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This publication has not been formally edited.
UNODC Programme for Central Asia 2022-2025

Программа УНП ООН для стран Центральной Азии на 2022 – 2025 гг.

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1. Programme information

1.1. General Information

<table>
<thead>
<tr>
<th>Programme Title</th>
<th>UNODC Programme for Central Asia 2022-2025</th>
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<tr>
<td>Programme number</td>
<td>XACCA1</td>
</tr>
<tr>
<td>Estimated Start and End Dates</td>
<td>01/01/2022 to 31/12/2025</td>
</tr>
<tr>
<td></td>
<td>4 Years, 0 Months, 0 Days</td>
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<td>Actual Start and End Dates</td>
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<td>Location</td>
<td>Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan</td>
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<td>Subprogramme / Programme of Work</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sub-Programme 1 – Preventing and Countering Transnational Organised Crime</td>
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<tr>
<td></td>
<td>• Sub-Programme 2 – Preventing Crime, Increasing Access to Justice and Strengthening the Rule of Law</td>
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<td></td>
<td>• Sub-Programme 3 – Addressing Drug Use, Increasing Treatment of Drug Use Disorders and Preventing HIV/AIDS</td>
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<td></td>
<td>• Sub-Programme 4 – Preventing and Countering Terrorism, Violent Extremism and Radicalisation that Leads to Violence</td>
</tr>
<tr>
<td></td>
<td>• Sub-Programme 5 – Supporting Research, Trend Analysis, Policy, Advocacy and Forensics</td>
</tr>
<tr>
<td>Programme Manager /Head of Branch or Unit</td>
<td>Ashita Mittal, Regional Representative for Central Asia</td>
</tr>
<tr>
<td>Countries/Regions</td>
<td>Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan</td>
</tr>
</tbody>
</table>
3. Ensure healthy lives and promote well-being for all at all ages

3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases

3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol

4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

5. Achieve gender equality and empower all women and girls

5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation

8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

10. Reduce inequality within and among countries

10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies

11. Make cities and human settlements inclusive, safe, resilient and sustainable

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

16.1 Significantly reduce all forms of violence and related death rates everywhere
16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all

16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime

16.5 Substantially reduce corruption and bribery in all their forms

16.6 Develop effective, accountable and transparent institutions at all levels

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime

17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

<table>
<thead>
<tr>
<th>Gender markers</th>
<th>GEM1 - Contributes to gender equality/women’s empowerment in a limited way</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>GEM2a - Gender equality/women’s empowerment is a significant objective</td>
</tr>
<tr>
<td>Target group(s)</td>
<td>Women, children and youth, victims of violence, trafficking and abuse, returnees from conflict zones. Customs and law enforcement agencies, drug control agencies, criminal justice, judicial and prison staff, health and education institutes and their staff.</td>
</tr>
<tr>
<td>External partner(s)</td>
<td>The Programme will engage with implementing partners and implement grants programmes as appropriate, in consultation with donors, governments, civil society organizations, academic institutions, the private sector, regional organizations, UN sister agencies, IFIs, and other relevant stakeholders.</td>
</tr>
<tr>
<td>Overall budget / Total project budget</td>
<td>90,000,000.00 USD</td>
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1.2. Executive summary of the programme

The Programme for Central Asia outlines the proposed scope and focus of the United Nations Office on Drugs and Crime (UNODC) work in Central Asia from 2022 to 2025. The programme will be carried out by UNODC, under the lead of the Regional Office for Central Asia (ROCA) based in Tashkent, making effective use of the expertise and infrastructure available in UNODC Programme Offices across Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, and Turkmenistan) and in Headquarters in Vienna. The Programme also aligned itself with the global UNODC Strategy 2021-2025, SDGs and the national priorities.

The overall vision of the Programme for Central Asia is: “a healthy, safe, and secure community, free from the threats posed by organised crime and drug use and confident in the integrity of the justice system to provide access to services for all”.

The Programme outlines the framework for delivering a coherent package of technical assistance, and aims to:

- Support the Member States in achieving priority outcomes in countering drugs, crime, corruption, and terrorism in the sub-region; and
- Increase the responsiveness, efficiency and effectiveness of UNODC’s support to the sub-region.

The Programme for Central Asia ensures a unified approach to the provision of all UNODC technical assistance in Central Asia. The Programme is harmonized with the overall strategy for the region that brings together the national, sub-regional and global initiatives contributing to the UN system responses to sustainable development in the sub-region. This approach aims to engage more effectively with Member States, other UN bodies and key Partners, in a coherent, integrated, and cost-effective manner.

The Programme will address the security challenges in Central Asia and will have required mechanisms, such Programme Steering Committee Meetings, to support the Member States in a flexible manner. UNODC will continue to closely monitor the situation in Afghanistan, and possible effect on Central Asian countries. Close collaboration with national counterparts within the sub-region will be established to ensure that any risks emanating are mitigated in a timely manner. The rapidly evolving situation in Afghanistan will inform the potential changes required to respond to the emerging threats of illicit trafficking, financial flows, migration influx, terrorism financing etc.
2. Problem and Situation Analysis

2.1. Problem Analysis

Organised crime undermines stability, peace and security, leading to increased violence, destabilization, and weakening of States. Crime affects all sectors of society, but vulnerable populations bear the brunt. Young people are more often the victims of organised crime.

The smuggling and provision of illegal narcotics, including opioid trades and non-prescribed drugs impact the health and wellbeing of Central Asia. All States have reported increased seizures of new psychoactive substances (NPS). Five-year statistics indicate a 74-fold increase in seizures of synthetic drugs in the region. Synthetic drugs, NPS and pharmaceutical drugs are finding their way to market via the internet, especially the darknet.

Reducing the supply of drugs has become more challenging as illicit drug markets have become more complex, particularly with the emergence of synthetic drugs. The non-medical use of pharmaceutical drugs has also increased rapidly. Drug dependence is a complex, multifactorial health disorder characterized by a chronic and relapsing nature with social causes and consequences that can be prevented and treated through evidence-based drug treatment, care and rehabilitation programmes. Accurate data relating to drug use is limited. It is suspected that the number of people affected by drug use and dependence is far higher than estimated. National drug strategies include activities aimed at drug use prevention, treatment and HIV prevention amongst drug users.

Patients, who were facing barriers in accessing to controlled medicines before the COVID-19 pandemic have experienced interruptions to the supply of the medicines during the pandemic. The increased access to controlled substance for medical and scientific purposes requires attention.

The Central Asia region is also vulnerable to other forms of illicit trafficking including trafficking in strategic goods, dual use items, Intellectual Property Rights, counterfeit medicines, CITES, Customs violations and other.

1 Information bulletin on drug situation in 2020: Central Asia
Irregular migration continues to be a major concern in sub-region, a mixed flow of economic and other migrants such as refugees and asylum-seekers presents other challenges. Migrant workers are vulnerable to exploitation and abuse. There is an urgent need to safeguard and care for the vulnerable: unaccompanied minors, victims of trafficking, and smuggled migrants. More widely, many victims of trafficking have been trafficked for sexual exploitation and forced labor. Women are prosecuted and convicted for human trafficking crimes more often than men.

An ability to regulate and track financial transactions impacts economic development and investor confidence, which affects the effectiveness of national institutions and developmental goals. Organised crime and a large shadow economy make Central Asia vulnerable to money laundering. Smuggling and fraudulent invoicing is still relatively common. Countering financing of terrorism is also a concern.

The internet has created new platforms and instruments for criminals, erasing boundaries and challenging the traditional methods of law enforcement. There are challenges faced in implementing effective cross-national policing of cybercrime, cloud computing, social media, wireless/smart phone applications and other digital technologies. Entwined with cybercrime is a wide range of illegal activities which create new challenges for criminal justice institutions.

Organised crime has resulted in the same number of deaths as all armed conflicts. While most homicide victims are men, women continue to be the majority of those killed by their partners. While the Central Asian states are paying increased attention to the prevention of crime there is a clear need to fully understand criminal trends and develop appropriate evidence-informed strategies to prevent crime.

Many of Central Asia States have undertaken legal reforms to address systemic weaknesses, including reforms of their judicial systems. Most of these legal reforms aim to build the capacities of state institutions, to ensure judicial independence, promote access to justice, fair trial standards and humane conditions of detention. While legal reforms have been initiated there is a need for further strengthening of rule of law across the sub-region. The Central Asian States are starting to adopt new digital technologies as part of their criminal justice systems. Adequate legislation, procedures and trainings are required to ensure that these technological advancements are introduced in a human rights-compliant manner.

One of the main reasons why few women report cases of violence to the police is the lack of gender sensitivity within the institution itself. This is a multifaceted problem, which includes: limited victim centric approaches that result in a lack of public trust in the police to deal with violence; gender stereotypes amongst police officers; and a lack of special procedures and an overall lack of capacity of police officers to respond to cases of violence, which are unwelcoming to victims of crime. When it comes to prosecuting crimes against women and girls, victims of gender violence face multiple violations of their rights and stereotyping during their interactions with the criminal justice system. Urgency to respond to Gender-Based Violence (GBV) is further exacerbated during the COVID-19 pandemic.

Overcrowded places of detention, some with many pre-trial detainees can become the sites of severe abuse and ill treatment. Limited possibilities for rehabilitation and social reintegration can lead to high levels of recidivism. While the number of women in prisons has increased over recent years, prisons remain largely designed for a male population. There is also a requirement to enhance penitentiary reform and promote the implementation of the UN Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules). Prisons face the increasing challenge of managing returning foreign terrorist fighters, as well as the prevention of radicalization.

Transnational crime often involves corruption. The capacities of civil society to oppose corruption require improvements especially in terms of establishing and performing independent oversight of government activities, public services, procurement, and spending. Together with weak rule of law, corruption discourages foreign and domestic investment which is essential for sustained economic growth. Ineffective regulation of tax, customs, commodity, and financial markets pushes capitals from formal to shadow economies which distort economic development, create unfair competition and exacerbate inequality. The Central Asian countries require assistance in implementing the UNCAC and im-
Implementation of recommendations made through the review processes.

Reportedly 8,000-10,000 people from the Central Asian countries have gone to Afghanistan to fight for Taliban or join other terrorist groups. The sub-region shares a 2,387 km border with Afghanistan, and some parts of this border are vulnerable to potential spillovers of terrorist activities. Central Asian States have turned their attention to the security threat by home grown terrorists inspired by international terrorist organizations in Syria, Iraq, and Afghanistan. In 2019-2021, several Central Asian countries conducted special humanitarian operations to bring over 1,000 people, mainly women and children, back from the conflict zones for further rehabilitation and reintegration. Central Asian States accord a high priority to this issue, and they all require additional support in preventing radicalization leading to violent extremism and terrorism, including by accessing and implementing the 19 international legal instruments against terrorism.

Central Asian countries have opportunities and challenges related to the demographic dividend, which stems from the fact the 60% of population is below age of 29 and this requires comprehensive policies, institutions, and inclusive systems for adaptive resilience of youth to external threats, radicalization, and violent extremism narratives, including on the web, as well as risks posed due to rapidly evolving situation in Afghanistan. It requires also building better resilience of youth, women, and other vulnerable groups to crime, drugs, terrorism, and radicalization and promoting the culture of rule of law, zero tolerance to corruption, non-discrimination, and respect for human rights.

