

External Independent Project Evaluation

**IRN/I55 Nationwide drug prevention measures in Iran
IRN/I57 Advocacy and regional cooperation in drug
demand reduction**

**Thematic area: drug demand reduction
Country: Islamic Republic of Iran**

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Summary table of main findings, supporting evidence and recommendations

Findings	Supporting evidence, Examples	Recommendations
1) A great need and a high potential for UNODC Drug Demand Reduction (DDR)-work in Iran	All observations and feedback received during fact finding mission and responses to questionnaires unanimously confirm UNODC DDR's effectiveness in strengthening national response to drug abuse	UNODC to give highest possible priority to raising funds internally and externally to ensure continuation of this work
2) UNODC's DDR section uniquely positioned and well connected to governmental structures	Observations made and information provided in meetings with relevant governmental agencies, as well as with NGO's	Continue prioritizing the cooperation with the national drug authority (DCHQ) as the crucial governmental counterpart
3) A very high amount of implemented activities supported by a relatively low resourced UNODC DDR unit	Screening of implementation of work plans and in-depth interviews with staff and project partners	Adapt plans for activities as resources become available and develop criteria for prioritizing activities, such as observed needs
4) NGO sector in great need for continued and strengthened UNODC support	Secondary evidence in the form of existing analyses on NGO history and capacity of NGO's, added on with many interviews with NGO's staff	Ensure frequent follow up action with existing NGO partners and gradually expand NGO network
5) UNODC DDR rightly emphasizing particularly deprived groups such as prisoners and women and children of drug users	Observations during fact finding mission and feedback from NGO's	Continue to give extra attention to groups in highest need
6) International cooperation constitutes important support for DDR and its expansion in Iran; also a keen interest in the country for international regional centre function on harm reduction programs	Feedback from international, governmental and non-governmental partners	Expand international cooperation in the region to include also proactive exposure of Iran's harm reduction programs in the region

7) Projects' deliverables are effectively being taken over and followed up by governmental agencies	Examples are the training packages; monitoring quality of street drugs; introduction of condoms and syringes dispensing machines	Continue focus on support to national structures
8) Exceptionally highly motivated and qualified DDR staff on the job	Assessment by evaluator, confirmed in all interviews held	Ensure continuation of high motivation and qualification of staff
9) Projects' documents provide good directions for envisaged change; could be more specific when quantifiable aspects of change aimed for are included	Analyses of project documentation and monitoring	Improve on measurable results-orientation by setting targets for baseline data
10) Projects appropriately aim at settings (such as the school and the workplace); primary health care not yet systematically included	Observations made during fact finding mission and review of projects' documentation	Continue the settings approach and consider to start project on primary health care in cooperation with MoH and WHO

1. Executive summary

Two drug demand reduction projects, viz. Nationwide Drug Prevention Measures in Iran (I55) and Advocacy and Regional Cooperation in Drug Demand Reduction (I57), are approaching the end of their first phase of 3 years. The projects had been developed in close coordination and cooperation with all relevant governmental and non-governmental organizations as well as with the international community in the I R of Iran. In line with growing common practice in UNODC and as envisaged in the project documents, an external independent cluster evaluation was carried out. As these 2 projects have more or less the same time-line, work closely together and together constitute the bulk of DDR work by the UNODC Office in the I R of Iran it made sense to do a joint evaluation.

Evaluation methodology

The framework and the methodology of this external independent project evaluation were developed in close cooperation between the evaluator, the DDR unit in the UNODC Office in the I R of Iran and the DCHQ, and with substantial support from the IEU in UNODC HQ.

The necessary information was collected through a) desk review of documents having a direct bearing on the projects, such as for example the UNODC Strategic Program Framework I R of Iran and the project documents; b) visits and meetings held in the course of a fact finding mission to the I R of Iran in February 2010; and c) feedback to questionnaires distributed among the partners of the projects. Interviews were held with a great number of people who had been in contact with the projects and questionnaires were sent to all institutions with which the projects cooperated. Interviews took place with a large sample (approximately one third) of the main NGO-partners of the projects. In the selection of interviews a cross section took place of the various sorts of NGO partners ranging from academic institutions to grass roots level agencies caring for the street children of drug users. To avoid a focus on the capital only, three travels were undertaken to other parts of the country. The interviews and meetings were led by the evaluator assisted with an interpreter. In some of the meetings the project managers participated for reasons of introduction and protocol. Analysis of the information obtained took place through communications with other partners of the projects and the program managers and through triangulation of the information obtained from the various sources.

Main findings^{*}

Both projects respond to a great need for development and strengthening of DDR action in the IR of Iran (1). The history of systematic drug demand action is relatively short in the country; and NGO's - which as a rule form the backbone for DDR in the community - are also relatively young and in-experienced. The DDR unit responsible for the work has built up a strong and intensive cooperation with the national drug abuse authority

* The numbers in brackets in this and the two following sections refer to the Summary Table preceding this Executive Summary

(DCHQ) which is crucial for working with relevant governmental and non-governmental agencies (2). Taking into account the limited resources, both projects have implemented an impressive amount of activities; screening the projects' planning and monitoring showed also that more activities were implemented than a strict formal execution of the project documents would require. The geographical and the social scope of influence of both projects proved to be very wide: covering not only the capital and national institutions but also agencies throughout the entire country; and cooperating with the highest national authority as well as with grass root level agencies in deprived areas (3). The projects have had a tangible positive influence on prevention programs for various target groups, such as university students, workplaces, family members of drug addicts and prisons. They have led further to a considerable strengthening of the NGO sector - a knowledgeable and well organized NGO sector is indispensable to a society with strong counter-forces against drug abuse (4). Through the projects, NGO's have been trained on technical aspects of drug abuse and HIV prevention as well as on organizational aspects of NGO management. NGO's dealing with particularly underprivileged groups such as women and children of drug users and prisoners were explicitly included in the target group (5). From the feedback to the questionnaires and interviews it also appeared that, through the projects connections have been established between active NGO's and more clarity has been created on the quality and the capacity of existing NGO's. NGO's interviewed further unanimously acknowledged a positive change in their operations as a result of their cooperation with UNODC. There is ample evidence further that the projects have been instrumental in building bridges towards internationally available experiences and expertise and vice versa (6). UNODC apparently is in a unique position to fulfill this bridging function, which is much appreciated by the national drug authority (DCHQ) as well as by the scientific community and the NGO sector in the country. As could be observed in meetings held a relationship of strong mutual trust exists between governmental agencies and UNODC. The cooperation with the state agencies and the NGO sector has led to a variety of useful sustainable products (in the form of practical work-packages for various groups). A result is that several of the projects' activities (such as e.g. the training packages, the monitoring of the quality of street drugs and the introduction of condoms and syringes dispensing machines) have now been followed up or have been taken over by the government for further implementation in the country (7).

Project management

A distinctive feature of both projects is the quality of the work and the excellent relationships which the program managers have created with all the relevant players in the field, thanks to their excellent qualifications and their personal engagement (8). They maintain an intensive cooperation with the DCHQ, as well as with other relevant state agencies (such as the State Welfare Organization and the Prison Administration for example) and with the donor community. In the planning of future activities consideration might be given to setting quantifiable targets which would also enable an easier monitoring of progress made (9).

Need for continuation and expansion

The projects have laid a solid basis for continuation of drug demand reduction action in the country. Continuation is much needed: the NGO sector in the country is very young and relatively inexperienced in addressing drug abuse. The very nature of NGO's requires, certainly at this stage unambiguously more than a 3-year investment. Further, sub-projects like workplace drug prevention programs and various community based drug abuse prevention programs have made a very promising start; it is important not to waste these initial investments and allow them to continue and bring to full fruition. There is also a clear need for UNODC to continue its bridging function so as to keep easy access to and cooperation with international experience and expertise in drug demand reduction ongoing; the bridge should also function the other way round so as to make Iran's substantial experience in innovative evidence based treatment accessible to other countries in the region. Therefore the establishment in Iran of a regional capacity building and research centre on drug dependence treatment and care would be a logical step to be taken.

There are compelling reasons to expand substantially the UNODC I R of Iran drug demand reduction programs. In addition to addressing the settings where a good beginning has been made (the community, the educational system, the workplace and the prison system), attention also has to be given also for example to the primary health care sector, a structure which in the I R of Iran is well developed and which offers an excellent opportunity to reach out into the rural areas (10). This is even more opportune since currently there is a program in development at the side of the Ministry of Health and the WHO to mobilize and strengthen the primary health care sector in the field of mental health.

Overall

The reviewed projects have proven to be effective and efficient; with very minor amendments in their strategy they fully deserve to be continued and expanded. Their potential for a substantial contribution towards more social welfare and a healthier society is beyond doubt. UNODC should do everything possible to continue these projects and the donor community would make a good investment in committing continued and expanded support to these UNODC DDR projects.

2. Introduction

This report contains the findings, recommendations and conclusions of an external independent evaluation, backstopped by the IEU of 2 UNODC projects in the I R of Iran, I55 and I57, in full: Project IRN/I55 - Nationwide Drug Prevention Measures in the I R of Iran (Project IRN/I55) and Project IRN/I57 - Advocacy and Regional Cooperation in Drug Demand Reduction. An external independent project evaluation forms an integral part of the projects.

Both projects were initiated in 2007 in close coordination and cooperation with the national authorities and with the international donor community in the country and were foreseen as part of a broader comprehensive Drug Demand Reduction Program and formed an elaboration of the UNODC Strategic Program Framework 2006 – 2008 (UNODC I R of Iran, October 2005). At the time, the drug demand reduction program envisaged the following projects for funding and implementation: 1) Drug Abuse Treatment in the I R of Iran (IRA/I54), 2) Nationwide Drug Prevention Measures in the I R of Iran (IRN/I55), 3) Addiction Rehabilitation and HIV/AIDS Prevention in the I R of Iran (IRN/I56), 4) Advocacy and Regional Cooperation in Drug Demand Reduction (IRN/I57) and 5) Improvement of Drug Demand Reduction Measures in the City of Bam (IRN/J01). Two further project ideas aiming at HIV Prevention, Treatment and Care for Afghani Refugee Drug Users and the other for Women Drug Users and Women Prisoners were formulated later and received funding. Funding for the 2 projects of concern here, I55 and I57 was obtained from Germany, Italy, the Netherlands, Sweden and Switzerland.

To date the 2 projects together constitute the main body of the UNODC I R of Iran DDR action. They are closely inter-connected and provide back stopping to each other. In accordance with the Terms of Reference (ToR) and in consultation also with UNODC IEU, it was decided to prepare one evaluation report, instead of 2 separate reports, with sections on the individual projects where such a distinction is indicated (such as for example when it comes to the relevance and the efficiency of the projects). Another reason for the joint evaluation, in addition to the inter-connectedness and the simultaneous time-frame of the 2 projects, was the opportunity to save time and resources as much of the background work would have meant a duplication of effort.

This report follows the structure as indicated in the Terms of Reference. The recommendations are grouped into more general recommendations followed by recommendations which are particularly relevant to the DDR section of UNODC. For ease of reference the paragraphs are numbered.

3. Background

3.1 As is known, the I R of Iran's drug abuse problem is one of the most serious in the world. "The latest official statistics (Rapid Situation Assessment, 2007) put the number of drug dependent opiate users at 1.2 million, equivalent to 2% of the Iranian population. More than one fifth of them are injecting drug users". "The high addiction rate has meant that transmission rate of HIV/AIDS by injecting drug users is also high. According to the HIV/AIDS case registration report, by the summer of 2009, of the 19,774 cases of HIV detected in Iran, 13,787 cases (69%) were because of injection drug use. The Iranian Ministry of Health estimates that the total number of people living with HIV/AIDS in Iran may amount to 80,000". (Regional approaches and solutions to the Afghan drug problem - Policy Paper on the Islamic Republic of Iran - Workshop on the Drug Problem in Afghanistan - Berlin Dec 10th 2009 - Policy Paper – Panel II - Author: Antonino De Leo (Resident Representative, UNODC in the Islamic Republic of Iran)).

3.2 As is perhaps less known, the I R of Iran has a remarkable track record in introducing innovative public health oriented policies to reduce the harm of drug abuse to the population. Methadone maintenance is widely accepted and implemented: according to the DCHQ there are some 1500 methadone programs in operation throughout the country; some 600,000 people are in contact with harm reduction programs (including needle and syringe exchange schemes); in prisons harm reduction programs are carried out; currently even a scientifically monitored pilot project is taking place to utilize opium tincture in stead of methadone in a substitution reduction program.

3.3 While there is a long tradition in supply reduction action in the country and a substantial experience in providing treatment - with a relatively recent massive application of evidence based treatment -, the history of demand reduction is very short, as confirmed also by officials of the national drug authority DCHQ. Further, the country doesn't have yet a strong civic society; for NGO's to become registered is a long and sometimes complicated process. Consequently DDR does not yet have a strong presence in the country, and prevention activities still take place in a rather isolated fashion and without much of a solid theoretical, political and social framework. In view further of the geo-political situation, there is every reason for UN agencies to make an extra effort of international cooperation and coordination.

3.4 From the start of the operations of the UNODC office in the I R of Iran in 1999 a component on demand reduction was included in the overall program. The Strategic Program Framework 2006 – 2008 (UNODC I R of Iran, October 2005) foresaw a broad program to contribute to the development of effective prevention, treatment and rehabilitation measures, and included work also to foster drug abuse treatment and rehabilitation, in addition to a separate project on HIV/AIDS prevention. However, regarding demand reduction per se funding could be secured for the 2 projects under review only.

3.5 Project I55 aims at the qualitative and quantitative improvement in the provision of nationwide primary drug prevention activities. Its focus is on the community, the education system, workplaces and the prison system in the country. Its main instruments were defined to be the preparation of guidelines, capacity building and improved coordination while also facilitating the establishment of accurate documentation, monitoring and evaluation systems.

3.6 Project I57 aims at promoting and developing policies supporting the advocacy for demand reduction, the empowerment of NGO's and increased cross fertilization and networking at national and regional levels. Its main instruments were defined to be the organization of conferences and study tours, and a variety of other means to strengthen the NGO sector.

3.7 Both projects were developed in close consultation with the national drug abuse authority (DCHQ) and the international community present in the country specifically the Mini Dublin Group (MDG). They were explicitly seen as assistance to the country's efforts to strengthen its prevention capacity.

4. Evaluation purpose and objective

4.1 This external independent project evaluation was commissioned by the UNODC I R of Iran Office as an integral part of the execution of the projects; indeed the external independent project evaluation was included in the Project Documents. In line with UNODC's Evaluation Policy backstopping by the IEU was foreseen - and indeed substantially provided. In general, external independent project evaluations have become routine procedure for most projects by UNODC.

4.2 This evaluation was originally foreseen to take place at the end of the second year of implementation of the projects. The preparations for the evaluation exercise, such as development of the ToR and the selection and recruitment of the external evaluator, duly started at the time foreseen. However because of unforeseen external circumstances the fact finding mission to the I R of Iran had to be postponed twice. Phase 1 of both projects will be concluded at the end of this year 2010; hence the results of this evaluation will still be in good time for considerations on continuation, extension or expansion of both projects.

4.3 In the project documents the purpose of the evaluation was formulated as "to provide a basis for the envisaged extension and expansion of phase 1 as well as recommendations for conducting Phase 2". The ToR provided further indications on the type of evaluation to be carried out, namely to "provide detailed and workable recommendations for improving program and projects design in terms of planning and management. The evaluation results should be drafted additionally so as to be used as a tool for UNODC for future planning of Iran drugs related program components and projects".

4.5 As mentioned before, both projects are entirely funded by outside voluntary donations, more particularly the support given by Germany, Italy, the Netherlands, Sweden and Switzerland. This report is therefore also serving accountability to the donors on the operations of the projects so far. Continuation or expansion of the projects will also be entirely dependent upon the availability of VD's. This enhances the need for an external independent evaluation further, so as to be used possibly by donors in justifying expenses on behalf of the continuation or expansion of support.

4.6 Another implicit purpose of the evaluation is to have an independent review of the projects available for other stakeholders (such as the cooperation partners in the projects). The external independent project evaluation enables them to gain insight into the overall picture, where they fit in into the project, and on how they might wish to continue working with the projects.

