



**UNODC**

United Nations Office on Drugs and Crime



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**UNODC Country Partnership Programme  
in the Islamic Republic of Iran 2023-2026**



# UNODC Country Partnership Programme in the Islamic Republic of Iran 2023-2026

## Table of Contents

1. Project Information.....	4
1.1. General Information .....	4
1.2. Executive summary of the programme.....	6
1.3. Approvals .....	9
2. Problem and Situation Analysis .....	10
2.1. Problem Analysis.....	10
2.2. Stakeholder analysis and capacity assessment.....	12
2.3. Evidence Used.....	15
2.4. Uptake of Recommendations & Lessons Learned .....	16
3. Programme strategy .....	17
3.1. Logical framework.....	17
3.2. Stakeholders .....	17
3.3. South-South and Triangular Cooperation .....	17
4. Strategic alignment / Relevance to the UN agency .....	18
4.1. Justification for the UN agency involvement .....	18
4.2. Alignment with United Nations Sustainable Development Cooperation Framework .....	19
5. Programme Management and Implementation.....	20
5.1. Coordination arrangements.....	20
5.2. Governance arrangements .....	21
5.3. Resource Mobilization .....	23
5.4. Monitoring Plan .....	24
6. Evaluation .....	26
6.1. Evaluation Plan.....	26
7. Communication.....	27
7.1. Communication strategy.....	27
7.2. Information and Knowledge Management.....	29
8. Acronyms and abbreviations .....	30



## Project Information

### 1.1. General Information

<b>Programme Title</b>	UNODC Country Partnership Programme in the Islamic Republic of Iran
<b>Programme number</b>	89593
<b>Estimated Start and End Dates</b>	01.01.2023 – 31.12.2026
<b>Actual Start and End Dates</b>	01.01.2023 – 31.12.2026
<b>Location</b>	Islamic Republic of Iran
<b>Sub-Programmes</b>	Sub-Programme 1, Border Management and Illicit Trafficking Sub-Programme 2, Crime, Corruption, and Criminal Justice Sub-Programme 3, Drug Prevention, Treatment, Rehabilitation, and HIV Care Sub-Programme 4, Alternative Development and Sustainable Livelihoods
<b>Programme Manager/Head of Branch or Unit</b>	Mr. Alexander Fedulov, Country Representative, UNODC COIRA
<b>National Counterparts</b>	The coordination of the Programme in the Islamic Republic of Iran will be done, through the Ministry of Foreign Affairs and the Drug Control Headquarters [on drugs related matters].
<b>Countries/Regions</b>	Country: Islamic Republic of Iran Region: West and Central Asia
<b>Relevant SDGs</b>	All relevant SDGs  Relevant articles of 6 <sup>th</sup> and 7 <sup>th</sup> Five Year Development Plan (FYDP) of the Islamic Republic of Iran
<b>Target group(s)</b>	<b>Government Partners under Sub-Programmes 1, 3 and 4 include:</b> Ministry of Foreign Affairs (MFA) Drug Control Headquarters (DCHQ)  <b>Government Partners under Sub-Programme 2 include:</b> Ministry of Foreign Affairs (MFA) Judiciary General Prosecution Office (GPO) General Inspection Organization (GIO)

	<p>Prisons and Security and Corrective Measures Organization (Prison Organization, PO)  Ministry of Interior (MOI)  Ministry of Economic Affairs and Finance (MEAF)  Ministry of Cultural Heritage, Tourism and Handicrafts  Ministry of Justice (MOJ)  Police (INTERPOL Tehran, Cyber Police, AMIN Police University)  Financial Intelligence Unit (IRIFIU)  Customs Administration  Central Bank of Iran (CBI)</p> <p><b>Non-Government Partners whose participations are welcome, through relevant national counterparts, where appropriate, include:</b>  Non-Governmental Organizations (NGOs)  Civil Society Organizations (CSOs)  Charity Organizations  Regional Treatment Center under Iranian National Center for Addiction Studies (INCAS)  DDR and HIV private Centers of Excellence  Drug and Harm Reduction Drop-in-Centers  Academia  Youth entrepreneurship and start-up Groups</p> <p><b>United Nations agencies, funds and programmes, upon request and subject to close consultations with the MFA:</b>  UN Resident Coordinator  UNCT members (with stronger cooperation with UNDP, UNICEF, UNFPA, UNAIDS, WFP, IOM, UNHCR and UNIDO)</p>
<b>External partner(s)</b>	Mini Dublin Group members and EU Presidency, European Union, international donor community and other willing UN Member States, new and emerging donors
<b>Overall budget/Total Programme budget</b>	<p><b>SP1, Border Management and Illicit Trafficking</b>  USD 6,000,000</p> <p><b>SP2, Crime, Corruption and Criminal Justice</b>  USD 6,000,000</p> <p><b>SP3, Drug Use Prevention, Treatment, Rehabilitation and HIV Care</b>  USD 6,000,000</p>

	<p><b>SP4, Alternative Development and Sustainable Livelihoods</b> USD 4,000,000</p> <p><b>Total Programme budget</b> USD 22,000,000</p>
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## 1.2. Executive Summary of the Programme

The United Nations Office on Drugs and Crime (UNODC) Country Partnership Programme (CPP) 2023-2026 in the Islamic Republic of Iran profiles the overarching strategic framework of comprehensive technical partnership, financial assistance, and cooperation for supporting policies, measures and efforts of the latter in preventing and combating drugs, crime, corruption as well as in crime prevention and criminal justice.

The CPP will provide required sustainable high-quality technical assistance under the UNODC mandates to the Islamic Republic of Iran's national counterparts, and as requested by the national counterparts, non-governmental organizations (NGOs), civil society organizations (CSOs), academia, research and scientific institutions, private sector, and public entities, based on the needs and priorities of the national counterparts, in accordance with the national laws and regulations. The Programme will support and strengthen the national responses to the pressing drugs and crime challenges in the country while considering past achievements under the previous Country Partnership Programme (2015-2022), and the importance of sustaining the results achieved during this period.

The CPP, along with the other UNODC Programmes including inter alia the West and Central Asia, will be part of UNODC's integrated response to the related challenges faced in the region. The Country Programme contributes to the implementation of the Strategic Stability Grid for UNODC's work in and around Afghanistan.

The Programme design, strategic goals, and designed outcomes, outputs and indicators will allow a result-oriented and effective technical cooperation and engagement with the national counterparts in line with national plans, priorities and requirements identified by the Government of the Islamic Republic of Iran. This cooperation will be supported by international donor community based on the principle of common and shared responsibility and the principle of 'leaving no one behind'.

The CPP will facilitate and strengthen national responses at the domestic, regional and international levels to corruption and crime, drug trafficking, and will enhance support to criminal justice, drug prevention, treatment and care, HIV care and harm reduction, alternative development and sustainable livelihoods and will address and develop effective, efficient and result-based initiatives and responses to the challenges of national counterparts in these areas.

The Programme has been designed and developed in a participatory manner, addressing the national counterparts' priorities, policies and strategies on drugs and crime. It took into consideration the relevance, efficiency, effectiveness, impacts, and lessons learned from the

previous UNODC Iran country programmes since the establishment of the Office in Iran in 1999. The Programme design closely considers and integrates, where possible, the recommendations of international evaluations provided under the present and past UNODC Iran programmes and projects.

