

UNITED NATIONS OFFICE ON DRUGS AND CRIME
Vienna

Independent project evaluation of the

Counter-Narcotics Training of Central Asian, Afghan and Pakistani Law Enforcement Personnel

XAC/I97

Independent Evaluation Unit
December 2011



UNITED NATIONS

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EXECUTIVE SUMMARY

The idea for the project XAC/197 - Project on Counter-Narcotics Training of Central Asian, Afghan and Pakistani Law Enforcement Personnel - was developed in 2004 by the NATO-Russia Council (NRC). The aim was to contribute to the broader international efforts addressing threats posed by illegal trafficking in Afghan narcotics. Joint training initiatives of NRC member states on strengthening the counter narcotics capabilities of Afghan and transit route countries were considered as a suitable way of practical cooperation.

The project is unique in terms of its geographical coverage and linkages, implementing modalities. The Pilot Project has been implemented since 2006 by the UNODC through the Regional Office for Central Asia (ROCA). Initially, the project benefited Afghanistan and five Central Asia countries. Pakistan became the seventh beneficiary country of the project in September 2010.

The project provides 2 types of training: mobile training at venues within beneficiary countries and training at fixed training facilities in NRC states. The project is supported financially and through in-kind contributions by 19 NRC nations and Finland. National agencies of the beneficiary countries have helped defray the costs involved in renting training venues for mobile training session, all mobile training courses have been held in national facilities.

In November 2010 the scope of project has expanded to support national training institutions in beneficiary countries.

The purpose of the present mid-term evaluation is to identify the results achieved by the project from August 2006 up to the date of the evaluation, determine the gaps and produce advice on further implementation. 53 individuals (UNODC ROCA and project staff, officials from national law enforcement agencies of beneficiary countries and three donors training institutions, international experts) were interviewed and 32 graduates of the project's courses participated in the meetings and filled in the questionnaire presented.

Major findings in this evaluation witnessed that, in general, project activities are well on track and training has been conducted effectively and efficiently. The project has met the goals and expectations of the NRC, both in terms of the project's political and practical purposes.

Moreover, training has intensified and become more specialised, responding to concrete requests by beneficiary countries. Counter drug agencies involved in countering illicit drug trafficking have increasingly appreciated the project's added value and professional opportunities offered.

During its life the project has had to be adapted to the changing geo-political and operational environment. There have been 4 project revisions since the commencement of the project until now aimed to develop the original project outputs and outcomes.

The initial concept of the project is still relevant and unique. The project brings together the law enforcement agencies of the source countries, transit countries and target countries at the opiates trafficking routes. The project is continuously consistent with national anti-drug strategies and

requirements of the beneficiary countries, the UNODC mandate and overarching strategies and policies.

This project is slightly different from other implemented by UNODC ROCA standard projects with temporary rather than permanent nature, clearly defined budgeting and time constraints for implementation. The project is ongoing NRC initiative with the long-term objective.

Availability of funding significantly impacts on the scope of training deliveries. There is still a need to ensure that resources for the project are more efficiently identified and disbursed in a timely manner by the NRC countries. Due to fundraising problems scheduled training events very often are postponed to the later dates. This, in turn, in conjunction with procedural complexities revokes time pressure for administrative and logistical arrangements.

In terms of efficiency and cost effectiveness, taking into account the agreed conceptual approach and strategy, this project cannot be implemented with fewer resources without reducing the quality and scope of training sessions. In this respect, the project can be regarded as optimally efficient. The evaluator found no evidence of wasteful or inappropriate use of funds.

Some organisational problems negatively affected the effectiveness and efficiency of the project. In particular timely nomination and proper selection of participants, adequate and early identification and coordination among instructors, continue to be a major issue.

The project was set out to deliver initially three outputs (after the last Project Document revision – four) necessary to attain the planned outcome and achieve the project's objective to improve capacities of law enforcement officers in Afghanistan, Central Asian and Pakistan through provision of targeted training in critical areas.

To date the project budget is USD \$ 3,508,600 (three million, five hundred and eight thousand, six hundred US dollars). 1886 officers have been trained since August 2006. The project is the most substantial international contributor to the counter drug training in the region in terms of the scope, numbers of training sessions and trained officers, geographical coverage.

The evaluator has met leading officials from 16 counter drug agencies (or counter drug departments within law enforcement agencies) in 7 beneficiary countries. All of them expressed opinion that the project was adding substantial value to national and regional counter-narcotics capacity building and referred to the need for continued assistance in counter drug training. This overall satisfaction with the project deliverables can be taken as an indication of positive impact of the project.

According to the reports of the beneficiary countries, many law enforcement officers trained through the project have successfully aided in the interception of drug trafficking routes and have been directly involved in the largest drug seizures in the Region. A number of trained officers have been shifted to executive positions and some of them have received high ranking governmental awards.

A particularly important outcome of the training courses conducted at fixed locations is the establishment of personal inter-country and intra-regional contacts and network among counter-narcotics officers from different agencies developed from the formal professional and informal association of officers during the training. Annual High-Level Steering Meetings also foster the

similar contacts among senior officials from different countries. Mobile training creates a network between national agencies that is considered as well as an opportunity for improving interagency cooperation.

Promotion and introduction of uniformed regional and international counter-narcotics methods and approaches could be also considered as an important outcome.

Sustainability of the project mostly relies on countries commitments to ensure that those who receive the training remain in the counter drug field for a reasonable time, e.g. at least 3-5 years. Interviewed representatives from beneficiary agencies stated that, in general, this requirement is observed, excluding the staff turnover that is unavoidable in present conditions.

Incorporation of activities into the project aimed at assistance to the training institutions in the beneficiary countries creates a long term benefit within region and reduces dependency on international training providers.

The specific recommendations, deriving from evaluation findings and conclusions are described in detail in the summary matrix of findings, supporting evidence and recommendations.

SUMMARY MATRIX

Findings: problems and issues identified	Supporting evidences	Recommendations
1. More clear vision of future perspectives and approaches beyond upcoming year's struggles year would be useful for all stakeholders.	Project planning is mostly directed to next year matching of available funding with training requests from beneficiaries and training proposals from providers.	ROCA together with the Executive Steering Committee on the Project to elaborate and present at High-Level Steering Committee Meeting for approval the Project Development Plan for upcoming years with vision of future perspectives and implementation approaches and strategies.
2. Performance indicators in the log frame matrix of the project do not fully conform to SMART principles (to be Specific, Measurable, Available, Relevant and Time-bound).	Project documents.	Project Management with support of ROCA planning specialists for the next revision of the Project Document to redesign the Logical Framework, and performance indicators specifically, making them more usable for monitoring project progress and evaluation of achievements against plans.
3. The current project arrangements and approach do not fully meet expectations of Pakistani counter agencies.	Remarks of officers from the Pakistani Anti Narcotics Forces, counter drug policy documents.	Project Management in conjunction with UNODC Country Office in Pakistan to adjust and develop the involvement of Pakistani agencies into the project taking into account their national anti narcotics policy objectives and broader perspectives of regional and international cooperation.
4. Project staffing issues.	Cumbersome border procedures, obtaining visas, permits and others associated with travels, endangering sometimes a smooth run of project activities.	ROCA to consider a possibility of fixed term contracts and, subsequently, use of a United Nations Laissez-Passer as a travel document for Project Management for alleviation respective administrative difficulties.
	Each year increasing number of training activities. Expansion of project activities to Pakistan, needs for improvement of the project's monitoring.	ROCA to assess prospective of the additional project staffing: an assistant for Country Office in Pakistan, cost sharing the IT specialist recruitment.

Findings: problems and issues identified	Supporting evidences	Recommendations
5. Irregularities in securing adequate funding.	Irregularities in securing adequate funding revoke administrative and logistical difficulties for planning and smooth running the project.	The Executive Steering Committee on the Project to synchronise optimally the High-Level Steering Committee Meetings and donors meetings schedules with the project planning and fundraising cycle. The Executive Steering Committee on the Project to encourage donor countries to submit instalment plans for financing project activities for the following year by October.
6. An appropriate coordination mechanism, preventing overlapping, duplication and fragmentation of efforts and initiatives, becomes especially important moving the project towards designing more specialised and country-specific assistance.	Besides the UNODC, there are many international donors operating in the area of counter drug trafficking training delivery.	UNODC ROCA to encourage their country programme offices to take leading role in regular exchange of information among international counter drug training providers about trainings in the country, share in comprehensively and in a timely manner this information with the Project Management, as well as inform international community about the project's contributions.
7. Feedback on training courses can be improved.	At the end of the training session the Project Management, trainers and training providers provide similar questionnaires for feedback, trainees have to complete a few questionnaires with different scaling that is not a rational approach.	Project Management with support of the donors' training providers to develop a uniform questionnaire for feedback from trainees on quality of the training session, as a common evaluation tool acceptable for the Project Management, training providers and other stakeholders.
	Project Management do not receive any written feedback from instructors about the accomplished training.	Project Management with support of the donors' training providers to develop a report template for instructors about the accomplished training that could be shared with Project Management and disseminated to other stakeholders.
8. Needs assessment is required for further design of assistance for training institutions in beneficiary countries.	Interviewed instructors noted they need a deeper training on tutorial methodologies and individual specialization in the subjects they train students.	Donors training institutions with support of Project Management to design train the trainer courses tailored to needs of the beneficiary countries' training establishments.
		Project Management to request beneficiary countries to nominate a number of instructors from training institution along with operational officers for specialised training courses on various topics.

Findings: problems and issues identified	Supporting evidences	Recommendations
	There is a risk of dispersion of the project funds assigned for assistance to training institutions due to variety of training institutions involved in counter drug training in the beneficiary countries.	UNODC ROCA and its country programme offices: 1) to encourage concentration of specialised counter drug training in one of training institution using interagency cooperation tools; 2) to conduct needs assessment and select training institutions for more targeted assistance.
9. The fixed location training is perceived by graduates as being “too theoretical”.	The training curricula include a wide range of subject and topics within the limited two weeks period of training. The instructor is able only to present major theoretical provisions without deeper explanations and going to their application in practical field.	The fixed location training providers to narrow the scope of training subjects with emphasis on practical applicability presented materials and priority of core practices that have universal application regardless of any differences in countries legislation and procedures.
	Some interviewees noted that some of trainers from donor countries were not fully aware about feasibility and particularities of implementation of operational practises in beneficiary countries.	The training providers with support of Project Management to implement measures aimed at rising instructors' awareness of situation and relevant counter drug practises in beneficiary countries.
10. Fixed training providers offer the same training courses for officer with different operational experience and background.	As follows from the survey, beneficiary countries do not observe the request to nominate officers with 3-5 years of experience.	Fixed training providers together with the Executive Steering Committee on the Project to consider designing a structured set of courses with an opportunity to learn for all categories of officers: 1) basic; 2) advanced; 3) managerial. Further differentiation of advanced training could be considered in accordance with their job specialties, e.g.: 1) operational officers; 2) investigators; 3) officers, of mobile intervention teams; 4) forensic science officers/personnel.
11. There is a risk for sustainability of canine units' support.	Improper conditions for dog handling in some locations.	Project Management together with UNODC country programme offices to assess dog handling conditions in appropriate agencies and locations in terms of sustainability before sending dog handlers for training.

Findings: problems and issues identified	Supporting evidences	Recommendations
12. Effectiveness of training delivery for mixed groups of Central Asia, Afghani and Pakistani officers.	It is difficult for Afghanis' officers to keep pace with trainees from other countries trained at the fixed locations.	The Executive Steering Committee on the Project together with fixed location training providers to consider an opportunity to increase 2 weeks training to 3 weeks for Afghani officers without changing learning objectives, thematic scope and contents the courses.
13. Integrity of mixed teams of trainers.	The evaluator had an opportunity to be present at the mobile training session in Turkmenistan.	The training providers to envisage measures aimed at improvement of integrity of the trainers' contributions, when training is delivered by mixed teams of trainers from several countries.
14. Differences in terminology used by different countries sometimes are impediment for conducting communication between instructor and trainees, and even between trainees.	Interviews with operational officers in visited countries.	The Executive Steering Committee on the Project to coordinate and follow up the elaboration of the commonly agreed glossary with definitions and explanations of terms relevant to the counter narcotic field by the project's training providers.
15. Quantitative expression of impact.	There are no proper statistical data available for measurement of the project's impact on counter drug enforcement in the region.	<p>Project Management to elaborate and present to beneficiary agencies proposals on creation of the reliable system for baseline data collection, post-training monitoring of the project graduates and measurement of the project's impact.</p> <p>The Project Management together with training providers consider possibilities to introduce monitoring of the trainees at the onset and at the end of the training sessions. Baseline data should be collected to establish the present knowledge and understanding of the topics by the trainees.</p>

I. INTRODUCTION

Background and context

Project initiative

The idea for the project XAC/197 - Project on Counter-Narcotics Training of Central Asian, Afghan and Pakistani Law Enforcement Personnel - was developed in 2004. All available information indicated that illicit drug trafficking was increasing in Central Asian countries that had a negative impact upon the security of the entire region, as smugglers make use of transit routes in the surrounding states to reach end-users. Analysis of the illicit drug trafficking situation in the region proved that the measures undertaken by that time were not sufficient.

At 28 June 2004 meeting in Istanbul, the Foreign Ministers of the NATO-Russia Council (NRC) tasked the NRC in permanent session with organising a meeting to generate and develop possible concrete activities and ideas on how the NRC might contribute to the broader international effort to address threats posed by illegal trafficking in Afghan narcotics. Participants agreed that the Council had great potential to add value to those efforts. Joint training initiatives of NRC member states aimed at strengthening the counter narcotics capabilities of Afghan and transit route countries were considered as a suitable way of practical cooperation.

On 8 December 2005 the NRC Ministerial Meeting approved a proposal by the NRC Preparatory Committee for a pilot project on counter-narcotics training of Afghan and Central Asian personnel by experts from NATO member states and Russia. The UNODC was requested to act as implementing agency. The project idea has been fully vetted with the NRC Preparatory Committee and informally approved by that body on 20 February 2006.

Project design and development

Regional training needs were identified in early 2006 and curriculums were prepared in consultation with beneficiary countries and in coordination with countries and organisations involved in drug law enforcement.