4.7 This evaluation report explicitly does not aim at providing a comprehensive progress report on the projects or on all the activities that have been carried out by the projects. If reference is made to individual activities this is mainly to serve as illustrations of observations made.

5. Evaluation methodology

5.1 The basis for the evaluation was laid down in the ToR (attached as Annex 1), which had been developed by the technical unit in close cooperation with the DCHQ and with the IEU in UNODC HQ. After sketching the background and a summary of the projects, the ToR gives a detailed description of the scope of the exercise indicating that the focus has to be on relevance, effectiveness, efficiency, impact, sustainability and lessons learned and best practices. The section on methodology provides an indication on the data collection method and on the analysis.

5.2 As a next step, and in accordance with the ToR, a framework for the evaluation was drafted, in close consultation with the IEU in UNODC HQ and with the DDR unit in UNODC I R of Iran. The framework defined further the main parameters of the exercise such as the scope of the evaluation, the tentative planning and programming schedule of the exercise, and some practical aspects of the work. For further details on the Framework please refer to the Annex 2 attached to this document. Subsequently a note on the methodology was developed, again in close consultation with IEU at HQ and the DDR section in UNODC Iran (attached as Annex 3). The methodology defined in more detail the ways and the procedures for the data collection and the reporting.

5.3 The main sources for the information as identified in the ToR and in the methodology notes were identified as to be:

- documents and literature with a direct bearing on the projects (such as the project documents, the overall plan of work of the UNODC office in Iran, literature on the drug problem in Iran);
- information collected at meetings and visits and observations made during a 15-working day visit to the I R of Iran;
- information collected through feedback on questionnaires which were sent to all the principal partners of both projects

5.4 The UNODC I R of Iran DDR unit provided the external evaluator with an extensive package of documents on the background of the drug problem in Iran, the policies of the country, relevant UNODC policy documents, and the project documents.

5.5 In the course of the visit to the I R of Iran – which took place in the month of February 2010 - over 40 interviews and meetings took place spread out over 15 working days. The program of the fact finding mission to the I R of Iran had been carefully prepared by the DDR unit in UNODC Iran in consultation with the IEU in HQ and the external evaluator. (See Annex 4 for the Program of Meetings, Visits and Interviews and Annex 5 for the List of Persons met).

5.6 In preparing the program of the mission the DDR technical unit had taken into consideration the criteria set in the framework for the evaluation, such as a fair spread of meetings and interviews over the 2 projects, the profiles of persons and institutions to be met ensuring a fair representation of the various target groups and institutions, attention

to be given not only to the capital but also to sites outside in the country. Thus the program included a wide variety of meetings with and visits to partners and stakeholders in the 2 projects: from visits to grassroots NGO's working for high risk groups such as family members of drug users; to meetings with the highest governmental agency in this field (the DCHQ) and visits to extremely socially and economically deprived areas with a high prevalence of drug abuse; from visits in the capital to visits in cities far away from the capital, from meetings with policy makers to volunteers working in the field, from scientists to managers of NGO's, from representatives of other international agencies in Iran to drop in centers (DIC's) for drug users etcetera. Further, obviously meetings with the UNODC I R of Iran Representative, the program managers, with other staff of the 2 projects were also included in the program. Short reports on the individual meetings and visits were prepared and shared to the extent possible with the persons met and with the program managers.

5.7 The interviews and meetings were semi-structured following the list of items of specified in the Interview agenda (Annex 2 of the Evaluation framework – which is attached as Annex 2 to this document). The selection of the interviewees had taken place in consultation between the DDR unit and the evaluator whereby it had been agreed to have a fair distribution of partners of the 2 projects, a good representation of the governmental and the non-governmental project partners and interviewees being in a leading position in the agency concerned. The ultimate program of meetings and interviews followed these principles: all relevant governmental agency partners were met. Approximately 40% of the persons met were women (see also the list of persons met). Group meetings took place with the donor community and with 8 participants from two courses that had been organized by the projects.

5.8 The program allowed the external evaluator to gain a good insight into the local situation and to obtain a comprehensive overview of the projects. It also allowed for frequent meetings with the program managers also so as to discuss with them findings of individual meetings, tentative conclusions and options and opportunities for the future of the projects.

5.9 In addition to the information acquired through the interviews and meetings additional information was collected from all the cooperation partners of the 2 projects through sending them a questionnaire. The questionnaire included questions about the nature of the contact between the institution concerned and UNODC, the changes brought about by the work with UNODC and about factors that facilitated or hampered the cooperation. 40 Questionnaires were distributed, 19 were returned. The relatively low return may be due to the fact that a good deal of the institutions receiving the questionnaire had also been interviewed and therefore felt that that completing the questionnaire would be a duplication of effort.

5.10 The information collected in the individual interviews was compared with the information on file in the office monitoring system of the projects. Information from other interviews often provided opportunity to triangulate and to cross check on tentative findings or conclusions drawn. In addition, as mentioned above, interpretations on

meetings held and observations made during the fact finding mission were written down and were checked and discussed with the DDR staff. The feedback from the completed questionnaires was another independent source for ensuring coherence in interpreting the information acquired.

5.11 The following section contains the main findings and analysis distilled from the review and triangulation of the documents provided, the observations and interviews made in the course of the fact finding mission to Iran, and the feedback to the questionnaires.

6. Major findings

6.1 Relevance

General

6.1.1 Given the situation referred to above (extremely high prevalence of drug abuse, no signs of abating, a short history of drug demand reduction programs) in principle any support for DDR in Iran is relevant and a matter of high priority.

6.1.2 The overall policy of the 2 projects (advocating for drug demand reduction; supporting national agencies in building drug demand reduction programs; strengthening community based organizations and non-governmental organizations in their drug and HIV prevention capacity; and mobilizing essential settings such as the educational system, the workplace, the community and the prison system) is logical, is in line with the leading principles formulated by the government, and had been discussed over a period of several months and agreed upon with the relevant stakeholders (in particular DCHQ and leading NGO's).

6.1.3 Further, in the current situation UNODC is the only agency which can provide support from an international perspective, having acquired the authorization to be in direct and intensive cooperation with the responsible highest governmental agency in the country, the DCHQ. As confirmed repeatedly in the meetings held, any support provided to strengthen DDR policies and programs is very relevant for the country and highly appreciated by the DCHQ.

Project I55

6.1.4 One of the principal aims in I55 is to mobilize particular social settings for drug abuse and HIV/AIDS prevention. As mentioned before, the settings chosen include the educational system, the workplace, the community and the prison system. In the literature on health promotion and on drug abuse prevention the settings approach is widely endorsed. The national policy statements made in this regard as well as the Strategic Plan are also fully in line with the choices made by the project in this regard. Further, feedback received during the fact finding mission to the I R of Iran confirmed the relevance of these settings in the country.

6.1.5 Originally, the setting of the educational system appeared to be not easily accessible for drug abuse or HIV/AIDS prevention programs. Specific drug education of HIV prevention programs were seen as not to be in line with the overall philosophy of education in the country. In view of this practical barrier the project put more emphasis on the development and introduction of non-drugs specific programs for school aged children in the form of life skill training, and on the development and introduction of drug abuse prevention and early interventions programs for university students. Both

adaptations reflect as a matter of fact the predominant views from the scientific evidence on prevention of drug abuse. The materials which in the meantime have been developed for the schools (a workbook for counselors and one for students) are currently under review by the education committee of the parliament and it is expected that the whole package will be launched for use nationally later in the year!

6.1.6 The other setting where the implementation proved to be more cumbersome than originally envisaged was the workplace. It simply appeared to be not so easy to find many workplaces with an interest in drug abuse prevention program. Yet, materials (among which an interactive theater program) for workplace programs were duly developed in the course of the project. A very promising breakthrough was achieved when more recently contacts were established with one of the greatest car manufacturers in the country. In this company a comprehensive employee assistance program (EAP) is under development and thanks to the creative and technically highly qualified input of the project manager a component on substance abuse is now being included in this EAP. This fact is likely to have a multiplying effect since the company concerned is widely regarded as an example when it comes to company security and health and social welfare programs.

6.1.7 As in other countries, the prison population is a highly relevant group for DDR action and HIV prevention. The work done by the DDR section in the prison system is mainly routed through the prison administration. Jointly with the Prison Administration training and educational materials were developed for staff and counselors in the prison administration. There is also an important NGO working for prisoners and family members with whom the DDR section has established cooperation: the Prisoners Support Society. This is a rather big NGO which is instrumental in the development and the application of work-packages for counselors who work in prisons.

6.1.8 A variety of activities has been undertaken to support community programs in particular directed at families (which is a priority also for the government). A large group of people in leading positions in NGO's for instance were trained on responding to drug abuse in the family; educational materials were developed and disseminated also beyond this group. Through another workshop educational materials were developed on drug related family crisis interventions. Another Training of Trainers workshop was held on drug abuse prevention in the family. As part of the activity, again a package was prepared which was made available to NGO's. Further, in many of the community programs specific attention is given to the position of women.

6.1.9 Project I55 achieved to produce background material for prevention actors in the country in the form of work-packages for various target groups including drug users spouses, children of prison inmates, street children, workplaces and school children. The production of brochures and posters further provides support.

Project I57

6.1.10 Project I57 has a relatively broad aim: to advocate and support policies and interventions on demand reduction, including the empowerment of NGO's and networking at national and international regional level with a view of introducing advocating and implementing appropriate demand reduction. The actual relevance of project I57 can be best illustrated by considering the various groups of activities that have been undertaken:

- a) the exposure of key persons and institutions to good demand reduction practices and policies through the organization of international conferences and the organization of study tours;
- b) the actual assistance to further development of demand reduction policies and programs by offering direct consultation services either direct through the program managers themselves or expertise from elsewhere via them;
- c) the strengthening of the NGO sector. The NGO sector is - also by the official policy as implemented by DCHQ - regarded to be essential for creating a society in which there are strong protective factors against drug abuse.

In the current situation the promotion of all these strategies are most appropriate.

6.1.11 The predominant view in the society in Iran is that the drug user basically is a criminal; the view that drug dependence is very much a health and a social problem is far from being widely accepted. In a way the latter standpoint is being supported by an emphasis on supply reduction policies. There is however a positive trend also in the sense that the DCHQ is striving towards a better balance between supply reduction action on the one hand and demand reduction on the other.

6.1.12 As part of advocacy for drug demand reduction the project developed a line of activity on the promotion of positive leisure time activities, an issue which for many young people (and not only in Iran) is most opportune. Under this heading the project developed many activities e g to promote sports. Also posters were designed and widely distributed. Another example here is the cooperation with an NGO called Congress60. Congress 60 is an interesting NGO proposing treatment and rehabilitation to drug users and providing support to family members. It is built on principles of self-help. Sports is an essential element in the program: doing sports is regarded to be a strong counterweight against drug abuse, it builds supportive bonding between the people, it provides social ties, it strengthens self confidence etcetera. The organization was set up by ex-addicts and is now offering a healthy alternative to thousands of people who are suffering from drug addiction. The cooperation with UNODC gives the organization an extra moral support, it serves as a channel for the promotion of healthy lifestyles, and it offers a means for promotion of HIV/AIDS prevention.

6.1.13 All the persons interviewed attach great value to the bridging function which UNODC has: making the international experiences and knowledge on demand reduction policies and practices accessible to the country's experts and relevant institutions. This bridging function is not only relevant and being implemented for North-South cooperation but also for South-South cooperation. Over the years the projects have supported communication and cooperation between NGO's in the I R of Iran and neighboring countries, in particular Afghanistan and Pakistan.

6.1.14 The flexible nature of I57 allowed the project to also give more or less ad hoc assistance in drug demand reduction policy making. An example is how with the help of UNODC a methodology could be introduced to monitor the quality of street drugs and new drugs. In cooperation with a university laboratory the methodology to analyze street drugs was set up, whereby initially also UNODC HQ provided technical help. The methodology is now being taken over by the police authorities as part of their routine operations. Thus, rather than depending on rumors about new drugs circulating, policy can now be better based on evidence. An interesting aspect of this particular activity shows how UNODC action may lead to sustainable change in the country's response to the drug abuse problem.

6.1.15 The most salient feature of project I57 was to strengthen the NGO sector. As is known, a well organized civic society can be an effective counterforce against drug abuse. However, most of the NGO's in the country are very young, are much dependent on the motivation of one or two persons, and do not yet have a long-standing experience in drug abuse or HIV/AIDS prevention. The process to become officially registered as an NGO often takes a long time and may thus be somewhat discouraging. Hence, although there may be over 100 NGO's in the country which have some relationship to drug demand reduction their influence to date is very limited. In cooperation with the DCHQ the project has therefore undertaken a series of activities to make the NGO sector more powerful. This has been done by introducing more knowledge and more expertise on the subject matter (drug abuse and HIV/AIDS prevention) and by making the organization of NGO's stronger (by giving them courses on managerial aspects, by introducing monitoring and evaluation into the running of the NGO's, by clarifying the potential of NGO's in the community and by establishing networks amongst them). To this effect courses and workshops have been organized and background materials have been developed. In the training activities implemented by the projects pre- and post questionnaires were routinely used both as a means of increasing the awareness of participants for the need of evaluation and monitoring and also as a means of obtaining feedback on relevance and quality of trainings provided. The various reports on the training sessions which the evaluator has seen, included summaries of the feedback provided by participants which was overwhelmingly very positive.

6.2 Effectiveness

6.2.1 The principal issue in this section is the effects, the change that has been brought about by the projects; more particularly to what extent this change was actually aimed at by the projects. Obviously it is not always easy to attribute changes taking place unequivocally to the projects only; there may have simultaneously been other events or developments which also influenced the situation. Anyway, the explicit concern of the external evaluator in all the interviews and meetings held was to assess as much as possible the change resulting from participation in the various activities of the projects.

6.2.2 It is first worthwhile noting that without any exception the persons interviewed and the responses to the questionnaires were very positive about the effectiveness of the

projects. Indications for the effectiveness of the projects as identified by persons interviewed varied from a change in knowledge and attitude (seeing the drug addicts not only as a difficult person for instance) to actual changes in practice in the institutions concerned.

6.2.3 For both projects it is further worthwhile noting that they had a very broad scope of influence, both geographically and socially. The influence of UNODC's DDR activities is noticeable in institutions in the capital itself but also in places far away from the capital (the programs had activities in the provinces of Yazd, Mashad, Kermanshah, Kurdistan, West Azerbaijan and Khuzestan) ; there is clear evidence also of the influence of UNODC's DDR activities at the highest possible level of the administration (DCHQ) as well as in e.g. drop in centers (DIC's) for drug users or their family members in socially and economically deprived areas throughout the country.

6.2.4 An impressive amount of activities have been undertaken to strengthen the NGO sector. Reference has been made already to workshops held for leading staff of NGO's aiming at increasing their knowledge about the subject matter but also about increasing the quality of their work and how to strengthen their NGO's, making them more professional. Another way of strengthening the NGO sector has been to facilitate networking (such as mapping the field of NGO's) and to actually bring them together. Further the workshops have provided them with background materials (packages) which they apparently do utilize. Another aspect, to which many of the persons met referred to, was the simple association itself with UNODC, which contributed in no small measure to their reputation and credibility.

6.2.5 In the course of the implementation of the activities the program managers have given special attention to issues like women's and children's rights and the situation of prisoners. NGO's with a special interest in women's and children's issues have been proactively sought as project partners – and with success. The same goes for the situation of prisoners where the projects have worked intensively with associations of prisoners' family members and where the program has actively supported programs to improve the situation of prisoners and their family members.

6.2.6 One of the settings for the promotion and implementation of demand reduction was the educational system. To insert specific drug abuse prevention programs in schools proved however to be more difficult than was expected. It was therefore decided to concentrate more on the introduction of life-skills training with which a good beginning was made. Additionally substantial work took place with some universities to develop model programs for counselors and teachers of students. A work-package has resulted from the workshops and is widely disseminated.

6.2.7 An explicit aim of I57 was advocacy for DDR. This has been pursued through various ways. In all the workshops held for NGO's a component dealt with advocacy for drug demand reduction and participants were trained for public appearances to counteract the stigmatization of drug users. The project has further made it an explicit strategy to invite journalists at openings of more important meetings and seminars. Another option

utilized by the project in this regard is the development of posters and brochures, involving technically highly qualified designers and communication experts. Series of posters have been developed and printed. There is an apparent great demand for these materials. Daily the DDR section sends out on demand hundreds of posters to institutions and agencies all over the country.