The volume of international funding support provided by the international donor community to the UNODC Iran Country Partnership Programme 2015-2022 has been considered to revisit and strengthen the UNODC fundraising plan, addressing traditional donors and partners while opening new avenues for broadening the donor base in close consultations with the MFA. The fundraising plan for effective and balanced implementation of the Programme will increase the prospective funding of the UNODC Iran Country Partnership Programme 2023-2026.

The Programme will provide a unified and consistent approach for the engagement with traditional donors, external funding partners as well as the private sector. It “recognizes the benefits of partnering with other entities to implement the programme and achieve results”<sup>1</sup> linked to the UNODC mandates, based on the UNODC Strategy <sup>2</sup> document introduced by Ms. Ghada Waly, Executive Director of the United Nations Office on Drugs and Crime. The UNODC Strategy 2021-2025 will guide the UNODC Iran work in implementation of UNODC mandates in the country. To this end, UNODC will continuously map funding opportunities and avenues in conducting dialogues with funding partners with a view to mobilizing resources for the CPP from MDG members and other willing Member States. UNODC global and regional programmes could also contribute resources to specific sub-programmes. UNODC could also play a useful role in facilitating direct funding contributions to the priorities that fall within the scope of the CPP.

The CPP 2023-2026 will facilitate the process of cooperation with the United Nations Resident Coordinator Office and UN sister agencies in the Islamic Republic of Iran for the development of the Common Country Assessment (CCA), and the development and launching of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027.

The 6<sup>th</sup> and the upcoming 7<sup>th</sup> Five-Year Development Plan of the Islamic Republic of Iran will be the overarching guiding framework for implementation of the Programme.

<b>6<sup>th</sup> FYDP articles</b>	<b>References linkage to UNODC CPP 2023-2026</b>
<b>18</b>	<ul style="list-style-type: none"> <li>• Quality health</li> </ul>
<b>28 &amp; 29</b>	<ul style="list-style-type: none"> <li>• Corruption</li> <li>• Partnership with non-governmental sectors</li> </ul>
<b>78</b>	<ul style="list-style-type: none"> <li>• Protection of people in vulnerable situations (namely, youth, children, persons with disabilities, elderly population)</li> </ul>
<b>80</b>	<ul style="list-style-type: none"> <li>• Drugs, psychotropic substances, and precursors control</li> <li>• Drug prevention, treatment, and harm reduction</li> </ul>

<sup>1</sup> UNODC Vienna, (1 October 2020), UNOV/UNODC partnership policy paper

<sup>2</sup> UNODC Strategy, (December 2020), Vienna policy paper E/CN.7/2020/CRP.22-E/CN.15/2020/CRP.3



	<ul style="list-style-type: none"> <li>• Drug criminal offenses</li> <li>• Women Head of Households</li> </ul>
<b>101</b>	<ul style="list-style-type: none"> <li>• Sustainable Development</li> </ul>
<b>106</b>	<ul style="list-style-type: none"> <li>• Drug control, and drug addiction reduction</li> <li>• Crime reduction</li> </ul>
<b>108</b>	<ul style="list-style-type: none"> <li>• Crime prevention</li> </ul>
<b>113</b>	<ul style="list-style-type: none"> <li>• Justice, courts, judges, judicial services</li> <li>• Reduction of prison files and lawsuits</li> <li>• Crime prevention, alternatives to incarceration</li> </ul>
<b>116</b>	<ul style="list-style-type: none"> <li>• Financial crimes</li> </ul>

### **Structure of the UNODC Iran Country Partnership Programme 2023-2026**

The UNODC Country Partnership Programme in Iran 2023-2026 will be composed of four Sub-Programmes and a cross-cutting component:

- Sub-Programme 1 – Border Management and Illicit Trafficking
- Sub-Programme 2 – Crime, Corruption and Criminal Justice
- Sub-Programme 3 – Drug Prevention, Treatment, Rehabilitation and HIV Care
- Sub-Programme 4 – Alternative Development and Sustainable Livelihoods

Sub-Programme 1, “Border Management and Illicit Trafficking” will support and enhance national capacities on border management, drugs and illicit chemical precursors as well as NPS control and seizures. Sub-Programme 1 will strengthen Iran’s active engagement at regional and international drug and precursor control forums. It will increase the technical knowledge and capacities of counterparts through holding specialized trainings as well as the provision of drug control equipment and supplies to improve the Law Enforcement status and drug control mechanisms. The Sub-Programme will contribute towards the achievement of the Sustainable Development Goals.


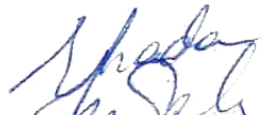
The Sub-Programme 2, “Crime, Criminal Justice and Corruption” will support national policies, measures and efforts in preventing and combating crime and corruption, as well as in crime prevention and criminal justice, in consultation with national counterparts based on the needs, priorities and requests conveyed through MFA of Iran.

The Sub-Programme 3, “Drug Prevention, Treatment, Rehabilitation and HIV Care” aims at reducing the demand for illicit drugs, mitigating the public health and social consequences of drug use, and supporting women, families and communities in increasing their reliance in order to reduce drug use, and improving evidence and rights based, comprehensive and integrated treatment and care services for drug use disorders and HIV/AIDS. Quantitative and qualitative scientific support will be provided to national counterparts through a balanced, comprehensive, and multi-sectoral approach. UNODC will further develop and promote initiatives to help people with drug use disorders (PWDUD), their spouses, and people in prison. The Sub-Programme will contribute towards the achievement of the Sustainable Development Goals.

The Sub-Programme 4, “Alternative Development and Sustainable Livelihoods” will promote strategic partnerships with Iranian stakeholders, Iranian and Afghan communities living in the

border areas, NGOs, CSOs, academia, Iranian and Afghan youth entrepreneurs, women heads of households, in cooperation with the state, the private sector and financial institutions for advancing sustainable livelihoods and alternative development schemes in order to assist communities and people to distance themselves from the drug economy, drug use and drug trafficking. The Sub-Programme will contribute towards the achievement of the Sustainable Development Goals.

### 1.3. Approvals<sup>3</sup>

Party/Entity	Name/Title of Signatory	Date	Signature
Islamic Republic of Iran	Mr. Eskandar Momeni Kalagari, Secretary General, Drug Control Headquarters	15.03.2023	
United Nations Office on Drugs and Crime	Ms. Ghada Fathi Waly Executive Director	15.03.2023	



<sup>3</sup> The Farsi version is attached to the signed UNODC Country Partnership Programme in the Islamic Republic of Iran 2023-2026.

## 2. Problem and Situation Analysis

### 2.1. Problem Analysis

#### **Statement of purpose**

The UNODC Country Partnership Programme in the Islamic Republic of Iran 2023-2026 will be the hallmark of UNODC's partnership with the Islamic Republic of Iran. The new Programme design benefits from the cooperation and achievements of impacts reached under previous UNODC country programmes in Iran since the establishment of the Office in 1999.

The CPP 2023-2026 will deliver a consistent and cohesive approach in close cooperation with the Islamic Republic of Iran. It will provide professional and scientific based technical assistance and support to the national counterparts, and, where requested by the latter, to the relevant stakeholders, such as NGOs and CSOs, academia and research institutions, private sector, and general public, through the MFA and DCHQ so as to support national plans, policies, efforts and solutions and to tackle the challenges posed by drugs and crime.