National systems for evidence-informed policy making, data transparency, quality and accessibility need further strengthening in order to better monitoring of drugs and crime. Statistics are largely based on administrative records which reflect the State’s response to the problem rather than the magnitude of the problem itself. Additional sources such as open datasets, surveys, price monitoring systems, records of service delivery to crime victims or drug users, structured and systematic collection of information from investigations or court cases would further enhance the digitalization process. National counterparts also need support in measuring the progress against the SDG indicators.

Even though most researchers and forensic experts across the region are highly committed, they would benefit from additional training and certification. In drug-related cases, a range of other forensic disciplines may be relevant, such as questioned documents, computer forensics, the examination of firearms, etc. Accreditation of forensic labs and standardization of processes require urgent attention too.

The Central Asian countries acknowledge the challenges and express willingness to address drugs, crime, corruption and terrorism.
2.2. Stakeholder analysis and capacity assessment

The substantive elements of this programme have been developed in close consultation with a wide range of partners across Central Asia. The analysis, priorities, and needs captured below reflect the analysis and views of the Member States. Although different in their outlook each of the five Central Asian States face similar threats and challenges. All Member States require additional support to develop strong national institutions, that can effectively communicate, sub-regionally, with partner organisations in neighboring countries to build sustainable solutions.

The dialogue with partners has identified different comprehensive approaches to implementation, including capacity development and training of trainers, legislative and normative support, knowledge management, infrastructure improvement, evidence generation and research, policy dialogue and communications, and innovative approaches.

Furthermore, dialogue identified the following shortfalls across the substantive areas of the programme:

The Central Asian States reported that they required additional support in monitoring, analyzing, and profiling of transnational criminals so that they both better understood the threat and were then better positioned to exchange information between law enforcement agencies. Better information exchanges would also enable greater cooperation between the Central Asian States and other key partners using existing structures such as CARICC, IREN Network, ARIN in the West and Central Asia Region, the CASC networking amongst others.

Linked to greater cooperation was the need to develop BLO structures and border controls. There was a need to modernize and digitalize customs processes to include postal services and internet trade. Increased capability to monitor financial services and international transactions by FIUs was required. In addition, increased ability to prevent and prosecute cybercrimes was requested. There was also a need to develop better information systems and work with e-evidence.

Law enforcement officials required greater training, but in a manner that could be replicated by national training institutions. Therefore, there is a need for the institutionalization of learning. UNODC assistance would be required to increase the trainer base and directly support training institutions. There is also a need to promote legal literacy and a culture of lawfulness, primarily among youth, to prevent corruption and crime, including through the public education system.

The Central Asian States required greater awareness and reporting of illicit drugs (potential drugs, NPS and synthetics) so that they were able to monitor emerging trends in use, supply, production, cultivation, and trafficking. They also reported the need for support when preparing for the cycles of the Implementation Review Mechanism of the UNTOC, UNCAC and engagement or participation in the work of the relevant functional commissions of the United Nations Economic and Social Council, namely Commission on Narcotic Drugs (CND) and the Commission on Crime Prevention and Criminal Justice (CCPCJ).

The Central Asian States all required assistance with their Criminal Justice Systems and with offender management. In particular to ensure compliance with and implement international standards and norms in crime within the criminal justice system. There is a continuing need to improve access to justice for all their citizens. Access to justice should be improved through the use of online information and monitoring. There was a need to integrate criminal justice institutions with e-crime registry systems. The Courts and officers of the court required support particularly the prosecution services. The professional development of prosecutors and investigation officers within the General Prosecutor's Office required assistance generally and specifically in the areas of countering the trafficking of persons. There was a desire to provide more effective crime prevention through increased multi agency approach, with a particular focus on countering violence towards women and children. Additionally, strengthening the Criminal Codes, Criminal Procedure Codes, Penal Codes, and national legislations to meet the international standards and norms was requested.

In terms of offender management, the main areas of assistance were stated as increased institutional capacity within the penitentiary system to deal with offenders in a humane and human rights compliant manner, including the strengthening the national Ombudsperson’s institutions and national preventive mechanism. There
was a need to digitize prison management systems and to counter the effects of illicit drug in prison settings. The Member State required assistance in developing programmes to rehabilitate and socially reintegrate prisoners once they had been released to avoid recidivism. Finally, there was growing need to prevent and counter the radicalization and violent extremist ideology in prison facilities.

The Central Asian States require increased support in their anticorruption research and monitoring so that they can better understand the problem and direct resources towards achieving policy aims. They require support to integrate their anticorruption mechanisms in public procurement, privatization, public property management, commodities and securities markets regulations, investment and national development programmes. They need support in developing the skills of law enforcement and prosecution agencies so as to better regulate, detect and react to cases of corruption. There is a need to work with the corporate sector to strengthen internal audit and promote internal corporate investigation mechanisms; in addition to working with society, mass-media and the youth to prevent and counter corruption. Assistance is required to support parliamentary institutions and representative power to enhance anticorruption control and monitoring over executive public agencies and corporate sector.

The Central Asian States require assistance in countering the negative health impacts of drugs by the various means including impact analysis of drugs (and NPS) on health and wellbeing. Prevention of substance and drug use among young people merits developing large-scale programmes, advocating for healthy life style, including through sports, building communication between parents and children as well as in schools and on the net. There is a need for the development and roll out of teaching aids for teachers on psychoactive and narcotic substances use and prevention. These aids need to be part of the curriculum or extracurriculars of educational institutions. There is a need to provide more drug use prevention and treatment services so that those affected by drug use disorders can access the care they require. For this care to occur they require assistance in developing drug substitution therapy and developing capacity and capability of healthcare workers, in relation to drug demand reduction and HIV prevention both in communities and prisons. The Central Asian States required assistance in the development of educational and awareness raising products to prevent drug use amongst the young and provide additional support to the families of those affected. Finally, there is a need to correctly classify and provide increased access to controlled substances for medical treatment and scientific purposes.

The Central Asian States requested support in preventing terrorism and the trafficking and use of weapons, small arms and explosives. They specifically required assistance in implementing the relevant counter-terrorism legal instruments and incorporation of UN conventions into their national legislation. There is a need to develop new national strategies to counter terrorism and violent extremism, and guidance is required in the implementation of these programmes. For this to be effective assistance is required to generate greater cooperation between law enforcement agencies at both the national and sub-regional level. Officials required greater training in a manner that could be replicated by national resources. For this to occur UNODC assistance would be required to increase the trainer base and to support academia. There is a need to support the Central Asian States in their rehabilitation and reintegration of citizens, including children, returning from conflict zones.

The Central Asian States jointly expressed a desire to improve their data collection, analysis, reporting, and digitalization. They required assistance with collating and using crime statistics when developing policies and new laws. There is a need to produce data that is user friendly and visual for ease of reference and use. Member States require assistance in developing and producing interagency reporting, through greater cooperation in data exchange and analysis and new working practices. Member States require assistance and training so that they are better prepared and able to self-report against SDGs.

There is a need to modernize information systems, through the development of new mechanism, including digitalization in law enforcement and justice sector. National laboratories require additional equipment and the staff require specialist training in order to support the accreditation of forensic laboratories in the region. Quality assurance of all elements of forensic collection and analysis and other scientist work that supports the justice system requires ongoing support and in many cases reinforcement.
2.3. Evidence Used

This Programme for Central Asia 2022-2025 is based on the previous programme 2015-2021 which was built for and with the five Central Asian States. The Programme demonstrated an integrated approach:

a. increased sub-regional cooperation, ownership and funding;
b. contributed to better visibility to UNODC’s work;
c. ensured that all UNODC interventions contribute to a common goal and aligned with the global strategy and the SDG framework;
d. enhanced results-based monitoring, reporting and evaluation; and
e. facilitated the development of pool of expertise for all Member States in the region, facilitated cross-fertilization of expertise and contributed to development of strategic vision.

The evidence-base that underlies this programme is built on three foundations: the global UNODC Strategy 2021-2025 and other relevant UN-wide guidance; ongoing and continuous consultations with the Programme’s counterparts throughout the first programme and targeted, structured discussions and assessments as well as evaluations.

The programme was developed in close collaboration with Member States through a participatory consultation process.

To elaborate the Problem Analysis section of this programme document, UNODC ROCA conducted a desk review of available related reports, research, and different analytical documents, which provided evidence to better understand the current situation. The existing CCAs and UNSDCFs, PFDs/UNDAFs in each Central Asian country were also used to better understand the situation. The programme structure part was informed by national priorities, collected during the national consultations with each country in the region. These consultations assisted UNODC to understand national priorities and comprehend the challenges in each country. Moreover, technical expertise of the UNODC ROCA staff also was used to elaborate the programme structure to fit the needs of national counterparts.

2.4. Uptake of Recommendations & Lessons Learned

Evaluations of the Programme for Central Asia (thematic or general) all stated that the programme documentation incorporated lessons learnt from previous evaluations and analytical material. Moreover, national consultations resulted in specific recommendations from national counterparts and other key stakeholders, being incorporated into the programme. Recommendations included how the new programme should be designed, what should be the main results, as well as detail relating to implementation and coordination.

The development of this programme is based on previous work and the ongoing cycle of identifying and learning lessons during implementation. The lessons that guided the development of this Programme can be summarized as:

- Greater coherence between UNODC programme and UNSDCFs.
- More closely aligned with the UNODC Strategy 2021-2025.
- Establish a pool of subject matter experts at ROCA level.
- Deploy communications experts in each Programme Office.
- Use Theory of Change during design.
- Greater stakeholder engagement and consultation.
- Document impact.
- Develop multi-partner partnership frameworks.

The final evaluation of the first UNODC Programme for Central Asia (part of the cluster evaluation of the Programmes in West and Central Asia) concluded the following:

The Programme plays an important role in UNCTs in Central Asia. This requires a greater focus at the strategic level, potentially giving the Programme a greater role in the countries of Central Asia and also opening up
funding streams. UNODC needs to step up its presence in the UNCTs. ROCA needs to change this in order to tap in MPTFs and other funding streams which require joint programming.

Programme effectiveness can be largely attributed to the quality of the technical advice and capacity building activities. Across the programme the gathering of evidence and building of policy based on evidence was a critical outcome and a strong foundation for the next phase. To assist Member States in the manner requires data collection for appropriate M&E, and also the capacity to measure and track impact over the medium to longer term. The new programme will redouble its efforts to assist Member States to gather and analyze data.

The capture of longer-term change is limited within the current set of result indicators. The new programme should consider how the work of UNODC in Central Asia is properly measured and reported on. It is important for this story to be told, it must be based on evidence, evidence that is presented against clearly delineated outcome and impact indicators. The Programme for Central Asia should consider the longer-term implications, outputs and outcomes, including specific attention on the higher-level outcomes and contributions to impact. ROCA needs to spend additional time and effort when designing the logical matrix.