6.2.8 Another clear effect of the projects is the increased connectivity with international experiences and expertise. This has been demonstrated in a number of international conferences and seminars which have been organized by the project. One of the more important ones was a regional seminar held in 2008. Experts from among other countries Australia, Austria and Switzerland made a plea for explicitly public health oriented drug abuse policies with regard to substitution programs, needle exchange programs and integrating these programs also in penitentiary institutions. One can not claim that there is a causal relationship between the existence of the innovative treatment programs in the country and the regional seminar, but as has been confirmed repeatedly, these reports were interpreted as an unequivocal confirmation that the country is on the right way with these policies. A similar observation can be made about the effects of the study tours organized by the projects to Sweden, Netherlands, Switzerland and Spain. The typical public health oriented policies in place in these countries were positively assessed by key persons for policy making in the country and thus constituted another re-confirmation of the need to maintain and expand these policies. A pertinent example in case is the introduction of condom and syringe dispensing machines in the country following the study tour to Switzerland. The dispensing machines were ordered and manufactured in the I R of Iran following the study tour after the model seen in Switzerland. Currently an upgraded version of the machine is under testing in 10 centers in Tehran.

6.2.9 UNODC Iran has worked closely in the past years with southern countries in order to develop the South-South Cooperation mechanisms of action in this field. In this context delegations from 14 countries have visited Iran for studying activities implemented and resources offered on drug use and HIV in prisons and communities namely: China, Egypt, Lebanon, Jordan, Malaysia, Nepal, Sri Lanka, Bangladesh, Bhutan, India, Maldives, Vietnam, two delegations for training from Afghanistan. All delegations were highly impressed with the exchange of information and experiences in the context of these study tours.

6.2.10 Iran's policies and programs aiming at reducing the risk of HIV transmission among drug users are based on scientific evidence and are indeed exemplary in the region. For all the countries in the region, Iran's policies and programs function as an example. Project I57 has engaged in regular knowledge and experiences exchange in the sub-region (between particularly Iran, Afghanistan and Pakistan). The idea of establishing a regional or sub-regional capacity building and research centre in the field of drug dependence treatment and care in Iran to strengthen this exchange is therefore most appropriate. An excellent concept note on such a centre was elaborated by UNODC jointly with WHO. It is very much worthwhile to pursue this idea. Everybody is very positive about it, a first legislative step has already been taken; the challenge is to find the resources needed.

6.3 Efficiency

Inputs and outputs

6.3.1 The principal inputs in both projects are its manpower and its financial resources. The entire budget for both projects together amounted to some 1,6 million for the whole project duration of 3 years, which included the personnel costs. Considering the great amount of activities implemented by the project officers there can be no doubt that they have done a remarkable job in the utilization of these resources.

6.3.2 The project documents vary in the extent to which they are clear-cut descriptions of what is aimed for (objective), what the outcome is expected to be, which outputs will be delivered and which indicators shall be used to measure the effects of the project. While the project document of I55 is relatively clear in this respect, the project document of I57 is more general. This is understandable as I57 had a more general brief namely to “promote the development of policies and interventions supporting, inter alia, the advocacy for demand reduction issues, the empowerment of NGO’s, and increased cross-fertilization and networking at national and regional levels in the field of drug demand reduction”.

6.3.3 Most of the activities have been carried through sub-contracting. Well prepared calls for proposals were launched publicly and specially disseminated to possible partners; proposals were reviewed by a panel upon which the contract was established with the partner. Throughout the contracting process coordination took place with the DCHQ and for the financial implications with UNDP. In the actual implementation of the activities the project managers continuously played an important role as technical experts and supervisors.

6.3.4 All in all the number of separate activities producing the outputs of the projects amounted to a much higher number than what was originally included in the project documents. For I55 there were 54 separate activities, ranging from a study tour to Sweden and the Netherlands, to the development of a package on drug abuse and HIV/AIDS prevention in the workplace as part of a broader Employee Assistance Program. For I57 there were 38 distinct activities ranging from the preparation of a synthesis paper on the drug abuse situation in the country and the responses, the development of a web-based resource on available DDR materials, study tours for high level officials and experts to Switzerland and Sweden, to a system for monitoring the quality of drugs in the street. The deviation from the original planning to a greater amount of individual activities makes good sense as sometimes the activities originally planned required several steps to be taken as identifiable separate activities and in other cases the activity undertaken was an appropriate response to an emerging need (such as the establishment of a monitoring system for the quality of street ATS drugs). Be that as it is, taking into account the limited resources and the relatively complicated administrative procedures (see hereunder 6.3.12 and 6.3.13), such a high number of

activities raise also the question of focus. If there would not be a substantial increase in resources in the future it might be a good idea to concentrate on a smaller amount of activities or less target groups with a greater possible impact.

6.3.5 There could be hardly any discrepancy observed between the outputs and activities as planned and as actually implemented. As mentioned before the implementation of work planned in the educational sector initially turned out to be more modest, as interventions in the educational system from outside are not foreseen. However through careful planning an important prevention tool developed in close cooperation with UNODC is now under review by the parliamentary committee and is likely to be introduced in the school system later in the year. The other setting where the original plan could not take off as wide as foreseen was the employment setting. However here again the recent development is very positive in the sense that a very large employer is now about to start a substance abuse prevention action within its more wide Employee Assistance Program.

Partnerships

6.3.6 The unit has managed to establish intensive cooperation with many of the essential governmental organizations in the country. There is first of all in this regard the excellent working relation with DCHQ to which reference has already been made elsewhere in this report and for which there is plenty of evidence; but also with other state and NGO agencies. The State Welfare Organization for example directs and feeds much of the work of the 1200 CBO's (community based organizations) in the country; and the UNODC DDR section in turn provides tangible support to the State Welfare Organization. Feeding the central Prison Administration and the NGO for prisoners influences the whole system in the country. The excellent partnerships with the governmental agencies thus lead to a wide sphere of influence. Good partnership-relationships have also been built up with the donor community encompassing regular meetings and information sharing.

6.3.7 The non-governmental sector has also been approached efficiently. Sub-contracts have been established with many NGO's for implementing technical activities for which these particular NGO's through a process of sub-contracting appeared to be the most suitable in the country. Cooperation has also been established with non-governmental umbrella organizations or agencies that function as such to increase the level of competence of the NGO's.

Projects' leadership

6.3.8 The program managers are extremely well qualified for the work; they have the right education for DDR work (medicine and psychology respectively); they have the right experience in the country (both have worked in the government's administration, in the Ministry of Health and in the State Welfare Organization respectively); both have a recognized professional reputation; and both have an extremely high level of personal motivation. Their professional reputation leads to the fact that they are not just project

managers but very much also top experts. This emerges from the frequent calls that are being made on the managers to give advice. Of particular relevance in this regard is that they have been invited to participate in the work of working groups organized by DCHQ.

6.3.9 Their leadership is enhanced by the fact that the program managers keep in close contact with the ultimate target groups themselves, be it drug users themselves, or their families as well as scientists and policy makers. Far from being administrators only they make a special effort to keep in touch with the problem area and to keep a feel of what is happening at the ground level in the street and in deprived areas where the problem of drug abuse is most serious

6.3.10 Closely related to this is the connectedness of the program managers to available expertise within the country and abroad. From the interviews held it became evident that both program managers relatively easily connected and cooperated with the best possible experts in the country and thus could ensure themselves of the best expertise needed. Additionally they are also well connected to top experts abroad and thus acquire easily expertise and cooperation from abroad if need be.

6.3.11 An other positive feature of the efficiency of the projects is the recruitment of volunteers. Also at the time of the visit of the external evaluator two volunteers were employed in the projects, both with a very good background to provide additional support for the projects and both highly motivated persons.

Outside resources dependency

6.3.12 As mentioned before, both projects are entirely funded by voluntary donations and the goodwill from a few EU member states namely Italy, Sweden, Netherlands, Germany and Switzerland. From the discussion held it appears that the donors are pleased with the opportunity to give some support to DDR in the I R of Iran. At the same time some of them felt that the communication between the national drug authorities and the Mini Dublin Group (MDG) might be more frequent. This would enable a better formal ground for embassies in their efforts to find support in their home countries. Also, in this connection the suggestion has also been made that UNODC might wish to organize more frequently visits and meetings at projects and activities sites for which support from a specific donor has been received. This would help increase the understanding of how well the support is utilized and increase a feeling of ownership. The complete dependency on outside voluntary donations requires

Administrative procedures

6.3.13 The efficiency of the management of the projects was somewhat hampered by the administrative procedures required. The administrative procedures in place ensure an intensive and good cooperation with the national drug authority: for example a simple invitation to attend a workshop organized by the DDR section of UNODC requires signatures from both the UNODC Representative as well as from the Ambassador of the DCHQ. As mentioned, these procedures clearly serve an intensive cooperation; they may

however at times also cause some delay in the implementation of the activity. Reportedly work is in progress at the DCHQ to computerize the administration of the procedures and thus speed up the process.

6.3.14 In case that a money transaction is involved in the implementation of the activity the UNDP Office is also involved and, as could be demonstrated, often meant a factor for further serious delays. Some of such delays are unavoidable. However it is worthwhile to study the possibility of simplifying administrative procedures in place.

6.4 Impact

6.4.1 The intended effects of the project I55 as listed in the project document were a) drug prevention measures launched in the community; b) general awareness increased among youth and high risk groups; c) prevention campaigns launched in the education system; d) prevention initiatives launched in the workplace; e) prevention measures improved in the prison system and f) a monitoring and evaluation system in drug prevention activities is established.

6.4.2 The intended effects of project I57 as mentioned in the project document were the promotion of policies and interventions supporting the advocacy for demand reduction, the empowerment of NGO's and increased cross-fertilisation and networking at national and international regional levels in the field of drug demand reduction.

6.4.3 As reported elsewhere in this report (see in particular the sections on efficiency and effectiveness) both I55 and I57 have duly and intensively worked towards the intended effects; the feedback received in the meetings and through the questionnaires demonstrates the true impact of the projects' activities, at least in the short term. Projects' activities have changed the daily routine, the knowledge base and the interconnectedness of NGO's; DCHQ, the principal state agency for policy and program making in the country, has re-affirmed and strengthened its prevention programs and its innovative treatment and care programs. Further indeed prevention has been launched in communities, among high risk groups, in the education system, in the workplace, international communications and cooperation has been fostered etcetera. Within the framework of this evaluation, and baseline assessments on the various targets for impact not being available, it is not feasible to make robust statements on the amount of effects which have taken place.

6.4.4 The long term effects of projects such as these is are even more difficult to assess as obviously the evidence for long term effects is not available yet. There following statements in this regard can however confidently be made.

6.4.5 UNODC's DDR action by the 2 projects has contributed to the maintaining of the innovative public health oriented drug abuse policies. The regional seminar held in 2008 and the visits to Switzerland, Netherlands, Sweden and Spain have unequivocally strengthened the view of the country's leading policy makers and experts that such policy measures as methadone maintenance, the provision of clean needles and syringes and the

operation of low threshold facilities (drop in centres) are indispensable and need to be maintained in order to minimize the harms resulting from drug abuse.

6.4.6 In the same vein, there can hardly be any doubt that the projects have created an increased awareness for drug demand reduction action and a strengthened NGO sector. Leading policy makers and the community have been more or less continuously exposed to messages and activities promoting drug demand reduction from an authoritative agency. The building further of networks of NGO's, scientist and policy makers with an interest and an experience in drug demand reduction has certainly led to drug demand reduction becoming stronger because of the links forged between previously isolated players, which in turn has led to a society with an increased awareness for the need of drug demand reduction.

6.4.7 Feedback received from NGO's met and from the questionnaires shows that the work-packages and guidelines produced are being utilized and form a justification and an encouragement of the actions they in turn undertake. The simple fact further that the materials bear the logo of the UNODC and the DCHQ provides another justification for sustained action.

6.5 Sustainability

6.5.1 Good attention has been paid to the sustainability of actions initiated. One way to ensure the sustainability was to integrate activities in broader action programs. This may be illustrated by many examples, which are representative for both projects. One of these examples has been referred to previously: one of the great car manufacturers in the country is currently developing an employee assistance program (EAP) – with the full support of the company leadership. Successful interventions by UNODC DDR have led to include a component on substance abuse prevention and responses into this EAP. As the company is widely regarded in the country as a good example of security and health programs for employees this UNODC action is therefore likely to be copied by other companies that will develop their employee assistance programs. Another example in case – to which previously was referred to as well - is the development of workbooks on life skill training (with a workbook for school-counselors and a workbook for students) which have been developed by a technical institute in cooperation with the Ministry of Health and the DCHQ. As mentioned this material is under review by the Education Committee of the Parliament and is expected to be launched later in the year for routine use in the school system. Again another example is the setting up of a monitoring system of the quality of street drugs and of new drugs in the street, started as an activity of a laboratory in close cooperation with UNODC, later being included in the regular quality-of-street-drugs-monitoring by the police.

6.5.2 Another way of ensuring sustainability of a number of activities has been to produce consistently work-packages or guidelines as a product of training courses or workshops. These are easily available either from UNODC or from the DCHQ and are actively being disseminated. A number of them are accessible on line through the web-

site of UNODC (e.g. the guidelines and packages on Drug Prevention at the Workplace, Life Skills for Parents, Life Skills for Youth).

7. Lessons learned

7.1 Both projects were built upon previous work and aimed at filling gaps observed; in particular the need for advocacy, the need to strengthen the NGO sector, the need to develop programs in settings such as the educational system, the workplace, the prison system and the community. As argued above, this has resulted in substantial support for building important pillars for practical drug demand reduction work. It may be opportune now to develop a stronger conceptual basis for the entire drug demand reduction field - with indications of where the projects would fit in and which targets the projects would aim at. This might make it also easier to define objectives, outcomes, outputs and indicators for the program and the projects.

7.2 There are several options to build a stronger conceptual framework. One option might be to adapt the traditional public health framework for prevention – which is already used by the program - and structure the work into a category resembling primary prevention (general population level), a category resembling secondary prevention (targeting population groups or situations with indications of increased risk or onset of problem) and tertiary prevention (targeting population groups suffering from the disease). Another option might be to structure the work into the more recent theoretical framework of universal (entire population), selective (for population groups whose risk is above average) and indicated preventive action (for groups with early signs of problem behavior including use of drugs).

7.3 Remaining close to the current project division a first cluster of action would involve advocacy for DDR; campaigns in the media and at community, school and other general levels aiming at increasing the knowledge about drugs and the associated risks; capacity building among NGO's, CBO's and CSO's oriented towards universal prevention; a second cluster would address communities at special risk, in particular in socially and economically deprived areas; secondary school and university students; capacity building among governmental and non-governmental agencies oriented towards selective prevention; a third cluster would target e.g. the prison population, strengthen employee assistance programs; mobilize the PHC towards prevention, early detection and short interventions for substance abuse; increase the capacity and the quality of the treatment system; and capacity building of governmental and non-governmental agencies oriented towards indicated prevention.

7.4 Alternatively and/or additionally, the setting of quantitative targets for the issues and areas to be covered (possibly at objective, outcome and output level) would provide convenient tools for planning and monitoring. The knowledge and experiences gained so far could provide the baseline data for the target setting. In case quantitative targets would not be feasible a qualitative target might be chosen.

7.5 The projects have covered a very great amount of issues and settings to promote and implement demand reduction. Settings covered include, in line also with the national

policy priorities: the community (in particular the family), the workplace, the educational system and the prison system. These are important and relevant settings indeed.

In considering future directions for demand reduction one might wish to also include explicitly the Primary Health Care (PHC) sector. Iran is known to have a good primary health care system, reaching out into all communities, also in rural areas. There have been a few successful activities with individual primary health care institutions (as for example in Kermanshah) but a structural overall approach is not in place yet. There are good opportunities now to mobilize the primary health care system to become more actively involved in prevention and early recognition and short interventions for drug abuse and HIV prevention. Such an activity line would lend itself for a cooperative project with WHO where plans are elaborated jointly with the Ministry of Health to address the PHC sector so as to equip them better for mental health.