The Programme will facilitate constructive support and cooperation of Member States with the Islamic Republic of Iran on drugs and crime at bilateral, regional and international levels. CPP will facilitate the regional and international cooperation where the Islamic Republic of Iran will engage with the United Nations Member States and international specialized agencies under the relevant applicable Conventions and Protocols. This will be achieved through integrated, comprehensive, multidisciplinary and balanced approaches, policies, capacity-building initiatives and constructive dialogues.

#### **Parameters of the Country Partnership Programme Preparation**

The CPP will effectively address Iran's national priorities and needs as well as its regional and international concerns and challenges related to drugs and crime. The Programme has taken into consideration the Islamic Republic of Iran's national priorities and needs stipulated and foretold under several nationally developed strategic documents on drugs, crime, corruption, criminal justice and sustainable development in design of the Country Partnership Programme.

The CPP will benefit and align its work in accordance with the Sixth and the upcoming Seventh Five-Year Economic, Cultural, and Social Development Plan of Iran. The relevant applicable UN Conventions and Protocols on drugs, organized crime and corruption will highlight the works of UNODC in Iran to facilitate the international agenda to fight against drugs, transnational organized crime and corruption.

The Programme will consider expansion of macro, meso and micro level cooperation on drug control, health and sustainable livelihoods with national authorities and decision makers when and where applicable, through the United Nations Development Assistance Framework (UNDAF) 2017-2021, and the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027.

UNODC Iran CPP will seek maximum synergy with UNODC programmes in the region, inter alia the Country Programme for Afghanistan, the Country Programme for Pakistan, the Programme for

Central Asia, and the Regional Programme for Afghanistan and Neighboring Countries (RP), as well as the Triangular Initiative under “One UNODC Concerted Approach” interconnecting Europe with West and Central Asia<sup>4</sup>.

The Office will closely coordinate and work with the Regional Section for Europe, West and Central Asia, Division for Operations, and Co-Financing and Partnership Section in Vienna for exploring new fund-raising possibilities.

The Programme will support decisive actions and action-oriented measures to address challenges and remove international impediments, posed and aggravated by COVID-19, to drug and crime prevention, including by a multilateral approach and strengthening the resilience of law enforcement and other criminal justice institutions with special attention to the urgent capacity-building and technical assistance needs of the Islamic Republic of Iran.

Subject to the situation caused by the COVID-19 pandemic, the CPP will benefit from online or multimedia modes of communication and holding of in the course of implementation of its multi-lateral meetings, events, specialized workshops, and conferences at country, regional, and international levels while exhausting its efforts in holding in-person events taking into account the benefits and effectiveness of such modes of participation.

### **Cooperation strategy**

UNODC acts as the leading entity of the United Nations system for addressing and countering the world drug problem with comparative advantage within its mandate in assisting the Member States in increasing institutional strength and resilience, forging new partnerships and strengthening existing ones as well as harnessing a culture of learning, evaluation and innovation<sup>5</sup>.

UNODC will provide a tailored and integrated support to the country and facilitate the synergy between its Headquarters in Vienna and its Regional and Country Offices for a better delivery of services in Iran.

UNODC Iran will put in place a robust approach in programme implementation through provision of technical support to the national counterparts, as well as mobilizing resources and implementing initiatives to support the implementation of national plans and priorities.

### **Theory of Change**

The present Programme design describes why and how the UNODC’s particular way of working in the country under its mandates will be effective, efficient, sustainable, and impact oriented; and how change happens in the short, medium and long term to achieve the intended objectives, outcomes, outputs, baselines and targets under the Programme Logical Frameworks.

Several questions will be addressed including: what are the key needs, priorities, problems and challenges and what are the target groups and beneficiaries of the Programme, constraints, opportunities and risks, which include the desire of counterparts to cooperate and the interest of

<sup>4</sup> UNODC Vienna, (1 December 2015), “One UNODC Concerted Approach” interconnecting Europe with West and Central Asia

<sup>5</sup> UNODC Strategy, (December 2020), Vienna policy paper E/CN.7/2020/CRP.22-E/CN.15/2020/CRP.3

international donors to fund the Programme. The Programme design also reviews the situation that gave rise to the UNODC intervention to ensure that the intervention is attempting to solve the right challenges.

When there will be an agreement about the current situation and challenges, and the desired situation that the UNODC Programme intervention intends to contribute, the next step would be to exclusively plan and implement works under Logical Frameworks on how to get from the current state of affairs in 2022 to a better desired situation in 2026. To implement a good theory of change, the Programme will provide answers to three major questions:

1. Who is UNODC programme seeking to benefit, and who are the target beneficiaries? The programme seeks maximum synergy and plans on providing services of excellence to governmental and non-governmental institutions in Iran to upgrade the level of knowledge and capacities in countering and addressing challenges of preventing and combating drugs and crime. The target beneficiaries will include arrays of state decision makers, senior management and staff.

2. What is UNODC seeking to achieve under the Programme? UNODC will provide services to counterparts in order to facilitate the implementation of the relevant applicable International Conventions and Protocols.

3. When will UNODC Iran achieve the set targets? The desired time frame of 2023-2026 is the set target of achieving the outcomes and objectives considering that durable and desired funding are provided to the Programme by international donors.

## 2.2. Stakeholder Analysis and Capacity Assessment

**The Ministry of Foreign Affairs (MFA)** of the Islamic Republic of Iran is the formal national counterpart to UNODC Iran, and to UNODC Vienna through the Iran's Permanent Mission in Vienna, Austria. The MFA facilitates and coordinates the work and cooperation of all range of national counterparts with the UNODC Iran.

The work and cooperation of UNODC Iran under the programmes on border management and illicit trafficking, drug use prevention, treatment and care and HIV care, and alternative development and sustainable livelihoods is coordinated through the MFA. All the policy levels matter with regards to international organized crime and corruption conventions, anti-money laundering and countering financing of terrorism (AML/CFT), crime prevention and criminal justice, and trafficking in persons, smuggling of migrants and other related issues are coordinated through the MFA. The protocol and personnel related affairs are coordinated with MFA.

**The Drug Control Headquarters** is the lead drug control body in Iran. The UNODC works and initiatives on border management and illicit trafficking, drug prevention, treatment and care, HIV care and treatment, and alternative development and sustainable livelihoods, technically coordinated with the DCHQ.

DCHQ is the decision-making body run by a Secretary General under the direct auspices of the President of the Islamic Republic of Iran. DCHQ coordinates the relevant drug control works of several ministries and institutions with the UNODC Iran. These Institutions include the Judiciary, Ministry of Justice (MOJ), Ministry of Interior (MOI), Ministry of Education (MOE), Ministry of Culture and Islamic Guidance (MCIG), Ministry of Health Treatment and Medical Education (MOH), Anti-Narcotics Police, State Attorney-General, Prisons and Security and Corrective Measures Organization, Ministry of Cooperatives Labour and Social Welfare, Customs Administration, and Iran Broadcasting Co. (IRIB).