The new programme should offer a closer correlation between the sub-programmes of the Programme and UNODC’s strategic framework. This would offer significantly greater potential for the Programme for Central Asia and UNODC as an organization to aggregate reporting on activities and results and to better tell the story of the importance and impact of UNODC’s work and its related successes. The new programme will be organized along 5 thematic sub-programmes.

The most effective indicators of impact are currently normative frameworks. These indicators include programme influences on legislation and policies in regard to border management and drug trafficking, anti-corruption, criminal justice and penal systems, extremism, HIV prevention measures, national data collection and inter-sectoral coordination. They also include the visible implementation and evaluation of UNCAC measures, UNTOC and implementation of international standards on HIV and drug prevention and treatment in the region. The new programme will include the normative work in the logical matrix.

The Programme for Central Asia demonstrated increased consideration of human rights and gender mainstreaming across the different elements and activities of the programme. The evaluation sees additional opportunities to strengthen the programme’s contribution to human rights issues through the work the programme initiated with NGO implementing partners that can further strengthen the programme’s work on gender, human rights, and the rights of vulnerable people. The new programme has prioritized human rights, gender, disabilities, HIV and leaving no one behind in its design and implementation.
3. Project strategy

3.1. Logical framework

Objective: 1: The objective of the UNODC Programme for Central Asia is to contribute towards safe and resilient societies in Central Asia free from threats of organised crime, drugs, corruption, and terrorism in line with the 2030 Agenda for Sustainable Development

Subprogramme 1: Countries can better respond to transnational organised crime and illicit drug trafficking and other criminal activities in accordance with UN conventions;

Outcome 1.1: Member States have more effective legal frameworks, policies and programmes for tackling transnational organised crime, in line with the United Nations Convention against Transnational Organised Crime (UNTOC) and the Protocols thereto;

Output 1.1.1: Governments are provided with recommendations to align national policies and legislative and strategic frameworks with the UNTOC and relevant UN drug conventions;

Output 1.1.2: Member States have been supported in effectively reviewing the implementation of the UNTOC and the Protocols thereto, as well as in implementing the observations emanating from the Review Mechanism;

Output 1.1.3: Member States have more effective mechanisms for strengthening the implementation of the UNTOC and the Protocols thereto;

Output 1.1.4: Member States supported in their efforts to implement institutional and normative reform at national and regional levels in conformity with UNTOC and the Protocols thereto;

Outcome 1.2: Member States are more effective at combatting the trafficking of illicit drugs (to include, opiates, new psychoactive substances, synthetic drugs and precursors) and other criminal activities;

Output 1.2.1: Member States have strengthened national legal frameworks related to drug control and drug trafficking and other criminal activities;
Output 1.2.2: Relevant institutions are supported in the development of strategies and plans to effectively counter TOC, including illicit drug trafficking;

Output 1.2.3: Competent law enforcement agencies have strengthened capacity to implement human rights-compliant, gender-sensitive, accountable and sustainable counter narcotic policies;

Output 1.2.4: Member States have increased capacity within law enforcement agencies, prosecution services and the judiciary to investigate, prosecute and adjudicate drug trafficking;

Output 1.2.5: Member States have increased capacity to undertake investigations to support targeting of drug trafficking;

Outcome 1.3: Member States are more effective at countering trafficking in persons and smuggling of migrants and protecting victims with due adherence to international standards;

Output 1.3.1: Competent law enforcement and judiciary bodies supported in the development of relevant training materials for TIP/SOM;

Output 1.3.2: Competent authorities assisted in developing their expertise in regional and international cooperation in TIP/SOM cases;

Output 1.3.3: Competent law enforcement agencies supported in strengthening their capacities in detection, investigation, and prosecution of TIP/SOM crimes, as well as in respecting victim-centred, human rights based, and gender sensitive principles in TIP cases;

Output 1.3.4: Competent law enforcement and judiciary agencies assisted in strengthening their capacities in protecting victims of trafficking and their referral for assistance, in line with international standards;

Outcome 1.4: Member States have improved integrated border management, regional and international partnerships, cross-border cooperation, and networking on organized crime and illicit trafficking (to include intelligence sharing via CARICC);

Output 1.4.1: Member States possess an enhanced operational response to identify drug and precursor trafficking networks through strengthened maritime, air and land border controls;

Output 1.4.2: Member States have strengthened cross-border law enforcement and intelligence cooperation to disrupt and dismantle organised criminal groups and to bring perpetrators to justice;

Output 1.4.3: Relevant institutions have the tools and mechanisms to improve their intelligence collection, analysis and exchange of information and extensively use CARICC and other regional initiatives (MOU, IREN Network, etc.) for enhanced crime intelligence exchange and analysis;

Output 1.4.4: Border control capacities increased through infrastructure development and provision of equipment to reduce drug trafficking and other cross-border crime;

Output 1.4.5: Member States supported in their efforts to increase international cooperation and exchange of information on operational and legal assistance matters related to prevention of the supply of illicit drugs and prohibited goods;

Outcome 1.5: Member States have enhanced programmes, strategies, and plans to effectively counter cybercrime and fully equipped with modern tools and knowledges;

Output 1.5.1: Member States assisted in the development of mechanisms for international cooperation to tackle cybercrime;

Output 1.5.2: Relevant institutions have strengthened specialised capacity to tackle cybercrime through prevention, detection, prosecution and adjudication;

Output 1.5.3: Competent law enforcement agencies have strengthened capacity to implement human rights-compliant, gender-sensitive, accountable and sustainable cybercrime policies;

Outcome 1.6: Member States more capable and effective at preventing and suppressing illicit financial flows (IFF), countering money-laundering and the financing of terrorism;

Output 1.6.1: Competent authorities are provided with support to strengthen legislative, regulatory and policy
frameworks to prevent and address money laundering and the financing of terrorism;

Output 1.6.2: Competent authorities have increased ability to understand AML/CFT risks in their jurisdiction;

Output 1.6.3: AML/CFT organisations provided with frameworks that meet sustainable development targets and have improved domestic resource mobilization and policy coherence, and supported to participate in the important international forums on AML/CFT;

Output 1.6.4: Competent authorities are supported in the development of mechanisms to enhance financial investigations, international and operational cooperation on AML/CFT issues;

Output 1.6.5: Member States have formal and informal regional networks for the confiscation, identification, asset recovery and forfeiture illegal proceeds;

Subprogramme 2: Countries operate effective, fair, humane and accountable justice systems, and prevent crime and corruption in line with international standards and norms;

Outcome 2.1: Member States develop and implement comprehensive and evidence-based crime prevention strategies in line with the United Nations standards and norms in crime prevention and criminal justice;

Output 2.1.1: Competent authorities have tools and knowledge to enable evidence-led policymaking and law-making;

Output 2.1.2: Crime prevention practitioners develop participatory crime prevention programmes that include youth-led and gender initiatives;

Output 2.1.3: Police and relevant community-based organizations have enhanced institutional capacity in the area of community policing, crime prevention and urban safety;

Output 2.1.4: Domestic crime statistics are reviewed in line with international standards on crime statistics and recommendations issued for evidence-based policymaking;

Output 2.1.5: Increased support is provided to relevant authorities for youth-focused prevention initiatives, including sport and family-based initiatives and empowerment of young people to partner in reducing crime and violence;

Outcome 2.2: Member States operate effective, fair, humane and accountable justice systems in line with the United Nations standards and norms in crime prevention and criminal justice;

Output 2.2.1: Competent authorities are provided with tools and knowledge to improve legal, regulatory, policy and operational frameworks to deliver accessible, efficient and accountable justice for all;

Output 2.2.2: Criminal justice practitioners have strengthened capacity to implement human rights-compliant, child-friendly, victim-oriented, gender-sensitive and trauma-informed criminal justice policies;

Output 2.2.3: Competent authorities are provided with tools and knowledge to strengthen the criminal justice response to transnational organized crime, including new forms of crime;

Output 2.2.4: Legal aid systems have strengthened capacity to provide independent quality legal aid to suspects, defendants and victims of crime and other vulnerable groups, including women and children;

Output 2.2.5: Competent authorities are provided with tools and mechanisms to strengthen international judicial cooperation in criminal matters and related mutual legal assistance frameworks;

Output 2.2.6: Competent authorities possess the tools and mechanisms to strengthen integrity, accountability and independence of the judiciary;

Outcome 2.3: Member States develop and apply modern approaches to prison and probation management in line with the compendium of United Nations standards and norms in crime prevention and criminal justice;

Output 2.3.1: Competent authorities are provided with recommendations to strengthen legislative, regulatory and policy frameworks and capacity relating to prison reform, parole and probation management;
Output 2.3.2: Prison and probation services understand how to implement individualized rehabilitation programmes for offenders’ case management systems;

Output 2.3.3: Probation services have strengthened capacity to apply social reintegration programming after release and have a restorative focus, including for women and children in conflict with the law;

Output 2.3.4: Prison and probation systems rigorously implement specialized risks and needs assessment tools including for terrorist and violent extremist offenders at intake;

Output 2.3.5: Criminal justice professionals provided with the expertise and tools to increasingly use non-custodial measures in appropriate cases and ensure proportionate sentencing, with a view to avoiding the overuse of imprisonment;

Output 2.3.6: Prison services are provided with the tools and techniques to ensure the safe, secure and humane custody of prisoners, including violent extremist prisoners and FTFs prisoners, in line with international standards;

Outcome 2.4: Member States enhance anti-corruption policies in line with United Nations Convention on Anti-Corruption (UNCAC);

Output 2.4.1: Competent authorities are provided with recommendations to strengthen legislative, regulatory and policy frameworks and capacity to prevent and address corruption in line with UNCAC;

Output 2.4.2: Anti-corruption agencies have strengthened capacity to act as independent and effective entities in line with the Jakarta Principles for Anti-corruption Agencies;

Output 2.4.3: Prosecution and law enforcement agencies have strengthened capacity to prevent, investigate and prosecute corruption in line with international human rights standards and coordinate efforts to counter corrupt practices;

Output 2.4.4: Collective action against corruption and joint advocacy based on an anti-corruption partnership and transparent business practices are strengthened;

Outcome 2.5: Member States prevent violence against women and children and increase access to age- and gender-responsive justice for women and children who are victims of violence or in vulnerable situations;

Output 2.5.1: Criminal justice professionals have increased capacity to prevent and respond to violence against women;

Output 2.5.2: Competent authorities increase the number of interventions to prevent and respond to violence against women, in partnership with all relevant sectors and civil society;

Output 2.5.3: Member States supported in their efforts to align legislation, policy and institutional frameworks on violence against women with international standards;

Output 2.5.4: Member states are equipped with tools and mechanisms to mainstream gender consideration in the criminal justice sector, particularly at the decision-making and managerial levels;

Subprogramme 3: Countries effectively treat drug dependence, prevent drug use and HIV/AIDS, including people who inject drugs, in detention and victims of TiP;

Outcome 3.1: Member States have increased access to evidence-based drug dependence treatment, rehabilitation, social reintegration and comprehensive HIV prevention and care studies with consideration of COVID-19 pandemic;