7.6 Reintegration and rehabilitation have not played an important role in the DDR activities of the past 3 years, as funding for this project could not be found at the time. The need to pay more attention to re-integration and rehabilitation is acknowledged by the national drug abuse authority and by the leadership of existing treatment facilities. It may therefore be good to re-consider the situation and explore again if funds could be found for such an activity. Including reintegration and rehabilitation in a future program of action of UNODC would provide a boost to the up-take of this under-rated section in the system.

7.7 As far as the evaluation exercise itself is concerned a lesson learned may be that the time needed for good in-depth evaluation discussions, meetings or interviews is at least 2 hours per session. This, plus the logistics (which in a city like Tehran are substantial) and the time needed for elaboration of notes, means that - as a rule - per day no more than 3 meetings or interviews should be planned. In the case of this evaluation this rule could not be implemented because of the very long list of persons which the external evaluator wished to see in the course of 15 working days.

8. Constraints

8.1 Most of the constraints in the projects' implementation are due to some atypical factors, such as change in personnel and situations that could not be foreseen at the start of the projects. The project manager who was originally recruited for the job of project officer for I57 left in the middle of the project period. So the drug demand reduction expert had to take over the management of the project, which obviously led to some delays in program delivery. Then, some of the funding came in much later than expected. Another atypical constraint was the structural limitations to operate within the school system in the I R of Iran. For various reasons it appeared to be exceptionally difficult to introduce specific drug abuse and or HIV prevention programs in the formal school system. However, this structural constraint was circumvented by: a) re-directing the program delivery for the school system from specific drug prevention programs towards healthy life style training programs – which according to many experts is also a better alternative than specific drug abuse prevention programs; and b) starting substantial programs for university students – which again according to many experts is an important target group for drug abuse and HIV prevention.

8.2 In view of the very limited manpower and financial resources the projects have perhaps spread a bit thin in certain areas. While it is appropriate, especially in the start up of a program to have a wide focus so as to be able to explore opportunities it may be good to narrow down in the continuation of the program on fewer activities, unless there is a substantial increase in resources. In particular working with relatively young NGO's requires intensive and frequent follow up activities. As a result of the high work pressure this has perhaps not always been possible. Unless therefore substantial additional resources are mobilized it may be necessary to cut down on issues and settings to be covered.

8.3 Rather intensive administrative procedures, which are beyond the control of the UNODC Office, constituted extra work and sometimes delays in the program delivery. Reference has been made to this previously (under the section on efficiency). According to information provided by DCHQ, measures are being taken to alleviate this constraint.

8.4 A most important current constraint is the uncertainty about the future funding of both projects. In the course of the past years the projects have laid a solid foundation for further continuation and expansion of DDR work. By its very nature DDR work needs considerable time to become meaningful and have any impact. A good workplace program needs years to mature; and this applies to almost all DDR action. However, as is known both projects are entirely dependent on voluntary donations and to date, just 9 months before the end of phase 1 of both projects, no commitments for continued support from donors for the projects exist. The moneys for the projects have to be found in or through the embassies of foreign countries. Most embassies can however only provide any support if the projects concerned fit into an overall strategy of the country concerned. This creates an obviously complicated situation for the projects at this very moment

where there are a number of activities still to be finished and where there is a great need to expand and plan for the future.

8.5 Finally, this evaluation exercise itself faced – alongside the exemplary support and kindness of the projects’ staff and the partners in the projects - two constraints: as was referred to in the previous chapter the time needed for the interviews and meetings often was very short – which as was mentioned also in the first place was due to the fact that the evaluator had required too many meetings to be planned. As a matter of principle it would be advisable to schedule 2 hours for similar meetings and interviews. The other constraint to which has been referred earlier also is the relative lack of baseline data. Project documents ideally include some baseline data on the issues targeted in the project. With the current knowledge it should be relatively easy to deal with this constraint in the documentation for the continuation of the projects.

9. Recommendations

The following recommendations are directed at UNODC (in particular to the DDR section) as well as to the principal stakeholders of the projects, including the donors. Recommendations 9.1 to 9.5 are of a more general nature; recommendations 9.6 to 9.10 address in particular the DDR section of UNODC I R of Iran.

9.1 To UNODC and all stakeholders, including the donors: Give higher priority to Drug Demand Reduction (DDR)

In comparison with the investments made in supply reduction measures, the development and implementation of DDR policies and programs continues to remain in a stepchild position, in spite of the high-level political calls to redress the balance towards 50 - 50. In societies with an apparent high demand for drugs such as the I R of Iran there is an extra need for addressing the balance between supply reduction and demand reduction – the more so while the physical and geographical environment forms a constant undermining of supply reduction strategies. The efforts of DCHQ, namely to strive towards a better balance is laudable and deserves full support of the UNODC I R of Iran Office and the donors by putting in place 50 – 50 support for supply reduction and for demand reduction.

9.2 To UNODC: Continue the principal strategies of the I55 and I57 projects

The principal strategies of the projects include investing in the NGO sector, mobilizing particularly relevant settings towards more preventive action (the community, the educational system, the prison and the workplace), and 2 ways bridging between the country and the international community. Any assistance in creating settings in which people can live together in their community, work and study without the threat of drug abuse and its concomitant phenomena such as HIV/AIDS and violence and crime is a worthwhile investment, even though the effects may not be visible immediately. Attitude and behavior change in settings as the community requires by definition a long term commitment and consequent long term investments. It also is right, as the projects have done, to give special attention to the most disadvantaged groups such as prisoners, women and children of drug users, and people living in most deprived areas. These principal strategies of the projects thus need to be continued.

9.3 To UNODC: Expand the projects on DDR

Given the scope of the problem, the eagerness of the national authorities, in particular the drug abuse authority (DCHQ) and the emerging NGO sector in this field, combined with the goodwill created and the solid foundation which has been laid by the projects so far, it appears logical and natural to expand on DDR, the more so while there are appropriate settings and target groups which have not been addressed so far. In expanding the

program a component on establishing and spreading out prevention in the rural areas for instance is indicated.

9.4 To UNODC:

Increase the communication with the donor community and with specific donors

The donor community has a keen demonstrable interest in principle in the drug demand reduction activities. To increase their awareness for the opportunities of drug demand reduction work and to provide them with in-depth feedback on the results of the activities which they support it appears worthwhile to brief them more frequently and invite them every now and then in participating in visits to project sites and meetings.

9.5 To UNODC and relevant stakeholders:

Proceed with the development of a regional / sub-regional capacity building and research centre in the field of drug dependence treatment and care

Especially in the field of treatment and reduction of harms associated with drug abuse such as HIV/AIDS infection, by implementing widely substitution programs and needle and syringes exchange schemes, the Iranian policies and programs are exemplary and of great interest to countries in the region. The principal partners for the creation of such a centre are all in favor of such a centre. An effective regional demand reduction centre would impact also on the country itself. The draft concept note prepared by UNODC and WHO forms a sound basis for funding opportunities.

9.6 To UNODC and WHO:

Introduce prevention and early intervention for drug abuse in the PHC sector in UNODC – WHO cooperation

To date, the projects have initiated action and invested in various social structures, such as the community, the educational system, the workplace and the prison system. Beyond this, the primary health care system is extremely well suited to play an active role in preventing and in early detection and short interventions for drug abuse. The Ministry of Health, in cooperation with WHO, is currently planning to mobilize the PHC system to become more active in addressing mental health. This is a great opportunity to insert attention for addiction more explicitly into the PHC system. It also forms a welcome application at country level of the growing cooperation between UNODC and WHO at HQ level.

9.7 To UNODC and principal partners:

Give more attention to treatment and rehabilitation

Iran has well established innovative evidence based treatment policies and programs in place, in which the typical medical and public health aspects are well represented (good availability of methadone maintenance and provision of clean needles and syringes for

example). In addition, the concept of low-threshold facilities is well accepted and applied. There are however two other aspects of the system which need to be expanded namely outreach programs and the need for improved quality of psycho social interventions. Rehabilitation and reintegration programs should also be expanded. This is confirmed by the national drug abuse authority and many experts. UNODC is in a very good position to assist the country in improving the treatment system in these directions and to continue to support the harm reduction programs.

9.8 To DDR in UNODC:

Consider integrating target setting in the planning of the projects

The projects have so far utilized fairly general concepts to describe its goals, such as launching, introducing, increasing, improving, expanding, etcetera. This is quite appropriate in the starting phase of projects. For the future: to indicate more precisely the goals to be reached it might be good to include, where possible, quantitative targets in the project documents. This would facilitate the planning and the management of the projects and also enable an easier monitoring and assessment of progress made. The knowledge geared by the projects so far could give the baseline data – at least for a number of target areas. Where quantitative targets are not possible a qualitative target can be set.

9.9 To DDR UNODC:

Consider decreasing the number of activities while concentrating on less but bigger activities.

Both projects, I55 even more than I57, have divided their limited resources over a relatively great amount of activities. After this first phase, which implicitly entailed a broad exploration of the entire field, it may now be opportune to consider if, when a substantial increase of funding is not forthcoming, less but more concentrated outputs and activities could lead to a similar or even greater impact.

10. Conclusions

10.1 There is a dire need for boosting drug demand reduction policies and programs in the I R of Iran.

The drug abuse problem is very big, the government is keen to invest more in demand reduction, civic society is still poorly geared to produce effective counter-forces against drug abuse, and HIV/AIDS associated with drug abuse constitutes a great threat to public health and social and economic welfare.

10.2 UNODC is in a unique position to provide technical support.

UNODC has a strong and intensive cooperation with the national drug abuse authority and with all relevant stakeholders. It is currently the only international agency which can bridge efficiently two ways for technical expertise and experience with the international community.

10.3 Projects I55 and I57 have been very successful.

In the course of the 3 years of their existence the projects have achieved what they were set out for: qualitative and quantitative improvement of nationwide primary drug prevention activities in the community, the education system, workplaces and prisons (I55), and advocacy for drug demand reduction, empowerment of NGO's, increased cross fertilization and networking at national and regional levels (I57).

10.4 The projects have managed to build up a wide network of essential partnerships. In developing the work, the projects have successfully established lasting partnerships with key governmental institutions (such as the DCHQ, the State Welfare Organization and others), the NGO community, top professional experts in the country and abroad, and with the donor community.

10.5 The projects have efficiently produced a great amount of effective activities and outputs.

Considering the resources available (in terms of manpower and funds), the demonstrable output of the projects has been very high, measured both by comparing with the original plans and by objective observations.

10.6 The success of the projects is in no small measure due to the dedicated and technical expertise of the project staff.

Both project managers and their support staff have an exceptionally high standard of motivation and are also technically extremely well qualified for the job.

10.7 The initiatives started need to be continued.

Strengthening the NGO sector, being one of the spearheads of the projects, is by definition a long term process. Discontinuing this work and most of the other initiatives taken would mean a waste of the resources spent, it would also undermine the reputation of the UNODC and ultimately mean a weakening of the growth potential of DDR in the country.

10.8 There is a need to expand the DDR action in several directions.

While many settings have been addressed it must be acknowledged that this is only a beginning. In addition some settings and structures have hardly been addressed at all. In particular it seems indicated to start a full fledged program – together with WHO – to mobilize the primary health care sector. This would also affect the rural areas where so far little has been undertaken to address the drug problem.

10.9 The donor community would make a wise investment in providing continued and stronger support to UNODC DDR projects.

Societies where effective drug demand reduction work has led to a strong counter-force against drug abuse are less prone to be involved in drug abuse per se including trafficking. As illustrated in this report, there are many positive predisposing factors for good development of DDR in the IR of Iran; the DDR UNODC has proven to be effective and efficient; thus deserves the full support of the donor community.

Acknowledgements

This report is very much the result of fine cooperation with many people and institutions.

My gratitude goes in the first place to the leadership of the UNODC Office in Tehran, to Antonino DeLeo, the Representative for inviting me to do this job and for making sure that all requirements were met to enable me to do this job in the best possible way.

Throughout the entire process – from the development of the ToR onward up till the actual agreement on the final text – Dr Gelareh Mostashari, the leader of the DDR section and manager of one of the projects, was the key person around whom the whole exercise revolved. It was a privilege to do this job with such an inspiring, dedicated, pleasant and top professional in this field. Hamidreza TaheriNakhost, the manager of the other project (I55), turned out to be another inspiring, dedicated, pleasant and top professional, always ready to give support. I'm most grateful to both of you for helping me fulfill this assignment in such a smooth and relaxed way, always feeling that I could rely on you.

Many thanks are due to all individual other staff in the DDR section, who contributed in no small measure in making this a most interesting and pleasant experience to me by making sure that this multitude of practical things (such as organizing transport and financial arrangements, acquiring the necessary authorizations, dispatching of questionnaires, translating from English into Farsi and the other way round etcetera) were done timely, conscientiously and in a very friendly ambiance. Siavash Shekarian, volunteer in the I57 project, acted all the way through, as an engaged, amicable and professional interpreter for me in all the meetings and interviews.

During the fact finding mission to the I R of Iran I met with a great number of persons, ranging from those having a great responsibility in high governmental offices to those doing voluntary work in drop in centres for addicts or their family members. I admire all of them for their professionalism, their dedication and their kindness, and am grateful for the time you've given me. I feel a bit guilty having had insufficient time in many cases to listen longer to you and benefit more from your insight and your particular experiences.

Sincere thanks are due to many other people who helped to give me insight into the projects' workings such as the people who filled in and returned the questionnaires and who made me understand better the local circumstances; also to the staff of various embassies I had the pleasure to meet for making me understand better the opportunities for support for the projects such as these.

Special thanks are due to IEU HQ, in particular to Katharina Kayser and her staff. Dr Kayser proved to be a critical and true partner to me throughout this exercise, ensuring that the methodology and the report fulfilled the highest possible evaluation standards. Without her tireless and collegial support I could not have offered this report in full confidence.

Cornelius Goos

Abbreviations and acronyms

CBO	Community Based Organization
CSO	Civil Society Organization
DCHQ	Drug Control Headquarters
DDR	Drug demand reduction
DIC	Drop in Centre
EAP	Employee assistance program
EU	European Union
IEU	Independent Evaluation Unit
I R	Islamic Republic
MDG	Mini Dublin Group
MoH	Ministry of Health
NGO	Non governmental organization
PHC	Primary Health Care
PM	Program Manager
ToR	Terms of Reference
ToT	Training of Trainers
UNODC	United Nations Office on Drugs and Crime
VD	Voluntary Donation
WHO	World Health Organization

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UNODC

United Nations Office on Drugs and Crime

Office for the
I.R. of Iran

Annex 1

*Cluster Evaluation of the UNODC Iran
Drug Demand Reduction Projects*

*Project IRN/I55 - Nationwide drug prevention measures in Iran–
(Phase I)*

*Project IRN/I57 - Advocacy and Regional Cooperation in Drug
Demand Reduction*

Terms of Reference

(Draft, 13 May 2009)

† The UNODC standard format and guidelines for evaluation reports is annexed to this TOR as main reference for evaluation team members

1. BACKGROUND INFORMATION

The United Nations office on Drugs and Crime (hereinafter referred to as UNODC) World Drug reports 1999 – 2007 estimated that an average of 50% of all Afghan produced opiates were trafficked from Afghanistan to Iran for domestic distribution and re-exported to markets in Europe via Turkey and the Balkan route, the Persian Gulf states, and the Middle East region and Northern African continents. Iran has the highest opiate consumption prevalence rate worldwide with 2.8% of its population aged 15-64 using opiates[‡]. Recent studies indicate an alarming trend of increased consume of more purified heroin preparations in contrast to the more traditional and relatively less problematic use of crude opium. The use of Amphetamine-Type Stimulants (ATS) and other synthetic drugs has grown considerably[§].

An estimated 60% of HIV infections in Iran are among the estimated 200,000 injecting drug users (IDUs)**. The prevalence of HIV among non-injecting drug users seems also to be higher than in the general population, albeit lower than 5%††.

The impact of drug use, however, extends beyond drug using individuals to their family members and communities. NGOs in Iran have been important actors in the drug demand/harm reduction (DDR/HR) arena in 2000s. They have played a decisive role in conducting programmes and activities in prevention, treatment, rehabilitation and reduction harms of drug use as elaborated above.

The Iranian Government places considerable importance on demand reduction and envisages achieving a balance between drug supply and demand reduction activities within its drug control programme.