The Pilot Project was implemented since 2006. Appropriate staff was hired and courses commenced in September that year. Following the decision by the NRC Heads of State and Government at the NRC Summit in April 2008, to make the project an on-going NRC initiative, subject to continued availability of funds, the project went to its post-pilot phase.

Initially the project benefited Afghanistan and five Central Asia countries (Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan) by improving the capacity-building of their counter-narcotics services. Following agreement by NRC Foreign Ministers in December 2009, Pakistan became the seventh beneficiary country of the project in September 2010.

The project provides 2 types of training:

- Mobile training – training at venues within beneficiary countries (called ‘mobile’ training). Training is led by an NRC nation and is provided by instructors from NRC countries and Finland, who travel to beneficiary countries to provide one/two week training courses on selected specialised drug enforcement topics;
- Fixed location training – training at fixed training facilities in NRC states.

Initially the fixed location training was provided at the facilities of All-Russian Advanced Training Institute of Ministry of Interior of Russia (Moscow, Domodedovo), since 2009 - in the Turkish International Academy against Drugs and Organized Crime (TADOC) in Ankara, Turkey.

As of November 2010, the North-Western Training Institute of Russian Federal Drug Control Service in Saint Petersburg has been offered to the project and is now used as a venue for fixed training courses. The first course was conducted for 16 Afghan law enforcement officers in November - December 2010.

The Academy of the United States Drug Enforcement Administration (DEA) in Quantico is also offered as a venue for fixed location training.

Instructors from the NRC donor nations and Finland also participate in training at fixed facilities.

The project is supported financially and through in-kind contributions by 19 NRC nations (Belgium, Bulgaria, Canada, Czech Republic, Germany, Greece, Hungary, Iceland, Italy, Luxembourg, Netherlands, Norway, Romania, the Russian Federation, Slovenia, Spain, Turkey, United Kingdom, United States) and Finland.

The scope of the Project has expanded to support national training institutions in Central Asia, Afghanistan and Pakistan, improving training processes, offering training tools, visual aids and arranging study exchanges. The respective project revision in November 2010 has introduced a new output: “Assistance to the law enforcement training institutions of Central Asia, Afghanistan and Pakistan”.

Purpose and scope of the evaluation

The UNODC undertook the external evaluation of the project in 2011, following the one already conducted in 2008. According to the request of the donors, external evaluations will be conducted regularly on a 2 year basis.

In the 2008 evaluation, the relevant recommendations included the need to further develop advanced training methodology and curricula tailored for specialised training needs, to further promote “train the trainers” and facilitate networking among the law enforcement officers. All recommendations were reflected in further project activities.

The present mid-term evaluation covers all project activities in Afghanistan, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan, Turkmenistan and Uzbekistan as well as the provision of training in Russia, Turkey and the USA at the fixed training sites mentioned above. The purpose is to identify the results achieved by the project from August 2006 (the actual start date) up to the

date of the evaluation, determine the gaps and produce advice on further implementation. Specific issues for the evaluation are defined in the Terms of Reference (see Annex I).

The Terms of Reference are agreed by the Executive Steering Committee on the Project. Following submission of the evaluation report, the Executive Steering Committee on the Project will decide whether and how to incorporate lessons learned into the project.

Evaluation methodology

The evaluation was conducted in accordance with planning and implementation arrangements outlined in the Terms of Reference that were considered as appropriate for this mission. The evaluation's design envisaged two stages: a desk review of all available project documents followed by a field mission to the respective beneficiary countries and training institutions in donor countries.

The evaluator carried out desk review of project related documents, including, project document and project revisions, project progress reports, reports to the Steering Committee of the NATO/Russian Council (see Annex IV). Moreover, the evaluator has studied relevant national, regional and international counter narcotics policy related documents, including the UNODC Strategic Programme Framework for Central Asia 2008 – 2011, the Paris Pact documents and Rainbow Strategy, in order to conduct the evaluation in a way consistent with these initiatives.

The evaluator paid more attention to evaluation of Output 1 ("The training needs are identified and curriculum prepared") and Output 3 ("The training is evaluated and lessons learned are identified and disseminated").

More precise clarification was needed about means that are used for receiving feedback from training participants and beneficiary agencies, post training follow-up activities, cooperation and interaction among stakeholders in the framework of designing the project priorities and specific training sessions.

Data sources for evaluated subjects, issues and questions are identified in Data Collection Plan (see Annex III, Table 1).

The main component of the proposed method of evaluation was semi structured interviews. Using semi structured interviews would allow for a greater discussion on the focus of the evaluation (especially assessing outcomes and impact of the project), as well as providing flexibility, preserving confidentiality (where needed) and an opportunity to give personal re-assurance and answer any questions that the interviewees might have.

Where the desk review of the materials still left gaps in knowledge to answer the ToR questions, additional questions were elaborated. Specific open-ended questions for each category of interviewees (Project Management, trainees, trainers/instructors, management of the training institutions providing fixed location training, representatives of anti-narcotics agencies and national training establishments in beneficiary countries) are listed in Annex III (Table 2). During the visits the original interview plans and standardised questionnaires were modified taking into account the specific and diverse conditions of each country.

Questionnaires for trainees (see Annex III, Table 3), as a supplementary tool, were presented to the trainees for feedback to fill in after interviews, just to recapitulate and debrief on the issues discussed. A questionnaire included closed-ended questions 1 to 8 that were designed to elicit a quantifiable feedback from trainees. The open-ended questions 9 and 10 were there to encourage a more discursive response.

The categories of stakeholders in beneficiary countries (Afghanistan, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan, Turkmenistan and Uzbekistan) that were expected to meet for interviews as key interlocutors were the following:

- UN ODC ROCA Managers and Programme Office staff in countries involved in the project management cycle. They also were responsible for the evaluator's meetings arrangement with country stakeholders;
- Officials from national law enforcement agencies involved in countering illicit drug trafficking (police, specialized drug control agencies, customs, national security). Officials in charge for human resources training were considered as preferable for the meetings. In addition, each agency was asked for interviews with a few participants of the training courses delivered, in case they were easily accessible in the capitals. Possibility to interview participants of "train the trainers" sessions and training conducted by mobile training teams was a priority in this respect;
- Representatives of national law enforcement training establishments, including officials from training departments specialized in countering drug trafficking;
- International community (persons leading technical assistance projects in the field of drug supply reduction and well acquainted with the drug situation in the country).

Meetings in All-Russian Advanced Training Institute of Ministry of Interior of Russia (Moscow, Domodedovo), North-Western Training Institute of Russian Federal Drug Control Service (Sankt-Petersburg) and Turkish International Academy against Drugs and Organized Crime (Ankara) were convened in accordance with the ToR requirements. Interviews with representatives from training departments specialized in countering drug trafficking and the trainers (instructors) involved in designing and conducting training sessions under this project were complimented with an opportunity to see relevant training facilities were considered as highly desirable.

Total 53 individuals were interviewed on the findings of this report (see Annex II) and 32 graduates of the project's courses participated in the meetings and filled in the questionnaire presented in the Annex III (see Table 3).

In addition to meetings arrangement, the UNODC ROCA and Country Programme Offices were expected to collect or ensure an easy access to the following available documentation that wasn't sent for the desk review:

- Lists of training courses participants with indication of the agency presented and the position within the agency;
- Curriculums and training programmes, schedules, lessons plans, etc.;

- Handouts and other materials, if any were distributed and are available;
- Any post-training evaluation forms, questionnaires for participants and other feedback materials from trainees and trainers (for training events hosted in the country).

This documentation was used in case of need for additional clarification or in-depth analyses to support of interviews' findings.

Possibility to attend and observe the training, delivered in Ashkhabad (Turkmenistan), interview trainees contributed positively to the evaluation results. It is more convenient and easier to evaluate the training during or at the end of the activity rather than by subsequent follow-up actions.

Good and efficient arrangements for meetings, organized by UNODC country programme offices, allowed meeting and interviewing most key officials of counter drug agencies and graduates from the project courses.

The National Project Officer accompanied the evaluator throughout the visits in Turkmenistan and donor countries. His comments and clarifications were very helpful in understanding of the project's particularities.

The data received from different sets of stakeholders were triangulated through:

- Comparability across respondents' responses to uniformly structured questions received from different beneficiary countries;
- Analysis of country related information on the same specific issues obtained from Project Management, respective national agencies, national law enforcement training establishments and international community;
- Juxtaposition of information received from training providers and training recipients.

The draft report was planned to share with all core learning partners.

Limitations to the evaluation included somewhat limited time for meetings in each beneficiary country, availability of proper interlocutors during the fixed days, as well as unavailability of the majority of instructors who participated in mobile training sessions. These limitations do not preclude the analysis of the evaluator's findings. The evaluator couldn't meet the Uzbek authorities during fixed days of his staying in Tashkent and instead allocated more time for interviewing relevant ROCA representatives. However, the lack of appropriate responses in Uzbekistan was offset by the feedback given to the evaluator during his interviews with respective representatives of the other beneficiary countries.

II. EVALUATION FINDINGS

Design

The project used the Logical Framework Approach to design the intervention logic.

The outcome of this exercise is the log frame matrix, which provides the basis for checking the feasibility of the project. The matrix presented in the last revision of the project document (November 2010) clearly defines the activities to be undertaken, the resources required, and the responsibilities of project management.

Designed hierarchical structure of activities, outputs, outcomes and objective in general is well-grounded and corresponds to the project concept, but performance indicators do not fully conform to SMART principles (to be Specific, Measurable, Available, Relevant and Time-bound). The evaluator's remarks in this respect are set in Table 2.

Table 2. Evaluation of performance indicators

Achievements, results	Indicators	Evaluator's remarks
Project Objective: Improve capacities of law enforcement officers in Afghanistan and Central Asian region through provision of targeted training in critical areas	1. Independent evaluation finds capacity in at least 3 skills areas is enhanced. 2. Training evaluation questionnaires score is an average level 4 in feedback.	The identified Project Objective corresponds to the project concept. But indicator 1 set for this objective cannot be unambiguously measured, because terms "skills area" hasn't strong definition and can be interpreted in different way. Indicator 2 has a good ground for verification. Project Management has elaborated appropriate questionnaires for trainees to fill in after accomplishment of training courses and appropriate scoring system. But this indicator reflects quality of training delivery and is attributable to project outcomes rather than the objective.
Outcome(s): Outcome 1:Central Asian and Afghan law enforcement personnel is properly trained in counter-narcotics activities	At least 300 officers from Afghanistan, Central Asia & Pakistan are trained in drug enforcement techniques.	In spite of different quantitative expression and wording, this indicator is, in principle, the same as indicator 2 (Output2). Moreover, the indicator is attributable to project outputs rather than the outcome.
Outputs:		

Achievements, results	Indicators	Evaluator's remarks
Output 1. Training needs are identified and curriculum prepared	Curriculum for mobile training is developed based on needs of the law enforcement agencies of beneficiary countries	
Output 2. Training courses are conducted	1. Number of training courses conducted. 2. Number of law enforcement officers trained	
Output 3. The training is evaluated and lessons learned are identified and disseminated.	Training evaluation questionnaires are prepared and completed for the respective training session	Project Management has elaborated appropriate questionnaires for trainees to fill in after accomplishment of training courses and appropriate scoring system for verification of achievements.
Output 4. Assistance to the law enforcement training institutions of the Central Asia, Afghanistan and Pakistan	1. Number of training courses conducted. 2. Number of law enforcement officers trained	Indicators do not fully reflect changes in training institutions capacities. Besides "train of trainers" courses, there are other activities envisaged under this output. For future, taking into account specificity of achievements, activities under this output can be attributable to separate outcome.

For the next revision of the Project Document the Logical Framework and performance indicators specifically can be redesign making them more usable for monitoring progress and evaluation of achievements against plans. Performance indicators should be relevant and meaningful to the objective/outcome/output they correspond to; furthermore, there should be more of a focus of indicators at an objective and outcome level versus output level.

Relevance

Participatory assessment of relevance

The project was initiated in 2004 to fill identified counter drug training needs within the Central Asia and Afghanistan. The initial concept of the project is still relevant. The project aims to deliver high-quality, professional law enforcement training to counter-narcotics officers from Afghanistan and five Central Asian countries, and Pakistan.

What makes the project unique is that it brings together the law enforcement agencies of the source countries, transit countries and target countries at the opiates trafficking routes.

General relevance of the project was well confirmed in the interviews with different stakeholders in time of the evaluator's field visits. Summarising their views, it could be stated that organised drug traffickers groups today deploy more complex and sophisticated methods in performing their illicit activities. Therefore, the need for well-trained counter drug officers is now greater than ever

before. Besides, strong international cooperation and networking is vital to achieve success in fight against drug trafficking.

While all counter drug agencies of beneficiary countries expressed positive views of this project, its value and relevance appears to be somewhat different in different countries, depending on the levels of their national capacities. Respondents from the Afghan Counter Narcotics Police expressed their satisfaction with Drug Enforcement Training delivered at fixed training locations and asked for the expansion of this type of training to cover more staff. Interviewees from CA countries requested more specialized training. Some of them emphasised a need for learning of modern tools for international law enforcement cooperation, importance of training based on workshops, peer to peer experience sharing.

After Pakistan's inclusion in the project at the NRC Summit in Lisbon, November 2010, Pakistani officers have participated in the fixed training sessions in Domodedovo and Saint Petersburg, and 2 mobile training sessions delivered by the TADOC instructors. During the evaluator's meetings with the officials from the Anti Narcotics Force, including those who have participated in the project training, they presented the following proposals on fixed location training:

- For achievement of broader objectives of regional cooperation on narcotics control, the training should continue. However, frequency of courses could be reduced;
- Course curriculum was mostly theory based; more emphasis should be on practical aspects;
- New technologies and modern techniques for detection of drugs, surveillance and investigation activities should be introduced in the courses being run in ways of keeping officers abreast with new developments;
- Visit of field counter narcotics units should be arranged for showing field activities and equipment in use;
- Anti Narcotics Force have developed a state of the art academy in Islamabad. Some courses of the project can be run at Islamabad¹.

Interlocutors considered the mobile training on Crime Intelligence Analysis delivered in Pakistan in June 2011 as not fully tailored to the Pakistanis' operational needs.