Output 3.1.1: Competent authorities are provided with recommendations to implement evidence-based, effective treatment and care services, that guarantee the same quality standards and opportunities that are provided for any other chronic disease;

Output 3.1.2: Member States have increased access to tools and resources to build a health-and human-rights-oriented response to the problem of drugs and to reduce the burden caused by associated health and social consequences;

Output 3.1.3: Member States are provided with recommendations to develop appropriate policies, strategies, programmes and interventions targeted at increasing the availability of and access to comprehensive systems of care for people affected by drug use and drug use disorders;
Output 3.1.4: Member States are more capable of countering negative health and social consequences of drug use;

Output 3.1.5: Member States are provided with recommendations to develop and utilize evidence-based, ethical and cost-effective drug dependence treatment and HIV prevention interventions to enhance national capacities and assure greater quality of services;

Output 3.1.6: Competent authorities are supported in reducing the risk for PWUD and/or with DUD in all drug treatment settings and ensuring that PWUD and/or with DUD have access to treatment and care as any other citizen affected by pandemic in line with national COVID-19 guidelines;

Outcome 3.2: Member States make greater use of evidence-based decision making in their health and drug prevention policies and interventions;

Output 3.2.1: Member States supported in the development of appropriate policies, programmes and strategies targeted at preventing drug use;

Output 3.2.2: Member States implement prevention strategies aimed at delivering an integrated range of interventions based on scientific evidence and targeting multiple settings, ages and levels of risk;

Output 3.2.3: Member States provided with the tools and mechanism to develop and implement evidence-based interventions in family, school and community setting;

Output 3.2.4: Member States better equipped to deal with the issues of drug use prevention, treatment of drug use disorders and HIV prevention among people who use drugs and in prisons;

Output 3.2.5: Competent authorities are able to ensure access to counselling and psychosocial support for people with drug use disorders during and post COVID-19 pandemic;

Outcome 3.3: Competent authorities provide increased access to controlled medicines for medical and scientific purpose;

Output 3.3.1: Member States can conduct comprehensive advocacy, share best practice, and increase level of knowledge related to national policies and procedures for controlled medication, specifically prescription pain medication and the work toward minimizing misuse and diversion;

Output 3.3.2: Member States assisted in the development and implementation of effective policies to ensure patients receive access to appropriate medical treatment and when medically necessary, access to controlled drugs for any treatment that require their use, while simultaneously including a strong focus on preventing diversion with due consideration of COVID-19 pandemic and post pandemic period;

Subprogramme 4: Countries have enhanced capacity to prevent and counter terrorism, violent extremism and radicalization leading to terrorism in line with international counter terrorism legal instruments, the UN Global Counter-Terrorism Strategy and human rights standards;

Outcome 4.1: Member States have enhanced capacity to address emerging terrorist threats (in line with human rights and counter-terrorism instruments);

Output 4.1.1: Member States are provided with recommendations to align national counter-terrorism legislation with relevant international counter-terrorism instruments;

Output 4.1.2: National counterparts are provided with tools and mechanisms to enhance mutual legal assistance in criminal matters related to counterterrorism;

Outcome 4.2: Member States enhance capacity to prevent violent extremism that leads to terrorism (in conformity with the rule of law and human rights principles);

Output 4.2.1: Competent authorities are provided with mechanisms for effective regional cooperation in the area of counterterrorism and PVE;

Output 4.2.2: National authorities have enhanced capacities to develop and implement comprehensive human-rights compliant PVE strategies;

Output 4.2.3: Criminal justice practitioners have capacity to develop and implement comprehensive human rights based and gender sensitive investigation, prosecution, rehabilitation and reintegration policies and strategies associated with violent extremism and terrorism;
Output 4.2.4: Children, youth, and other vulnerable groups are provided with tools for building resilience to radicalization and violence;

Outcome 4.3: Member States increase international cooperation to prevent, detect and adjudicate cases related to terrorism;

Output 4.3.1: Criminal justice and other counter-terrorism officials have increased capacity for effective criminal cooperation in terrorism matters across borders including through mutual legal assistance;

Output 4.3.2: Officials working in intelligence, criminal justice, and border security have increased capability to cooperate across borders and respond to terrorism acts;

Subprogramme 5: Countries develop evidence-based policies on drug, crime, corruption and terrorism;

Outcome 5.1: Member States have enhanced access to knowledge to formulate, implement, monitor and evaluate strategic responses to existing and emerging drugs and crime issues;

Output 5.1.1: Member States have adequate capacity to produce, analyse, disseminate and apply research and statistical data to formulate evidence-based strategic responses to existing and emerging drugs and crime issues;

Output 5.1.2: National Early Warning Systems capable to maintain a surveillance system that includes information from multiple sources such as, forensics, epidemiology, public health, security, as well as data on new psychoactive substances (NPS), and other emerging drug phenomena to support the development of rapid interventions are in place and functional;

Output 5.1.3: Government institutions possess the knowledge and tools to collect data on the attainment of SDGs 3, 4, 5, 8, 10, 11, 14, 15, 16 and 17;

Outcome 5.2: Increased public awareness of issues related to drugs, crime and terrorism as well as of the relevant UN conventions, legal instruments, standards and norms under UNODC mandate;

Output 5.2.1: Information campaigns related to the International Day against Drug Abuse and Illicit Trafficking, International Anti-Corruption Day, Blue Heart Campaign against human trafficking, World Day against trafficking in persons, etc. are effectively implemented;

Output 5.2.2: UNODC ROCA advocacy and communication strategy is developed and implemented;

Outcome 5.3: Member States have improved scientific-technical and forensic capacity to meet appropriate professional standards;

Output 5.3.1: Quality management system in the selected forensic laboratories is in place and strengthened in line with the international standards; laboratories are adequately equipped and staffed with qualified personnel;

Output 5.3.2: Institutional capacity of national forensic training institutions and professional capacity of forensics experts enhanced in the different areas of forensic examination;

Output 5.3.3: Enhanced interagency national, regional and international cooperation among forensic laboratories and other criminal justice practitioners;

Further details are provided in Annex B

3.2. Stakeholders

In order to deliver the Programme for Central Asia, ROCA will work in close partnership with the following stakeholders:

National Governments / competent authorities: UNODC works in partnership with the Central Asian Governments of including national counterparts working on relevant mandated areas, which includes drug control agencies, police forces, other security agencies, border forces, customs, prosecutorial services, the judiciary and anti-corruption agencies, penitentiary services, human rights commissions, women, children and youth affairs agencies, ombudsperson offices, education ministries, statistical committees, national training institutions, as well as health workers and social welfare agencies concerned with supporting victims of crime, addressing drug-use
disorders and tackling the HIV epidemic among people who use drugs. These national level partnerships, at times including community-level in coordination with the Member States, are key to ensuring the relevance and effectiveness of UNODC support.

Civil society and private sector: Effective implementation of the Programme must involve non-governmental actors at grassroots, local, national, and regional levels. Civil society and the private sector have the potential to be important allies to their national governments in addressing region's drugs and crime issues. Civil society organisations (including NGOs and Disabled People’s Organisations) have a key role to play in promoting access to justice, for example through provision of legal aid and other support services to vulnerable groups (e.g. victims of human trafficking and juveniles in conflict with the law) and exposing instances of institutional corruption. Private sector companies may be able to cooperate with their governments on the implementation of compliance policies that strengthen the integrity of the economy, and to help combat money laundering, illicit trafficking, and child-sexual exploitation in tourism. The media and high-profile individuals can also play an important role in awareness-raising and advocacy work relevant to addressing identified drugs and crime challenges. UNODC will therefore continue strengthening partnerships with non-governmental stakeholders, including through its ongoing project “Enhancing the capacity of civil society on good governance in Central Asia”, implemented by ROCA and the Civil Society Unit.

UN and international organizations: UNODC partners with many other UN agencies (UNDP, UNICEF, UNFPA, WHO, UNAIDS, UNESCO, UN Women, UNHCHR, ILO, IOM, UNRCCA) through a range of coordination mechanisms and frameworks including through One UN in relevant countries. The cooperation with UN sister agencies is conducted under close coordination of UNRCO. UNODC also closely cooperates with other regional and international organizations on common areas of interest and similar initiatives, such as OSCE, OECD, SCO, SCO RATS and CIS.

Multilateral and bilateral donors: Given UNODC’s significant dependence on donor funding to implement specific programmes of support to Member States, multi-lateral and bilateral donors are crucial partners. ROCA has recently completed an analysis of donor interests and priorities with respect to supporting work in UNODC mandated areas and hopes to use this to strengthen these partnerships. There are also important synergies that need to be fostered and maintained with respect to effectively coordinating the efforts of different donor supported programs, whether implemented bilaterally or through multilateral agencies. UNODC will continue to support such donor coordination efforts. During the 2015-2021 cycle, UNODC ROCA closely partnered with Australia, Canada, Denmark, France, Germany, Italy, Japan, Kazakhstan, the Netherlands, Norway, the Russian Federation, Sweden, Switzerland, Turkey, the United Kingdom, the United States of America, the European Union, USAID, UNAIDS, UNOCT, Peacebuilding Fund, IFIs, and other multilateral and bilateral donors.

Followings are the main counterparts that UNODC will be working with in each country:

**The Republic of Kazakhstan**
- Ministry of Foreign Affairs
- Ministry of Internal Affairs
- Ministry of Justice
- Ministry of Healthcare
- Ministry of Education and Science
- Supreme Court and the court system
- Academy of Justice under the Supreme Court
- Prosecutor-General’s Office
- National Security Committee
- Border Service of the National Security Committee
- Prison Committee of the Ministry of Internal Affairs
- Law Enforcement Academy under the Prosecutor-General’s Office - Regional hub for countering global threats
- Higher educational institutions of the Ministry of Internal Affairs
- State Revenue Committee of the Ministry of Finance
- Anti-corruption Agency
- Financial Monitoring Agency
- Republican Scientific and Practical Centre of Mental Health under the Ministry of Health
- National Bar Association
- Autonomous Educational Organization ‘Nazarbayev Intellectual Schools’
- KazAID
The Kyrgyz Republic
- Ministry of Foreign Affairs
- Ministry of Internal Affairs
- Ministry of Health
- Ministry of Labour, Social Support and Migration
- Ministry of Education and Science
- Ministry of Justice
- The Supreme Court and the court system
- General Prosecutor's Office
- State National Security Committee
- State Financial Intelligence Service under the Cabinet of Ministers of the Kyrgyz Republic
- State Border Service under the State National Security Committee
- State Customs Service under the Ministry of Economy and Finance
- State Forensic Service under the Ministry of Justice
- Prison Service under the Ministry of Justice
- Probation Department under the Ministry of Justice
- The training center of the Bar Association
- Republican Narcology Center

The Republic of Tajikistan
- Ministry of Foreign Affairs
- Ministry of Internal Affairs
- Ministry of Justice
- Ministry of Finance
- Ministry of Health and Social Protection of Population
- Ministry of Education and Science
- The Supreme Court and the court system
- Drug Control Agency under the President of Tajikistan
- General Prosecutor's Office
- Prison Service under the Ministry of Justice
- Academy of the Ministry of Interior
- The High School of Judges
- The training center of the Bar Association
- National Center for Monitoring and Prevention of Drug Addiction
- Republican Clinical Center for Addiction Medicine named after Professor M.G. Gulyamov