There are needs for data collection, guidelines for training and treatment to be developed and improved, and counselling offered to drug users and their families. Drug laboratory assessment capacities need to be improved and a referral mechanism to HIV Voluntary Counselling and Testing (VCT) services instituted.

Despite the very high number of drug users under treatment in Iran, rehabilitation has not received adequate attention. Long-term treatment institutions, day centres and the provision of vocational training and rehabilitation services should be included in the drug treatment policies of Iran. The yardstick of national drug prevention measures indicates that despite achievements, prevention type programmes and activities have taken place in rather isolated manners. The national institutions' cooperation with one another and their links to Civil Society Organisations (CSOs) and NGOs still require improvement.

In general following needs in the area of drug demand reduction could be pencilled down:

[‡]United Nations Office on Drugs and Crime (2007): World Drug Report; United Nations Publications.

[§] Narenjiha H, Rafiey H et al. (2007): Rapid Situation Assessment of Drug Abuse and Drug Dependence in Iran, DARIUS Institute.

** Farhodi B, Feizzadeh A, Gouya MM, Kakooi J, Kamali K, Moradi AR, Sedaghat A, Setayesh HR, Shaeri HR (2006): Islamic Republic of Iran, Country Report on UNGASS Declaration of Commitments. Office of the Undersecretary for Health, Ministry of Health and Medical Education, Centre for Disease Management in Cooperation with UNAIDS Iran and the Iranian Centre for AIDS Research.

†† Narenjiha H, Rafiey H, Baghestani AH et al. (2005): Rapid Situation Assessment of Drug Abuse and Drug Dependence in Iran, DARIUS Institute (not published, in Farsi).

- Assistance in developing national programmes in demand reduction;
- Capacity building and empowerment of NGOs;
- Sharing of successful practices in demand reduction at national and regional levels;
- Networking of demand reduction institutions especially NGOs at national and regional levels;
- National and regional cross-fertilisation on effective demand reduction measures; and;
- De-stigmatisation of drug users and support for provision of services to this at-risk population.

Further details on drug situation and UNODC/international response are provided in footnote.

UNODC Narcotics Reduction Unitized Programme (NOROUZ) Programme for Iran 1999-2004: Field solutions in provision of comprehensive package of DDR and HIV/AIDS counter measures

The UNODC Office in Iran was established through the launching of the Narcotics Reduction Unitized Programme (NOROUZ) 1999-2004 with a total budget of US\$12.7 million. The NOROUZ programme aimed at providing technical assistance to Iran in the areas of drug supply and demand reduction and rule of law. Under the NOROUZ Programme, Project DARIUS (Drug Abuse Research and Intervention Unified Strategy for Iran - AD/IRA/99/E52) aimed at develop and enhance the national capacity of preventing drug abuse, and of treating and rehabilitating drug abusers with the total budget of US\$ 2.85 million and Project PERSEPOLIS Participatory (ExperiRienceS EmPOWering Local InitiativeS in Iran - AD/IRA/99/E54) focus on national policies and operational strategies aimed at combating the drug scourge with the total budget of US\$ 690 Thousand.

Previous international evaluation exercise - terminal evaluation of NOROUZ Programme, DARIUS AD/IRA/99/E52 and PERSEPOLIS AD/IRA/99/E54 Projects, 22 September - 6 October 2004

DARIUS and PERSEPOLIS Projects summary international evaluation recommendations:

The two evaluated demand reduction projects DARIUS and PERSEPOLIS have proven to be good impulses for introducing and testing new models for drug policies. It has been an overall learning process, which has allowed definition of procedures, priorities and action plans that were not within the Project documents. The course of action became firmer after the first years. Both projects established strong foundations on which to build a comprehensive new DDR programme. In general, the role of demand reduction was strengthened concerning the former predominant role of supply reduction within a more balanced policy. *Text of the DARIUS and PERSEPOLIS Projects evaluation is attached as integral part of this TOR..*

The UNODC Strategic Programme Framework (SPF) for Iran 2005-2007

The DDR/HIV control segment of the UNODC Iran SPF 2005-2007 was developed in an interactive process of consultations and joint programming together with the Iranian government (DCHQ Secretariat and its member organisations), the NGOs and the Mini Dublin Group (MDG) and the European Union (EU) in Iran to assist responding to the mentioned still unmet needs. The development of programmes additionally relied heavily on the recommendations of the evaluation of the previous programme relevant segments. The programme has been striving to

assist in addressing shortcomings in framework of its proposed projects on advocacy, drug prevention, drug treatment, rehabilitation and HIV control among drug users and prisoners.

UNODC foresaw five DDR related projects under SPF 2005-2007 namely:

IRN/I54 - Drug abuse treatment in the I.R. of Iran (not funded)

IRN/I55 - Nationwide drug prevention measures in the I.R. of Iran, **(partially funded -subject of this evaluation exercise)**

IRN/I56 - Addiction rehabilitation and HIV/AIDS prevention in the I.R. Iran (not funded)

IRN/I57 - Advocacy and regional cooperation in drug demand reduction **(partially funded - subject of this evaluation exercise)**

UNODC Iran partnerships and resource mobilisation

The Mini Dublin Group (MDG) and the European Union (EU) - The UNODC Iran resource mobilization strategy and programme continues to rely on traditional EU and MDG support. The UNODC Office in Iran enjoys the trust of the EU and MDG, acting as Secretary to the MDG since 2006. UNODC has involved the donor community with the national counterparts at various technical level meetings and visits to various DDR related settings.

The Commission on Narcotic Drugs (CND) - The evaluation exercise will further align the future design and implementation of UNODC Iran programme with findings of the Commission on Narcotic Drugs (CND) fifty-second session held in Vienna on 11-20 March 2009 where the Commission:

- Reaffirmed the Declaration on the Guiding Principles of Drug Demand Reduction
- (GA res. S-20/3).
- Note with great concern the adverse consequences of drug abuse for individuals and society as a whole, reaffirm (our) commitment to tackle those problems in the context of comprehensive, complementary and multi-sectoral drug demand reduction strategies.
- Reiterate our commitment to promote, develop, review or strengthen effective, comprehensive, integrated drug demand reduction programmes, based on scientific evidence and covering a range of measures, including primary prevention, early intervention, treatment, care, rehabilitation, social reintegration and related support services.

Project IRN/I55: “Nationwide drug prevention measures in Iran”

Project objective: Project IRN/I55 aims are to facilitate qualitative and quantitative improvement in the provision of nationwide primary drug prevention activities in the community, education system, work places and prisons in Iran. The national stakeholders in drug demand reduction will be actively involved in this endeavour. The preparation of relevant guidelines and capacity-building, utilising national and international resources, and improved coordination will be the cornerstones of the implementation process. The establishment of accurate monitoring and evaluation systems will ensure quality of implementation and facilitate precise documentation.

This project is an integral part of the UNODC Strategic Programme Framework for Iran (2005-2007) and it fully complies with the Paris Pact recommendations and Commission on Narcotic Drugs (CND) resolutions and recommendations on international cooperation against the world drug problem.

Project brief: Project IRN/I55 approved duration was November 2007 - October 2010 with total approved budget of US\$ 900,000. Project has fund availability of US\$ 568,600 and fund shortfall of US\$ 331,400. In case project shortfall is not committed it will terminate at end December 2009. The project is funded by governments of Italy, Sweden, and the Netherlands. *(Project Document, Project revision text, and relevant Workplan and Logical Framework Matrix are attached as integral part of this TOR).*

Project outcome: Improvement, systematisation, coordination and launching of effective drug prevention measures in the country, increased geographical distribution of programmes and coordination mechanisms among various stakeholder institutions, is envisaged and enhanced.

Project outputs:

Output1: Setting up a Project Management Unit (PMU) in the UNODC Office in Tehran for the regular functioning of the Project Steering Committee (PSC), the preparation and updating of the project work plan, the organization and implementation of meetings, seminars, and other project related activities.

Output 1 indicator(s):

- PMU recruitment carried out according to UN rules and regulations
- PMU performance in line with project goals and objectives

Output 2: Drug preventive measures launched in the community

Output 2 indicator(s):

- To promote the networking of NGOs/CSOs and other relevant national counterparts in order to develop community-based prevention activities
- To provide training and equipment to relevant NGOs to carry out prevention activities
- To develop Internet web sites on drug prevention

Output 3: Increased general awareness among youth and high risk groups, particularly spouses and children of drug users, about HIV and drugs through the mass media, NGOs and research institutes

Output 3 indicator(s):

- To provide information on HIV and illicit drugs, drug policies and prevention initiatives according to recognised international standards and relevant needs assessment surveys
- To promote alternative activities to drug use such as sports and recreational activities
- To disseminate information on preventive measures for drug-related HIV/AIDS
- To provide train-the-trainers workshops on HIV and drug prevention strategies to mass media practitioners, NGOs and other relevant institutions
- To develop, obtain and procure prevention packages and equipment for prevention activities with target groups

Output 4: Drug prevention campaign launched in the education system

Output 4 indicator(s):

- To conduct assessment and surveillance studies on trends of drug use in schools and universities
- To prepare drug prevention packages for students and teachers
- To improve “life skills training” packages at school levels

- To assist in the systematisation of leisure activities at schools as alternatives to drug use
- To provide counselling packages to trainers working with students at risk
- To provide training to selected groups of teachers and lecturers on drug use prevention in the context of train-the-trainers
- To improve drug prevention training packages provided to parents
- To procure some equipment for the accomplishment of prevention activities in the education system

Output 5: Drug prevention initiatives launched in the workplace

Output 5 indicator(s):

- To undertake needs and feasibility assessments and studies on drug prevention initiatives in the workplace
- To develop mechanisms for the promotion of drug prevention programmes at workplaces
- To promote the establishment of drug prevention committees in selected workplaces as pilot initiatives, prepare training packages and procure some equipment
- To provide relevant training, information packages and some equipment for selected NGOs, national authorities and committee members to conduct prevention activities in workplaces
- To implement targeted awareness and prevention campaigns in selected workplaces

Output 6: Drug prevention measures improved in the prison system

Output 6 indicator(s):

- To distribute information packages to inmates and their families
- To provide life skills training to inmates and their families
- To provide counselling services to prisoners at risk

Output 7: Establishment of a monitoring and evaluation system in drug prevention activities

Output 7 indicator(s):

- To identify indicators to assess the impact of prevention strategies and interventions
- To invite relevant international consultants and to conduct study tours on monitoring and evaluation issues
- To set up a monitoring and evaluation system jointly with relevant national counterparts and research institutes
- To conduct training workshops for staff involved in the monitoring and evaluation of prevention activities
- To prepare and elaborate regular reports on the monitoring and evaluation of prevention activities

Evaluation output: Foreseen in the project document under ‘Project Monitoring, Reporting and Evaluation’

- An external independent expert is subcontracted to evaluate the project activities and outcomes

Expected end-of-project situation: By the end of the project, drug preventive measures are launched in the community, general awareness is increased among youth and high risk groups, particularly among spouses and children of drug users, about HIV and drugs through the mass media, NGOs and research institutes, drug prevention campaign is launched in the education system, drug prevention initiatives are launched in the workplace, drug prevention measures are

improved in the prison system, and a monitoring and evaluation system in drug prevention activities is established.

Project IRNI57 - "Advocacy and Regional Cooperation in Drug Demand Reduction"

Project objective: Project IRN/I55 aims are to promote the development of policies and interventions supporting, inter alia, the advocacy for demand reduction issues, the empowerment of NGOs, and increased cross-fertilisation and networking at national and regional levels in the field of drug demand reduction. Assessments of good policies and practices in Iran and abroad shall guide the preparation of recommendations for inclusion in governing drug policies and broader dissemination. National and regional conferences and meetings will support the networking of active involved partners and the sharing of best practices.

This project is an integral part of the UNODC Strategic Programme Framework for Iran (2005-2007) and it fully complies with the Paris Pact recommendations and Commission on Narcotic Drugs (CND) resolutions and recommendations on international cooperation against the world drug problem.

Project brief: Project IRN/I57 approved duration was March 2007 – December 2009 with total approved budget of US\$ 749,900. Project has fund availability of US\$ 577,400 and fund shortfall of US\$ 172,500. Project will terminate at end December 2009. The project is funded by governments of Sweden, and the United Kingdom. (*Project Document, Project revision text, and relevant Workplan and Logical Framework Matrix are attached as integral part of this TOR*). .

Project outcome: The overall successful advocacy for evidence-based demand reduction policies and programmes for improving drug control in general are in-place.

Output1: Setting up a Project Management Unit (PMU) in the UNODC Office in Tehran for the regular functioning of the Project Steering Committee (PSC), the preparation and updating of the project work plan, the organization and implementation of meetings, seminars, and other project related activities.

Output 1 indicator(s):

- PMU recruitment carried out according to UN rules and regulations
- PMU performance in line with project goals and objectives

Output 2: Supporting national institutions in the further development of comprehensive national drug demand reduction programmes

Output 2 indicator(s):

- To conduct an assessment jointly with institutional stakeholders of current national policies on drug demand reduction, identifying strengths and weaknesses and providing action-oriented recommendations
- To organise study tours to selected countries to assess best and internationally recognised practices in demand reduction policies, and to prepare a report with recommendations
- To share the recommendations of the assessment survey and study tours with relevant institutions with the aim of identifying areas of intervention that would increase effectiveness and efficiency
- To conduct conferences and seminars with key authorities responsible for developing and implementing drug demand reduction policies at a national level

- To contribute and participate in conferences and seminars on drug demand reduction at international and regional levels
- To elaborate proposals to be included in national drug demand reduction policies and provide relevant support for their implementation.

Output 3: Supporting the further empowerment of national NGOs in conducting demand reduction activities

Output 3 indicator(s):

- To support the establishment of monitoring and evaluation capacities within NGOs
- To upgrade NGOs know-how and expertise through the provision of relevant training and study tours to selected countries
- To provide some equipment and communication means to support the networking of NGOs
- To assist NGOs with the development of self-sustainability measures

Output 4: Promoting the establishment of national and regional networks of NGOs specialised in drug demand reduction

Output 4 indicator(s):

- To map relevant national and regional NGOs
- To assist in the elaboration of a list of regional and international NGOs like the global youth network, and to identify selected focal points in each country;
- To establish a website and/or mailing lists to facilitate the sharing of information and the dissemination of best practices;
- To translate selected and relevant material on drug demand reduction initiatives into English;
- To conduct regular meetings of Iranian NGOs to facilitate collaborative planning and cross-fertilisation;
- To conduct international/regional conferences of NGOs to develop joint plans of action and to share best practices;
- To support participation of members from NGOs in relevant demand reduction seminars and conferences

Evaluation output: Foreseen in the project document under ‘Project Monitoring, Reporting and Evaluation’

- An external independent expert is subcontracted to evaluate the project activities and outcomes

Expected end-of-project situation: By the end of the Project comprehensive policies and interventions together with successful cross-fertilisation mechanisms will be in place, providing the suitable context and framework for the conduct of demand reduction activities. More specifically, the project should result in further developments in demand reduction policies, with a specific emphasis on the de-stigmatisation of drug users, and the establishment of empowered NGO networks at national and regional levels in order to more effectively perform drug demand reduction activities.

2. PURPOSE OF THE EVALUATION

Responsible Office: The UNODC Iran Office, in close coordination with Technical Section II and Independent Evaluation Unit, will plan this evaluation exercise as foreseen under Project I55 and I57 project documents.

Type of evaluation: The evaluation shall provide detailed and workable recommendations for improving programme and projects design in terms of planning, management, etc. The evaluation results should be drafted additionally be used as a tool for UNODC for future planning of Iran drugs related programme components and projects. The projects were to have a mid-term and final evaluation, however, due to budgetary shortcomings, the present evaluation is planned to be undertaken as the final evaluation.

Evaluation managers: Projects I55 and I57 will fund the evaluation exercise. Both projects management teams will act as first layer of assisting the evaluation team vertically while UNODC Vienna Section II and IEU will provide horizontal management support to the exercise.

Evaluation design and goals to accomplish: This exercise is designed to evaluate the projects impacts and achievements so that successful/positive outcomes and challenges are measured. The evaluation recommendations, both success stories and challenges, will be used as yardsticks and lessons learned in designing UNODC Iran future Country Programme DDR cluster.