**Anti-Narcotic Police of Iran (ANP)** works under the auspices of the Ministry of the Interior, with the mandate of drug control enforcement related to drugs and illicit chemicals trafficking, border control, enforcing the ban on the cultivation of drugs, suppressing the illicit trafficking in drugs and precursors, and identification of drug distribution networks in Iran and around the world in cooperation with its sister organizations.

**Customs Administration** also works on drug control, precursors, and illicit chemicals affairs in coordination with DCHQ and ANP. It is also involved in several dimensions of preventing and combating crime.

**Ministry of Health, Treatment and Medical Education (MOH)** coordinates the works and functions of medical universities in the country together with their hospitals and treatment centers. There are several departments relevant to drug control, which cooperate with UNODC under different activities.

**Ministry of Cooperatives Labour and Social Welfare** also oversees the drug addiction prevention and treatment affairs. There are public outpatient centres of “Addiction Prevention and Treatment” and many private clinics work under the Ministry. The Ministry also looks over the prevention activities in schools, universities and work places in the community. The SWO also provides support to Drop-in Centers, outreach teams and Therapeutic Centers.

**Ministry of Education (MOE)** contributes and cooperates on matters related to drug abuse prevention among students and reduction of drug demand in the country through the “Department of Prevention and Health”. Activities related to the prevention of drug use include: education of students and their parents, staff training as well as organization of recreational, cultural and creative activities as alternatives to drug use.

**Prisons and Security and Corrective Measures Organization** treatment cooperation includes expansion of quality public health services and programmes on HIV prevention, treatment and care and harm reduction among people who use drugs and people in prisons and other closed settings. Quality treatment services and initiatives will be enhanced.

**The implementing partners in the area of Crime, Corruption and Criminal Justice** include a wide array of Government bodies, namely, the Judiciary (JUD); Ministry of Justice (MOJ); Prisons Organization (PO); Ministry of Interior (MOI); Ministry of Economic Affairs and Finance (MEAF); Financial Intelligence Unit (FIU); General Inspection Organization (GIO); Ministry of Cultural

Heritage, Tourism and Handicrafts (MCHHT), Police (INTERPOL Tehran, Cyber Police and AMIN Police University); and Customs Administration (IRICA).

**The Judiciary** cooperation with UNODC Iran covers a wide range of works inter alia on crime prevention, criminal justice, prisons affairs and alternatives to incarceration (through Prisons Organization), anti-corruption and financial crime (through General Inspection Organization), mutual legal assistance and extradition, and international judicial cooperation.

**Ministry of Justice** has the mandate of working with UNODC and international community under the UNCAC especially under self-assessment exercises. The Ministry of Justice plans of work include inter alia (a) enhancing national efforts in the fight against corruption; and (b) advocating Iran's cooperation with regional and international bodies.

**Financial Intelligence Unit (FIU)** of Iran was established after the adoption of the Anti-Money Laundering (AML) Law in 2010. FIU is the national center for receipt and analysis of suspicious transaction reports (STRs) and other information relevant to money laundering, associated predicate offences and terrorist financing; and for the dissemination of the results of that analysis to competent authorities. FIU's responsibilities include, inter alia, collecting and obtaining information on suspicious transactions; notifying information of persons involved in money laundering and/or terrorist financing to designated persons to take more precaution and/or terminate providing services; submitting reports with a high probability of accuracy or when significant probability to the judiciary; and exchanging information with international organizations and institutions within the framework of [relevant] laws and regulations.

**Police (INTERPOL Tehran, Cyber Police and AMIN Police University)** INTERPOL Tehran's role includes international cooperation in gathering electronic evidence and basic tips for investigators and prosecutors, requesting electronic and digital data, collecting evidence from third jurisdictions, mutual legal assistance.

**Cyber Police** looks over matters and activities on illicit financial flows, transnational organized crimes and cyber platform surfing by criminal groups and terrorist groups; money laundering, deep and dark web; investigation and cyber forensic financing of terrorism, human trafficking and smuggling of migrants.

**Amin Police University** is an institution which provides a wide range of training to the Police Force. The university has cooperated with UNODC and international experts in holding several specialized events for senior and junior officers.

**Ministry of Cultural Heritage, Tourism and Handicrafts** has cooperated with UNODC on matters related to cultural property and trafficking in art and artefacts.

**Civil Society and Non-Governmental Organizations;** UNODC has been engaged with a wide range of CSOs, NGOs, academia, and research and training institutions. UNODC Iran has established links with networks of NGOs and CSOs which have been active in the field of drug prevention, treatment,

HIV prevention, treatment and care and harm reduction. Similarly, UNODC has been working with networks of NGOs and CSOs which provide alternative livelihoods services.

Through several interventions, UNODC supported the establishment of a regional network of drug prevention, treatment and care, and harm reduction NGOs in the West and Central Asia, prior to COVID-19 pandemic. Earlier, UNODC made vast connections to CSOs and NGOs active in the field of protection of cultural heritage and property, arts, and antiquities, especially in terms of education and awareness-raising.

### **2.3. Evidence Used**

In the formulation and design of the Programme, UNODC Iran closely evaluated and embedded the directives provided in the UNODC Strategy Document with the aim to enable the Office to support the national counterparts to make a safer, humane and secure environment from drugs, crime, and corruption with due consideration of the imposed situation by the COVID-19 pandemic, which has been aggravated by unilateral coercive measures.

The CPP 2023-2026 has been designed and developed in a participatory way with national counterparts, taking into consideration: the previous UNODC country programmes relevance, efficiency, effectiveness and impacts; and international community support and funding prospects based on the principles of common and shared responsibility, transparency and accountability. UNODC Iran will take into close consideration the views and cooperation vision of the national counterparts, more specifically, the Ministry of Foreign Affairs of Iran expressed during official meetings or communicated through official correspondence. It will further take note of the views of Mini-Dublin Group members over important issues of shared concern between the international donor community and the I.R. of Iran.

UNODC Iran further reviewed and took into consideration the resolutions and recommendations adopted by relevant international forums, including the 2016 United Nations General Assembly Special Session on the World Drug Problem (UNGASS); the Economic and Social Council (ECOSOC); and the Commission on Crime Prevention and Criminal Justice (CCPCJ). The Commission on Narcotic Drugs (CND) “Proposed strategic framework for the period 2018-2019 for the United Nations Office on Drugs and Crime”, which provides policy directives and guidelines on administrative, budgetary and strategic management, has been considered in design of the Programme document.

The Programme document has benefited from the United Nations conventions and their related protocols, which underpin all the operational work of UNODC, including the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances, 1988; Convention on Psychotropic Substances, 1971; Single Convention on Narcotic Drugs, 1961, and 1972 Protocol amending the Single Convention on Narcotic Drugs; the United Nations Convention against Transnational Organized Crime (UNTOC), and the United Nations Convention against Corruption (UNCAC).



## 2.4. Uptake of Recommendations and Lessons Learned

UNODC Iran has undergone several programme and project evaluations since 2000. The overall findings of these evaluation exercises are that UNODC Iran Programme portfolio and projects, and UNODC's presence in Iran, are highly relevant, particularly due to Iran's geopolitical condition and it being a neighbour to Afghanistan, the world's main opium producer. The government has been highly committed to work with UNODC under its mandates, especially on drug control, as it has been a foreign policy priority, and features in the present UNDAF and UNSDCF. UNODC has a comparative advantage to work in Iran, as it provides access to international good practices, and facilitates international and regional collaboration on drugs and crime.