Turkmenistan
- Ministry of Foreign Affairs
- Ministry of Internal Affairs
- Ministry of Health and Medical Industry
- Ministry of Education
- Ministry of Sport and Youth Policy
- Ministry of Justice
- The Supreme Court and the court system
- State Customs Service
- State Migration Service
- State Border Service
- General Prosecutor's Office
- Institute of State, Law and Democracy
- Financial Monitoring Service at the Ministry of Finance and Economy

The Republic of Uzbekistan
- Ministry of Foreign Affairs
- Ministry of Internal Affairs
- Ministry of Justice
- Ministry of Health
- Ministry of Public Education
- Ministry for Mahalla and Support of Families
- Senate's Gender Commission
- The Supreme Court and the court system
- National Information-Analytical Centre on Drug Control under the Cabinet of Ministers
- State Security Service
- State Customs Committee
- General Prosecutor's Office
- Anti-corruption Agency
- Department for Combating Economic Crimes under the General Prosecutor's Office
- Ombudsperson's Office
- Police Academy
- Academy under the GPO
- The Higher School of Judges
- The Bar Association and its training center
- Youth Affairs Agency
UNODC’s inter-regional drug control (IRDC) approach addresses the challenges stemming from the illicit opiate trade from Afghanistan and is based on shared responsibility outlined under the Paris Pact Initiative. A central element of IRDC is “Networking the Networks” which aims to establish a criminal intelligence network as an innovative approach to combat illicit drugs and crime across numerous regions. UNODC’s Global Programmes within Central Asia deliver a wide variety of technical assistance in the area of: Anti Money-Laundering; the Container Control Programme; Organized and Serious Crimes; HIV/AIDS prevention, treatment, and care and support for people who use drugs and people in prison. UNODC ROCA has also partnered with OSCE and OHCHR to initiate regular criminal justice fora to allow all five Central Asian countries to discuss the capacity gaps, due diligence to human rights.

Over the past 20 years UNODC has developed a comprehensive range of programmes in Afghanistan, Pakistan and Iran and has delivered a portfolio of national, regional, sub-regional and inter-regional programmes within the Central Asian States. Building on the lessons learnt from implementing these programmes, UNODC designed and implemented its first integrated programme for Central Asia 2015-2021. The legal basis for UNODC assistance in Central Asia, and for greater inter-regional cooperation, is the 1996 MoU on Sub-regional Drug Control Cooperation. Since, UNODC works closely with UNCT and RCO on UNSDCFs, the regional dimension of these programmes allows the UNODC ROCA to act as a strong entity for catalysing and supporting the sub-regional cooperation on wide variety of areas, including cross-border movement, human trafficking, IFFs, among others. Moreover, UNODC ROCA has bilateral Action Plans, Roadmaps, and MOUs with different government counterparts, which include General Prosecutor’s Offices, Supreme Courts, Anticorruption Agencies, and different Ministries. These bilateral MOUs also would contribute to enhancement of the engagement with national counterparts in the region.

In 1996 UNODC assisted the Central Asian States to establish the MoU on Sub-regional Drug Control Cooperation in Central Asia. The MoU laid the ground for launching coordinated region-wide actions focusing on the strengthening of both national and sub-regional capacities, which included information sharing, joint operations, legal harmonisation and the spreading of best practice amongst the Central Asian States. In 1998 the Russian Federation and the Aga Khan Development Network (AKDN), and in 2001 the Republic of Azerbaijan, became signatories to the MoU. In 2014 UNODC invigorated the MoU process and developed a new strategic partnership Programme for Central Asia. This first programme was signed by the Ministers of Foreign Affairs of the five Central Asian States, in 2015 in Ashgabat.

The tripartite Afghanistan, Kyrgyzstan and Tajikistan (AKT) Initiative was launched in 2012 as a platform for strengthening cross-border cooperation, information exchange and operational activities in drug control along the “Northern Trafficking Route”. Since its inception, numerous activities have been conducted contributing to drug seizures and arrests of traffickers.

The Central Asia Regional Information and Coordination Centre (CARICC) in Almaty, Kazakhstan is a major element of the Programme for Central Asia. CARICC is an outcome of 1996 MoU, signed between the Member States, and continues to be a flagship programme that allows for a greater sub-regional cooperation. CARICC was established in 2009 to facilitate the exchange of intelligence to identify and disrupt trafficking networks, strengthen regional criminal justice capacity, and build security and confidence among neighbours. The Centre also offers an opportunity to strengthen partnership among organizations active in the region, including the United Nations, SCO, the OSCE, the EU, NATO, CSTO, CIS and ECO.

Moreover, the existing UNODC supported networks, including the Inter-Regional Network of Customs Authorities and the Port Control Units (IREN Network), an Asset Recovery Inter-agency Network (ARIN) in the West and Central Asia Region, the Judicial Cooperation Network of Central Asia and Southern Caucasus will be used to promote south-south cooperation between participating countries. The existing MOUs with other international organizations (SCO, OSCE, etc.) will be used to promote and strengthen the cooperation.
4. Strategic alignment / Relevance to the UN agency

4.1. Justification for the UN agency involvement

The UNODC is responsible for supporting Member States in making the world safer from drugs, crime, corruption, and terrorism with a view to promoting security and justice for all. This mandate spans the three pillars of the UN – peace and security, sustainable development and human rights. UNODC assists Member States in their fight against crime in all its dimensions through three broad interconnected and mutually supportive work streams:

a. normative work, the ratification and implementation of international treaties;

b. research and policy support; and

c. technical cooperation.

All sub-programmes seek to support the Central Asian States with the ratification and implementation of international treaties, this normative work is conducted through the network of Programme Offices and in close conjunction with HQ UNODC and the global programmes. Depending on thematic area, UNODC global programmes contribute to implementation of relevant Sub-Programmes of the Programme for Central Asia.

Research and policy support is provided via SP 5, supported by thematic expertise which resides in the four other sub-programmes or within ROCA itself.

Technical Cooperation is mainly delivered via Sub-Programmes 1-4 and elements of sub-programme 5 which relates to building capacity within data analysis units and forensic laboratories.

Global UNODC Strategy for 2021-2025 is to strengthen its efforts in the areas of countering transnational organized crime, drug demand reduction, countering corruption, terrorism prevention, justice, research, trend analysis and forensics, policy support, and technical cooperation and field support. UNODC aims to provide leadership and expertise, and to act as a driver for thematic coherence across the UN system. In line with the principles of the United Nations
Development System reform and the new United Nations Sustainable Development Cooperation Frameworks (UNSDCFs), UNODC will develop programmes aimed at:

- tailored, field-based, and complementary regional and global assistance to support the needs of Member States;
- stronger cross-sectoral integration of all relevant elements of its mandates to support Member States to counter drugs, crime, corruption and terrorism; and
- a clearer contribution to Member States’ efforts to implement the 2030 Agenda for Sustainable Development, inter alia, through leveraging synergies and joint initiatives involving other United Nations entities and partners, working in concert with the revamped UN Country Teams, and assisting the new Resident Coordinator system by providing specialized assistance in its mandate areas.

- increasing and enhancing partnerships with all external stakeholders and within the UN system, while forging new partnerships with civil society and the private sector

The five sub-programmes of the Programme for Central Asia are drafted in accordance with the thematic areas of the global UNODC Strategy 2021-2025 so as to enable coordinated implementation of and reporting against UNODC’s mandates.

UNODC reports to and receives its mandates from the Commission on Narcotic Drugs (CND) and the Commission on Crime Prevention and Criminal Justice (CCPCJ), both of which are governing bodies of UNODC. The CND is the central policy-making body for drug-related matters within the UN system, providing Member States with a forum to exchange expertise, experiences and information on drug-related matters and to develop a coordinated response. The CCPCJ is the central body within the UN system covering crime prevention and criminal justice policy, including rule of law issues broadly, aspects of counter-terrorism and other non-drug transnational organised crime challenges.

Conference of State Parties of UNCAC and UNTOC and their implementation review mechanism also support UNODC’s relevance.

**Thematic area as per UNODC Strategy**

This programme will contribute the following thematic areas of UNODC Strategy 2021-2025:

- Thematic Area 1: Addressing and Countering the World Drug Problem
- Thematic Area 2: Preventing and Countering Organized Crime
- Thematic Area 3: Preventing and Countering Corruption and Economic Crime
- Thematic Area 4: Preventing and Countering Terrorism
- Thematic Area 5: Crime Prevention and Criminal Justice

**Synergies with other Global/Regional/Country Programmes**

This programme is linked, or contributes to following UNODC Global/Regional/Country Programmes:

- Country Programme for Afghanistan
- Country Programme in Iran
- Country Programme for Pakistan
- Regional Programme for Afghanistan and Neighbouring Countries
- UNODC Roadmaps of cooperation with countries of South Caucasus
- Global Action against Trafficking in Persons and the Smuggling of Migrants (Glo-ACT)
- Global Programme against Money Laundering (GPML)
- Global Maritime Crime Programme (GMCP)
- GLOG32 HIV/AIDS prevention, treatment, care and support for people who use drugs and people in prison settings
- GLOG80 Container Control Programme
- GLOJ71 Treating drug dependence and its health consequences / OFID-UNODC Joint Programme to prevent HIV/AIDS through Treatnet Phase II
- GLOK01 Prevention of drug use, HIV/AIDS and crime among young people through family skills training programmes in low- and middle-income countries
- GLOK32 UNODC-WHO Programme on Drug Dependence Treatment and Care
• GLOR35 Strengthening the legal regime against terrorism
• GLOT32 Global Programme for Strengthening the Capacities of Member States to Prevent and Combat Organized and Serious Crimes.
• GLOT59 Global Programme against Trafficking (GPAT)
• GLOU34 Trends M.A.P. Support (Trends Monitoring and Analysis Programme Support)
• GLOU40 Global Programme Against Money-Laundering, Proceeds of Crime and the Financing of Terrorism (GPML)
• GLOX34 Global Firearms Programme: Countering illicit arms trafficking and its links to transnational organized crime and terrorism
• GLOY09 Paris Pact Initiative Phase IV - A partnership to combat illicit traffic in opiates originating in Afghanistan
• GLOZ43 UNODC-UNICEF Global Programme on Violence Against Children in the Field of Crime Prevention and Criminal Justice
• GLOZ82 Implementation of the Doha Declaration: towards the promotion of a culture of lawfulness
• GLOV20 Global Opiate Trade project
• GLOJ88 Global SMART Program
• GLOZ85 Global Prison Challenges Programme
• GLOZ99 Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16

Link to UN-systemwide initiatives, and other specific SG thematic priorities

This second cycle of the Programme for Central Asia will redouble its focus in the assisting the Central Asian States to attain and measure progress toward attainment of SDGs by 2030.