Evaluation timing: Major factors in undertaking the international evaluation in mid-2009 are summarized as:

- UNODC Iran is to produce a quality future Country Programme keeping the momentum of the Crime and Drugs programme in Iran based on continued international donors and Iranian counterparts interests. In this respect, the evaluation might indicate the potential key elements, as well as the expected inputs, outputs and outcome of the DDR component of future UNODC Iran Country Programme.
- Selection of mid-2009 provides an ample time leverage to benefit from valued recommendations drafted by international experts and accommodate them at future UNODC Iran Country Programme.

Core stakeholders' involvement in the evaluation exercise: The national counterpart of both projects is the Drug Control Headquarters (DCHQ). Main partners of both projects consist of the NGOs and research and training institutes active in drug demand/harm reduction and relevant authorities from DCHQ member organisations including the Ministry of Health, the State Welfare Organisation, the Prison Organisation, the Ministry of Education and other relevant entities. An ongoing partnership with donors to the projects has accompanied implementation beside national counterparts. Partners will be involved in the process of evaluation at different stages and levels like replying to questionnaires, interviews, meetings as well as on-site visits of activities. The international donor community will have the chance to review the results and recommendations of the practice and see if the projects funds have had added value to the donors through UNODC implementation.

Iranian national stakeholders and international community will be invited to meet with in close with the evaluation team during the course of the exercise.

3. EVALUATION SCOPE

The period to be covered by this evaluation exercise for each project is from the date when each project has been signed and actually launched.

The cluster evaluation shall be programmed to cover two exercises: (i) thorough evaluation of two projects IRN/I55 and IRN/I57 separately and (ii) a general evaluation part evaluating shortcomings and challenges as well as success stories and impacts that could assist UNODC in drafting the DDR cluster of future Country Programme.

The evaluation will focus on the relevance, effectiveness, best practices, and sustainability. Special emphasis will be put on the assessment of the outputs, outcomes, impacts and relevant indicators thereto. The evaluation will answer key questions in its final report, with the understanding that these questions remain generic, but are consistent with standard approaches to project evaluation. There should be an element of flexibility, as the evaluation progresses, to further provide and inject additional generic questions. In this context, the overall evaluation questions to be answered by the evaluation are mentioned below. The questions shall be narrowed down at a later stage in the context of developing the evaluation framework, jointly by the recruited evaluation team and UNODC.

¾ **Relevance** - in terms of the need of the country

- Are the project objectives and results (outputs, outcomes and impacts considering relevant indicators) clear, realistic and coherent in terms of contributing to the achievements of UNODC Strategic Programme Framework 2005-2007?
- Are the challenges identified and major problems addressed under the Project still a problem to tackle, why?
- To what extent is the project aligned with the policies and strategies of the national stakeholders and international donors
- Is the project in line with the priority areas for technical cooperation identified and does project inputs used in best appropriate way indicating UNODC comparative advantages?
- To what extent do the projects on drug prevention and advocacy align with policies and strategies of the Iranian drug control programme?
- Is the design of the project appropriate to address shortcomings in the field of drug prevention and advocacy in Iran?
- Have national stakeholders and international donors and community actively and meaningfully participated in developing and implementing project?

¾ **Effectiveness** - To what extent did UNODC project achieved its objective?

- Have the projects achieved, or made acceptable positive progress, vis-à-vis its objectives and results (outputs, outcomes and impacts considering relevant indicators)
- What are the projects' achievements and failures?
- How did the project succeed in assisting the Iranian counterparts in the development of an effective methodology for implementation of the lessons learned from the international best practices, i.e. improving drug prevention measures and successful in improving NGO capacities in Iran?
- Have project workplans, logical framework matrix and monitoring system been designed to make proper monitoring possible and effective throughout the project cycle?

- Were recommendations of previous drug demand reduction projects and Programme considered when planning the project and implementing its objectives and results?

¾ **Efficiency** - how well inputs (funds, expertise, time, etc) are converted into outputs

- Has project management team been selected and recruited in a transparent, efficient and timely manner?
- Has the budget been allocated proportionally between the outputs and spent as planned?
- Have project outputs achieved their targets or not according to the given inputs?
- What measures have been taken during project planning and implementation to ensure that resources allocated are efficiently used?
- Is the project delivery in line with set targets and time?

¾ **Impact** – What are the positive or negative, primary and secondary effect(s) produced by the project directly or indirectly, intended or unintended?

- What difference has the project made to national counterparts and international – regional clients and beneficiaries?
- What are the intended or unintended positive and negative technical, professional, and other relevant effects on national counterparts’ institutions, regional bodies, and international funding partners and clientele?
- How do the different stakeholders, especially government of Iran, implementing partners, other UN agencies, bilateral and multilateral donors, perceive the overall impact of the UNODC supports?

¾ **Sustainability** - in terms of benefits of the project in provision of durable changes, maintaining and further strengthening the cooperation between Iran and international community

- To what extent will the benefits generated under this project are sustainable?
- To what extent the national counterparts and regional-international partners could take ownership of the projects objectives?
- Are national counterparts and regional-international partners committed to continue working towards these objectives at the end tenure of the project or do they intend to benefit from UNODC intervention in bridging further dialogue between national authorities and international community?

¾ **Lessons learned and best practices**

- Identify key lessons on positioning that can provide a useful basis for strengthening UNODC support to Iran and for improving project performances, results and effectiveness in the future.
- Through in-depth assessment, present and highlight features to be considered as good practices and lessons learned.
- Draw lessons from unintended results, where possible.
- Identify best practices emerged from the projects implementation

4. EVALUATION METHODOLOGY

The evaluation will be based on the following methods to identify, collate and analyse information sources:

Document review: to include all major documents, such as project documents, semi-annual and annual project progress reports, mission reports, projects' activity, etc.

Interviews with: (i) Projects' national focal points; (ii) national counterparts and officials who participated in the Project Steering Committee(s); (iii) Project(s) consultants; (iv) representatives of donor countries to the project(s); (v) UNODC Iran senior management and project(s) management team; and (vi) NGOs and CSOs, as appropriate

Site visits: Evaluator will be visiting Tehran as main place to meet with Iranian counterparts as well as to relevant sites related to project(s) outcomes, inputs, and activities.

Before going to the field, the evaluator is expected to prepare an evaluation methodology, including questions and tools that are acceptable to the UNODC Iran Office senior management and Project Coordinators. Following the completion of the fact-finding and analysis phase, a draft evaluation report will be prepared by the evaluator and presented to UNODC within the stipulated timeframe and in accordance with UNODC standard evaluation report outline (please refer to item 6). The draft report should include, inter alia, a detailed statement of the evaluation methods used during the appraisal. Inputs from UNODC should be recorded and taken into account by the evaluator, as relevant and appropriate.

5. SELECTION OF THE EVALUATOR

An external independent evaluator will undertake the evaluation. The evaluator should not have had any previous or current involvement with the project idea, design or implementation. The evaluator will be guided by UNODC Independent Evaluation Unit, if needed.

The evaluator should have an advanced degree in Health related Sciences, expert in the field of Drug Demand Reduction with at least 10 years of experience in the following areas:

- International drug demand/harm reduction experience at senior levels.
- Proven experience in carrying out and/or planning independent evaluations, as well as on data collection and reporting.
- Advanced degree in social sciences or relevant field.
- Familiarity with drug use and HIV situation in Iran.
- Knowledge of bilateral/multilateral technical cooperation, particularly in drug demand/harm reduction.
- Experience on data collection and reporting.
- Fluency in English with strong analytical and writing skills.

Given the knowledge and experience on the above mentioned areas, this evaluator will be expected to conduct the interviews with Iranian officials/counterparts and take the lead on the evaluation.

This member will be responsible to prepare the evaluation framework in collaboration with the UNODC Iran and draft the final evaluation report based on the substantive inputs.

The evaluator is selected by the UNODC Iran Office with support from the UNODC Vienna Technical Section II and Independent Evaluation Unit using the agreed criteria and drawing expertise from the roster.

6. PLANNING AND IMPLEMENTATION ARRANGEMENTS

Management arrangements: UNODC Country Office Iran will be the main stakeholder of this exercise while Section II and IEU will assist the process from Vienna Headquarters. Iranian DCHQ and relevant DDR institutions will be the relevant stakeholders to this exercise.

Logistical support: UNODC Country Office Iran will provide all relevant logistical support required under this exercise including inter alia travel and DSA/expert fee requirements, preparation and clustering of reading texts and materials for the evaluator, provision of office space and personnel support during the course of the field visit exercise, and any other relevant support required for quality conduction of this evaluation exercise.

Evaluation Exercise Timetable and milestones

When (Tentative dates)	Consultant (Who and for how many days)	What tasks	Where (location)
13 July 2009 To 24 July	10 Working Days	Key documents provided for desk review	Home
27 July 09	1 Day	Briefing of evaluator	Country Office Iran
28 July 09 to 13 August 09	13 Working Days	Field mission/visit/interviews	Country Office Iran
16 August 09	1 Day	Debriefing session	Country Office Iran
17 August 09 to 04 September 09	22 Working Days	Preparation of the Data analysis and drafting of evaluation report	Home
07 September 09 to 21 September 09	2 Weeks	Round of comments among relevant stakeholders and Headquarters-IEU	UNODC Vienna and Iran and Iranian counterparts
22 September 09 to 23 September 09	7 Working Days	Accommodation of comments and finalization of the report	Home
Total working days	52 Working Days		

Evaluator's tasks

- Review all background material provided by IEU, including UNODC operational strategy papers and UNODC IRN/I55 and IRN/I57 project documents and other project related documents, as needed.
- Based on the objective of the exercise, develop an overall evaluation plan (e.g. design matrix) and framework, including specific survey instruments and interview protocol (guided interview templates).
- Conduct field visits to Iran according to the evaluation exercise time table
- Participation at meeting(s), interview(s), and appointment(s) during the mission to Iran in coordination with UNODC Country Office Iran.
- Prepare the draft of the final comprehensive evaluation report on the UNODC IRN/I55 and IRN/I57 projects and general evaluation part evaluating shortcomings and challenges as well as success stories and impacts that could assist UNODC in drafting the DDR cluster of future Country Programme. Draft comprehensive report shall be well-structured, clear and concise; use non-defensive language and be constructive oriented in a sensitive and fair-minded way.
- Revise the draft report in accordance to feedback from project coordinators, COIRA and IEU comments.
- Finalize the evaluation report and present it to UNODC Iran Office.

Evaluator performance indicator

The evaluation shall produce an evaluation plan / framework, instruments and a final report that is acceptable to the UNODC Iran and Vienna Office within the stipulated timeframe and in accordance with UNODC guidelines for evaluation.

The independent external evaluator will begin his/her work in July 2009 with the collaboration of the UNODC Iran Office and Vienna Headquarters relevant Units. It is expected that the total evaluation process, including the finalisation of the evaluation report, should be finalized by early October 2009.

Evaluation report outline shall include inter alia:

1. Executive summary (maximum 4 pages)
2. Introduction
3. Background (Programme/project description)
4. Evaluation purpose and objective
5. Evaluation Methodology
6. Major findings
7. Lessons learned (from both positive and negative experiences)
8. Constraints that impacted programme delivery
9. Recommendations and conclusions

Annexes to the evaluation report should be kept to an absolute minimum. Only those annexes that save to demonstrate or clarify an issue related to a major finding should be included. Existing documents should be referenced but not necessarily annexed. Maximum number of pages for annexes = 15.

7. PAYMENT

The general payment for the international evaluation exercise consists of the following:

- Consultancy fee for 40 working days.
- Medical Examination costs for the evaluator.
- Travel expenses to Tehran – Iran and field visits to the other cities out of Tehran.
- Terminal costs.
- Daily Subsistence Allowance (DSA) in Iran according to the evaluation exercise time table.

The international evaluator will be issued a consultancy contract and paid in accordance with United Nations rules and procedures.

- The first payment will be made upon signature of the contract (travel expenses plus 75 per cent of the daily subsistence allowance).
- The second payment (50 per cent of the consultancy fee and 25 per cent of the daily subsistence allowance) will be made upon receipt of the draft report by the relevant units and sections at headquarters or field offices and by the Independent Evaluation Unit.
- The third and final payment (50 per cent of the consultancy fee, i.e. the remainder of the fee) will be made only after completion of the respective tasks and receipt of the final report and its clearance by the Independent Evaluation Unit.
- Fees to be paid: Average senior expert fee of US\$ 450 to US\$ 500/day + Tehran DSA of US\$ 219/day + air ticket reimbursements.

Evaluation team will be provided with linguistic support / interpretation; covered separately by UNODC Iran Office.

Annex 2

Overall Framework and Cluster Evaluation Plan

Introduction

This paper describes the framework and outlines the plan for the external evaluation of Project IRN/I55 (Nationwide drug prevention measures in Iran – Phase 1) and Project IRN/I57 (Advocacy and regional cooperation in drug demand reduction).

Both projects have been built on previous work, more particularly on the project DARIUS (Drug Abuse Research and Intervention Unified Strategy for Iran) - focussing on national capacity for prevention, treatment and rehabilitation - and project PERSEPOLIS (Participatory Experiences Empowering Local Initiatives in Iran) - focussing on national policies and strategies. The projects under review are part of the Strategic Programme Framework of UNODC Iran.

The Terms of Reference (ToR) for the Cluster Evaluation provides the obvious basis for the evaluation exercise and contains a clear brief on the scope of the evaluation and on the methodology to be followed. Hence, this paper can be seen as an elaboration of the ToR.

Preliminary observations

Both projects to be reviewed have started more or less at the same time: IRNI55 in November 2007 and IRNI57 in March 2007. Both were planned to run for 3 years, which means that for both projects the end is nearing. An evaluation at this time of implementation is timely indeed and will provide a good opportunity to influence the direction of future activities and possible prolongation of the projects.

A simultaneous evaluation of both projects (in the form of a cluster evaluation) makes sense as both relate to Drug Demand Reduction (DDR). Coordinating and integrating the findings of this evaluation in future activities will become easier through the combined perspective on both projects simultaneously. It is appreciated that the ToR indicate explicitly that the evaluation results are to be used “as a tool for UNODC future planning of Iran drugs related programme components and projects”. The overarching perspective of this cluster evaluation will therefore be on future development.

The evaluation of both projects at the same time has however also a disadvantage viz that the exercise becomes in a way double focussed and perhaps less precise on assessment of merits, advantages and disadvantages, including planning and management of the individual projects.

Further, the project descriptions of the two projects vary in the amount of detail provided concerning planned activities, outputs, purpose and goals of the projects as well as on the narratives, objectively verifiable indicators, means of verification and assumptions.

Hence the amount of detail of the findings of the evaluation may also differ for the 2 projects.

It is important to note also that the ToR specify that the evaluation exercise is to produce “thorough evaluation of two projects ... separately” as well as a “general evaluation part ... that could assist UNODC in drafting the DDR cluster of the future country programme”. In compliance herewith the evaluation exercise will produce in one document both assessments of the individual projects, as well as a summary and conclusions of a more general nature with a perspective on the future country programming of DDR. It is understood that the methodology prescribed and the structure of the final evaluation report may need slight adaptations so as to fulfil these requirements.

While much of the materials and information needed for the evaluation exercise will be available in the form of written documents provided before the mission to the country and from meetings and interviews held in the capital, it is – in view of the national nature of both projects – indicated that visits and meetings will also take place outside of the capital. When planning for this part of the mission outside the capital, it might be good to take into account considerations such as degree of desirable participation of local rural or provincial communities in the projects, the exemplary nature that certain localities or communities may have for others and obviously the extent of substance abuse in various parts of the country.

Much of the success of this evaluation depends on the cooperation of a great many partners, particularly in the country, but also in UNODC HQ and possibly in other international agencies or with foreign sponsors.

In the course of the process of the evaluation exercise a continuous communication is needed with many of the partners, in particular project management, to ensure that the findings do reflect a clear picture but also to ensure that the findings can become tools for future planning.

The evaluation exercise and the report will be structured in accordance with the UNODC evaluation framework and will subsequently address relevance, effectiveness, efficiency, impact, and sustainability of the projects as well as the lessons learned. This means that all materials reviewed including interviews and meetings held, will integrate the questions mentioned under the headings in the Evaluation Scope of the ToR.