The evaluation of Programme Technical Cooperation 2011-2014 states that the overall objective has been achieved and there are many achievements at programme activity (output) level. Other important achievements are that each sub-programme includes international collaboration, and that the Country Programme contributes directly to the UNODC Regional Programme.

The Office of Internal Oversight Services (OIOS) results of audit of UNODC Iran in September 2015 recommends that the UNODC Country Office in Iran should define fundraising goals and activities in its work plans to help achieve its funding goals for the period 2015-2019. The Office should ensure that targets are defined for all planned outputs and utilize the annual programme performance report to identify and explain gaps between targeted and actual outcomes and outputs.

The In-depth cluster evaluation of UNODC Programming in West and Central Asia – Country Partnership Programme, which took place during 2020-2021, included several findings and recommendations:

- a. The Country Programme demonstrates clear engagement in developing national ownership of deployed programming to maximize and sustain programme impact.
- a. "... the limitations placed on programming through the lack of donor funding in a national context marked by Unilateral Coercive Measures (UCMs) resulted in situation of drastic funding shortages, the capacity for planning and action has been severely reduced".
- b. "... The programme is well-structured in terms of logic, i.e., the programme document and its revision documentation include a clear structure of activity, output and objective, within sub-programme areas".
- c. The Country Programme should consider embedding "Theory of Change" in designing of its Programme.
- d. "... there should be a reporting framework that addresses the accumulation of results/change across programme cycles".

However, national counterparts expressed dissatisfaction with the implementation of the CPP because events were not organized based on their needs and priorities due to the insufficient funding by donors. The Programme did not address the challenges of implementation, namely, the unilateral coercive measures, failing to allow for the redesignation of work plans and the restructuring of activities to best respond to the national counterparts' priorities.

### 3. Programme Strategy

#### 3.1. Logical Framework

Logical Frameworks are annexed to the Programme Document and included in IPMR.

#### 3.2. Stakeholders

##### National Counterparts

Ministry of Foreign Affairs (MFA)

Drug Control Headquarters (DCHQ is the lead drug-control decision-making institution in Iran.)

Judiciary

Ministry of Interior (MOI)

Ministry of Economic Affairs and Finance (MEAF)

Ministry of Health, Treatment and Medical Education (MOH)

Ministry of Cooperatives Labour and Social Welfare (MOCLSW)

Ministry of Cultural Heritage, Tourism and Handicrafts (MCHHT)

Ministry of Justice (MOJ)

General Prosecution Office (GPO)

General Inspection Organization (GIO)

Prisons and Security and Corrective Measures Organization (Prison Organization, PO)

Police (INTERPOL Tehran, Cyber Police and AMIN Police University)

Anti-Narcotics Police (ANP)

Financial Intelligence Unit (IRIFIU)

Customs Administration

Central Bank of Iran (CBI)

Civil Society and Non-Governmental Organizations

Mini Dublin Group members in Iran, European Union and EU Presidency in Iran, and other international community member states

#### 3.3. South-South and Triangular Cooperation

The South-South and Triangular Cooperation (SSTC) mechanism provides a bridge of cooperation to the international community facilitated by the UN and UNODC in Iran with a focus on leaving no one behind.

The primary role of UNODC is not simply to directly deliver services and technical assistance but rather to support the Government of Iran and national counterparts to put in place and launch programmes under the UNODC mandates on drugs and crime for effective and efficient delivery technical services and equipment. The UNODC SSTC approach will serve as a bridge to the international community, facilitating access to best practices, capacity development, knowledge products, and global experience on drugs and crime, which is especially important at the time of Unilateral Coercive Measures and COVID-19 pandemic.

In the meantime, UNODC will endeavour and continue to extensively engage in fund-raising with international donors on its area of cooperation with the country on drug control, drug demand reduction and HIV care, preventing and combatting organized crime and corruption as well as criminal justice, and alternative development and sustainable livelihood. These latter will be channelled towards technical assistance, support for policy-making and engagement with international community Member States, and South-South and Triangular Cooperation.

UNODC will work with its UN sister agencies and the RC Office in Iran for embedding the SSTC as one of the key strategies under the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027, and UNODC Iran Drug Control and Trafficking Thematic area.

UNODC SSTC strategy will support Iran's active engagement in the international and regional forums and events aiming to reach common strategies to address the transnational threats of drugs and crime, and to promote and facilitate international and regional cooperation, sharing of good practices and lessons learned in drug control and crime prevention.

#### **4. Strategic Alignment / Relevance to the UN Agency**

##### **4.1. Justification for the UN Agency Involvement**

###### **UNODC Iran Cooperation with the United Nations sister agencies and the UN Resident Coordinator Office**

UNODC plays a key role in bolstering multilateral action when it comes to the fight against drugs, crime and corruption. The UNODC Strategy 2021-2025 supports Member States in confronting the threats and challenges through provision of regional and national knowledge, and high-quality research and analysis. This integrated approach builds on the use of the existing capacity of UNODC and addresses key focus areas in particular: addressing and countering the world drug problem, preventing and countering organized crime; corruption and economic crime; crime prevention and criminal justice.

United Nations in Iran is represented by 20 resident and non-resident entities. The UN Country Team (UNCT) is made up of resident representatives of the agencies, funds, and specialized programmes. The UN Resident Coordinator (RC) guides and supports the work of the UNCT, ensuring effective coordination and cooperation within the mandates of each UN entity. The UNCT and RC Office further ensure that the UN system provides a collective, coherent, and integrated assistance to national priorities and needs.

The UN Country Team is working closely with the Government of the Islamic Republic of Iran through the Ministry of Foreign Affairs and other national partners to mitigate the impact of the current COVID-19 pandemic and the adverse impacts of the Unilateral Coercive Measures on the people of Iran, to ensure the Secretary General policy of Leave No One Behind.

UNODC Iran is an active member of the UNCT. UNODC engages with RC and UNCT in exchanges and brainstorming session on country-level policy and security matters. The work further includes an open-ended and active dialogue and interaction with Iranian Government officials across a wide

range of ministries and institutions, as well as with civic society organizations, academia, etc.

### **UN Reform and UNODC Iran**

UNODC will align its global strategy with the UN Secretary-General proposals to reform the United Nations system. This will allow UNODC in Headquarters and Field level to upgrade and improve the delivery of its mandates and services. The Reform Strategy provides sweeping and instrumental changes in three areas of development, management, peace and security.

UNODC has recognized the necessity to adjust in its engagement programme in the country to ensure the effectiveness and competitiveness of UNODC field operations within the context of UN Reform Strategy. UNODC has further taken into consideration the recommendations provided by Open-ended Intergovernmental Working Group on Improving the Governance and Financial Situation of UNODC (FinGov) in September and October 2018, and Member States advice to “adapt to the UN reform policy and put in place a strategic use of the corporate resources”<sup>6</sup>.

UNODC Iran is a lead agency and member of the UN Iran Open Working Group (OWG) team for advancing multilateral platform for systematic engagement of Iran under UN Reform Strategy in cooperation with the international partners.