4.2. Alignment with United Nations Sustainable Development Cooperation Framework

The United Nations Secretary General highlights the interrelated nature of the threats the world is currently facing, including the Central Asian sub-region. These issues combined undercut good governance and the rule of law, threaten security, development and peoples’ lives. In addition, the cultivation, manufacture, trafficking and consumption of illicit drugs within the sub-region pose a major threat to the health, dignity and hopes of millions of people. Illicit trafficking and related money laundering offences are cross-border offences that typically involve multiple jurisdictions and require close cooperation between public and private sector actors. These factors often prevent authorities from acting effectively against trafficking in an increasingly inter-connected world.

Central Asia is in the midst of a significant transformation. The pace of interaction among Central Asian States has grown considerably and has provided new opportunities for sub-regional cooperation, especially in relation to trade, transportation, the resolution of border disputes and the provision of security. The Belt and Road initiative, other national infrastructure projects, and increasing international trade, provide the means for the sub-region to develop and improve the socioeconomic fortunes of its citizens. Paradoxically, these developments also increase the risk of instability. Many of the improvements to transport hubs, transit routes and borders controls, provide transnational criminals and terrorists the means to expand their own interests and networks. Prevention and investigation of transitional crime is hindered by corruption. Transnational crime is often associated with violence. Those who are most vulnerable to violence are those least able to access law enforcement and the criminal justice system.

The Central Asian States are currently completing the implementation of their UN Development Assistance Frameworks (UNDAFs). Kazakhstan, Uzbekistan, and Turkmenistan launched new UN Sustainable Development Cooperation Frameworks (UNSDCF) covering the period of 2021-2025. Whereas Tajikistan and Kyrgyzstan are launching their UNSDCF’s in 2023. In order to align UNODC’s programme cycle with the UNSDCFs within the sub-region, the next cycle of the Programme for Central Asia will cover the period of 2022-2025.
The UN is pursuing a “whole of society” approach to its work, with a particular emphasis on supporting areas where the UN is undergoing a significant reconfiguration and providing support to UN presences in the field through a range of capacities such as electoral assistance, and mediation, rule of law and peacebuilding support.

UNODC supports UN CTs in the drafting of UNSCDFs and in the delivery of effect along the Peace and Security Pillar by:

- Working with Member States to promote political solutions.
- Working to engage societies beyond political elites.
- Supporting effective and efficient field presences in each of the Member States.
- Engaging in partnerships across the United Nations system, with Member States, and with international, regional, sub-regional, and local institutions and actors.
- By prioritizing innovation—in our approach, our partnerships, and in integrating new technologies—to enhance our work, while also committing to better understanding and managing the new risks posed by technological advancements.
- Learning through investment in our staff allowing them to build a culture of mutual learning, creativity, growth, and ownership.

UNODC also promotes and supports Member States in the implementation of international human rights treaties and UN Treaty and Charter bodies’ recommendations with regard to criminal justice, protection of human rights while countering terrorism, inclusion, youth promotion and gender equality and women empowerment.
5. Programme Management and Implementation

5.1. Coordination arrangements

The Programme for Central Asia will be implemented in close coordination with the other UNODC vehicles in the West and Central Asia. Built on UNODC’s mandate, with due consideration to contribute to global UNODC Strategy 2021-2025, the Programme for Central Asia fully complies with ‘Vision for West and Central Asia’. The programme has been designed to contribute to the UNSDCFs/UNDAFs in all five countries while also supporting the UN reforms process and addressing national and sub-regional priorities. A technical support team under the Programme for Central Asia, which consists of international staff and experts, will be at the core of the technical assistance that the programme brings to the sub-region. The results and outcomes of the programme will feed to the global UNODC Strategy 2021-2025, the Vision for West and Central Asia and in the long run will contribute to the achievement of the 2030 Agenda for Sustainable Development.

Within this structure each Sub-Programme of the Programme will be headed by a Coordinator based within the sub-region. Furthermore, a team of communication and advocacy officers will contribute to the visibility and implementation of UNODC strategic vision for West and Central Asia (WCA).

The ROCA Representative has the ultimate responsibility of delivering the UNODC’s technical assistance within the sub-region. This technical assistance is delivered through programme/projects being implemented from ROCA as well as from Programme Offices in other countries of the sub-region.

Since the last iteration of the Programme for Central Asia, ROCA has a number of in-house subject matter experts (SMEs) in all mandated areas. SMEs, based throughout the region, are used to provide direction, guidance and direct support to country and sub-re-
gional level interventions. All Programme Offices are now better able to leverage expert advice directly from within the sub-region and from UNODC HQ in Vienna. Moreover, UNODC ROCA has a Programme Support Unit, which includes a team of operations staff, communication officers, Monitoring and evaluation (M&E) officers, and admin/finance staff who stays ready to provide support for smooth implementation of the Programme.

ROCA’s communications strategy has been resourced with the appointment of communications specialist in each of the Programme Offices ensuring an equitable spread of communications expertise. Finally, the Programme Support Unit, in Tashkent, performs cross-cutting functions aimed at facilitating and improving processes that support UNODC’s programmed delivery. It provides administrative support to UNODC programmes and other matters related to operations. Furthermore, it ensures that UNODC technical assistance is delivered within the sub-region, in line with overall UN Rules and regulations and as per UNODC’s Management Instructions and standard operating procedures.

The introduction of the new Umoja Extension 2 with six levels of the work breakdown structure is well timed and allows to create and manage the new architecture for UNODC Programming in Central Asia as part of the strategic vision for WCA with integrated and well interconnected Programmes. This shall allow consolidated monitoring and reporting, including financial, on UNODC technical assistance in Central Asia.

An Internal Oversight Board will be established consisting of the four UNODC Representatives in West and Central Asia (to include ROCA), the Chief of the Regional Section for Europe, West and Central Asia and RP senior coordinator. Every Representative will be managing both the implementation of the Programme under their direct supervision and the segment of the Regional Programme for Afghanistan and Neighbouring Countries related to the countries, that they cover. The Senior Coordinator of the Regional Programme for Afghanistan and Neighbouring Countries would serve as the Secretary of the Board. Overall, the Board would manage the implementation of the Strategic Vision and through the five UNODC Programmes in West and Central Asia (to include the Programme for Central Asia) with ultimate objective to respond to the priorities of the Member States both nationally, sub-regionally and regionally.

5.2. Governance arrangements

ROCA is the central coordination hub for all UNODC programmes within the sub-region, and all assistance will be coordinated and resourced through ROCA. Detailed planning and coordination and the physical delivery of assistance will be conducted via the network of Programme Offices. Programme Office interactions will be conducted formally, but they will not have the ability to alter or amend delivery; this is the role of the governance structure.

National Consultation. National Governments assisted by the UNODC Programme Offices will have the ability to review UNODC technical assistance in their country on annual basis. These meetings will build on the work that is already conducted, however, these meetings will do provide the first layer in the formal governance structure. National level dialogue will inform all other levels within the governance structure and are a formal mechanism by which UNODC will provide technical assistance within any country.

Programme Governance. The Programme’s governance mechanism was designed to ensure full ownership by the national governments of Central Asia. It introduces a number of formal levels of policy dialogue and review that aim to shape UNODC's interventions across all the Central Asian States and provide sufficient accountability at the output level of implementation. The governance structure of the programme does not duplicate existing project governance arrangements; instead, it seeks to build on them using the principle of subsidiarity.

Technical level. Each country will convene an annual meeting which will discuss result under all 5 sub-pro-

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1. **UMOJA** - a single, global solution that is enabling efficient and transparent management of the United Nation’s financial, human and physical resources and improving programmatic delivery.
As a means of streaming the process it is envisaged that expert level working groups will be convened in the margins of sub-programme workshops or in conjunction with expert levels meetings convened under the Regional Programme for Afghanistan and Neighboring Countries. The technical working groups for all SPs will work closely and explore possibility of joint meetings on cross-cutting issues. This is necessary as some of the issues of rule of law and criminal justice require greater coordination and cooperation between multiple actors that sit within both the Law Enforcement and Justice Sector agencies. This is to reduce the risk of fragmentation and ensure open dialogue and cross-fertilization amongst these experts. Expert level working groups will report to the Programme Steering Committee. They will provide an account of what has occurred, set technical priorities for the forthcoming year and recommend amendments to the programme.

Programme Level. The Programme for Central Asia will establish a senior-level Programme Steering Committee (PSC) as its highest level of programme governance. The PSC will be made up from the countries covered by the UNODC Programme for Central Asia with observers from donor nations, international partners and interested parties. It will be briefed on programme progress by the technical working groups. It reviews and endorses strategic and operational priorities at the regional level and sets the overall direction for the forthcoming year. Only the PSC will endorse amendments to the programme via UNODC (ROCA) which acts as the secretariat.

Sub-Regional Level. The 1996 MoU on Sub-Regional Drug Control Cooperation in Central Asia is one of the legal and political mechanisms that bring together countries in the region to cooperate on counter-narcotics and its related issues. The MOU process is not part of the formal governance structure of the ROCA programme. The MoU meeting convenes biannually and will be kept informed about the progress of ROCA programme implementation. ROCA will ensure that the delivery of technical assistance is well integrated and coordinated having synergy with the Regional Programme for Afghanistan and Neighbouring Countries and global initiatives across the region.

5.3. Resource Mobilization

ROCA is well placed to deliver the programme without the need for any major structural changes or re-allocation of resources. The previous programme enabled ROCA to move successfully from a series of stand-alone projects to a suite of outcomes arranged under four sub-programmes, with staff in each Programme Office, matrix managed along thematic lines of operation, supported via a staff of subject matter experts in Tashkent and UNODC HQ. In effect this programme becomes an additional phase to a series of long-term interventions within Central Asia. A number of the work streams are revised versions of what has gone before, and many of resources have already been mobilised. New and emerging work streams will require additional resourcing. However, the only structural change is the inclusion of sub-programme 4 (terrorism prevention).

The previous cycle of the Programme for Central Asia (2015-2021) was successful in mobilizing the resources and fulfilled the proposed budget of US$70 million. For instance, in 2020, UNODC was able to secure around US$15 million donor funding to support the Member States in the region within the Programme for Central Asia. An additional US$ 5.3 million has been pledged for the activities of UNODC’s other regional and global initiatives in the region. This demonstrates the donor community’s trust in the organization and the willingness to engage in joint efforts to make the region safer from drugs, crime, corruption and terrorism.

Part of the funding provided for the previous programme cycle will be transferred to the new cycle. As of July 2021, there is over US$8.5 million funding available for the period beyond the end of 2021 and will serve for uninterrupted continuation of the UNODC activities while the office switches to the new cycle. ROCA is working further to secure additional funding to make sure the new programme is launched and implemented fully to meet its outcomes on its first year, to further strengthen existing programmes, but also to launch new initiatives to address the immediate and long-term needs of Member States.

In terms of fund raising, ROCA expects to mobilise resources for the new programme from a variety of sources. Against this background, it will engage in a multi-
pronged approach to secure sufficient funding for the Programme for Central Asia as follows:

- ROCA will strengthen the management of resource mobilization. Through the governance structure clearly articulated priorities will be set. In line with corporate and regional standards, ROCA will develop funding proposals to present consistently to donors with clear outcome/output descriptions, strategy, and indicative budgets. Sub-programme coordinators will develop detailed work-plans, identify funding targets, identify current and potential donors, define resource mobilisation approaches and set timelines to achieve targets.