The scope of the evaluation of IRN/I55

In accordance with the ToR the evaluation will assess to what extent the primary aim of the project has been addressed and achieved viz to facilitate qualitative and quantitative improvement in the provision of nationwide primary drug prevention activities. In the project description the community, the education system, workplaces and prisons have been selected as the main loci of the project; hence the evaluation directs its focus on these structures. The ToR gives some further guidance to the assessment by identifying

the preparation of guidelines and capacity building and improved coordination as more concrete products of the project.

Naturally the assessment will be screening the listed output indicators (such as e.g. the provision of training and equipment to NGO's regarding the support for drug prevention in the community, for output 2, and the provision of counselling services to prisoners at risk regarding output 6: drug prevention in the prison system). In this connection it may be mentioned that some of the outputs identified will demand some more work for an assessment as the indicators associated are somewhat less concrete (e.g. "to promote the networking of NGO's/CSO's and other relevant counterparts in order to develop community based prevention activities").

It is proposed that in coordination with DCHQ, UNODC executive management and with project management a random selection of institutions to be met will be made out of the total list of institutions which enlisted for participation in the project at the beginning of the project (regardless if these institutions dropped out in the course of the project or whether they continued participating in the project), in addition to the overarching institutions (such as ministries).

Visits and meetings will be organised with the national agencies and with at least one institution per category of institutions targeted (community, school, work place, prison). For the potential list of national agencies and institutions to be met please refer to the ToR and the attached list of Persons and Institutions to be met (Annex 1).

Preferably, interviews/ meetings are to be held at each agency and institution both with executive management, the person(s) responsible for the activity concerned and with the target population of the institution concerned.

For the schedule and the issues to be addressed in the interviews and meetings please refer to the attached Schedule for interviews (Annex 2).

The "expected end-of-project situation" provides some additional clues of the scope of the evaluation particularly where it concerns the community level being addressed by the project viz increased awareness among youth and high risk groups particularly among spouses and children of drug users, about HIV and drugs in the mass media, NGO's and research institutes. Hence the evaluation exercise will include an assessment of the impact of the project on the awareness of youth and high risk groups as well as on the representation of drugs and HIV in the media and on the interest in NGO's and research institutes. In coordination with project management contacts will be established with institutions targeted by the project for interviews, observations and if possible with questionnaires.

Thus, the information needed for the evaluation will be collected through the study and analysis of relevant documents and information provided to the evaluator, as well as through interviews meetings and observations during the evaluation mission and feedback to questionnaires.

The scope of the evaluation of IRN/I57

Project 57 has a relatively broad ultimate aim: advocacy and support for policies and interventions on demand reduction, including the empowerment of NGO's and networking at national and international regional level, with a view of introducing, advocating and implementing appropriate demand reduction.

As a matter of course, in the first place, the project's outputs and indicators as identified in the project document determine much of the evaluation exercise. Thus, the outputs and indicators identified will be screened through the study of relevant documents (to be provided to the evaluator), and observations, interviews and meetings done in the course of the evaluation mission itself. Some of the output-indicators are relatively clear cut (such as study tours, mailing lists, a web-site and conferences) others are less specific (such as establishing monitoring and evaluation capacity within NGO's) and will therefore require some more work to be properly assessed.

The information on issues mentioned in the List of Issues will be collected through interviews, meetings, local observations and if possible also feedback to questionnaires. The Schedule for interviews (Annex 2) lists the items to be addressed in the interviews. In addition to this more or less administrative evaluation, assessing the achievements of the project also implicates a broad assessment of the change which has taken place in the course of the project in the priority generally assigned to demand reduction strategies. Meetings and interviews with UNODC Iran executive management, DCHQ, relevant local research institutes, local observers and observers from international agencies should provide relevant information to make this overall assessment possible. In this connection reference is again made to the attached list of Persons and Institutions to be met (Annex 1). If possible, also institutions targeted by project IRN/I57 which can not be interviewed, will be approached with a questionnaire to feedback on the project. This will provide an extra objective source for information.

The scope of the general evaluation and conclusions

The aim of the general evaluation is to make an overall assessment of the operations of the 2 projects – looking also at the coordination between the 2 projects and with other UNODC and other national and international projects. The general evaluation will assess the projects' aims and achievements within the more global context of the drug abuse situation in the country and its responses and will explicitly address the challenges and opportunities for future DDR programs in the country.

In doing so, reference will be made also to the most relevant policy directions, as these are laid down in, amongst others the national drug abuse policy, the UNODC Iran Strategy 2008 – 2011, the Strategic Framework of UNODC Iran, the Strategy for the Period 2008 – 2011 for the United Nations Office on Drugs and Crime, relevant policy papers of the Mini Dublin Group and the European Union; as well as more technical papers such as HIV/AIDS Prevention, Care, Treatment and Support in Prison Settings – A Framework for an effective Response (United Nations New York, 2006), Interventions to address HIV in Prisons (Geneva, 2007).

Practical aspects of the evaluation

Interpreters.

Unfortunately the evaluator doesn't master Farsi and is therefore dependent on interpreters and translators for understanding and communicating to many of the local informers. To the extent that interviews can be held in English, French - or any of the

other languages which the evaluator masters – such as e.g. at embassies and the UNODC Office but also, if applicable with Iranian nationals, this will be preferred. The help of the UNODC office in ensuring interpretation and translation services is greatly appreciated.

Logistics and transport.

So as to make good use of the time available particularly during the mission in the country the evaluator will highly appreciate getting assistance in the arrangements needed for travelling within Teheran and within the country.

Editing of the reports.

The final report as well as any other reporting will be done in English. In case of need the UNODC Iran office will provide for professional language editing.

Methodology.

More detail on the methodology of the exercise is laid down in a separate paper Notes methodology external evaluation.

Tentative planning and programming

The evaluator will follow the timetable and milestones as foreseen in the ToR. As for the detailed program of the field visits, it is assumed that this will be developed in full cooperation between the project management staff and the evaluator before the start of the country mission.

In connection with the field mission it is suggested to provide for sufficient time in between different meetings and interviews to work out notes made during the meetings and interviews.

It is deemed important too that in the programming sufficient time is allotted for feedback to project management and executive management of UNODC Iran, as well as to important persons and institutions met, so as to ensure that findings and conclusions drawn are shared and can be used as tools for development.

To the extent possible meetings and visits during the field mission will be clustered around the individual projects, so as to avoid too much of a double focus.

The planning of meetings with UNODC HQ staff and / or any other party outside Iran will also be made by project management, in close cooperation with the evaluator. No meetings will be organised without previous consent of project management.

Annex 3

Notes on methodology

Introduction

These notes are to be read in conjunction with the “Overall framework and cluster evaluation plan”; they provide further detail on the methodology of the evaluation.

The principal aim of UNODC project IRN/55 is to improve the prevention capacity of different types of social institutions in the community throughout the country (schools, workplaces etcetera).

Hence, the direct or indirect communication and contact (including its nature, its efficiency, its adequacy and its ultimate impact) between UNODC and these institutions and among these institutions themselves is the critical feature of the project. The external evaluation will collect and analyse different types of information on the nature, the influence and the impact of project IRN/55. The project envisages a wide scope of influence, ranging from promotion of prevention action in the community (output 2), and general awareness of the relationship between HIV infection risk and drug taking (output 3), strengthening drug prevention in the schools (output 4), the workplace (output 5), the prison system (output 6) to establishing monitoring and evaluation (output 7).

The principal aim of UNODC project IRN/57 is advocacy for demand reduction through providing support to national institutions for promoting comprehensive national drug demand reduction programs (output 2), empowering national NGO's (output 3) and setting up national and regional networks (output 4). The critical question here is how well the project has contributed to advocacy for evidence based demand reduction policies and programmes. Key informants for this question are a) project management and the partners in the project as identified by project management including DCHQ; b) “observers” such as other relevant international agencies (e.g. WHO, UNDP, EU) and individual embassies of interested countries; c) academic institutions with an interest in the drug issue and d) national institutions with an interest in the drug issue.

Collection of information

The collection of information required for the external evaluation will be made through a) study of documents related to the projects including documents from Iranian governmental and non-governmental agencies, UNODC and policy and program documents from other relevant international agencies. A first selection and collection of these documents will be made by project staff and will be provided to the external evaluator; possible gaps in documentation will be identified by the evaluator and will be filled in cooperation with projects staff;

b) interviews with key staff of relevant national governmental and non-governmental bodies, such as the national drug agency (DCHQ), the national institutions for public health, education, welfare, employment, incarceration, and community development;

- c) interviews with staff of a random selection of institutions targeted in the community. The interviews with key staff of a selection of institutions in the community ideally include, if at all possible, at least one institution of each of the various types of target institutions (schools, workplaces, prisons etcetera) plus other key institutions;
- d) interviews by the external evaluator with other key-stakeholders, including in the first place UNODC staff and further relevant national governmental and non-governmental agencies, other UN and international agencies, representatives of other stakeholders such as representatives of countries which are providing support or which have shown an interest;
- e) if possible - by feedback on questionnaires sent out to those institutions which are targeted by the project and which can not be interviewed, including national governmental and non-governmental agencies and ultimate target institutions such as schools, workplaces, prisons and community organisations.

The interviews

The interviews referred to under b) and c) and d) will be planned and organised by project staff in coordination with the evaluator. Project staff will brief the institution concerned on the background, the purpose and the procedure of the interview in advance. The interviews will take place at the institutions concerned. They will follow the list of issues to be addressed, as outlined in the Schedule for Interviews (Annex 2 of the Overall framework) and will be lead by the external evaluator. During the interviews evidence in the form of reports, materials, or observations will be collected to the extent possible and desirable. The interviews will last between one and two hours. A summary report or notes of the interview will be shared for comments with the institution concerned within 2 weeks after the interview and feedback will be provided to the external evaluator within one week after submission of the report or notes. The external evaluator will be accompanied during his visits and meetings by an interpreter and/or project staff. He will keep a list of persons met and notes on meetings held.

The questionnaires

The questionnaires will, if possible, collect objective written information provided by institutions targeted by the project which can not be interviewed. Key staff of institutions receiving the questionnaire will provide objective information on

- practical information on the support provided by the project;
- the nature and the scope of the change brought about or promoted by the project;
- barriers for implementation and opportunities for future development.

The questionnaires will be translated into Farsi. They will be despatched with an accompanying letter to the mailing lists of the projects and / or to heads of institutions of participants in meetings, courses etcetera organised by UNODC in pursuit of the project concerned, or a random selection from this mailing list. Per category of target institution, a minimum of 5 individual institutions will be asked to complete the questionnaire.

Attached to this paper is the draft of the questionnaire (Annex N.1 and N.2). It is the same for both projects (with the exception of one question). The core mailing list is the same as the one in the UNODC Office for the project, or alternatively in the national institutions (such as the Ministry of Education, the Prison Board etcetera).

The questionnaire and accompanying letter (also attached to this document as Annex N.3) will be sent out by UNODC Office Iran on behalf of the external evaluator and UNODC Office Iran will be responsible for receiving the feedback and its translation. The external evaluator will discuss further details about the questionnaire itself and the process before or at the start of the mission. The main findings will be discussed with project management – to the extent possible during the mission to the country, or alternatively as soon as possible after.

The analysis of findings

A first draft of the main overall findings and analyses of the entire external evaluation (including the study and analysis of the project documentation, background material, interviews and feedback to questionnaires) will be submitted to the UNODC Office Iran after the visit to the country in compliance with the ToR. UNODC Iran will share this draft with all the institutions and partners which have assisted in the collection of information on behalf of this evaluation. The assembled comments will be sent to the external evaluator who will incorporate the comments in the final draft. In case of conflicting views or evidence or if substantial comments can not be incorporated in the final draft, the external evaluator will provide explanations to UNODC Iran why the comments concerned will not be used in the final draft or how conflicting views or evidence have been handled.

Annex N.1

Draft

Questionnaire for institutions cooperating with UNODC in project IRN 55

What is the name of your institution:

What is your position in the institution:

How many professional staff approximately has your institution:

Approximately how many pupils / workers / prisoners has your institution:

Please give an indication of the time when your institution was approached by the UNODC project to participate (month / year):

Please give an indication of the frequency of the contact between UNODC and your institution (average number of times of contact per month): ..

Is the contact between UNODC and your institution still ongoing? yes / no

Which of the following factors facilitated the introduction of the project in your institution

- request / instruction of national bodies yes / no
- financial support yes / no
- interest / need of your institution's staff yes / no
- interest / need of your institution's target groups (workers, pupils, prisoners) yes / no

- other factors (please describe)

Please describe in not more than 5 sentences the changes brought about by the participation of your institution in the project:

....
....
....
....
....

Please provide any evidence (in the form of reports, research etcetera) when returning this questionnaire.

Which of the following factors hampered the introduction of the project in your institution

- material support (finances, printed material etcetera) yes / no
- lack of interest of your institutions' staff yes / no
- lack of interest of your institutions' target groups (workers, pupils, prisoners) yes / no
- other factors (please describe)

Please describe in not more than 5 sentences what the project could have done better:

.....
.....
.....
.....
.....

Any other comments which you would like to make:

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.....
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.....

Thank you very much for your cooperation.

Please forward this completed questionnaire to the UNODC Iran Office, c/o External Evaluator.

Draft N.2

Questionnaire for institutions cooperating with UNODC in project IRN 57

What is the name of your institution:

What is your position in the institution:

How many professional staff approximately has your institution:

Please give an indication of the time when your institution was approached by the UNODC project to participate (month / year):

Please give an indication of the frequency of the contact between UNODC and your institution (average number of times of contact per month): ..

Is the contact between UNODC and your institution still ongoing? yes / no

Which of the following factors facilitated the introduction of the project in your institution

- request / instruction of national bodies yes / no
- financial support yes / no
- interest / need of your institution's staff yes / no
- interest / need of your institution's target groups (workers, pupils, prisoners) yes / no
- other factors (please describe)

Please describe in not more than 5 sentences the changes brought about by the participation of your institution in the project:

....
....
....
....
....

Please provide any evidence (in the form of reports, research) when returning this questionnaire.

Which of the following factors hampered the introduction of the project in your institution

- material support (finances, printed material etcetera) yes / no
- lack of interest of your institutions' staff yes / no
- lack of interest of your institutions' target groups (workers, pupils, prisoners) yes / no
- other factors (please describe)

Please describe in not more than 5 sentences what the project could have done better:

.....
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Any other comments which you would like to make:

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Thank you very much for your cooperation.

Please forward this completed questionnaire to the UNODC Iran Office, c/o External Evaluator.

Annex N.3

Draft

Text accompanying letter

We hereby request the pleasure of your assistance in the evaluation of project IRN 55 and IRN 57.

As you know, your institution is listed as one of the partners in this project. In accordance with established procedures and after consultations with appropriate governmental bodies an external evaluation of the project is taking place in cooperation with the management of this Office and Cornelius Goos, a foreign expert who has been contracted for this purpose. The evaluation will include meetings and interviews with a number of partners in these projects as well as through collecting feedback provided on questionnaires.

Enclosed you'll find a copy of the questionnaire concerned. You are kindly requested to fill out the questionnaire and return it to this office attn External Evaluator not later than 14 March 2010. The information provided by you will be handled strictly confidential by Mr Goos and through this Office he will feedback to you and to the other partners in the projects a draft of his overall findings and conclusions. You will have an opportunity to comment the draft.

We thank you sincerely for your assistance in this matter. A thorough evaluation will contribute to further improvements in our approach to the drug problem in our country.