## **4.2. Alignment with the United Nations Sustainable Development Cooperation Framework**

### **UNDAF Iran 2017-2021**

The Government of Iran represented by the Ministry of Foreign Affairs and the United Nations system signed the United Nations Development Assistance Framework (UNDAF) 2017-2021 document in Iran to jointly engage in a strategic framework for cooperation in the country. UNDAF’s document focuses on the specific achievements within mutually agreed outcomes under four pillars: environment, health, resilient economy, and drug control.

UNODC has been the lead UN agency under UNDAF Pillar 4 “drug control”. The thematic area covers several sub-sectors of drug use prevention and treatment, and drug supply reduction. Under the drug prevention area, UNODC and UN agencies engage with relevant government agencies, formulate, implement, and monitor drug use prevention, treatment, care and rehabilitation, and comprehensive harm reduction policies and programmes.

Under the drug supply, the work includes formulation, implementation and monitoring of drug supply reduction policies in the areas of border management, drug control, regional and international drug control cooperation, and alternative livelihoods.

An Interoffice Memorandum was signed in 2019 among UNODC, UNICEF and WHO, with support of the UN RC and Ministry of Foreign Affairs under the funding of European Commission’s Directorate-General for International Cooperation and Development (DG DEVCO). The three UN agencies launched a project “Responding to emerging needs”.

<sup>6</sup> UNODC Vienna, (19 October 2018), Proposal for a surge capacity to meet some strategic positioning requirements as part of UNODC adaptation to UN reform during the transition period (Q4 2018 – Q4 2019), UNODC Vienna policy paper

### **Common Country Assessment 2020-2021**

The initiation of the Common Country Assessment (CCA) in November 2020 could be the beginning of a new chapter of cooperation between the Islamic Republic of Iran and the UN system. The CCA process will involve rapid thematic and sectoral impact assessments through consultations with a broad range of stakeholders including the Government counterparts led by the Ministry of Foreign Affairs, donors, CSOs, NGOs, international financial institutions (IFIs), the private sector.

The UN Iran CCA team will provide an assessment report on a variety of subjects and sectors in an integrated multi and cross sector areas of UNODC's work and mandates in Iran. UNODC will be engaged with the RC Office and UNCT members in the process of the CCA drafting and process of approval by the Government of Iran in the course of 2021.

### **United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027**

UNODC Iran has been working with the UN Resident Coordinator and the UN sister agencies in Iran within the framework of development of a new generation of assistance framework in Iran through the implementation of the United Nations Sustainable Development Cooperation Framework (UNSDCF)<sup>7</sup>.

UNODC will be fully engaged with UN RC and UNCT, and the Government of Iran in the process of development and launching of the UNSDCF 2023-2027. The process will include an evaluation of the current UNDAF, the process for completion of the UNDAF cooperation framework in 2021; completion of CCA process and joint UN work on national situation analysis and SDG prioritization linked to the 6<sup>th</sup> and the upcoming 7<sup>th</sup> National Development Plan of Iran.

UNODC has joined the UN team in Iran in the cooperation framework process of drafting the UNSDCF document, participating at policy and technical meetings with the Government of Iran, involving in the process of approval of the Document and joining the RC and UNCT for the signing and launching of the UNSDCF.

## **5. Programme Management and Implementation**

### **5.1. Coordination Arrangements**

#### **UNODC Programme Management Structure**

The Country Partnership Programme will be implemented by the UNODC Country Office in Iran in close consultation and cooperation with the national counterparts. The Office will also work closely with the national implementing partners on drugs and crime.

From within UNODC, the overall oversight, management, and coordination of the Country Partnership Programme will be the responsibility of the Country Representative in Iran, supported by a team of managers and experts at the country office. UNODC Headquarters will provide policy advice and guidelines on overall strategic trends and translations of the UNODC mandate in the field.

<sup>7</sup> United Nations, (2018), Report of the UN Secretary General António Guterre on the work of the Organization A/72/1 and A/73/1, <https://reform.un.org/>

It is envisaged that each of the Sub-programmes will be overseen by a programme coordinator or manager who reports and gets advice from the senior programme manager, under the auspices of the Country Representative.

The coordinators and managers of the Sub-Programmes will be responsible for the management of budgetary and administrative aspects of the Sub-programmes, in close coordination with a team of programme support unit staff that will manage all affairs in relations to finance, budget, and UMOJA related matters.

Human Resources affairs will be placed under the programme support unit and the senior programme manager, reporting to the Country Representative.

UNODC Iran will be in constant contact with UNODC Vienna FRMS and HRMS units on matters related to finance, budget, human resources, and UMOJA related affairs.

## **5.2. Governance Arrangements**

### **Strategic Approach**

UNODC's strategic approach to cooperation with Iran will be based on the situation analysis, priorities and needs identified by the Government of Iran as well as consultations with relevant international partners in line with the principle of common and shared responsibility. The CPP is not a static document but a dynamic framework that can be adapted as it is implemented according to national changing needs and priorities.

### **Strategic Lenses and Modes of Delivery**

The new Country Partnership Programme 2023-2026 will have a special focus on the Sustainable Development Goals (SDGs) in compliance with the 6<sup>th</sup> and the upcoming FYDP and the concept of Leave No One Behind (LNOB). The Office will cooperate with the Government of Iran taking into account the three Drugs and Precursors Control Conventions, UNCAC and UNTOC.

In broader terms, the Office will focus on the provision of assistance to the population in vulnerable situations upon the national counterparts' request. The Programme will address and include, during the delivery of services, such pillars as: promoting multilateral cooperation, including regional and South-South cooperation, strengthening partnerships with UN entities, international organizations, private sector, civil society and academia, leveraging technology, innovation and knowledge, and applying a strategic communication's approach.

### **Programme Level Cooperation Approach**

UNODC will work in partnership with the Government of Iran to support the counterparts in implementing their policy priorities and integrated strategies on countering drugs and crime, taking into consideration the country's commitments under the relevant applicable international conventions.

The Programme will support Iran's active engagement in the international and regional forums and events. This will allow the country's decision makers and policy making organs to reach to a more

coherent and common strategic cooperation status with UN Member States and international forums such as CND, CCPCJ, etc. to address the transnational threats of drugs and crime, and to promote and facilitate international and regional cooperation, including South-South North-South cooperation.

### **Governance and Oversight Structure**

UNODC in cooperation/contribution with the relevant National Focal Points as identified above, will take management responsibility, as agreed upon with the Iranian counterpart and implementing partners for:

- 1) Preparation of annual work plans, broken down into Sub-Programmes or related activities, as required in line with the outcomes and outputs set out in the CPP and with the universally recognized UN standards. These will be prepared for review and approval by the relevant Project Steering and Technical Committees each year, including - where necessary - the addition or revision of outcomes and outputs.
- 2) Recruitment and management of long and short-term staff, as well as technical assistance personnel, as required for effective programme implementation, in cooperation with UNDP Iran and the relevant National Focal Points, in line with the principle of common and shared responsibility.
- 3) Procurement of necessary materials and supplies in line with UN rules and regulations, through UNDP Iran, UNODC Vienna, and UN New York.
- 4) Sub-contracting work to national and international experts, researchers, academia, research institutes and private sector providers as required and agreed upon with the Iranian counterparts and implementing partners.
- 5) Financial management and record keeping in coordination with UNODC Vienna.
- 6) Managing granting agreements made with the Government, agencies and other implementing partners.
- 7) Monitoring and evaluating the implementation of the CPP and UNODC's contribution to results.
- 8) Supporting enhanced funding partners coordination in areas relevant to the CPP.