- ROCA will seek bilateral donors, both old supporters and new/emerging ones, including IFIs, private sector, host governments. ROCA will seek to engage with their respective development agencies, including central or decentralised patterns of funding. ROCA will seek more effective fund-raising actions and effective strategic positioning based on mapping of existing and evolving donors. ROCA will examine which funding pools would be available for drugs, rule of law, security, development, youth, women empowerment, humanitarian, human rights, and/or peace process related programmes, in addition to those above. ROCA will also look at joint programming and joint resource mobilization within the UN system.

- ROCA will expand its resource mobilization to include the private sector, foundations and also national donors who contribute to UNODC programmes in their own countries. In addition to being part of UN join programme on Integrated National Financing Framework, ROCA will also expand its engagement with emerging donors in Central Asia, and enhance its engagement with UN multi-partner trust funds (MPTFs) to ensure that the programme can benefit from these joint funding mechanisms. Since the use of MPTFs will become important for the UN's programme delivery at the country level, UNODC will expend significant efforts in engaging with these mechanisms, both in UNHQ and through the UN Resident Coordinators in each Country.

- ROCA will align the Programme for Central Asia with other UN programmes. It will assess and analyse all international aid assistance available within Central Asia region. It will examine other country, regional and international organizations, look for common priorities and goals and assess where there are similarities, overlaps and economies of scale.

Resource mobilization will be undertaken in close co-operation with partners and other relevant regional institutions, in order to ensure synergy and to avoid overlaps. The following principles will apply:

- In the case of country specific actions, UNODC will work closely with local national governments. And as much as possible – and with the objective of ensuring a greater ownership in mind, Central Asian States will be encouraged to co-finance some of the activities or contribute in kind to the implementation of activities developed under this programme.

- The Programme for Central Asia will operate under the premise of full cost recovery. All costs related to the implementation of this programme (e.g. staffing, equipment, and activity related expenditures) will be included in the sub-programme budgets.

- Funding partners will be encouraged to pledge resources for the implementation of the overall programme, or to soft earmark resources for one of the sub-programmes, in keeping with internationally agreed principles of aid effectiveness.

- ROCA will seek multi-year commitments and support for the programme (at the outcome level) rather than at the individual activity level.
5.4. Sustainability

The sustainability of the Programme’s work will be based on intersecting and mutually complementary efforts to support institutions and individuals:

- Through support for Member States legislation harmonization that will facilitate ongoing operational coordination, ROCA will create a framework for current and future work.
- Through support for capacity building and good practice exchange events, ROCA will support both the individual professional development of participants, as well as the establishment and consolidation of personal professional contacts and networks that will enable future formal and ad hoc coordination.
- Through support for each Member States participation in sub-regional, regional and global fora, the programme is helping to build the reputation of national counterparts and their ability to engage in and contribute to high-level engagement in political and technical fora.
- Through the introduction and integration of innovative tools and technologies, the programme is assisting the member countries to strengthen their institutional systems, which contributes to sustainability.
- Through support for best practice exchange in terms of eLearning, the programme is both helping to keep professional development curricula current and contributing to the long-term professional development and educational opportunities available for all.

5.5. Partners

In the coming years, ROCA will seek to deepen existing partnerships with UN organisations, International Organisations and various regional organizations working on UNODC mandate areas. ROCA will continue to develop its partnership framework to expand its role as convener and facilitator in the areas of drugs, crime, corruption and terrorism. Areas for greater partnership are with:

a. Civil society partnerships, ensuring that the people, who are at the centre of the intervention, have a voice in the development of national strategies.
b. Youth, who will be invited to share their experiences, ideas and creativity, and enable them to design their own substance use, crime and violence prevention and health promotion activities and to promote inclusive and just societies and a culture of lawfulness and zero tolerance to corruption.

c. Academia, so that research and analysis related to crime prevention and criminal justice uses lasted and best research available when countering and preventing corruption and strengthening the Rule of Law.

d. Private sector so as to allow UNODC to develop partnership with organisations that use of innovative methods and technologies.

UN and other international organizations to encourage joint programming through different multi-partner trust funds.

5.6. Risk Management

All risks have been indicated in the full logical matrix which can be found at the link in the QR code.
5.7. Monitoring Plan

Effective Results-Based Management (RBM) is a critical element of programme governance and management. It supports informed and timely decision-making by programme managers and other stakeholders, on-going learning, and accountability for achieving results. The RBM approach to programming will be strengthened so that ROCA can improve adaptive management and enhance performance, ensuring that all elements of the programme clearly articulate, measure and report on how their results contribute to the achievement of the programme’s objectives. ROCA’s RBM will be guided by the following considerations:

a. Ownership and alignment: UNODC will support the efforts of the region to collect and analyse information, as well as assist in building its capacity to conduct its own research and monitoring, thereby supporting RBM efforts while also contributing to outcome achievements.

b. Results-focus and attribution: The Programme strategy is focused on contributing to the achievement of mutually agreed-upon outcomes. Programme-level RBM will therefore focus on analysing achievements at the results level (namely outcomes and outputs).

c. Practicality and cost-effectiveness: If RBM is to be effectively carried out and the results used, it must be adequately simple and practical to implement. RBM activities must also be adequately resourced, including with respect to the development of RBM competencies among both UNODC staff and implementing partners.

d. Quality of UNODC services: UNODC is accountable for providing relevant and high-quality services. This means that the quality of UNODC-supported activities and outputs must be monitored in order to determine: (a) their relevance to “users/clients”; (b) the efficiency of delivery; and (c) the contribution made to outcomes.

The Programme for Central Asia will be subject to UNODC’s internal reviews on a quarterly basis, which are being conducted as part of UNODC Vienna’s monitoring and oversight functions. Within this internal monitoring mechanism, programme volume and content, financial delivery and submission number/standards of new programme components are measured and reported on to UNODC senior management. The main formal documented reporting mechanisms will be as follows:

a. The Programme’s logical framework. ROCA will ensure that the Logical Framework will be monitored and scrutinised during the course of its implementation. Fund-raising for the Programme will be guided by the overall direction as identified in and the annual workplans will be guided by the Logical Framework. The assessment of the Logical Framework will be done in conjunction with the monitoring of the risk management matrix.

b. The annual workplan. The meetings of the PSC are held annually. These meetings will review the results achieved in the course of the year and approve the workplan for the next year. This workplan will represent the main document guiding the work of UNODC in the region in the next year. Reporting on the progress made will be done on the basis of the annual workplan as approved by the PSC.

c. Semi-Annual/Annual Programme Progress Reports. Provides donors and other stakeholders (e.g. partners in implementation, beneficiaries, auditors, etc.) with essential information about the programme progress (i.e. at outcome and output level), challenges, unexpected results, monitoring and evaluation, etc.

d. Annual Programme Progress Report. A summary of the most important achievements in a UNODC institutional format, which includes the overview of progress made by the Programme, Programme implementation status, overview of achievements and challenges, lessons learned, good practices, risks and challenges, suggested adaptations, as well as partnerships and resource mobilization. This report is for internal consumption.

e. Summary of Achievements. Reporting on strategic targets on programme development/enhancement, partnership building and office management. This report is for internal consumption.

f. Donor reports. In accordance with the donors’ requirements, specific grant-based reports on progress achieved and challenges faced are provided to donors.
g. Annual Reports. Annual Reports will compile all information relevant to the implementation of the Programme in detail. This is an additional, important form of institutional reporting at UNODC following a prescribed format. It is shared with beneficiaries, donors, partners and general public.

h. Human interest stories. This type of materials will be used to demonstrate the UNODC’s impact through specific stories of individuals, and how UNODC support helped to bring the change.

i. Impact oriented success stories. UNODC will continue to post success stories about its interventions in the sub-region, and inform the stakeholders about the changes that are supported by UNODC.

j. Documenting the cross-border cooperation achievements. UNODC ROCA will continue to document its achievement on cross-border cooperation to ensure that the best practices from the sub-region are well promoted and replicated.

k. Documenting contribution to SDG results. UNODC ROCA will document its work on what support is being provided to countries in achieving SDGs. This will help to better understand how UNODC’s contribution is bringing change and identify the areas that need further interventions.

l. UN-INFO and SDG Portal. UNODC will also report on progress of programme implementation through UN-INFO and SDG Portal. This will also help to document how UNODC is contributing to UNSDCF at country level.

Reports will be in-line with existing standards, practices and formats. In addition to the progress reports on individual components, an annual programme summary report will be prepared and presented to partners. These reports will also contain information on the number and kind of all ongoing programme interventions, a financial summary overview on the status of programme funding and the financial delivery against set targets and provide information on any problems encountered by the programme and ongoing or required counteraction, by UNODC and/or partners, to address these problems.

Primary responsibility for fulfilling programme reporting requirements lies with the Regional Representative and the ROCA team.

5.8. Budget and staffing table

The Programme will be implemented by the UNODC team, including international professionals, programme and operations staff. The Programme management and coordination mechanism is described under sections 5.1 and 5.2.

For this cycle of the programme, considering the increased portfolio, it is estimated that 78 new positions might be required. The new positions would mainly be engaged in new initiatives that will be introduced in Programme Offices, as well as at ROCA. The new positions include both professional and administrative staff, and the relevant TORs have been drafted. All these new posts are subject to the availability of funding and resource mobilization. Moreover, UNODC ROCA is suggesting three Vienna-based positions to support the programme. These positions are unfunded, and will be based at UNODC HQ to channel any funding for Central Asia through the dedicated regional programme and ensure field based implementation, but to still benefit from important guidance and substantive support. This modality of HQ support will help to tap into possible new funding for GBV, intelligence-led policing and the police reform project. Having additional posts at HQ in ROCA staffing table would provide further flexibility to anticipate upcoming needs.
6. Evaluation

6.1. Evaluation Plan

UNODC remains committed to quality independent evaluations to ensure a strong basis for future engagement and to create a learning organization in line with the UNODC Strategy 2021-2025.

Evaluation of this programme will be undertaken in line with UNODC Evaluation Policy and Handbook, with the aim of being utilization focused, timely and tailored to meet the needs of its intended users. To ensure a contribution to strategic evaluations addressing evidence needs to support Agenda 2030, attempts will be made, if feasible, to cluster this individual programme evaluation from regional perspective.

In this regard, a final In-depth evaluation will be carried out in 2024, before completion of the programme in 2025, under the lead and guidance of the Independent Evaluation Section (IES) and in close cooperation with implementing partners. The final In-depth Evaluation will follow the OECD/DAC criteria, fully mainstreaming human rights, disability inclusion and gender equality, for assessing the results of the Programme. In addition, it will seek to derive recommendations, lessons learned and best practices to inform future programming, policymaking and organisational learning. Considering that a final In-depth evaluation would cover all five sub-programmes, the total cost (USD 200,000.00) would be shared by all sub-programmes. The results of the evaluation will be used to enhance the UNODC programming in the region, and specifically, the results will inform the next cycle of the programme to improve planning, assist decision-making, indicate the areas for improvement and actions are needed, and also to ensure that there is an impact of UNODC programming in the sub-region. A final In-depth evaluation will be initiated by Q3 of 2024.

