suggested starting date for the evaluation field mission: last week of November or first week of December 2008.

The field mission will include visits to the following localities:

- Main Department of Border Forces, SCNS RT, Dushanbe, Tajikistan – 2 days
- Anti-drug Smuggling Department, Ministry of Interior, Dushanbe, Tajikistan – 1 day
- Customs Service at the Government of RT, Dushanbe, Tajikistan – 1 day
- Border Guards and Customs Academies in Dushanbe – 1 day
- Drug Control Agency, Dushanbe, Tajikistan – 1 day
- Meetings with representatives of donor countries and international organisations – 1 day

- Border outposts “Bog”, “Bahorak” and “Sarigor”, Shogun and Yakhchi-Pun, Shurabad region, Khatlon, Tajikistan – 3 days

#### PERFORMANCE INDICATORS

- Timely and accurate submission of the documents.
- Substantive and linguistic quality of the documents prepared.
- Conformity of the project evaluation report with the standard format and guidelines for the preparation of project evaluation reports and technical guidance received.
- Report should contain recommendations for future course of action.

## **ANNEX 2**

### **List of persons met and sites visited.**

24<sup>th</sup> November, 2008.

Meetings in UNODC , Tajikistan with Azhar Rashid Khan, Project Coordinator and Yusuf Kurbanov, Project Manager

25<sup>th</sup> November. 2008

Meeting with Lieutenant Colonel, A. Razikov, Head of Counter Drugs Department (CDD) Ministry of the Interior (Police), Lieutenant Colonel A. Bobomurodov, Head of CDD, Dushanbe and Captain J. Nazarov, Head of Mobile Deployment Team

Meetings in UNODC with Zafar Abdurakhmanov, Financial Associate and Ms. Nargis Ismatova, Project Associate

26<sup>th</sup> November, 2008

Meeting with Colonel Parviz Sheraliev, Head of Customs Department dealing with Customs violations

Meeting with Lieutenant Colonel Shomudinov, Director of the Customs Training Institute and Mr. Mirakov, a tutor at the establishment. Visit to the training rooms of the institute and witnessed training in progress utilising project equipment.

Meeting with Mr. Yoshihiro Nakayama, Charge d'Affaires, Japanese Embassy.

27<sup>th</sup> November, 2008

In company with Mr. Yusuf Kurbanov, UNODC and Captain Umed Bodurbekov, International Section of Border Guards, travelled to the Shurabad border area.

Meeting with Colonel Nabiev, officer commanding Border Guards in area.

Then travelled Khirmanjoh border post (Renovated by US bi-lateral agreement), and discussed issues with staff.

Then travelled to Shogun border post, further discussions with staff and inspected plans for modular installation due to be constructed soon within project.

28<sup>th</sup> November, 2008

Return to Dushanbe and to UNODC office. Further discussions with Mr. Kurbanov then work on evaluation report.

29<sup>th</sup> November, 2008

Work on evaluation report

30<sup>th</sup> November, 2008

Work on evaluation report

1<sup>st</sup> December, 2008

Meetings with Mr. William Lawrence, Project Manager, BOMCAF, and Mr. Suhrob Kaharov, BOMCA Country Manager in Tajikistan

Meeting with Vassiliy Vladimirovich Vasil'ev, Operational Border Group of Federal Security Service of Russian Federation in the Republic of Tajikistan

Meeting with Jeffrey Scott Waldo, INL Affairs Officer, United States Department of State

Further work on evaluation report.

2<sup>nd</sup> December, 2008.

Meeting with Vladimir Pryakhin, Ambassador, Head of Office, OSCE

Meeting with Colonel Parviz Sadullaev, Chief of Analytical Unit, Border Guards, Captain Zarif Khakimov, Deputy Chief of International Relations, Border Guards then later joined by Major General Fayzullaev Tabor, Chief of Staff, Deputy Chief of Border Guards.

3<sup>rd</sup> December, 2008

Meeting with Major-general Azamatov, first Deputy Director of the Drug Control Agency (DCA) and Colonel Jonmahmadov Fakhridin, Chief of Staff of DCA RT.

Final de-briefing session with UNODC Project Staff

## **ANNEX 3**

### **Equipment supplied between 2007 and 2008**

(includes building renovations and upgrading)

#### **2007**

Computers and ancillary equipment supplied to Border Guards Analytical Unit and International Relations Unit

Printer equipment to Border Guards for map printing

Weighing scales to DCA in Dushanbe and Sugd (In project before revision)

Furniture and analytical related equipment to International Relations Unit, Border Guards.

Bakhorak and Bog outposts supplied with office and canteen furniture

Forensic assistance to DCA laboratory in Dushanbe and Khorog  
(In project before revision)

Assistance in the form of uniforms, dog food and lawn mower to DCA Drugs Detecting Dogs Centre (In project before revision)

Five four wheel drive vehicles and ten metallic cabinets to the Intelligence Department of Border Guards

Five four wheel drive vehicles, office equipment and furniture supplied to the Mobile Deployment Team of CDD (MOI.)

Access to drinking water to staff of Bog border post through extension of 3,200 metres of water pipes from nearby spring.

Bakhorak and Bog border posts completely renovated and officially handed over to Border Guards

Renovation of the Centre of Analytical Support to operations of MDBF finalised.

Renovation of DCA Drug Detecting Dogs Centre premises completed and an additional ten kennels built. (In project before revision)

Renovation work started at Sari-Gor border post then delayed due to inclement weather

2008

Supplied 1000 blankets for use by Shurabad Command of Border Guards

Lap Top computer supplied to Information/Analytical Unit of Border Guards

Uniforms purchased and handed over to the Mobile Deployment Team of CDD (MOI)

Renovation work started on central building of CDD (MOI)

Electrical equipment and furniture provided for Sari-Gor border post

Design, scheme and scope of work for installation of modular units for Shogun border post completed

Completely renovated Sari-Gor border post handed over to Border Guards

Seven computers and ancillary equipment delivered to Border Guards Shurabad command at Bakhorak, Bog, Sari-Gor, Yol, Shogun and Yakhchipun.

During the evaluation mission, the renovation works of the CDD (MOI) building was virtually completed.

## **ANNEX 4**

### **Training held between 2007 and 2008.**

#### **2007**

**Note:-** No training was carried out in the first half of the year due to the structural changes and human resources rotation in the counterpart agencies.

Ten Senior Management staff from CDD (MOI) and MDBF attended a course on "Senior Leadership and Management Development) at TADOC

#### **2008.**

Thirty staff from the CDD, MDBF and Customs were trained in "Drug and Precursor Control, search and inspection techniques"

Twenty officers of MDBF received Analytical training

A two day workshop on "Operative Search Activities" was held for the benefit of staff from the Mobile Deployment Team of CDD (MOI), involving input from the DEA and Russian Border Guards.

All fifteen staff of the Mobile Deployment Team of CDD received computer training

A Study Tour for the Chief of the Mobile Deployment and two of his staff took place in Kyrgyzstan to get familiarised with the structure and work practices of the Kyrgyzstan Mobile Team

Senior Tajik Law Enforcement officials (Border Guards and MOI) took part in a study tour to China to familiarise themselves with China's border control methods in respect of smuggling and drug trafficking at its borders with neighbouring countries and in particular, Afghanistan

Training provided to new recruits of Customs and Border Guards on "improved search and inspection techniques"

Ten Border Guards attended an advanced training course on "Border Control Issues" at the Moscow Border Guards Institute.

**Derek Todd,  
Law Enforcement Consultant,  
United Kingdom**