In this respect, the Project Management in conjunction with the UNODC Country Office in Pakistan should adjust and develop the involvement of Pakistani agencies into the project taking into account their national anti narcotics policy objectives and broader perspectives of regional and international cooperation.

Project adjustments

¹ In accordance with National Anti Narcotics Policy 2010, "Academy will be established as a regional centre of excellence for training Law Enforcement Agencies in drug law enforcement"

During its lifespan, the project has had to adapt to the changing geo-political and operational environment. There have been 4 project revisions since the commencement of the project until now aimed to develop the original project outputs and outcomes.

The first revision of the project that was conducted in October 2007 clearly evidenced about value and relevance of the project: the NATO-Russia Council expressed its satisfaction with the project which it considered as a model for NATO-Russia cooperation. Viewing the “pilot” phase as a success, the project was extended for a further 17 months. The NATO Secretary-General sent letters to the Governments of the project countries in June 2007 asking if they wished to participate in and extended project. The responses were positive. In addition, due to the need to ensure sustainability of the training, the additional train-the trainer component was introduced in the project.

The second project revision (January 2009) increases project budget to cover additional training needs for 2009 expressed by representatives of the beneficiary countries at High-Level Steering Committee Meetings in December 2008.

The third project revision extended the project at the request of the NATO-Russia Council to cover further training and related activities in 2010-2011.

The last revision (November 2010) expanded the project area by including Pakistan as a beneficiary country. The name of the project was amended accordingly – “NATO-Russia Council Project on Counter-Narcotics Training of Afghan, Central Asian and Pakistani Law Enforcement Personnel”. By this revision the new output “Assistance to the law enforcement training institutions of Central Asia, Afghanistan and Pakistan” was introduced.

All four project revisions do not change the conceptual approach and general implementation arrangements of the initially approved project XAC/I97. The Objective of the project hasn't changed and still is addressed to improve the capacities of law enforcement officers in Afghanistan, Central Asian region and now Pakistan through targeted training in critical areas.

Consistency with international and national programmes

Project has been validated by UNODC ROCA as being fully consistent with the UNODC Medium Term Strategy, in particular in the area of International cooperation in criminal justice matters and the area of Enhanced capacity for international cooperation against crime, organized crime, corruption, drug trafficking and terrorism. The project supports the initiatives deriving from UNODC Strategic Programme Framework for Central Asia 2008-2011, the Paris Pact documents and Rainbow Strategy.

The evaluator had an opportunity to get acquainted with national anti narcotics policy documents in Turkmenistan, Pakistan, Afghanistan and Tajikistan. Interviewed officials in beneficiary countries have indicated that the project in general complies with their national anti-drug strategies and requirements.

Efficiency

Project team composition

The project is implemented by the UNODC through the Regional Office for Central Asia (ROCA). The project staff consists of National Project Officer and Component Manager working full time and based in Tashkent (further referred to as: Project Management) and cost shared assistants of UNODC country programme offices.

National Project Officer works under the general supervision and policy guidance of the UNODC Regional Representative for Central Asia and direct supervision of the Regional Law Enforcement Advisor. He manages all project activities, including, organizing steering meetings, trainer recruitment, training courses, monitoring, control, review and revision of the budget of the project. The word "National" in his position title is consistent with division of personnel into nationals and internationals across the UNODC, but does not accurately reflects the role and international nature of his responsibilities, communication and networking with counterparts in the region, serving as liaison between the various agencies of beneficiary countries, training institutions/teams and NRC executive bodies. For counterpart agencies in the beneficiary countries it is even confusing.

National Project Officer is supported by Component Manager who manages the organization of fixed site training courses, administrative and logistics arrangement of training courses and other training events, liaises with administrative/financial units to ensure the necessary support.

Activities of both National Project Officer and Component Manager require frequent travel throughout the region and transportation of training aids for mobile trainings. This is associated with cumbersome border procedures, administrative difficulties on occasions in obtaining visas, permits. Fixed term contracts and, subsequently, use of a United Nations Laissez-Passer as a travel document would alleviate these difficulties, that endanger sometimes a smooth run of project activities.

The project activities in beneficiary countries are supported by cost shared assistants of UNODC country programme offices: in Afghanistan shared between 2 projects, in Kyrgyzstan shared among 8 regional projects, in Kazakhstan - among 8 regional and 1 national projects, in Tajikistan - among 8 regional projects. In Pakistan and Turkmenistan assistance is provided by the country offices on the gratis basis or beneficiary agencies are contacted directly. In Uzbekistan country related issues are managed by the Project Management.

An assistant is planned for Country Office in Pakistan, but at the current stage recruitment is impossible due to lack of the office space. National Project Officer considers the option of cost sharing the IT specialist recruitment to provide technical support and further upgrade of the Training participants data base.

A number of training courses increased in 2011 to 27 in comparisons to 15 in 2010 or 16 in 2009. Difficulties are felt for those countries where assistants are shared among many projects, when the NRC Project events crosses over with the activities of the other project(s) in this country, but, in accordance with the project and country managers opinion, in general the system works satisfactory. At least, it minimizes related project costs.

Coordination of project activities within the region is being facilitated as well by providing other UNODC country programme offices with a list of planned training events on a regular basis. During the training courses Project Management looks after the finance and administrative issues on-site.

Project coordination

The Executive Steering Committee on the Project supports Project Management on policy issues, adopts annual work plans and corresponding budget, major changes to project design when required; ensures continued support of stakeholders by keeping them engaged in decisions related to implementation of the project.

High-Level Steering Committee Meetings are organized on an annual basis for the project donors and stakeholders, in order to review and assess the effectiveness of the implemented activities. These tripartite review meetings (NRC/donors/beneficiaries/project staff) offer a good opportunity to involve authorities from beneficiary countries in the evaluation, review and assessment of the project's effectiveness. The meetings also strengthen beneficiary countries ownership and awareness.

In addition, expert group meetings with the representatives of the donor countries are conducted to coordinate and adjust training schedules, work plans, budgeting and funding issues, develop the best practices.

High-Level Steering Committee Meetings were held mainly at the end of the year, e.g., in December 2010 and December 2008. At that time usually the scope of training activities for the upcoming year is already designed and scheduled, evaluations of training activities do not produce a substantial added value in terms of prompt responses to training needs assessment and fundraising. Taking into account this, the High-Level Steering Committee Meetings and donors meetings should be scheduled earlier and synchronised optimally with the project planning and fundraising cycle.

Use of resources

To date the project budget is USD \$ 3,508,600 (three million, five hundred and eight thousand, six hundred US dollars). 1886 officers have been trained since August 2006.

Analysis of proportional distribution of project funds in 2010 shows that 10 % of the project budget was spent on project staff salaries, 71 % was invested in funding training, 6% was spent on travel in project, 2 % on equipment and miscellaneous, 11 % was UNODC project support costs. The similar breakdown of budget is characteristic for other years.

As it is stated above (see subsection "Project team composition"), a number of project staff is critical and cannot be reduced, taking into account growing project's output (223 officers were trained in 2007, in 2008 – 348, in 2009 – 314, in 2010 – 313 and 554 in 2011).

Daily subsistence allowance (DSA) paid for trainees at mobile trainings are relatively high, but the same DSA rates are applicable for all UN activities in respective localities and cannot be reduced in a way discriminative to this particular project. Pocket money for trainees sent to fixed training locations is fixed at level USD \$ 50 a day.

In-kind contributions of donors countries are specified as follows: Russian Federation (USD \$ 1,421,802), United States (USD \$ 100,000), Turkey (USD \$ 600,000), Finland (USD \$ 20,000), Italy (USD \$ 20,000), Germany (USD \$ 20,000), Romania (USD \$ 7,000).

Efficiency of inputs covered by donors' in-kind contributions (trainees' travels expenses, meals, lodging and other services at fixed training locations, expenses of instructors' secondment for mobile training etc.) as a matter of donors' internal consideration is to some extent beyond this evaluation. However it is necessary to mention, that the evaluator has visited training facilities in Russia and Turkey. He found that there are excellent living conditions created in all three locations: hotel-type dormitories, restaurant-style canteens, gyms and other services. Meals, accommodation and recreation are organized in a way respectful to social, cultural and religious traditions of trainees.

Trainees have possibilities to visit historical and cultural places in host cities.

In addition to what was mentioned above, the evaluator didn't receive any complaints or remarks from interviewed training participants in beneficiary countries regarding living conditions in donors training institutions. All this should be considered as a precondition for effective training in the fixed locations.

In-kind contributions of beneficiaries countries, also allows offsetting part of the project's financial expenditures. National agencies of the beneficiary countries have helped defray the costs of renting training venues for mobile training session. Since 2008 the project has relied on commitments of beneficiary countries, all mobile training courses have been held in national facilities resulting in savings to the overall expenditure of the project. It is also raising local ownership of the project.

Therefore, in terms of efficiency and cost effectiveness, taking into account the agreed conceptual approach and strategy, this project cannot be implemented with fewer resources without reducing the quality and scope of training sessions. In this respect, the project can be regarded as optimally efficient.

The evaluator found no evidence of wasteful or inappropriate use of funds.

Nomination of the trainees

The issue with timely nomination of the trainees is still in place regardless of continuous efforts of the project staff to improve the situation.

The nominating agencies and relevant ministries of beneficiary countries have sometimes responded to UNODC's calls with considerable delays. As a result, submitting the list of the selected trainees, and the required passport and other data in time to allow for adequate vetting by the NRC member states has been problematic.

Participating NRC donor countries and the UNODC agree to provide names and other identifying information on trainees in advance prior to each training session to ensure that necessary background vetting may be completed in time. The beneficiaries are informed by the project staff that in a failure of deadlines' observances, no nominations would be accepted.

The main reasons are internal bureaucratic procedures of the beneficiary countries, which require the coordination with and approval by a number of hierarchical instances to provide a list of the participants. The project staff is constantly following up the nomination process. They have good working relations with direct beneficiary agencies and can to some extent reject delays with

nomination at the agencies level, but their ability to speed up procedures at higher ministerial and governmental levels are limited.

Failure of nominations for other reasons was also mentioned by the project staff:

- Terrorist attack at the Domodedovo airport in the beginning of 2011 caused some countries to hold the travel of trainees to the training in Moscow;
- In one case, related to flight connections with Afghanistan, the carrier stopped the flights a few days before the departure. As the fixed site training institutions are located at the quite popular destinations (Moscow, Ankara via Istanbul), there were some difficulties with flights rearrangement.
- Due to the internal disputes on participation in the courses between the two departments in Tajik Ministry of Interior, officers from this agency missed couple of courses in Domodedovo.

Failure in nominations means that incomplete groups of trainees are set, and subsequently, losses in training cost effectiveness. This is balanced by increasing the number of participants for the next course.

Most of top level interlocutors from beneficiary agencies, interviewed by the evaluator about possibilities to streamline nomination procedures, pointed out that only the early notifications of training plans and requests for nomination to the beneficiary countries can be advised.

Securing adequate funding

Securing adequate funding for the project has required great effort, due to the necessity to raise funds on an annual basis, in line with existing NRC funding procedures.

Due to fundraising problems the Project management, not having in stock sufficient funds to cover the activities planned, very often together with partners need to consider which of the planned training events should be rescheduled to the later dates.

Due to these reasons, 5-6 project budget revisions are conducted by UNODC Regional Office annually, as for the other UNODC projects – no more than one or two per year. The project work plan becomes really “living” document with permanent changes.

In line with existing NRC funding procedures, the project funds are transferred from donors to the UNODC accounts in portions, USD \$ 200,000 each. This also sometimes hampers project activities, because a new fund portion is transferred only after the previous one is fully spent.

All these funding problems, in turn, revoke time pressure for administrative and logistical arrangements the project staff has to cope with. This in conjunction with procedural complexities, bureaucracy in the beneficiary countries was sometimes resulting in failure of trainees and NRC instructor teams' nomination reasonably ahead of the scheduled training course, improper selection of candidates for training, loss of benefits from flight tickets booking at the earlier convenience, late payments of DSA for training participants etc.

Therefore, there is still a need to ensure that resources for the project are more efficiently identified and disbursed in a timely manner by NRC countries. It would be optimal in terms of smooth running of training activities that instalment plans for financing project activities for the following year are submitted by October.

This project is slightly different from other implemented by ROCA standard projects with temporary rather than permanent nature, clearly defined budgeting and time constraints for implementation. The project is ongoing NRC initiative with the long-term objective.

However, project planning is mostly directed to next year matching of available funding with training requests from beneficiaries and training proposals from providers. Improvements or reorientation of the project deliverables require lasting and concerted efforts from a wide range of stakeholders. Therefore, more clear vision of future perspectives and approaches beyond upcoming year's struggles year would be useful for all stakeholders.

Partnerships and cooperation

During his visits in the beneficiary countries, the evaluator met representatives from UNODC country programme offices, as well as other members of international community working in the countries. Besides UNODC, there are many international organizations operating continuously or fragmentarily in the area of counter drug trafficking training delivery, e.g. the Organization for Security and Co-operation in Europe (OSCE), the United Nations Development Programme (UNDP), the Collective Security Treaty Organization, as well as donor countries on the bilateral and multilateral basis (particularly in Afghanistan, Tajikistan and Kyrgyzstan).

To avoid overlapping, duplication and fragmentation of efforts and initiatives, appropriate coordination mechanisms are established among international donors in the beneficiary countries, e.g., regular meetings and round tables.

UNODC ROCA should encourage their country programme offices to take leading role in regular exchange of information among international counter drug training providers. This exchange can be conducted in the frame of broader law enforcement training context, but, in any case, UNODC country programme offices should get a clear picture and be fully aware about counter drug training conducted, ongoing, upcoming and planned by international partners. For example, in Tajikistan the subgroup on law enforcement training, coordinated by the OSCE office, meets on a monthly basis. A training matrix (register) systematically updated by all international partners is a working tool in this respect and can be considered as a good practise. Information sharing among partners allows the opportunity to identify gaps as well as potential synergies in terms of building capacity.