Annex 4

Cluster Evaluation of the UNODC Iran Drug Demand Reduction Projects

- *Advocacy and Regional Cooperation in Drug Demand Reduction (I57)*
- *Nationwide Drug Prevention Measures in Islamic Republic of Iran(I55)*

Evaluator: Cornelius Goos

DRAFT AGENDA

Thursday 4 February 2010 (15 Bahman 1388)		
00:40 a.m.	Arrival of Mr. Goos	
Thursday 4 February 2010 (15 Bahman 1388)		
11:00-12:30	Introductory meeting with DDR Team and Mr. Kaveh Moradi, Deputy to the Representative, UNODC Office	
12:30-13:30	Lunch with DDR Team and Mr. Kaveh Moradi, Deputy to the Representative, UNODC Office, UNODC Iran	
13:30-14:00	Meeting with Mr. Antonino De Leo, UNODC Representative in Islamic Republic of Iran	
14:30-15:15	Security briefing session with UNDSS	
15:45-16:30	Document review	
Friday 5 February 2010 (16 Bahman 1388)		
10:30-11:30	Visiting Dr. Haji Rasouli and Mr. Dejakam in Taleghani Park	Sports against Drugs (I57)
Sunday 7 February 2010 (18 Bahman 1388)		
09:00- 10:00	Meeting with Ms. Arezoomandi in Iliya NGO	Drug, HIV & Violence Prevention among Street Children through Alternative Activities (I55)
10:45 - 11:30	Meeting with Mr. Azarbad from AIRSA NGO in UNODC	Drugs & HIV/AIDS Prevention Education through Holding the Exhibition of Human Body Model "Drug Adventure (I55) Leisure Activities for High Risk Students as Alternatives to Drug Use (I55)
12:00 -13:00	Lunch	
13:30– 17:30	Document review and wrap-up session of the meetings/visits of the day	
Monday 8 February 2010 (19 Bahman 1388)		
08:30 - 09:30	Meeting with Mr. Zanjirehie, Deputy of Development and Resources Management of the Iranian Prisons Organisation and Dr. M. Farnia Director General Health and Treatment, and Mr. Tahamian, Director General Cultural Affairs Office, Iranian Prisons Organisation	Study Tour to Sweden (I57) Regional Seminar on Reducing Harms of Drug Use in Middle East and West Asia (I57)
10:15 -10:45	Document review	
11:30-12:30	Meeting with Dr. Amiri, Ms. Shambayati from Noavaran Pars	Self-sustainability of NGOs (I57)

12:30- 13:30	Lunch	
14:00- 15:00	Meeting with Mr. Nasiri, Ms. Mahmoodi , Ms. Masnabadi and Ms. Emami from Society for Prisoners	Life Skills Training Package for inmates and Inmates' Children (155)
15:30 - 16:30	Document review and Wrap up session of the meetings/visits	
Tuesday 9 February 2010 (20 Bahman 1388)		
09:00-10:00	Meeting with Dr. Hoseinian and Ms. Ravaee in Alzahra University	Drug Prevention Strengthening Family TOT and package (155)
10:45 -11:45	Document Review	
12:00- 13:00	Lunch	
13:00- 14:00	Meeting with Dr. Kobarfard in UNODC	Researches on Crack and ATS (157)
14:30 - 15:15	Meeting with Dr. Davoudi from Rahpouyan Erteghaye Salamat in UNODC	Drug Related Family Crisis interventions (155)
15:45 – 16:30	Document review and Wrap up session of the meetings/visits	
Wednesday 10 February 2010 (21 Bahman 1388) Flight to one of Cities (HT) Visiting Payam Roshanayee Yazd NGO, Yazd Province		
Sunday 14 February 2010 (25 Bahman 1388)		
09:00-10:00	Meeting with Dr. Peyravi from Tehran University Counselling Centre	TOT in Selected University on Drug and HIV/AIDS Prevention (155) Drug Prevention Education Package for Parents of Student (155)
10:45-11:30	Visiting Khorshid House	Peer Education in Family on Drug Prevention Focusing on "Reducing Risk Factors and Increasing Protective Factors in Family" (155)
12:15- 13:15	Lunch	
13:15- 14:00	Meeting with Dr. Mokri and Ms. Setareh Mohsenifar from INCAS in UNODC	
14:30- 15:30	Meeting with Mr. Manenti, Representative of WHO in WHO	
15:30 – 16:30	Meeting with Mr. Emadi from Famour Mehregan Company in UNODC	Drug, HIV/AIDS, and Violence Prevention Through the Dramatic Arts Initiatives (155)
Monday 15 February 2010 (Holiday)(26 Bahman 1388)		
09:00-09:45	Teleconference with Mr. Palaniappan Narayanan	Workshop on "Managing HIV/AIDS Prevention, Treatment, Care and Support Program among Injecting Drug Users" and its follow ups (157)
10:00 - 11:00	Meeting with Embassies of Sweden, UK, Germany, Italy and Netherlands	
11:15- 11:45	Meeting with Mr. Tajlili from UNICEF	Life Skills Training Packages (155)
12:00-13:00	Meeting with Dr. Doroudi , Country Officer, UNAIDS	
13:15 -14:00	Lunch	
14:15 – 15:00	Meeting with Dr. Mohammadkhani in UNODC	A Counseling Package to Counselors Working with Students at Risk (155)
15:15 -15:45	Document review	

15:45-16:30	Administrative Procedures of UNODC and briefing with Ms. Padideh Faeghi, UNODC Senior Assistant	
16:30 – 17:30	Document review and Wrap up session of the meetings/visits	
Tuesday 16 February 2010 (27 Bahman 1388)		
08:45-10:00	Meeting with Dr. Ehterami in UNODC	Preparation of a Synthesis Paper development for Drug Situation and National Responses(I57)
10:00 -11:00	Meeting with His Excellency, Mr Radinck J. Van Vollenhoven and Mr. Richter in the embassy of Netherlands	
11:45 -12:45	Meeting with Dr. Vatanparast and Dr. Shokraie from Kiana Institute	Drug Prevention Package for Drug Abusers' Spouses (I55) Networking of NGOs(I57) Development of E-learning programmes for NGOs (I57) Capacity Analysis and Documentation of NGOs(I57)
12:30 – 13:15	Lunch	
14:00-15:00	Meeting with Madadyarane Etiad and Rebirth	Trend Survey on Amphetamine-Type Stimulant (ATS) & Other Stimulants Use in Tehran Drug use prevention in spouses of drug abusers (I55) Mapping and Gathering Information of NGOs (I57) Sports against Drugs event (I57) Data collection workshop for NGOs (I57) Self-sustainability and Networking of NGOs (I57) Workshop on " Managing HIV/AIDS Prevention, Treatment, Care and Support Program among Injecting Drug Users" and its follow ups (I57)
15:45 – 16:15	Meeting with Mr. Hamidreza Taherinakhost , I55 National Project Coordinator	The generalities of I55 Project
16:15- 17:15	Document review and Wrap up session	
20:00-21:00	Visiting Pamenar Shelter	
Wednesday 17 February 2010 (28 Bahman 1388)		
09:00-10:00	Visiting Ayeen Mehr Farahzad DIC, Dr. Shirazi	
11:00-12:00	Document Review	
12:30-13:30	Lunch	
14:00 -15:00	Meeting with I55 Project staff	
15:00 – 15:45	Meeting with Ms. Gelareh Mostashari, Drug Demand Reduction Expert	The generalities of I57 Project
15:45 – 16:30	Document Review	
16:30 – 17:00	Document review and Wrap up session of the meetings/visits of the day	

Thursday 18 February 2010 (GM)(29 Bahman 1388)		
Visit to one of the cities out of Tehran Province, Visit CBO, NGOs received computers from UNODC and DICs / NGOs		
Saturday 20 February 2010 (1 Esfand 1388)		
9:00-11:30	Document Review	
12:00-13:30	Meeting participants from NGOs (APMG Workshop)	Workshop on "Managing HIV/AIDS Prevention, Treatment, Care and Support Program among Injecting Drug Users" and its follow ups (I57)
13:00 -13:30	Lunch	
13:30-15:00	Meeting participants from NGOs (Networking /Self Sustainability workshops)	Self-sustainability and Networking of NGOs (I57)
15:30-16:30	Document Review	
16:30-17:30	Document review and Wrap up session of the meetings/visits of the day	
Sunday 21 February 2010 (2 Esfand 1388)		
09:00-10:00	Meeting with Dr. Farid in UNODC	A Needs Assessment for Drug and HIV/AIDS Prevention in Selected Workplaces and Developing a Guideline (I55)
10:30 -12:30	Visiting SAIPA (Auto Manufacturing Co.)	Providing Technical assistance on Drug and HIV/AIDS Prevention (I55)
13:00- 14:00	Lunch	
13:30- 14:30	Meeting with Mr. Vahabzadeh, Head of Prevention Office, DCHQ	The generalities of cooperation of UNODC and DCHQ under I55 project
14:45 -15:30	Meeting with Dr. Ahmadi, Head, Treatment Dept. DCHQ	Regional Seminar on Reducing Harms of Drug Use in Middle East and West Asia (I57) Study Tour to Switzerland (Dispensing Machine) (I57) Workshop on "Managing HIV/AIDS Prevention, Treatment, Care and Support Program among Injecting Drug Users" and its follow ups (I57) Data collection workshop for NGOs (I57) Training course on Harm Reduction activities for HIV prevention and care among female drug users and female prisoners for service providers(Afghan Delegation) (I57) Preparation of a Synthesis Paper development for Drug Situation and National Responses(I57) Self-sustainability and Networking of NGOs (I57)
16:00 – 16:30	Meeting with Mr. Antonino De Leo, UNODC Representative in Islamic Republic of Iran and DDR Project Managers on MDG debriefing	
16:30 – 17:30	Document review and Wrap up session of the meetings/visits with DDR Managers	
Monday, 22 February 2010 (3 Esfand 1388)		
08:30-09:00	Meeting with Dr. Aghtar and Dr. Mirbeygi of State Welfare Organisation in UNODC	Evaluation of Community-based Drug Prevention Programmes in I.R of Iran (I55)
9:00-10:00	Meeting with Ambassador Bayat, Director General, International Relations Office and Antonino De Leo, Representative of UNODC	

10:30-12:00	Debriefing MDG	
12:00-13:30	Lunch (in the office)	
15:00 – 16:30	Wrap up session with Mr. Antonino De Leo, UNODC Representative in Islamic Republic of Iran and UNODC Iran Project Managers	
<i>Tuesday, 23 February 2010 (4 Esfand 1388)</i>		
02:40 a.m	Departure of Mr. Goos	

Annex 5

List of persons met

DCHQ

Dr. Hamid Sarami, Director General, Prevention and Cultural Affairs

Dr. Aref Vahabzadeh, Head, Prevention and Cultural Affairs

Dr Fariborz Ahmadi, Head, Treatment Office

Dr Saeed Safatian, Director General, Treatment, Rehabilitation and Vocational Training

Ambassador Mahmoud Bayat, Director General, International Relations

Other central government cooperation partners

Dr. Habibolah Masoudi Farid, Director General, Office of Social Harms Prevention, State Welfare Organization

Dr Ehterami Mehrdad, Head, R & D, State Welfare Organization

Dr. Farhad Aghtar, Director General, Prevention Office, State Welfare Organization

Dr. Shabnam Mirbeigi, Deputy Director General, Prevention Office, State Welfare Organization

Mohammad Ali Zanjirehie, Deputy Director, Resources Management, Iranian Prison Org

Dr Marzieh Farnia, Director General, Health and Treatment, Iranian Prison Org

Khorsandi, Expert from Cultural Affairs Office, Iranian Prisons Organisation

NGO cooperation partners

Mohsen Rahimi, Director, Department for Health Safety and Environment, SAIPA Auto-manufacturing Company

Mohammadreza Mirgholami, In-Charge of Employment Investigation, SAIPA Auto-manufacturing Company

Fereydoun Rahimian, Director, Department for Education, SAIPA Auto-manufacturing Company

Mohammad Esmail Hesamian, Head, Office for Industrial Health, SAIPA Auto-manufacturing Company

Khosro Manhoui, Focal Point of Drug abuse treatment, SAIPA Auto-manufacturing Company

Ali Fardi, In-Charge for Industrial Psychology, SAIPA Auto-manufacturing Company

Dr Fereshteh Gazerpour, Manager, DIC, Kermanshah

Dr Wahid Khademi, Director, Communicable Diseases, Kermanshah

Dr Masoumeh Seyfouri, Psychiatrist, DIC, Kermanshah

Azam Ghorbani, Psychologist, DIC, Kermanshah

Rahim Dorkeshideh, Administrator and Counselor, Shoosh DIC

Mehdi Ebrahimi, Psychologist, Shoosh DIC

Ali Rajabi, Manager, Sarasiah DIC

Ali Hosseini, Public Relations Officer, HQ NA

Ali Shahmoradi, Public Relations Manager, HQ NA

Manzar Razaghi, Manager, Education Department, Rebirth Society
Abbas Deylamizadeh, DG, Rebirth Society
Davoud Khalili, Director, Rebirth Society

Afshin Khoushraftar, DG, Ahange Rahaiee Shargh (NGO)

Sepideh Bagheri, Psychologist, Behroozan (harm reduction centre)

Azadeh Bahramji, Volunteer, Sun House DIC

Dr Farzad Kobarfard, Technical Director, Anti Doping Laboratory

Dr Farnoush Davoudi, Executive Director, Rahpouyan Erteghaye Salamat Institute

Dr Robabeh Noury, Faculty Member, Tehran University
Dr Hamid Peyravi, Head, Counselling Centre, Tehran Univeristy

Prof Simin Huseinian, Vice Chancellor for Research, Al-Zahra University
Fariba Ravaie, Researcher, Al-Zahra University

Mehran Azarbad, Director, Airsa (NGO)
Aitak Sorahai Talab, Expert, Practical Arts, Airsa (NGO)
Faezeh Dolati, Secretary, Tosseh & Rahbord Jameh Shahri (NGO)

Dr Masoud Haji Rasouli, Consultant, Congress60
Eng Hussein Dezhakam, President, Congress60

Sedigheh Shahsavari, Director, Payam Roshanayee (Message of Light), Yazd

Nasrin Emami, Project Coordinator
Masoumeh Mahmoudi, Family Education Coordinator, Prisoners Support Society
Behrouz Azizi, Administrative Assistant, Prisoners Support Society
Ameneh Masnabadi, Project Assistant, Global Fund HIV/AIDS

Dr Soudabeh Amiri, Managing Director, Noavaran Pars (NGO)

Monireh Amadi, Manager, Women Research and Studies Institute

Hadi Hasan Ali, Artistic Director, Famor Mehregan Company
Ali Emadi, Director General, Famor Mehregan Company

Shahram Mohammadkhani, Assistant Professor, Tarbiat Moallem University, Teheran

Monireh Arezoomandi, Director, ILYA (NGO for children)

Dr Azarakhsh Mokri, Training Deputy and Head of Treatment and Clinical Psychology Department, Iranian National Centre for Addiction Studies (INCAS)

Dr Setareh Mohsenifar, National Officer, Iranian National Centre for Addiction Studies (INCAS)

Dr Abolfazl Vatanparast, Director, Kiana Development Institute (institute for education)

Dr Keivan Shokraie, Consultant, Kiana Development Institute (institute for education)

Dr Pedram Mousavi, Managing Director, Kiana Development Inst (institute for education)

Dr Mohammad Sadegh Shirazi, Managing Director, Aien-e-Mehr Farahzad DIC

Ali Karimi, Community Education Centre

Dr Sayed Ramin Radfar, Director, Health and Culture Institute, Isfahan

Representative's donor countries

Radinck J van Vollenhoven, Ambassador, Embassy of the Kingdom of the Netherlands

Roderick Richter, First Secretary, Royal Embassy of the Kingdom of the Netherlands

Carmine Corvo, Drug Liaison Officer, Embassy of Italy

Charlotte Jonsson, First Secretary, Swedish Embassy

Individual Mini Dublin Group members

Hideyuki Iino, Second Secretary, Embassy of Japan

Egil Thorsas/Political, 1st Secretary/DHM, Royal Norwegian Embassy

Dominic L. Rhodes, Political Attaché, British Embassy

Dr Wolfgang Thill, Minister-Counsellor, Austrian Embassy

International Organizations

Alireza Tajlili Moghanjoghi, HIV/AIDS Officer, UNICEF

Dr Fardad Doroudi, Country Officer, UNAIDS

Dr Ambrogio Manenti, Country Representative, WHO

UNODC Staff

Antonino De Leo, Representative

Padideh Faeghi, Assistant to the Representative

Kaveh Moradi, Deputy Representative

Gelareh Mostashari, Acting Officer, Project I57, DDR Expert

Somayeh Sajjadi, Assistant, Project I57

Hamidreza Taherinakhost, National Coordinator, Project I55

Ani Mirzabeik, Project clerk, Project I55

Shahzad Ebrahimi, Volunteer, Project I55

Siavash Shekarian, Volunteer, Project I57

Kamran Khaki Hendijani, Assistant, HIV/AIDS Programme

Ninette Haghverdian, Assistant, Project XWWK05.

Annex 6

Map of Iran