The primary role and responsibilities of UNODC Headquarters in Vienna will include the provision of:

- 1) Policy advice and strategic directions to the Iran Country Office.
- 2) Technical backstopping services and advice.
- 3) Financial and human resource management support services.
- 4) Fund-raising and partnership development support.
- 5) Monitoring, quality assurance and evaluation support.
- 6) Support for implementation strategies and undertakings.

The CPP foresees the establishment of two entities with specific and defined tasks. These will be Programme Steering Committees (PSCs) and Programme Technical Committees (PTCs).

The PSCs, one for each Sub-programme of the CPP will:

- 1) Provide a forum for policy discussions on a Sub-Programme or its related outcomes with emphasis on national choices and UNODC support.
- 2) Provide strategic oversight of a Sub-Programme or its related project(s).

- 3) Monitor the implementation and objective of a Sub-Programme or its related outcome, based on the Annual/Semi-Annual Progress Reports, which should be provided at least two weeks prior to consideration.
- 4) Review major implementation bottlenecks and identify solutions.
- 5) Approve forward plans for a Sub-Programme or its related project(s) components, including additions or revisions.
- 6) Review and approve annual work plans for each Sub-Programme, based on the proposals prepared by the UNODC country office in consultation with the counterparts.
- 7) Consider new areas of cooperation identified in the course of the Sub-Programme implementation.
- 8) Consider proposals for inviting new implementing partners to the Steering Committee.
- 9) Consider establishing PTCs, as required, review PTCs reports and provide recommendations for their further work.

PTCs will be established by the PSCs, as required. Committee members, their responsibilities and time frame will be decided by PSCs. Within the scope of the relevant Sub-Programme, PTCs may:

- 1) Act as the technical expertise arm of the PSCs and advise accordingly.
- 2) Monitor Sub-Programme implementation and find solutions to enhance delivery, particularly when inter-agency collaboration is required.
- 3) Review proposals for the revision of projects, such as their work plans, duration and budgets.
- 4) Decide advocacy plans and events to support Sub-Programme activities and increase funding.
- 5) Bring to the attention of PSC policy issues of general concern.

### **Reporting and Review Mechanisms**

The main formal documented reporting mechanisms under the CPP will be as follows:

- 1) Preparation and submission of policy and technical reports to UNODC Vienna. These will include: Semi-Annual and Annual Projects Progress Reports; Annual Programme Report; Annual Internal Oversight Report; Annual Work plan, Annual Work Plan summary of achievements; Enterprise Risk Management Report, and periodic and ad-hoc policy, finance and budget reports when and if required by UNODC Vienna.
- 2) The Annual Programme Report (APR) will be presented to UNODC's Programme Review Committee (PRC) and thereafter to UNODC's Standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC (FinGov) for review on a yearly basis.

Monitoring and transparency will be ensured through semi-annual and annual reports presented by UNODC to the PTCs and the PSCs. Furthermore, funding partners will be encouraged to accept the semi-annual and annual reports as the primary formal reporting mechanism.

### **5.3. Resource Mobilization**

#### **Fund-Raising Initiatives and Prospects**

UNODC expects to mobilize resources for the CPP 2023-2026 from MDG members, European Union, other willing Member States, the private sector, Iranian Government counterparts and implementing partners. The Office will use all available avenues in conducting dialogues with all



willing parties to mobilize resources. UNODC's global and regional programmes could also contribute resources to specific Sub-Programmes and initiatives.

UNODC's funding forecast for the new Country Partnership Programme 2023-2026 has been carefully evaluated based on several indicators of (a) previous Programmes funding portfolios in Iran, and (b) the evaluation of donors funding policies with due consideration of the present global financial situation and donors' priorities that fall within the scope of the CPP.

The review of previous UNODC Programmes funding will provide a clear picture and guide for advancing forward the CPP 2023-2026. UNODC will use all resources and lobbying factors to fundraise and seek possibilities of collecting additional resources as the Programme will progress.

International funding partners will be encouraged to pledge resources in line with the principle of common and shared responsibility for the implementation of all or part of the Sub-Programmes, or one of the outcomes, as desired by the donors. Following UN Secretariat rules on financial management, all funds raised are deposited into bank accounts managed by UNODC in Vienna.

The funding will be influenced by the inherent uncertainty of predicting several years ahead. New needs and opportunities may arise, leading to budget increases or decreases as appropriate, or new initiatives may be decided and agreed upon jointly by UNODC and the Government of Iran.

UNODC, in consultation with national counterparts and its funding partners and will consider possibilities to design new networking, partnership and technical cooperation, which would require revisions in the present CPP document.

Donors and national counterparts, if possible, will receive clear and transparent update on UNODC's Iran funding strategy and interventions. MDG members and the EU Presidency in Tehran will be provided with the funding status of UNODC's Iran portfolio on a periodic or ad-hoc basis. UNODC Iran will address the funding requirements of the new CPP with the involvement of the international donor community upon signing of the Programme between Iranian Government and UNODC.

The COVID-19 pandemic has hampered the routine funding procedures coupled with donors' health and national economic priorities. The Office will closely coordinate and work with the UNODC Vienna Regional Section for Europe, West and Central Asia, Division for Operations, and Co-Financing and Partnership Section in Vienna for exploring fund-raising opportunities.

#### **5.4. Monitoring Plan**

##### **Results-Based Monitoring & Evaluation**

Effective M&E is a critical element of good programme management. It supports informed and timely decision-making by programme managers and other stakeholders, ongoing learning, and accountability for achieving results.

The Monitoring & Evaluation will be guided by the following considerations:

- 1) **Ownership and alignment:** UNODC will support the I. R. of Iran's efforts to collect and analyse information, as well as assist in building its capacity to conduct its own research and evaluation, via methods such as data collection, which will provide relevant contributions to outcome achievements.
- 2) **Results-focus and attribution:** The CPP strategy is focused on contributing to mutually agreed-upon outcomes. Programme-level monitoring and evaluation will therefore focus on analysing achievements at the results level (namely outputs and outcomes).
- 3) **Practicality and cost-effectiveness:** If M&E is to be effectively carried out and the results used, it must be adequately simple and practical to implement. M&E activities must also be adequately resourced, including with respect to the development of M&E competencies among both UNODC staff and implementing partners.
- 4) **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 and evaluated to determine: (a) their relevance to "users / clients"; (b) the efficiency of delivery; and (c) the contribution made to outcomes.

#### **Cross-Cutting Component: Research and Analysis**

The component on research and analysis will aim to assist in developing the national institutions in enhancing their modus operandi of data and statistics collection, collation, compilation, and analysis through the organization of trainings, workshops and specialized seminars, with expert advice and participation from UNODC HQ.

#### **Improvement of information, data and statistics system**

There is a need for the provision of ample, good quality and transparent data, information, and statistics to describe the drugs and crime situation and trends in accurate detail. Provision of published data is less than regular, often scattered, and incomplete. This will impact the ability of scientific diagnosis of the drugs and crime status and carrying out in-depth research difficult. The quality and quantity of data and statistics need to be improved, harmonized and sufficiently coherent to reach a precise understanding and measurement of drugs and crime trends.