The updated plan of Project's activities is shared with the relevant UNODC country offices on the quarterly basis. In turn, UNODC country offices should provide in a comprehensively and timely manner the Project Management with information on counter-narcotics training delivered in the country by other donors, as well as inform international community about the Project's contributions. This is a precondition for the project development in a complementary manner to the existing national, regional and international counter-narcotics training initiatives of the UNODC and other donors. Strengthening of interaction between the Project Management and UNODC country programme offices in terms of adjustment of the project's training initiatives to

country needs becomes especially important moving the Project towards designing more specialised and country-specific assistance.

Effectiveness

Outcomes and outputs

The project was set out to deliver initially three outputs (after the last Project Document revision – four) necessary to attain the planned outcome and achieve the project's objective to improve capacities of law enforcement officers in Afghanistan, Central Asian and Pakistan through provision of targeted training in critical areas (see Table 1, section “Design”).

Interviewed senior counter-narcotics officials from the beneficiary countries all expressed opinion that the project was adding substantial value to national and regional counter-narcotics capacity building.

In addition, a particularly important outcome of the training courses conducted at fixed locations is the establishment of personal inter-country and intra-regional contacts and network among counter-narcotics officers from different agencies developed from the formal professional and informal association of officers during the training. This positive trend was emphasized by the most of interviewed training participants as a precondition for further fruitful cooperation reinforcing the intelligence and operational efficiency in the region and beyond. Annual High-Level Steering Meetings also foster the similar contacts among senior officials from different countries. Mobile training creates network between national agencies that is considered by many participants as well as an opportunity for improving interagency cooperation.

Promotion and introduction of uniformed regional and international counter-narcotics methods and approaches could be also considered as an important outcome.

Output 1: Training needs are identified and curriculum prepared

Output 1 has been delivered by the project staff in conjunction with training providers and beneficiary agencies. High Level Steering Meetings and expert group meetings with the representatives of the donor countries are very important in terms of training needs assessment, adjustment of training schedules and work plans. For example, the training courses on undercover operations for Tajik Drug Control Agency, on organized crime investigations for Kyrgyz agencies and on crime intelligence analyses training for Uzbek officers were requested by the beneficiary countries and introduced to the project work plan during the High Level Steering Meeting in December, 2010.

Over the evaluated period the National Project Officer has taken a proactive approach during his site visits for mobile training and has held meetings with the beneficiary agencies at which training needs and possible topics to be included into the curriculum were discussed. These requests were provided to donors for further consideration and inclusion to the project work plan. During the organizational stage of the training course the project staff provides advises to adjust the curriculum of the course to the local environment and level of trainees, if required.

Output 2: Training courses are conducted

Despite the mentioned delays and postponements, other administrative and financial challenges (see section „Efficiency“) the project staff managed to deliver planned training courses under output 2. Since September 2006 up to now, 52 fixed training sessions and 35 mobile training sessions were conducted. 1866 officers from Central Asia, Afghanistan and Pakistan have benefited from the project training, 727 of them were trained at All-Russian Advanced Training Institute of Ministry of Interior of Russia (Domodedovo), 68 – at Turkish International Academy against Drugs and Organized Crime (TADOC), 101 – North-Western Training Institute of Russian Federal Drug Control Service (Saint Petersburg), 928 – by mobile training teams.

Training costs per trainee at fixed and mobile locations are almost the same, taking into account financial and in-kind contributions. It is clear that the combination of both complementing one another fixed and mobile training methodologies is an effective way of assistance:

- All visited training institutions are highly professional organisations with excellent facilities and dedicated staff who are well motivated. Fixed locations provide a possibility to use well developed training infrastructure facilities, sophisticated training aids and a wider pool of instructors. This is specifically indispensable for courses comprising variety of complex subjects and topics;
- Mobile training make use of the bigger flexibility, composition of the instructors team, possibility to tailor the courses to the host state's needs and requests.

Regional mobile training sessions in beneficiary countries are more expensive than those dedicated to single country needs. Such training sessions are reasonable for specialised topics relevant to separate groups of professionals in beneficiary countries, as well as in frames of peer to peer cooperation, round-table discussions and experience exchange, sharing information on latest developments.

Findings on the quality of fixed location and mobile training are presented in the subsections below.

Output 3: The training is evaluated and lessons learned are identified and disseminated

A standard training evaluation questionnaire for all training sessions has been elaborated by Project Management. The questionnaire is presented to trainees to complete at the ends of the respective training courses.

7 questions, aimed to clarify trainees' opinion on relevancy, usefulness and other quality aspects of training session, are included into the questionnaire. A trainee is asked to rate his answer upon a seven-point rating scale that has two bi-polar meanings at each end, e.g., the length of the course was (1 – too short / 7 – too long). An average score of the training course can be calculated. Additional open-ended questions allow providing complimentary remarks. It is noted, that trainers and training providers also provide similar questionnaires, trainees have to complete a few questionnaires with different scaling. It could be advisable to develop a uniform questionnaire as a common evaluation tool acceptable for all stakeholders.

Instructors also prepare reports on the training delivered, but these are usually internal documents submitted to supervisors. Project Management do not receive any written feedback from

instructors. Instructors could provide valuable information on quality of administrative and logistic support, appropriateness of participants' profiles, relevance of training materials, issues the participants are specifically interested in, proposals on fine-tuning curricula, etc.

A structured report template for instructors to be submitted after accomplishment of training can be developed. Reports could be shared with Project Management and disseminated to other stakeholders.

Output 4: Assistance to the law enforcement training institutions of the Central Asia, Afghanistan and Pakistan

In spite of an impressive number of counter drug officers, who have received training in 2006-2011, it should be noted that the project has covered only a part of operational officers in beneficiary agencies, in some visited agencies up to 20 percent taking into account turnover of officers.

Anyway, the project can complement to, but do not substitute national training capacities. This was recognised by donors and beneficiaries. And the last revision of the project at the end of 2010 introduced a new output aimed at delivery of assistance to the law enforcement training institutions in beneficiary countries. The output envisages train the trainer sessions, study tours to the training institutions of the NRC countries, mentoring in the training institutions of the beneficiary countries, provision of training tools and equipment. The project has put a mentor to the Anti Narcotics Force Academy in Pakistan to provide support in strengthening the capacities of the Academy. The rest of activities, except train the trainer courses, are in the pipeline.

Train the trainer courses have commenced as a component under output 2 of the project, equipping participants with the ability to design and deliver relevant lessons to their subordinates. These courses for Afghan instructors were directed to facilitate local training because of a long-term commitment to raise Afghan officers' capabilities to international standards. Train the trainer courses were organized as well for Central Asia countries: 3 sessions in Kyrgyzstan (July 2008) and 3 sessions in Uzbekistan (March 2009) by TADOC, Instructor Development Course in Kazakhstan by the US Drug Enforcement Administration (May 2011).

139 Afghan officers were trained over the period of 2009 to 2011 in Domodedovo. The curriculum includes 6 hours for tests, 20 hours of pedagogical subjects on methodologies and practice of conducting training and 64 hours for general counter drug topics. This type of training enables officers to deliver on-job training for subordinates and colleagues in order to fill in gaps or refresh the basic knowledge, skills and attitudes, but is not enough for professional instructors in training establishments. The evaluator met 7 instructors from the Counter Narcotics Training Academy in Kabul, who had passed the courses. They pointed out that, in addition to these courses, they need a deeper training on tutorial methodologies and individual specialization in the subjects they train students.

Therefore, it should reconsider what kind of curriculum for train the trainer courses should be developed for trainers from training institutions and training departments, especially ratio between tutorial and counter drug operational subjects. Undoubtedly, in order to enable instructors to design and deliver effective, efficient and engaging learning sessions the training on modern learning methodologies is needed, including the principles of student centred learning.

Regarding counter drug subjects, specialisation in the relevant area is more important, as opposed to general counter drug training. Therefore, participation of instructors from training institution along with operational officers in specialised training courses on various topics would enhance instructors' expertise and national training capacity.

Needs assessment should be done in beneficiary countries for proper selection of training institutions for assistance and designing of mentoring and other targeted activities. In many beneficiary countries each law enforcement agency has own training establishment and, subsequently, several institution are involved in counter drug training in the country. Therefore, in order to avoid dispersion of the project funds, the UNODC ROCA and country programme offices must encourage concentration of specialised counter drug training in one of training institution using interagency cooperation tools. Some of beneficiary countries are moving towards this direction, e.g., such specialized training centre is established under the Ministry of Interior in Almaty, Kazakhstan. The Tajik Drug Control Agency plans to expand the interagency dog training centre into interagency training institution for counter drug officers.

Adaptability to practical needs

The general opinion, expressed about fixed location training courses by participants from all countries and all agencies, is that training is too theoretical. And this is something that the training providers and Project Management should consider in the future planning and designing of training courses.

On the one hand, these statements are not fully compatible with the evaluator's findings in donors' training institutions. For example, variety of perfect facilities can be used in Domodedovo for practical exercises: the training ground, an analogue of an illegal chemical laboratory and living quarters, canine centre, shooting ground, transport security training centre equipped with a system simulating the whole technological process of an operating airdrome, installed aircraft, helicopter, subway train and bus for practical exercises. Visits are made to actual operational sites, located in proximity to training institutes, such as the airport, courts, analytical information centre. Moreover, as an example, the curriculum of "Train the trainer" courses envisages 24 hours for lessons of total 90 hours, the rest are seminars (workshops) and different type of practical exercises.

But on the other hand, as it follows from interviews in beneficiary countries, the matter is more about applicability of learned knowledge, skills and attitudes in participants' operational environment in their countries rather than prevalence of practical exercises in training courses. Presented approaches, methods and analyses, that are not feasible or do not correspond to participants working realities, are perceived as being artificial or "too theoretical".

The evaluator presents below the factors that are behind these statements.

First of all, the training curricula include a wide range of subject and topics within the limited two weeks period, e.g., from first aid until analysis of drug situation in the world. E.g., the classroom training addresses the following topics: 1) structure and functions of Russian Federal Narcotics Control Service; 2) international system of Narcotics Control; 3) narcotics situation in Russia and in the world; 4) methods of unlawful narcotics drugs and psychotropic substances production and illegal labs; 5) Russian laws related to possession and transportation of narcotics and punishments for their violation; 6) investigative activity and its various aspects according to

Russian legislation system; 7) study of operational situation and operational investigative forecasting; 8) identification of individuals using physical appearance features; 9) finger prints; 10) operational and criminalistic record keeping; 11) cataloguing and its use in enforcement activities; 12) psychological methods and approaches to gain operational information; 12) personality profiling for operational purposes; 13) test purchasing; 14) physical and psychological impact of drugs on personality; 15) implementation of operational investigation results in criminal proceeding. The classroom training is complemented with practical exercises: 1) room search; 2) individual search, 3) dog handling and training; 4) weapons handlings and rules of firing; 5) shooting practice at simulator.

Accordingly, due to time constraints for some broad topics, the instructor is able only to present major theoretical provisions without deeper explanations and going to their application in practical field. Learning becomes trainer centred rather than interactive and student oriented.

Secondly, as noted by several interviewed graduates, sometimes trainers from donor countries are not fully aware about feasibility and particularities of implementation of operational practises in beneficiary countries, and subsequently, which aspects of the presented issues should be emphasised and how to support them with proper examples of operational cases. 5 of 32 surveyed training participants (see Annex III, Table3, question 7) pointed out that instructors' awareness of drug situation in the beneficiary countries is good. The rest of respondents chose the option "Mediocre". Some of participants proposed as a training improvement measure to use more practitioners instead of instructors from training establishments.

For these reasons the scope of subjects could be narrowed, skipping some topics and issues, that: 1) are less relevant for the specific audience; 2) are basic to all law enforcement officers and are more attributable to initial training in home countries. Priority should be given to core practices that have universal application regardless of any differences in countries legislation and procedures.

Measures aimed at rising instructors' awareness of situation and relevant counter drug practises in beneficiary countries should be envisaged, such as:

- Sets of laws and other relevant legal normative acts, materials about drug supply and demand should be compiled for easy access by instructors with possibility to share with other training providers;
- Possibility for instructors to create more interactive communication between instructor and trainees, exploring and adjusting the contents of lessons to the trainees' operational context;
- Possibility for trainers before commencing mobile training to be briefed on local counter drug context by an advisor or other experienced representative from UNODC country programme office;
- Inclusion of proficient counter drug officer from beneficiary country into mobile training instructors' team for some training sessions.

Adjustment to participants' experience

Despite the fact that in requests for nominations Project Management defined 3-5 years experience in counter drug trafficking as a requirement for nominees, the participants groups usually consist of officers with different experience. For example, the evaluator surveyed 32 training participants from different countries and agencies. 14 of them had 1-5 years of counter drug trafficking experience, 8 respondents – 5-10 years, 10 respondents – more than 10 years. Moreover, some officers enter counter drug service having been graduated from law enforcement academy (e.g., police academy or academy of the ministry of interior, national security academy), other are recruited without law enforcement background. The recruitment without proper background is specifically typical for newly created specialised counter drug agencies. As one of the interviewed officials explained, other agencies sometimes are reluctant to release officers trained in own academies. Therefore, people are recruited “from street”. The project’s course for such category of officers is the only professional training they have passed.

Participants with more than 10 years experience were more critical, they regarded the courses as being basic and found it useful as a refresher of the known matters.

Many managers from visited agencies provided very simple explanation for sending officers with different experience: there should be an opportunity to learn for all categories of officers.

It was noted by many interlocutors that emphasis should be put on specialized training, rather than on broader, more basic training, suitable for entry-level officers.

Therefore, there is a clear need for a structured set of courses leading to an all-round level of competence. The ultimate aim of fixed locations training would be to progress to a 3 stage programme of counter drug courses: 1) basic - for officers up to 5 years of operational experience, or junior officers; 2) advanced – for officers with more than 5 years of operational experience, or middle level officers; 3) managerial – for counter drug units commanders to keep them abreast of latest developments in the counter drug trafficking. All three types of courses could cover similar or even the same subjects and topics but with variable emphasis and thoroughness oriented to the experience and needs of the particular category of officers attending. Such differentiation would lead to creation of a standard multistage professional qualification that should be obtained by all counter narcotics officers.