The evaluation will be timed to ensure that findings and recommendations are fed into all reporting and planning cycles, and so as to allow for sufficient time to take corrective action for all objectives to have been achieved before completion of the Programme for Central Asia. UNODC is responsible for setting aside sufficient funding for the conduct of a full-fledged evaluation.

A mid-term independent evaluation will be initiated in Q2 of 2023, subject to the decision of the Programme Steering Committee. The review will aim at assessing the progress made within the programme implementation to inform decisions toward altering the programme activities, if necessary, to meet emerging needs of the Member States. The evaluation will be administered by ROCA in close consultation with the IES and with involvement of a team of independent consultants. Tentatively USD 200,000.00 will be allocated for this exercise, and will be cost-shared by all sub-programmes. The results of the mid-term evaluation will be used to ensure that UNODC Programme for Central Asia is moving in right direction and to inform any changes required by the end of the programme.

The ROCA Senior Management and IES will liaise closely on the evaluation plan, and in particular on the exact timing and modality of the final In-depth Evaluation and the focused mid-term evaluation.

Prior evaluation which informed the design of this programme: Final Cluster Evaluation of UNODC Programming in West and Central Asia (2020/2021).
7. Communication

7.1. Communication strategy

A strategic communications approach will be applied and will drive all information flows. ROCA will ensure that information flows seamlessly within the UN system via its network of field offices and this presence will also be the main conduit with partners and beneficiaries of the programme. One of the main principles of ROCA’s work will be to communicate and to advocate for policy change where needed to ensure that the rights of the most vulnerable are duly addressed. ROCA will also explore new and creative forms of communication with stakeholders to improve and increase the visibility of its initiatives.

ROCA will develop an advocacy plan, under Sub-Programme 5 to showcase the impact it has on people’s lives. ROCA will also mobilize and allocate adequate resources for communication activities through incorporation of communication component to all existing initiatives and new proposals. ROCA will aim to maximize audience reach and greater impact through communicating with various target audiences, utilising the most appropriate tools. These include an enhanced social media presence in line with the Secretary General’s “Digital First” approach, a revitalised website, appropriate outreach in the print and audio-visual media, as well as organizing events and campaigns. This would be achieved partially through strengthening the relations with media at all levels, not only to keep the issues on the policy agenda but also as partners in fostering change.

These will highlight the deliverables of our Programme Offices and the global programmes while also recognising the important role of our funding partners. Through its communication work, ROCA will also widely document and share knowledge, and wider and strategically disseminate UNODC knowledge products.

Besides, annual meetings will be conducted with national counterparts in each country aiming at informing counterparts on Programme implementation and approving work plans for the coming year.

Periodic posts on social pages. UNODC ROCA will continue to use its social media pages actively to inform the stakeholders about the implementation, progress and other achievements. These pages will also be used to engage with stakeholders, youth and other partners to get their feedback, comments, and inputs to different information.
Quarterly newsletters. As described in the section on Communications above, UNODC will continue to produce a quarterly newsletter which will describe the most notable events undertaken by UNODC in the region in that quarter. The newsletter is published on the dedicated webpage and disseminated by the Programme Coordinator to the Programme network and partners.

Updates of the dedicated webpage on achievements and events in the sub-region (Programme specific reporting): UNODC will continue to provide regular updates of the dedicated webpage describing the most notable events undertaken by UNODC in the region. This is the most basic, yet a tangible, user-friendly and contemporary form of reporting to the governments in the region, which also allows to keep all partners in the loop of the UNODC work, supporting inter alia the coordination of action with other partners.

Daily reporting and monitoring. On-going informal communication and reporting on Programme implementation issues will be undertaken through ad-hoc meetings of stakeholders, briefing notes, phone calls, email communication, etc. Moreover, UNODC ROCA pages on different social platforms will be used for daily reporting on different events and activities to keep informed the stakeholders.

In line with the principles of promoting aid effectiveness, contributing donor partners will also be encouraged to align their reporting requirements with UNODC agreed-upon systems. Monitoring and transparency will be aimed at ensuring that the targets are met, the results are achieved, and, over time, impact is reached.

UNODC ROCA will also benefit from UNODC Communications Action Plan 2021-2023, and will design its communication activities in the region in conformance with the Action Plan. The office will also make a use of other guidelines, manuals, instructions, and tools issued by UNODC Advocacy Section.

7.2. Information and Knowledge Management (lessons learned)

Coordination will be key to the effective sharing of lessons learned and other experiences. ROCA will ensure that regular knowledge sharing between country, regional and global programmes operating within Central Asia is conducted.

Lessons learned will be shared through:

- The use of existing structures such as the MOU of 1996, CARICC, IREN, ARIN CASC networks.
- Programme offices, which will share lessons directly with national counterparts and then more widely at sub-regional events.
- ROCA senior management engagement in UNODC global workshops and retreats will provide opportunity to share real-time experiences and good practices that have been proven as established over the ROCA’s multi-year engagement to date.
- Formal and ad hoc communications and collaboration with the relevant Programmes Office’s, Regional and Global Programmes will ensure space for a two-way street exchange of lessons and good practice.
- Sub-Programme-5 team who will share experiences in monitoring, data collection, analysis and evaluation with the Independent Evaluation Section, both in support of planned and budgeted formal evaluations, as well as in ongoing professional communications.
- UNODC experts on cross-cutting issues, such as gender focal points and staff who are expert in engaging civil society or integrating innovative IT solutions into ongoing work, will share experiences from their programmes with counterparts in other programmes and with the UNODC HQ in Vienna.
- UNODC ROCA’s Coordination and Analysis Unit will be depository for all knowledge generated in the region, and will make available the relevant data and information to stakeholders.
- Country Annual review meeting will be used to share the best practices from the sub-region and other countries.
- Innovation Lab(s) will be established to propose the innovative solutions to issues raising in the region.
## Annex A – Acronyms & Abbreviations

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<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACCU</td>
<td>Air Cargo Control Units</td>
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<tr>
<td>AKT</td>
<td>The tripartite Afghanistan, Kyrgyzstan and Tajikistan Initiative</td>
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<td>AOTP</td>
<td>Afghan Opiate Trade Project</td>
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<tr>
<td>AML/CFT</td>
<td>Anti-money Laundering and Counter Financing of Terrorism</td>
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<td>ARIN-WCA</td>
<td>Asset Recovery Inter-agency Network of West and Central Asia</td>
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<td>CASC</td>
<td>Central Asia and Southern Caucasus</td>
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<tr>
<td>CASC network</td>
<td>the Judicial Cooperation Network of Central Asia and Southern Caucasus</td>
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<tr>
<td>CARICCC</td>
<td>Central Asia Regional Information Coordination Centre</td>
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<td>CCPCJ</td>
<td>Commission on Crime Prevention and Criminal Justice</td>
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<tr>
<td>CIS</td>
<td>Commonwealth of Independent States</td>
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<tr>
<td>CN</td>
<td>Counter narcotics</td>
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<td>CND</td>
<td>Commission on Narcotic Drugs</td>
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<td>COVID</td>
<td>Corona Virus Disease</td>
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<td>CSO</td>
<td>Civil Society Organization</td>
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<td>CSTO</td>
<td>Collective Security Treaty Organization</td>
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<tr>
<td>DCA</td>
<td>Drug Control Agency</td>
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<td>DMP</td>
<td>Drugs Monitoring Platform</td>
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<td>EU</td>
<td>European Union</td>
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<tr>
<td>GBV</td>
<td>Gender-based violence</td>
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<tr>
<td>GLO.ACT</td>
<td>Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants</td>
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<tr>
<td>Acronym</td>
<td>Full Form</td>
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<tr>
<td>GPML</td>
<td>Global Programme against Money Laundering, Proceeds of Crime and the financing of Terrorism</td>
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<td>GPO</td>
<td>General Prosecutor’s Office</td>
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<tr>
<td>HQ</td>
<td>Headquarters</td>
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<tr>
<td>HIV/AIDS</td>
<td>Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome</td>
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<td>IFFs</td>
<td>Illicit Financial Flows</td>
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<td>IFIs</td>
<td>International Financial Institutions</td>
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<td>IES</td>
<td>Independent Evaluation Section</td>
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<tr>
<td>INCB</td>
<td>International Narcotics Control Board</td>
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<tr>
<td>IREN</td>
<td>Inter-Regional Network of Customs Authorities and the Port Control Units</td>
</tr>
<tr>
<td>MFA</td>
<td>Ministry of Foreign Affairs</td>
</tr>
<tr>
<td>MOI</td>
<td>Ministry of Internal Affairs</td>
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<tr>
<td>MPTF</td>
<td>UN multi-partner trust funds</td>
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<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>MFA</td>
<td>Ministry of Foreign Affairs</td>
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<tr>
<td>MLA</td>
<td>Mutual Legal Assistance</td>
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<td>NATO</td>
<td>North Atlantic Treaty Organization</td>
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<td>NPS</td>
<td>New Psychoactive Substances</td>
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<td>NGO</td>
<td>Non-Governmental Organizations</td>
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<td>OSCE</td>
<td>Organization for Security and Cooperation in Europe</td>
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<tr>
<td>PCUs</td>
<td>Port Control Units</td>
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<tr>
<td>PWIDs</td>
<td>People Who Inject Drugs</td>
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<td>PSC</td>
<td>Programme Steering Committee</td>
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<td>RBM</td>
<td>Result Based Management</td>
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<tr>
<td>RCO</td>
<td>Resident Coordinator’s Office</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>ROCA</td>
<td>Regional Office for Central Asia</td>
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<td>RP</td>
<td>Regional Programme for Afghanistan and Neighboring Countries</td>
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<tr>
<td>SCO RATS</td>
<td>The Regional Anti-Terrorist Structure of Shanghai Cooperation Organization</td>
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<tr>
<td>SDG</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>SME</td>
<td>Subject Matter Expert</td>
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<td>SP</td>
<td>Sub-Programme</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNAIDS</td>
<td>The Joint UN Programme on HIV/AIDS</td>
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<td>UNCAC</td>
<td>UN Convention against Corruption</td>
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<td>UNCT</td>
<td>UN Country Teams</td>
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<td>UNDAF</td>
<td>UN Development Assistance Frameworks</td>
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<td>UNOCT</td>
<td>UN Office of Counter-Terrorism</td>
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<td>UNTOC</td>
<td>UN Convention against Transnational Organized Crime</td>
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<tr>
<td>UNODC</td>
<td>UN Office on Drugs and Crime</td>
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<tr>
<td>UNRCCA</td>
<td>The UN Regional Centre for Preventive Diplomacy for Central Asia</td>
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<tr>
<td>UNSDCF$s$</td>
<td>UN Sustainable Development Cooperation Frameworks</td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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<td>WCA</td>
<td>West and Central Asia</td>
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<tr>
<td>WCO</td>
<td>World Customs Organization</td>
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</tbody>
</table>
Annex B: Logical framework

Online form Logical framework
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