Further differentiation of advanced training could be considered as well as a possible future development. Despite the fact that in each beneficiary country there are several agencies (or departments within different agencies) with counter drug trafficking responsibilities, the following main categories of officers can be distinguished in accordance with their job specialties: 1) operational officers with responsibilities for surveillance practises, gathering and handling available intelligence information, crime intelligence analysis; 2) investigators, who are in charge of gathering evidence, including responsibilities for interviewing and taking statements of victims, witnesses and suspects in criminal investigations; 3) officers, of mobile intervention teams, carrying out tactical operations, including patrolling at targeted routes and location, blockade of premises, stop and search high risk vehicles and persons. Several officers interviewed spoke about the desirability of offering training to forensic science officers/personnel to improve their capacities in gathering evidence effectively from scenes of crime.

Canine units support

There is strong interest throughout the region in having an adequate number of trained sniff dogs for drug detection as an indispensable operational aid. Many requests have been directed to international community to support development of canine units.

The project has received a formal request from Uzbek authorities to support national canine units for counter-narcotics purposes. There are some plans in the pipeline to train dogs together with dog handlers for counter drug agencies of beneficiary countries within the capabilities of the project. The donors will provide juvenile dogs of a proper breed for selected dog handlers. Dogs together with dog handlers will be trained in donor's dog training centre. After training the dog handlers together with their trained dogs will return back to their national agencies to continue counter drug service.

This initiative will be welcomed by beneficiary agencies, but associated risks should be scrutinized. First of all, proper selection of dog handlers, and not only in terms of their personal professional suitability and willingness to work as a dog handler, but as well taking into account location and agency's capability to ensure proper conditions for dog handling. National service dog handling system should be in place that includes dog handler motivation, proper dog keeping conditions, nutrition, grooming, vet care, regular refresh training etc. Otherwise, trained dogs can easily become professionally unusable. Not in all the countries of the region and not in all counter drug agencies the proper dog handling system is developed.

It should be taken into account as well that trained dogs will be disseminated to many locations and monitoring of their further use by the project will be difficult.

Demand reduction

There were proposals from representatives of specialised drug control agencies in Central Asia to include drug demand reduction related training into project activities. The specialised drug control agencies in Central Asia as well as the Russian Federal Drug Control Service are dealing both with drug supply and drug demand reduction dimensions. It is true as well that drug trafficking cannot be defeated without drug demand reduction. But drug demand reduction related training should involve in an integrated way not only abovementioned agencies, but variety of other stakeholders, e.g. health institutions, prisons, as well. Such expansion would overburden the project and cannot be considered as feasible.

Afghanis'needs

The Afghan interlocutors trained at the fixed locations in Russia stated that due to cultural, environmental and educational differences, language barriers they couldn't keep pace with trainees from other countries. They proposed to increase 2 weeks training to 3 weeks without changing learning objectives, thematic scope and contents the courses. This would lead to formation of separate groups for Afghans eliminating networking opportunities. But several representatives expressed the opinion that, anyway, there are limitations for informal networking with Russian speaking colleagues and, until the majority of Afghan officers became more proficient, this aspect of the course is less important than the benefit from more comprehensive learning tailored to the Afghan audience, especially who hasn't appropriate law enforcement background.

Some of representatives from other countries also mentioned that there was sometimes a need for explanations of materials by instructors for Afghan officers in a more comprehensible way. That was not regarded by other trainees as the best use of their time.

The proposal expressed by many interlocutors to redesign current mixed groups of officers from Afghanistan, Central Asia and Pakistan into two types of group (Central Asia& Afghanistan and Central Asia& Pakistan) also deserves attention. The matter is mainly not only about having 2 simultaneous interpreters, but about different understanding, perception and interests of so diversified audience.

Instructors' coordination

It is considered particularly beneficial to offer trainees the combined expertise of several countries at a time, and to offer the possibility for a comparative study of various counter-narcotic methodologies and approaches. Mixed teams of trainers thus remain a core element in planning training courses.

The evaluator had an opportunity to be present at the mobile training session in Turkmenistan, delivered jointly by trainers from Russia and Turkey. The training was highly appreciated by the trainees. But it was visible, that integrity of the trainers' contributions could be improved.

For that reason it is important that donors identify their trainers early reasonably ahead of the course itself, so that instructors could have enough time to liaise directly with one another and ensure proper coordination of the joint course.

It is recommendable as well for instructors to meet prior to the training session to conduct final integration of the training content.

Common glossary

Differences in terminology, deriving from different legal systems (civil law, common law), systems of intelligence gathering and professional operations, national and regional traditions and standards etc., were mentioned by interviewees as an impediment for conducting communication between instructor and trainees, and also between trainees. These differences create an additional burden for interpreters, lead to misunderstandings, misinterpretations, distortion of information, and, subsequently, protraction of lessons.

In order to alleviate the impact of this problem, the initiative to elaborate a commonly agreed glossary with definitions and explanations of terms relevant to the counter narcotic field was presented at the NRC countries narcotics & transnational crimes law enforcement in-service training centres workshop in May 2011. The Executive Steering Committee on the Project in conjunction with UNODC ROCA should support and facilitate the implementation of this initiative.

The glossary should be created at least as bilingual (Russian-English), containing a list of terms in one language which are defined in a second language or glossed by synonyms (or at least near-synonyms) in another language. Later the glossary could be expanded to multilingual scope relevant to the project geographical coverage. The glossary would be useful for interpreters, trainers, trainees and the Project developers. The benefits of the glossary could be exploited and

far beyond the Project in terms of aligning terminology and promotion of uniform operational standards.

Visibility

Among important Project's achievements have been the high visibility and positive public awareness efforts undertaken by NRC member states, Finland, and the UNODC in disseminating information about the project's mission and training objectives, including by making use of websites.

Thanks to these efforts the project's value added has become widely recognised in the beneficiary states, among NRC nations, as well as in the wider international community.

This, in turn has attracted additional donors, and has also stimulated efficient implementation of the Project in support of the broader international counter-narcotics efforts in and around Afghanistan. Such positive public awareness efforts should continue through the further implementation of the Project.

Interviews with training participants shows that despite ceremonial opening and closing of courses, distribution of promotional visibility items, a lot of them do not remember the role of the NRC in the project, presuming training providers as being donors. The standard Power Point presentation, delivered at the beginning of each fixed or mobile course and included together with training materials into handouts and CDs for trainees, would be enough to raise participants' awareness of the project context and nature, roles of the NRC and the UNODC.

Impact

According to the reports of the beneficiary countries, many law enforcement officers trained through the project have successfully aided in the interception of drug trafficking routes and have been directly involved in the largest drug seizures in the Region. A number of trained officers have been shifted to executive positions and some of them have received high ranking governmental awards. This information is valuable but to some extent fragmentary. No statistics covering all the region and evaluated period are available.

The evaluator got acquainted with contribution of other international donors in visited. And it could be pointed out, that the project is the most substantial international contributor to the counter drug training in the region in terms of the scope, numbers of training sessions and trained officers, geographical coverage.

The evaluator has met leading officials from 16 counter drug agencies (or counter drug departments within law enforcement agencies) in 7 beneficiary countries. All of them expressed satisfaction with the project deliverables. This overall satisfaction can be taken as an indication of positive impact.

There are many national reports and information from the Central Asian Regional and Information Coordination Centre (CARICC) that are witnessing about increased operational capacities of the countries in the region in combating drug trafficking, including joint operations, networking and information sharing amongst the countries, resulted in dismantling the drug trafficking channels, seizures of drugs and arrests of the drug dealers. Undoubtedly, the project

has contributed to these positive trends within the region in spite of absence of appropriate quantitative indicators for verification of impact.

Moreover, it is not easy to find reliable quantitative measurements because the abovementioned achievements are not directly attributable to the training. Besides enhanced professionalism throughout the region, motivation of officers, proper technical support of their actions and other factors stipulate these achievements. Seizures and other successful operations are mostly intelligence led and are collective achievements rather than merits of single officers. On the other hand, the Project Management cannot create the reliable measurement system evaluating impact of the project without active involvement of beneficiary agencies.

Database of training participants

Given that a big number of officers have undergone the project training, it is also important to monitor their professional development and integration in their respective agencies following the training. In order to conduct post-training monitoring of the project graduates, a database of training participants has been created by the Project Management. The database includes participants data (name, surname, citizenship, agency or department, rank), information about courses they have attended (course title, start and end date, training venue) and their involvement in drug and precursors seizures after their return to operational duties.

The database will help to analyze the project ability and impact on the professional qualifications of counter-narcotics officers from beneficiary countries.

At the current stage the database is used at least for the following purposes:

- Generate variety of reports requested by the donors, beneficiaries, ROCA office;
- Prevent from participation in the same type of courses once again. Unfortunately such cases are possible due to financial incentive and willingness to visit a foreign country. For example, the evaluator has met the officer, who participated twice in Domodedovo sessions, first as an officer from the Drug Control Agency and for the second time as a customs officer.

National Project Officer has ideas on the further upgrade of the database, subject to additional funding (so far it has been developed by ROCA IT Manager on the gratis basis). The further upgrade would allow measure the progress made by the graduates (shifts in the service, participation in the seizures and etc). Effective collection of information for post-training monitoring of the project graduates can be done only with appropriate commitments from beneficiary countries to provide information. National Project Officer said he sent the requests to beneficiary countries to provide information on post-training success of graduates, but the letters were mainly left unanswered.

Therefore, it should be agreed with partners the scope and ways of data submission that are feasible and acceptable for beneficiaries and make administrative burden of collecting data commensurate to the added value that brings obtaining such data for evaluation of the project's impact.

Sustainability

Sustainability of the project mostly relies on countries commitments to ensure that those who receive the training remain in the counter drug field for a reasonable time, e.g. at least 3-5 years. Interviewed representatives from beneficiary agencies stated that, in general, this requirement is observed, excluding the staff turnover that is unavoidable in present conditions.

Handouts and CDs with training materials are distributed among participants. Participants can use them later for refreshing their and share with other officers. Training materials can be reproduced and disseminated to all operational officers. Thus, the personal is able to update their knowledge and improve themselves in their areas of responsibility.

There are no in-built measures in the project on cascading down knowledge and skills by training participants (except train the trainer courses, equipping participants with the ability to design and deliver relevant lessons to their subordinates and colleagues). However, unit commanders can use participants as trainers on specific issues for internal training sessions at working locations. 1-2 working days per month are envisaged for internal training at working locations in the majority of the agencies.

Incorporation of activities into the project aimed at assistance to the training institutions in the beneficiary countries creates a long term benefit within region and reduces dependency on international training providers.

Due to limited sustainability, further continuation of the project is desirable. Most of the interviewed representatives from beneficiary agencies referred to the need for continued assistance in counter drug training.

III. CONCLUSIONS

The project was initiated in 2004 to fill identified counter drug training needs within the Central Asia and Afghanistan. The initial concept of the project is still relevant. All counter drug agencies of beneficiary countries expressed positive views of this project.

During its life the project has had to be adapted to the changing geo-political and operational environment. There have been 4 project revisions since the commencement of the project until now aimed to develop the original project outputs and outcomes. The project is continuously consistent with national anti-drug strategies and requirements of the beneficiary countries, UNODC mandate and overarching strategies and policies.

In general, project activities are well on track and training has been conducted effectively and efficiently. The project has met the goals and expectations of the NRC, both in terms of the project's political and practical purposes.

Moreover, training has intensified and become more specialised, responding to concrete requests by beneficiary countries. Counter drug agencies involved in countering illicit drug trafficking have increasingly appreciated the project's added value and professional opportunities offered.

The following conclusions, deriving from the evaluation findings and aimed at improvement of the project performance, are worth to consider:

- Project planning is mostly directed to next year matching of available funding with training requests from beneficiaries and training proposals from providers. More clear vision of future perspectives and approaches beyond upcoming year's struggles year would be useful for all stakeholders.
- The designed log frame matrix of the project in general is well-grounded and corresponds to the project concept, but performance indicators do not fully conform to SMART principles (to be Specific, Measurable, Available, Relevant and Time-bound).
- Value and relevance of the project appears to be somewhat different in different countries, depending on the levels of their national capacities, historical and geopolitical background. The current project arrangements and approach do not fully meet expectations of Pakistani counter agencies.
- Position title “National Project Officer” does not accurately reflects the role and international nature of responsibilities of the project manager. Activities of both National Project Officer and Component Manager require frequent travel throughout the region and transportation of training aids for mobile trainings. This is associated with cumbersome border procedures, obtaining visas, permits and other, endangering sometimes a smooth run of project activities.

- Each year increasing number of training activities requires appropriate staffing of the project and co sharing with UNODC country programme offices.
- High-Level Steering Committee Meetings were held mainly at the end of the year, when usually the scope of training activities for the upcoming year is already designed and scheduled. This does not produce a substantial added value in terms of responses to training needs assessment and fundraising.
- The issue with timely nomination of the trainees is still in place regardless of continuous efforts of the project staff to improve the situation. The main reasons are internal bureaucratic procedures of the beneficiary countries. This requires early notifications to the beneficiary of training plans and requests for nomination.
- Irregularities in securing adequate funding revoke administrative and logistical difficulties for planning and smooth running the project.
- Besides the UNODC, there are many international donors operating in the area of counter drug trafficking training delivery. An appropriate coordination mechanism, preventing overlapping, duplication and fragmentation of efforts and initiatives, becomes especially important moving the project towards designing more specialised and country-specific assistance.
- At the end of the training session the Project Management, trainers and training providers provide similar questionnaires for feedback, trainees have to complete a few questionnaires with different scaling that is not a rational approach.
- Structured feedback from instructors on quality of administrative and logistic support, appropriateness of participants' profiles, relevance of training materials and other issues would be valuable for the Project Management.
- Train the trainer courses for Afghan officers equip participants with the ability to design and deliver relevant lessons to their subordinates. But these courses are not fully suitable to train instructors from training institutions. Training institutions' instructors need a deeper training on tutorial methodologies and individual specialization in the subjects they train students.
- There is a risk of dispersion of the project funds assigned for assistance to training institutions due to variety of training institutions involved in counter drug training in the beneficiary countries.
- The training curricula include a wide range of subject and topics within the limited two weeks period of fixed location training. The instructor is able only to present major theoretical provisions without deeper explanations and going to their application in practical field.
- Trainers from donor countries are not fully aware about feasibility and particularities of implementation of operational practises in beneficiary countries.

- Fixed training providers offer the same training courses for officer with different operational experience and background due to improper selection of trainees by beneficiary countries.
- There is a risk for sustainability of canine units' support due to proper conditions for dog handling in some locations.
- It is difficult for Afghan officers to keep pace with trainees from other countries trained at the fixed locations.
- Differences in terminology used by different countries sometimes are impediment for conducting communication between instructor and trainees, and even between trainees.
- There are no proper statistical data available for measurement of the project's impact on counter drug enforcement in the region.

IV. RECOMENDATIONS

The following actions, activities and decisions are recommended solely upon the evaluation findings and conclusions:

- ROCA together with the Executive Steering Committee on the Project to elaborate and present at High-Level Steering Committee Meeting for approval the Project Development Plan for upcoming years with vision of future perspectives and implementation approaches and strategies.
- Project Management with support of ROCA planning specialists for the next revision of the Project Document to redesign the Logical Framework, and performance indicators specifically, making them more usable for monitoring project progress and evaluation of achievements against plans.
- Project Management in conjunction with UNODC Country Office in Pakistan to adjust and develop the involvement of Pakistani agencies into the project taking into account their national anti narcotics policy objectives and broader perspectives of regional and international cooperation.
- ROCA to consider a possibility of fixed term contracts and, subsequently, use of a United Nations Laissez-Passer as a travel document for the project management for alleviation respective administrative difficulties.
- ROCA to assess appropriateness of the project staffing, especially in UNODC country programme offices, in terms of increasing number of training events.
- ROCA to assess prospective of the additional project staffing: an assistant for Country Office in Pakistan, cost sharing the IT specialist recruitment.
- The Executive Steering Committee on the Project to synchronise optimally the High-Level Steering Committee Meetings and donors meetings schedules with the Project planning and fundraising cycle.
- The Executive Steering Committee on the Project to encourage donor countries to submit instalment plans for financing the Project's activities for the following year by October.
- UNODC ROCA to encourage their country programme offices to take leading role in regular exchange of information among international counter drug training providers about trainings in the country, share in comprehensively and in a timely manner this information with the Project Management, as well as inform international community about the Project's contributions.

- The Project Management with support of the donors' training providers to develop a uniform questionnaire for trainees feedback on quality of the training session, as a common evaluation tool acceptable for the Project Management, training providers and other stakeholders.
- The Project Management with support of the donors' training providers to develop a report template for instructors about the accomplished training that could be shared with the Project management and disseminated to other stakeholders.
- Donors training institutions with support of the Project Management to design train the trainer courses tailored to needs of the beneficiary countries' training establishments.
- The Project Management to request beneficiary countries to nominate a number of instructors from training institution along with operational officers for specialised training courses on various topics.
- The UNODC ROCA and its country programme offices: 1) to encourage concentration in each country of national specialised counter drug training in one of national training institution using interagency cooperation tools; 2) to conduct needs assessment and select national training institutions for more targeted assistance.
- The fixed location training providers to narrow the scope of training subjects with emphasis on practical applicability presented materials and priority of core practices that have universal application regardless of any differences in countries legislation and procedures.
- The training providers with support of the Project Management to implement measures aimed at rising instructors' awareness of situation and relevant counter drug practises in beneficiary countries, at least: 1) Sets of laws and other relevant legal normative acts, materials about drug supply and demand should be compiled for easy access by instructors with possibility to share with other training providers; 2) Possibility for instructors to create more interactive communication between instructor and trainees, exploring and adjusting the contents of lessons to the trainees' operational context; 3) Possibility for trainers before commencing mobile training to be briefed on local counter drug context by an advisor or other experienced representative from UNODC country programme office; 4) Inclusion of proficient counter drug officer from beneficiary country into mobile training instructors' team for some training sessions.
- Fixed training providers together with the Executive Steering Committee on the Project to consider designing a structured set of courses with an opportunity to learn for all categories of officers: 1) basic; 2) advanced; 3) managerial. Further differentiation of advanced training could be considered in accordance with their job specialties, e.g.: 1) operational officers; 2) investigators; 3) officers, of mobile intervention teams; 4) forensic science officers/personnel.
- The Project Management together with UNODC ROCA country programme offices to assess dog handling conditions in appropriate agencies and locations in terms of sustainability before sending dog handlers for training.

- The Executive Steering Committee on the Project together with fixed location training providers to consider an opportunity to increase 2 weeks training to 3 weeks for Afghan officers without changing learning objectives, thematic scope and contents the courses.
- The training providers to envisage measures aimed at improvement of integrity of the trainers' contributions, when training is delivered by mixed teams of trainers from several countries.
- The Executive Steering Committee on the Project to coordinate and follow up the elaboration of the commonly agreed glossary with definitions and explanations of terms relevant to the counter narcotic field by the project's training providers.
- The Project Management with support of the Executive Steering Committee on the Project to provide the fixed training locations with the regularly updated standard Power Point presentation to raise training participants' awareness of the project context and nature, roles of the NRC and the UNODC; the Project Management and fixed location training providers to insure inclusion of the presentation into training schedules and CDs for trainees together with training materials.
- The Project Management to elaborate and present to beneficiary agencies proposals on creation of the reliable system for post-training monitoring of the project graduates to provide insight on the transfer of knowledge gained to practice in the actual working environments of the trainees and measurement of the project's impact.
- The Project Management together with training providers consider possibilities to introduce monitoring of the trainees at the onset and at the end of the training sessions. Baseline data should be collected to establish the present knowledge and understanding of the topics by the trainees. After training sessions, the same data collection should be conducted on the trainees to establish a quantitative comparison of the change in knowledge from the onset of the training to the conclusion of the training.

V. LESSONS LEARNED

When designing a UNODC project in this region on drug supply reduction, including training related, it is vital to be aware about projects, initiatives and contributions undertaken by other international donors and opportunities to create synergies through effective coordination. All donors are seeking to show results, national beneficiary agencies sometimes are presenting the same requests for assistance to many donors. In addition, in many countries are several agencies with counter drug mission. Proper coordination is easily achievable for country scale projects, but for regional projects, covering many countries is more complicated. Core project staff is usually based in one country. Smooth running of the project requires proper cooperation of the core project staff with UNODC programme offices in terms of logistic, administrative and advisory strategic support.

With a new project on training such as this one it is important to incorporate in-built measures in the project aimed at creation of conditions for multiplier effect. Otherwise, the project is to some extent limited in its effectiveness and sustainability. Furthermore, conditions for trained officers to duplicate and cascade down received training to their colleagues cannot emerge spontaneously without strong beneficiary agencies commitment to use trained officers for on-job training, coaching and mentoring.

It is sometimes challenging for regional training projects (or training components in projects) to cover a number of countries and to be at the same time country-specific. The evaluated project provides an example of balancing between these two requirements. The fixed location training is more concentrated on commonly applied practises and networking in the region. The mobile training is directed to specific needs and requests from beneficiary countries.

Heavy bureaucracy and slow government processes in the beneficiary countries together with corrupt practises and lack of consistent human resources policy in these countries can sometimes create favourable conditions for selection of participants, who see training courses solely as an opportunity for “free travel/vacation” and additional financial benefits. This is easily noticeable by trainers. It is quite difficult for them to keep such trainees active and focused during the whole training. All this requires proactive involvement of the project staff in order to prevent beneficiary countries from selecting participants with improper profile. To ensure a proper participant profile, the beneficiary countries are informed about the content of the training well before the date of training commencement. Detailed requirements for nominees profile and agencies that could benefit from training are specified in requests for nominations.

ANNEX I. TERMS OF REFERENCE OF THE EVALUATION

Background

The project was designed in line with the UNODC Strategic Programme Framework for Central Asia for 2008-2011 and assists the NATO-Russia Council to deliver high-quality, professional law enforcement training to mid-level counter-drug officers of Afghanistan and the five Central Asian countries in order to help them combat the threat of trafficking in opiates within and through their territories.

The project objective: to improve the capacities of law enforcement officers in Afghanistan, Central Asian region and Pakistan through targeted training in critical areas.

The project outcome: A central Asian, Afghan and Pakistani law enforcement personnel is properly trained in counter-narcotics activities.

Outputs:

Training needs are identified and curriculum prepared;

Training courses are conducted;

The training is evaluated and lessons learned are identified and disseminated;

Assistance to the law enforcement training institutions of the Central Asia, Afghanistan and Pakistan.

Scope of Work / Outputs / Timeline

This mid-term evaluation covers all project activities related to the area covered by the project namely: Afghanistan, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan, Turkmenistan and Uzbekistan as well as the provision of training in Russia, Turkey and the USA at the fixed training sites mentioned above. It will review implementation and outcomes from August 2006 (the actual start date) up to the date of the evaluation. Specific issues for the evaluation are:

Relevance

- Is the project design relevant and appropriate for delivering the project objective?
- How well does the project design meet the perceived needs of the agencies from which trainees are drawn?
- How well is the project planned in advance? Are appropriate adjustments made where necessary?

- How have project revisions developed the original project objectives? Have they addressed any shortcomings in the project design or the impact of external influences?

Effectiveness

- To what extent have project objectives, outcomes and outputs from the original project document been achieved so far?
- To what extent do the objectives, outcomes and outputs from the latest project revision respond to the current challenges of the operational environment in the project area and stakeholder expectations?
- How could project planning be improved?
- Does the project have clearly identified and measurable objectives?
- To what extent are those indicators being monitored and achieved?
- Have any training needs analyses been conducted? If so, is the training delivery appropriate in the light of those analyses?
- Are training inputs delivered effectively and adjusted to the national context?
- How could the delivery of training be made more effective?
- Has a risk assessment been conducted? If so, to what extent has it identified and sought to mitigate the risks?

Efficiency

- Are activities cost-efficient?
- Are objectives achieved on time?
- Is the project implemented in the most efficient and cost-effective way?
- Is the structure and profile of the project management team appropriate?
- Is the project managed effectively and with timely responses to changing circumstances?
- Is project reporting accurate, timely and satisfactory?
- To what extent are the activities of the project coordinated with other relevant projects implemented by UNODC and other partners?

Impact

- To what extent has the project met the goals and expectations of the NRC, both in terms of the project's political and practical purposes?
- What external factors are impacting on project delivery? Are they being properly addressed?
- What is the anticipated long term impact of this project? Is the project likely to achieve that impact?
- Have there been any positive or negative unintended results?
- Are there any additional needs or requirements that have not already been addressed?
- How has the project impacted on the capacity and skills of the target groups?

- Is there evidence of tangible or concrete outcomes resulting from this project that would not otherwise have occurred?

Sustainability

- To what extent are project interventions sustainable in the long term?
- If they are not, what is needed to ensure their continued resilience and viability in the future?
- What measures are in place to ensure skills are retained within the target group?

Partnerships/cooperation

- Are the stakeholders appropriate, properly engaged and kept informed? What is the extent of their participation?

Lessons learned/ best practices

- What lessons have been learned so far during the implementation of this project and has any best practice been identified?
- Have any lessons learned or best practice already been incorporated into the project? If so, how?
- What specific lessons (if any) can UNODC and the NRC draw from the conduct of this project so far?

Expected tangible and measurable output(s):

All deliverables will be the responsibility of the evaluator:

Meeting plan and evaluation methodology:

The plan should include: who should be interviewed and why; pre-prepared interview questions; and a detailed description of proposed evaluation methods.

Oral interim debriefing

This interim debrief will allow the clarification of any misunderstandings or misconceptions and to answer any points of confusion or ambiguity.

Draft evaluation report

This report should be a complete draft document reflecting the evaluation and initial findings. It should be submitted electronically to Evaluation Manager and IEU for comment and suggested amendment. The Evaluation Manager may forward the draft to NRC and other selected stakeholders for comment.

Final evaluation report.

This should include: a review of the original project design; the way in which the project has been implemented; the impact it has had on skills development and any practical results achieved as a consequence of the training; and, whether there are recommendations or lessons to be learned for the future

ANNEX II. LIST OF PERSONS CONTACTED DURING THE EVALUATION

<i>Individual</i>	<i>Stakeholders group, institution</i>	<i>Position</i>	<i>Date</i>
Asif MAJEED	UNODC Regional Office for Central Asia	Officer-in-Charge of Regional Representative	22/11/2011
Galina FOMAIDI	UNODC Regional Office for Central Asia	Programme Officer	22/11/2011
Olga KOGAY	UNODC Regional Office for Central Asia	Head of Finance Unit	23/11/2011
Lorena LOMBARDOZZI	UNODC Regional Office for Central Asia	Quality Assurance Focal Person	23/11/2011
Farkhod SABIROV	UNODC Regional Office for Central Asia	National Project Officer	24/11/2011
Luisa KHANIPOVA	UNODC Regional Office for Central Asia	Component Manager	24/11/2011
Ercan SAKA	UNODC Programme Office in Turkmenistan	International Project Coordinator, Head of Office	24/11/2011
Vepa NURNAZAROV	Embassy of the United States of America in Turkmenistan	International Narcotics and Law Enforcement Affairs Coordinator	24/11/2011
Buruk GURTMAMMEDOV	Ministry of Interior, Turkmenistan	Head of Criminal Prosecution Department	24/11/2011
Merdan SHARAFOV	Ministry of Interior, Turkmenistan	Head of Unit in Criminal Prosecution Department	24/11/2011
Bairam REDJENOV	State Counter Narcotics Service of Turkmenistan	Head of Operational Division	25/11/2011
Makhmud KHUDARBALIEV	State Counter Narcotics Service of Turkmenistan	Head of International Division	25/11/2011
Shukhrat KURBANGELDYEV	Ministry of National Security of Turkmenistan	Chief of International Department	25/11/2011
Kholmurod DURDYEV	Ministry of National Security of Turkmenistan	Chief of the Counter Narcotics Department	25/11/2011
Irina MAKARENKO	North-Western Training Institute of Russian Federal Drug Control Service	Senior Instructor	25/11/2011
Mikhail KRAVTSOV	North-Western Training Institute of Russian Federal Drug Control Service	Instructor	25/11/2011
Yasir Amanat KHAN	UNODC Country Office in Pakistan	Information Management Analyst	28/11/2011

<i>Individual</i>	<i>Stakeholders group, institution</i>	<i>Position</i>	<i>Date</i>
Tariq MAHMUD	UNODC Country Office in Pakistan	Country programme Advisor	28/11/2011
Amir RAFIQ	Anti Narcotics Force, Pakistan	Deputy Director International Cooperation	28/11/2011
Sardar MUHAMMAD	Anti Narcotics Force, Pakistan	Commandant of Academy	28/11/2011
Javaid AKHTAR	Anti Narcotics Force, Pakistan	Director Enforcement	28/11/2011
Eid Mohammad NOORI	UNODC Country Office for Afghanistan	National Project Assistant	29/11/2011
Khudadad AGAH	Counter Narcotic Police of Afghanistan	Head	29/11/2011
Mohammad Farooq YAQOBI	Counter Narcotic Police of Afghanistan	Chief of Staff	29/11/2011
Mohammad Azim NAEIMI	Ministry of Interior of Afghanistan	Planning Director	29/11/2011
Amr KHUDA	Counter Narcotics Training Academy, Afghanistan	Deputy Head on Education	29/11/2011
Sayed HAFIZ	Counter Narcotics Training Academy, Afghanistan	Admin Director	29/11/2011
Reg PITTS	UNODC Programme Office in Afghanistan	International Consultant	29/11/2011
Christer BRANNERUD	UNODC Programme Office in Tajikistan	Office Manager, Project Coordinator	01/12/2011
Rustam NAZAROV	Drug Control Agency, Tajikistan	Director	01/12/2011
Muzaffar KHOTAMOV	Drug Control Agency, Tajikistan	Head of Personnel Department	01/12/2011
Abdurakhim RAHIMOV	Ministry of Interior, Tajikistan	Head of Department	01/12/2011
Kurban ABDUNAZAROV	State Customs Service of Tajikistan	Deputy Head of Department	02/12/2011
Nazrulo VALIYEV	National Security Committee of Tajikistan	Head of Department	02/12/2011
Alexander FEDULOV	UNODC Programme Office in Kyrgyzstan	Head	05/12/2011
Vera TKACHENKO	UNODC Programme Office in Kyrgyzstan	International Project Manager	05/12/2011
Daniyar OTORBAEV	State Service on Drug Control of Kyrgyzstan	Deputy Chairman	05/12/2011
Buruk GURTMAMMEDOV	Ministry of Interior of Kyrgyzstan	Head of Criminal Search Department	06/12/2011
Nerdan SHARAFOV	Ministry of Interior of Kyrgyzstan	Head of Drug Section in Criminal Search Department	06/12/2011
Asylbek KOJOBEKOV	State Customs Service of Kyrgyzstan	Deputy Chairman	07/12/2011

<i>Individual</i>	<i>Stakeholders group, institution</i>	<i>Position</i>	<i>Date</i>
Arzygul OMERKULOV	State Customs Service of Kyrgyzstan	Head of Customs Violations Department	07/12/2011
Samat ERMATOV	State Committee on National Security of Kyrgyzstan	Head of Counter Narcotics Department	07/12/2011
Nina KERIMI	UNODC Project Office in Astana	Head	08/12/2011
Iryskeldi DJANDARBEKOV	Committee on Countering Illegal Drug Business and Drug Control, Ministry of Interior of Kazakhstan	Deputy Chairman	08/12/2011
Nurulla ABDALIEV	Committee on Countering Illegal Drug Business and Drug Control, Ministry of Interior of Kazakhstan	Head of Department	08/12/2011
Kabibula MASANOV	Committee on Countering Illegal Drug Business and Drug Control, Ministry of Interior of Kazakhstan	Deputy Head of Department	08/12/2011
Amir ABDYKALYKOV	Customs Control Committee of Kazakhstan	Head of Section on Combating Drug Trafficking	09/12/2011
German DIDENKO	State Committee on National Security of Kazakhstan	Head of Drug Countering Department	09/12/2011
Aleksandr ARESTOV	All-Russian Advanced Training Institute of Ministry of Interior of Russia	Deputy Head of Institute	13/12/2011
Igor MEDVEDEV	North-Western Training Institute of Russian Federal Drug Control Service	Head of Institute	14/12/2011
Igor CHISTYAKOV	North-Western Training Institute of Russian Federal Drug Control Service	Head of Operational Search Chair	14/12/2011
Tahsin ATES	Turkish International Academy against Drugs and Organized Crime	Deputy Head of Academy	16/12/2011
Radoslava STEFANOVA	NATO Political Affairs and Security Policy Division	Head of Russia and Ukraine Section	19/12/2011

ANNEX III. EVALUATION TOOLS

Table 1

Data collection plan

<i>Evaluated subjects, issues, questions</i>	<i>Data sources</i>						<i>NRC</i>
	<i>ROCA Project Management</i>	<i>UNODC Programme Offices</i>	<i>Assistance providers (training institutions)</i>	<i>Assistance recipients</i>	<i>National training establishments</i>	<i>International donors community</i>	
1. Relevance							
a) Is the project design relevant and appropriate for delivering the project objective?	√	√	√	√	√	√	√
b) How well does the project design meet the perceived needs of the agencies from which trainees are drawn?			√	√	√	√	
c) How well is the project planned in advance? Are appropriate adjustments made where necessary?	√	√	√				√
d) How have project revisions developed the original project objectives? Have they addressed any shortcomings in the project design or the impact of external influences?	√		√	√			√
2. Effectiveness							
a) To what extent have project objectives, outcomes and outputs from the original project document been achieved so far?	√		√	√	√		√
b) To what extent do the objectives, outcomes and outputs from the latest project revision respond to the current challenges of the operational environment in the project area and stakeholder expectations?		√	√	√	√		√

<i>Evaluated subjects, issues, questions</i>	<i>Data sources</i>						
	<i>ROCA Project Management</i>	<i>UNODC Programme Offices</i>	<i>Assistance providers (training institutions)</i>	<i>National agencies</i>	<i>National training establishments</i>	<i>International donors community</i>	<i>NRC</i>
c) How could project planning be improved?	√	√	√	√			√
d) Does the project have clearly identified and measurable objectives?		√		√		√	√
e) To what extent are those indicators being monitored and achieved?	√		√	√			
f) Have any training needs analyses been conducted? If so, is the training delivery appropriate in the light of those analyses?	√	√	√	√	√		√
g) Are training inputs delivered effectively and adjusted to the national context? How could the delivery of training be made more effective?			√	√	√	√	
h) Has a risk assessment been conducted? If so, to what extent has it identified and sought to mitigate the risks?	√	√					
3. Efficiency							
a) Are activities cost-efficient?	√	√	√	√	√		
b) Are objectives achieved on time?	√	√	√	√	√		
c) Is the project implemented in the most efficient and cost-effective way?	√	√	√	√	√		
d) Is the structure and profile of the project management team appropriate?			√	√	√	√	√
e) Is the project managed effectively and with timely responses to changing circumstances?	√	√	√	√	√		√
f) Is project reporting accurate, timely and satisfactory?	√	√	√				√
g) To what extent are the activities of the project coordinated with other relevant projects implemented by the UNODC and other partners?	√	√				√	
4. Impact							
a) To what extent has the project met the goals and expectations of the NRC, both in terms of the project's political and practical purposes?							√

<i>Evaluated subjects, issues, questions</i>	<i>Data sources</i>						
	<i>ROCA Project Management</i>	<i>UNODC Programme Offices</i>	<i>Assistance providers (training institutions)</i>	<i>National agencies</i>	<i>National training establishments</i>	<i>International donors community</i>	<i>NRC</i>
b) What external factors are impacting on project delivery? Are they being properly addressed?	√	√	√	√	√	√	√
c) What is the anticipated long term impact of this project? Is the project likely to achieve that impact?	√			√	√	√	√
d) Have there been any positive or negative unintended results?	√	√	√	√	√	√	
e) Are there any additional needs or requirements that have not already been addressed?			√	√	√	√	√
f) How has the project impacted on the capacity and skills of the target groups?				√	√	√	
g) Is there evidence of tangible or concrete outcomes resulting from this project that would not otherwise have occurred			√	√	√	√	
5. Sustainability							
a) To what extent are project interventions sustainable in the long term?			√	√	√	√	
b) - If they are not, what is needed to ensure their continued resilience and viability in the future?			√	√	√	√	
c) What measures are in place to ensure skills are retained within the target group?				√	√		
6. Partnerships/cooperation							
a) Are the stakeholders appropriate, properly engaged and kept informed? What is the extent of their participation?			√	√	√	√	
7. Lessons learned/ best practices							
a) What lessons have been learned so far during the implementation of this project and has any best practice been identified?	√	√	√				
b) Have any lessons learned or best practice already been incorporated into the project? If so, how?	√	√	√				√

<i>Evaluated subjects, issues, questions</i>	<i>Data sources</i>					
	<i>ROCA Project Management</i>	<i>UNODC Programme Offices</i>	<i>Assistance providers (training institutions)</i>	<i>National agencies</i>	<i>National training establishments</i>	<i>International donors community</i>
c) What specific lessons (if any) can UNODC and the NRC draw from the conduct of this project so far?	✓	✓				✓

Table 2**Specific questions for interviews**

1. Questions for Project Management
1.1. What tools/instruments are in place in order to receive indication of the impact that training has? What means are used for receiving feedback on training participants' performance, including level of comprehension of training, and what kind of follow-up activities are envisaged and conducted in the scope of the project?
1.2. How are the training needs identified? Were any formal needs assessments conducted? Are the reported outcomes available?
1.3. Has the staff of beneficiaries' agencies been used as the trainers (instructors) in the frame of the project? If so give examples of this.
1.4. To what extent complementarities and synergies of the project with other projects implemented by the UNODC in the region are created?
1.5. It was mentioned in the project documents about intention to develop and apply a methodology to assess the effectiveness of the training courses. Has this initiative been implemented?
1.6. Distribution of responsibilities for management of the project in ROCA, interaction with relevant regional UNODC offices, contribution to and support of the project from the respective UNODC Programme Offices in the beneficiary countries
1.7. What barriers is the Project Management facing in communication and interaction with national authorities in beneficiary countries?
1.8. How is realised the commitment that those who receive the training remain in the anti-drug field for a reasonable time?

1.9. How is coordinated preparation of instructors from different countries for participation in Mobile Training Teams? What is needed with a view to facilitating faster and more efficient coordination between national instructors?

1.10. Which specific requests were received from the beneficiary countries and to what extent they were incorporated into project activities?

2. Questions for trainees

2.1. How have you benefited personally from your training? In what ways?

To what extent the training is (was) tailored and relevant to your operational environment? Can you apply practically obtained knowledge and skills?

2.2. What is (was) the ratio between theoretical and practical parts in the training session? Which part is more important for you?

2.3. What is (was) the percentage of the material in the training session that is new for you?

2.4. What is (was) the percentage of the material in the training session you can directly apply in your workplace?

2.5. To what extent the instructors are aware of drug supply and demand situation in your country?

2.6. Possibility to express and share your own opinion during training session

2.7. Were you provided with adequate materials from the training course that have enabled you to refresh your memory of what was learned and to consolidate the training received?

2.8. Have you been able to establish a network of formal and informal contacts with colleagues from other agencies and countries that have enhanced your operational abilities?

2.9. Were the method and techniques of instruction helpful to you and adopted to your learning style or were there any difficulties/problems with it?

2.10. How would you rate the standard of training given? Was it excellent, good, mediocre or poor?

3. Questions for trainers/instructors

3.1. Are the participants properly selected for the training (matching their profiles with the content and objectives of the training)?

3.2. How was used the training for identification of regional and national best practices?

3.3. What are possibilities for the trainers of external training institutions to familiarize themselves with drug situation in trainees' home countries?

3.4. Interaction and cooperation between training assistance providing external training establishments and national training institutions.

3.5. Were all participants in the training questioned about the nature and value of the training and were the results/answers recorded?

3.6. Were there any difficulties in delivering the training such as language problems, inappropriate officers sent for training etc?

3.7. Was there a common standard of professional competence amongst all officers trained or were there significant professional differences between officers? If so please describe these differences.

3.8. Do you have any recommendations for improving the delivery of training, content etc?

3.9. How is coordinated preparation of instructors from different countries for participation in Mobile Training Teams? What is needed with a view to facilitating faster and more efficient coordination between national instructors?

4. Questions for management of training providers (training institutions)

4.1. Interaction and possibilities for cooperation with national training institutions.

4.2. What can be provided for development of distance training packages, computer based training, a dedicated website in the frame of the project?

4.3. What changes were made and how were training modules adopted to Afghani and Pakistani needs?

4.4. What benefits can provide your training institution in comparison with national training establishments in beneficiary countries?

4.5. What kind of assistance can offer your training institution for development of national training capacities in beneficiary countries?

4.6. Who and how contributed in the determination of the curriculum, course schedule and needs of the beneficiary countries assessment

5. Questions for beneficiary agencies

5.1. What impact has the delivered training on further performance, achievements, and career prospects of the participants?

5.2. What are opportunities to share or cascade down obtained knowledge and skills (multiplier effect)?

5.3. To what extent the content of external training is tailored to national (regional) context?

5.4. Are there any indications or reportedly noticeable improvement in professionalism, operational capacity and performance among the officers who took the relevant project training?

5.5. What are priorities and scale of needed assistance for strengthening of national training institutions capacities in counter-narcotics area?

- 5.6. Are there any countrywide instruments in place for interagency coordination of training on countering illicit drug trafficking, including that delivered by international donors?
- 5.7. How are used the officers who have attended "Train the trainers" courses?
- 5.8. Are there in progress or envisaged in short term prospective any innovations, structural or operational changes in your agency that require accompanying training?
- 5.9. To what extent the project complies with your national anti-drug strategy and requirements, and is compatible with your government policies and objectives?
- 5.10. How is realised the commitment that those who receive the training remain in the anti-drug field for a reasonable time?
- 5.11. What is participation and contribution of your national authorities in project planning and decision-making?
- 5.12. What kind of specific requests for incorporation into project activities were addressed to the Project Management?
- 5.13. How can Canine Units for counter-narcotics purposes be supported within the capabilities of the project? Is there any national interagency strategy for Canine Units development in place?

6. Questions for training institutions of beneficiary countries

- 6.1. What are priorities and scale of needed assistance for strengthening of national training institutions capacities in counter-narcotics area?
- 6.2. Interaction and possibilities for cooperation between external training establishments and national training institutions.
- 6.3. What are most significant barriers to the development of national training capacities in countering illicit drug trafficking?

7. Questions for all interviewees

- 7.1. What modifications (or complete revision), if any, are needed for continuation of the project?
- 7.2. What measures must be taken to guarantee the most appropriate individuals are selected for training?
- 7.3. What measures must be taken to guarantee the proper selection and preparation of instructors for Mobile Training Teams?
- 7.4. How can be minimised impact of differences in legal basis between donor and beneficiary countries on training deliverables (and between different beneficiary countries as well)?

Table 3**Questionnaire for Trainees**

1. What is your law enforcement experience?	
<input type="radio"/> Up to 1 year	<input type="radio"/> 5-10 years
<input type="radio"/> 1-5 years	<input type="radio"/> More than 10 years
2. How long have you worked in anti-narcotics capacity?	
<input type="radio"/> Up to 1 year	<input type="radio"/> 5-10 years
<input type="radio"/> 1-5 years	<input type="radio"/> More than 10 years
3. What is the ratio between theoretical and practical parts in the training session?	
<input type="radio"/> Practical part less than 25 percent	<input type="radio"/> Training session was mostly practical
<input type="radio"/> Practical part up to 50 percent	<input type="radio"/> Training session was exclusively theoretical
4. Which part is more important for you?	
<input type="radio"/> Theoretical	<input type="radio"/> Practical
5. What is the percentage of the material in the training session that is new for you?	
<input type="radio"/> Less than 25 percent	<input type="radio"/> 50-75 percent
<input type="radio"/> Up to 50 percent	<input type="radio"/> More than 75 percent
6. What is the percentage of the material in the training session you can directly apply in your workplace?	
<input type="radio"/> Less than 25 percent	<input type="radio"/> 50-75 percent
<input type="radio"/> Up to 50 percent	<input type="radio"/> More than 75 percent
7. To what extent the instructors are aware of drug supply and demand situation in your country?	
<input type="radio"/> Excellent, practical experience in the region	<input type="radio"/> Good
<input type="radio"/> Mediocre	<input type="radio"/> Not sufficient for conducting training
8. How would you rate the standard of training given? Was it:	
<input type="radio"/> Excellent	<input type="radio"/> Good
<input type="radio"/> Mediocre	<input type="radio"/> Poor
9. What could be done for improvement of this training (contents, methods etc.)?	
10. Please describe your personal training needs and preferences (topics, subjects etc.)	

ANNEX IV. DESK REVIEW LIST

XAC/I97_Project Document_14June06

XAC/I97_Project Document_Rev_1

XAC/I97_Project Document_Rev_2

XAC/I97_Project Document_Rev_3

XAC/I97_Project Document_Rev_4

Document NRC(C)D(2004)0013

Document NRC(C)D(2006)0004

Document NRC(C)D(2008)0002

Document NRC(C)D(2008)0008

Document NRC(C)D(2008)0008-COR1

Document NRC(C)D(2009)0001

Document NRC(C)D(2010)0014

Document NRC(C)D(2010)0015-FINAL

Curriculum of Drug Enforcement Training at All-Russian Advanced Training Institute of Ministry of Interior of Russia (Domodedovo)

Curriculum of Drug Enforcement Training at the North-West Advanced Training Institute (St. Petersburg)

Curriculum of Train-the-Trainer course for Afghan Officers at All-Russian Advanced Training Institute of Ministry of Interior of Russia (Domodedovo)

International Course Catalogue, Turkish International Academy against Drugs and Organized Crime

Drug Control Master Plan, Ministry of Narcotics Control, Government of Pakistan

National Anti Narcotics Policy, Ministry of Narcotics Control, Government of Pakistan

UNODC Project Portfolio in Central Asia – Overview

Strategic Program Framework, Central Asia, 2008 – 2011 (UNODC, April 2007).

ANNEX V. BREAKDOWN OF COURSES

Table 1

Breakdown of courses

Year	Description of courses	Dates	Fixed or mobile training	Primary training provides	Number of trainees							
					Afghanistan	Kazakhstan	Kyrgyzstan	Tajikistan	Turkmenistan	Uzbekistan	Pakistan	
2006	Training course for Afghan officers at TADOC	15 Sept - 6 Oct.	F	Turkey	20							20
	Drug Enforcement Training session at DOMO TC	25 Sept. - 10 Oct.	F	Russia	15							15
	Drug Enforcement Training session at DOMO TC	25 Oct. - 12 Nov.	F	Russia	3		3	3	3	3		15
	Drug Enforcement Training session at DOMO TC	16 Nov. - 2 Dec.	F	Russia	3	3	2	3	2	3		16
	Drug Enforcement Training session at DOMO TC	10-26 December	F	Russia	3	1	4	3	4	3		18
	Basic Drug Enforcement Mobile Training in Tajikistan	4-16 December	M	USA				30				30
2007	Drug Enforcement Training session at DOMO TC	5-19 February	F	Russia		3	3	3	3	3		15
	Drug Enforcement Training session at DOMO TC	4-18 June	F	Russia	6	3		3	3	6		21
	Drug Enforcement Training session at DOMO TC	8-22 October	F	Russia	3	3	3	3	3	3		18
	Drug Enforcement Training session at DOMO TC	3-17 December	F	Russia	3	3	3	3	3	3		18
	Basic Drug Enforcement Mob. Training in Afghanistan	3-15 December.	M	USA	30							30
	Basic Drug Enforcement Mob. Training in Kyrgyzstan	19-29 March	M	USA			30					30
	Basic Drug Enforcement Mob. Training in Turkmenistan	13-24 August	M	USA					30			30
	Mobile Training in Kazakhstan	9-19 July	M	Turkey, Russia		30						30

	Mobile Training in Uzbekistan	14-24 May	M	USA						3 1		31
2008	Drug Enforcement Training session at DOMO TC	5-20 Feb.	F	Russia			3	9		6		18
	Drug Enforcement Training session at DOMO TC	11-26 March	F	Russia			3	2	4	3		12
	Drug Enforcement Training session at DOMO TC	13-28 May	F	Russia		6	3	3	3	3		18
	Drug Enforcement Training session at DOMO TC	3-19 June	F	Russia		6	3	3	3	3		18
	Drug Enforcement Training session at DOMO TC	9-24 September	F	Russia	18							18
	Drug Enforcement Training session at DOMO TC	7-22 October	F	Russia		3	3	3	3	3		15
	Drug Enforcement Training session at DOMO TC	11-26 November	F	Russia	5	3	3	3	3	3		20
	Drug Enforcement Training session at DOMO TC	2-17 December	F	Russia	6	3	3	1	3	3		19
	Train-the-Trainer course for CA in Kyrgyzstan	30 June-11 July	M	Turkey		3	2	3	3	3		14
	Tactical Training for Tajik Mobile Interdictions Teams & Afghan Border Police in Tajikistan	11-19 August	M	USA	15			15				30
	Training for State Customs Committee in Kyrgyzstan	9-20 June	M	USA			2 9					29
2009	Training in Turkmenistan	15-26 September	M	USA					7 0			70
	Training in Kazakhstan	20-31 October	M	USA		3 3						33
	Drug Units Commanders Course for Afghanistan & Central Asia in Turkmenistan	17-28 November	M	Germany, Russia, Turkey, Belgium	3	6	4	8	8	5		34
	Drug Enforcement Training session at DOMO TC	3-18 February	F	Russia	3	0	3	3	3	3		15
	Drug Enforcement Training session at DOMO TC	10-25 March	F	Russia	3	3	3	3	3	3		18
	Drug Enforcement Training session at DOMO TC	7-22 April	F	Russia	3	3	3	3	3	3		18
	Train-the-Trainer course for Afghanistan at DOMO TC	1-16 June	F	Russia	18							18
	Drug Enforcement Training session at DOMO TC	23 June - 8 July	F	Russia	3	3	3	3	3	2		17
	Drug Enforcement Training session at DOMO TC	6-21 October	F	Russia	3	3	3	3	3	3		18
	Drug Enforcement Training session at DOMO TC	17 Nov. - 2 Dec.	F	Russia	3	3	3	3	2	3		17
	Train-the-Trainer course for Afghan Officers	8-21 December	F	Russia	20							20
2010	Drug Law Enforcement Training course for Central Asia at TADOC	9-20 February	F	Turkey			3	5	3	3		14
	Train-the-Trainer course for Central Asia in Uzbekistan	16 - 27 March	M	Turkey		3	2	2	3	8		18
	Surveillance Training course for MoI in Kyrgyzstan	30 March - 3 April	M	USA			3 0					30
	Drug Law Enforcement Training course in Afghanistan	20 April - 1 May	M	Turkey	20							20
	Interview and Interrogation Training course for Central Asia	15-19 June	F	Turkey		4	1	4				20

	at TADOC					2						
	Interview and Interrogation Mobile Training in Turkmenistan	22 June - 3 July	M	USA				3 7			37	
	Drug Demand Reduction Mobile Training course in Turkmenistan	20 - 31 July	M	Turkey				1 8			18	
	Drug Law Enforcement Training course in Tajikistan	9-20 November	M	Turkey			16				16	
2010	Drug Enforcement Training session at DOMO TC	2-17 Feb.	F	Russia	5	3	3	3	3	3	20	
	Drug Enforcement Training session at DOMO TC	16-31 March	F	Russia	7	3	3	3	3	3	22	
	Train-the-Trainer course for Afghanistan	5-20 April	F	Russia	21						21	
	Drug Enforcement Training session (for 2 groups) at DOMO TC	22 June- 7 July	F	Russia	6	3	4	6	6	5	30	
	Train-the-Trainer course for Afghan officers	4-19 Oct.	F	Russia	21						21	
	Drug Law Enforcement & Controlled Delivery Training in Uzbekistan	2-12 Feb.	M	Turkey					2 1		21	
	Crime Intelligence Analysis Mobile Training course in Kazakhstan	5-16 April	M	Turkey		2 1					21	
	Chemical Diversion Mobile Training in Tajikistan	21-25 June	M	USA			23				23	
	Train-the-Trainer course in Afghanistan	14-25 June	M	Turkey	20						20	
	Basic Intelligence Analysis Mobile Training in Kazakhstan	12-16 July	M	Russia		2 0					20	
	Regional Tactical Training for Central Asia in Tajikistan	1-10 November	M	Turkey		4	1	4	4		13	
	Drug Enforcement Training session at DOMO TC	16 November-1 December	F	Russia	6	2	3	3	3	3	20	
	Operational Police Tactics Training course at TADOC	29 November - 10 December	F	Turkey						1 4	14	
	Drug Enforcement Training session at the North-West Advanced Training Institute (St. Petersburg)	29 November - 10 December	F	Russia	16						16	
	Drug Enforcement Training session at DOMO TC	7-22 December	F	Russia	5	2	6	4	3	8	3	31
2011	Drug Enforcement Training at the North-Western Training Centre in St. Petersburg	14-25 March	F	Russia		2	2	1	2	2		9
	Drug Enforcement Training session at DOMO TC	15-30 March	F	Russia		3	3	2		3		11
	Advanced Instructor Development School (IDC) for Afghan Counter-Narcotics Police	21-31 March	F	USA	21							21
	Train-the-Trainer course for Afghanistan at DOMO TC	04-19 April	F	Russia	20							20
	Drug Enforcement Training session at DOMO TC	05-20 April	F	Russia	3	3	3	2		2	6	19
	"Undercover Operations" Mobile Training in Tajikistan	04-15 April	M	Russia			20					20
	Drug Enforcement Training at the North-Western Training Centre in St. Petersburg	18-29 April	F	Russia	6	2	2	1	2	2		15

	"Operational Activities in Counter-Narcotics" Mobile Training in Uzbekistan	18-29 April	M	Russia						30		30
	"Operational Police Tactics" Mobile Training in Kazakhstan	18-29 April	M	Turkey		25						25
	In Service Training Workshop in TADOC (beneficiary countries, DOMO, NW TC)	09-11 May										0
	Drug Enforcement Training session at DOMO TC	10-25 May	F	Russia	7	3	4	2	0	2	2	20
	Drug Enforcement Training at the North-Western Training Centre in St. Petersburg	11-24 May	F	Russia	3	2	1	1	2	1	3	13
	"Organized Crime Investigations" Mobile Training in Kyrgyzstan	16-27 May	M	Turkey			29					29
	Instructor Development course in Kazakhstan	16-20 May	M	USA		21						21
	Drug Enforcement Training session at DOMO TC	31 May - 16 June	F	Russia	3	3	5	3	2	4	2	22
	"Crime Intelligence Analysis" Mobile Training In Pakistan	06-17 June	M	Turkey							30	30
	Drug Enforcement Training at the North-Western Training Centre in St. Petersburg	15-29 June	F	Russia	3	2	1	1	2	3	2	14
	"Controlled Delivery' Regional Mobile Training in Kazakhstan	27 June - 8 July	M	Turkey		7	5	6	5	6		29
	"Risk Analysis and Drug Search Techniques" Mobile Training in Afghanistan	11-22 July	M	Turkey	35							35
	"Crime Intelligence Analysis" Mobile Training in Uzbekistan	12-16 September	M	Turkey						32		32
	Drug Enforcement Training at the North-Western Training Centre in St. Petersburg	26 September - 7 October	F	Russia	2	3	3	2	3	2	2	17
	Train-the-Trainer course for Afghanistan at DOMO TC	04-19 October	F	Russia	19							19
	Drug Enforcement Training at the North-Western Training Centre in St. Petersburg	17-28 October	F	Russia	2	1	3	2	3	4	2	17
	"Operational Activities in Counter-Narcotics" Mobile Training in Kazakhstan	17-26 October	M	Russia		30						30
	Drug Enforcement Training session at DOMO TC	15-30 November	F	Russia	2	2	2	3	3	2	3	17
	"Operational Activities in Counter-Narcotics" Mobile Training in Turkmenistan	14-25 November	M	Russia						20		
	Drug Enforcement Training session at DOMO TC	06-21 December	F	Russia	4	0	4	3	3	2	3	19
					446	298	256	241	298	255	72	1866