UNODC's activities will include close cooperation with the relevant national institutions such as the MFA, Judiciary, DCHQ, MOH, MOI, MOJ, and the Statistical Centre of Iran (SCI), among others, for research and analysis on drugs and crime-related data and trends and for systematic collection and provision of disaggregated data in the areas of drug demand, drug supply, crime and criminal justice.

Moreover, research related activities will focus on topics such as comparative studies on drug seizures and seizure trends at national and regional levels; opiate and ATS trade, trafficking trends, drug use prevention, drug dependence treatment, rehabilitation, and social reintegration; HIV prevention, treatment and care and harm reduction. The Office will support conducting of epidemiology, and Rapid Assessment Surveys; monitoring and evaluation surveys; and crime and corruption risk and vulnerability assessments.

The Cross-Cutting Component will further support the implementation of comparative research and reviews, utilizing regional and international expertise for the exchange of knowledge, scientific know-how and experiences.

#### **Selection of result-oriented indicators**

CPP Sub-Programme indicators have been selected to support effectiveness and efficiency throughout the processes of planning, implementation, monitoring, reporting and evaluation. The selected indicators are minimum performance standards required to achieve the Sub-Programmes outcomes and outputs to reach the impacts desired on drugs and crime. The key selection criterion is to have indicators, if possible, with specific, measurable, attainable, and relevant criteria.

The indicators for each outcome focus on what needs to be measured to assess UNODC's contributions under the Programme. They focus on the actions that need to be taken in cooperation of the UNODC with the national counterpart and implementing partners to address the identified drugs and crime challenges. The selected outcome indicators also correspond to any change in counterparts' capacities and behaviours as a result of the programme implementation.

At the output level, indicators are selected to measure the quantity, quality, and timeliness of the results of an activity under each Sub-programme. The output-level designed indicators will be used to help monitor and evaluate the Sub-programme implementation, success and progress towards achieving outcomes including, inter-alia, through the supply and use of equipment and tools; the delivery of specialized services and scientific evidence-based training; the number of trained people; the number of distributed and used guidelines and tools; the number of exposures of the national counterpart and implementing partners to regional and international forums; and the delivery of policy advice, follow ups and support that could advance the signing, ratification, and implementation of relevant UN Conventions and Protocols.

## **6. Evaluation**

### **6.1. Evaluation Plan**

Evaluation of this Programme will be undertaken in line with the UNODC Evaluation Policy and Handbook, with the aim of being utilization focused, timely and tailored to meet the needs of its intended users.

The tentative evaluation plan of this Programme is indicated below. The Independent Evaluation Section (IES) must however be consulted regarding the final evaluation options and timing before beginning any evaluation (8-10 months before the evaluation needs to be completed).

Tentative evaluation plan:

- Type of evaluation; quarter and year to initiate the evaluation: 2024/2026 evaluation of the new 2023-2026 Country Partnership Programme.
- Amount to be reserved for evaluation as calculated with the evaluation budget matrix: n/a. Budget will be calculated with the evaluation budget matrix and allocated for the new 2023-2026 Country Partnership Programme.

- Brief information on how evaluation results will be used: The Programme will use the findings and recommendations of the Final Cluster In-depth Evaluation of UNODC Programming in West and Central Asia (2020-2021) with inclusion of Iran to support Iran's efforts to respond to challenges posed by drugs and crime with the main emphasis being placed on capacity building related to countering illicit trafficking, drug use prevention, treatment and care, criminal justice, anti-corruption and alternative development and sustainable livelihoods. The Country Programme will utilize the evaluation recommendations and provide a clear, logical results framework, with well-defined outputs and outcomes contributing to a set of clear Sub-Programme outcomes and an overall goal, in partnership with the government, donors, and other stakeholders. The results of the 2024/2026 evaluation will be used for evaluating the impact of the 2023-2026 Programme as well as for recommendations for drafting the new programme for 2026-2030.
- Prior evaluation which informed the design of this project: Final Cluster Evaluation of UNODC Programming in West and Central Asia (2020-2021)

## 7. Communication

### 7.1. Communication Strategy

The UNODC Iran programmes will have special focus on the role of communication strategy and advocacy, and how UNODC Iran works, and mandates are introduced at national and international levels. Advocacy initiatives and campaigns of the Office target a wide range of clients and audiences inter alia government, non-government, academia and research institutes and persons, CSOs and NGOs, and the public.

The UNODC Iran Communications Strategy will help to prioritize and build on synergies for every day, practical communication activities.

The first objective of the Communication Strategy is to **increase public awareness** and help key stakeholders to better understand UNODC's work in Iran. This objective also aims to boost UNODC's image by projecting a clear and positive view of what the UN achieves in Iran in terms of its drugs and crime mandate.

The second objective of the Communications Strategy is to **promote coordination and effectiveness**. This includes advocating messages of areas under consideration for UNODC as well as positively influencing the core audiences in line with UNODC's programmatic goals. This objective is also aligned with the UNSDCF 2023 - 2027. The Communications Strategy will also promote programming objectives, such as the Sustainable Development Goals in cooperation with the UN RC Office and the UNCT Team, as well with the Vienna Team on SDGs.

The third objective of the Communication Strategy can be categorized as **mobilization of the resources** for the work of the UNODC in Iran from international partners, namely donor community, private sector, and, if possible, from the Government itself. Iran has been listed as an upper middle-income country; therefore, it is not considered as a priority country by several traditional donors and partners. However, it needs to raise funds to be able to implement its activities, envisaged in

its Country Partnership Programme. As a result, an appropriate Communication Strategy will be crucial for UNODC Iran to be able to reflect its work to potential funding partners for resource mobilization.

The fourth objective of the Communication Strategy is to render UNODC Iran accountable for its responsibilities and duties. By communicating activities in a transparent, consistent and comprehensible manner, highlighting outcomes in line with objectives, UNODC will be able to improve its accountability and credibility as a reliable partner.

The media and press have been in the center of UNODC advocacy works, and during all occasions have been invited to the events. The Office provides information related materials and publications to the press and media for publication in the newspapers or airing on TV channels.

UNODC works closely with the United Nations Information Center (UNIC) in Tehran for the dissemination of news and information to the national and international press and media. UNODC mandates and works are advocated on the UNODC Iran web site. All opportunities are used to inform public, government and non-government institutions of UNODC activities in Iran and at international stage.

#### **Channels of Communication**

- **Web**

UNODC Iran web presence is essential to reach a wide range of audience. Currently UNODC Iran keeps its web site, both in English and Persian. It also sends a monthly message to the international community in Iran as well as UN sister agencies on events and activities implemented. Web site updates are directly linked to the first objective of the Communication Strategy.

- **Social Media**

Youth made more than 60 percent of Iran's population and have a growing interest in social media. UNODC Iran will plan to expand its presence and communicate its mandate and works with all walks of life through social media. To further increase visibility, information on UNODC Iran activities would be shared with the RC Office Communication Team for publication at UN Iran social media and UN website.

- **Print media**

Print media can be considered as an appropriate tool for reaching a broader range of audiences. This can be done via press releases, Op-Eds, and interviews with UNODC Iran Country Representative. The materials produced should be media friendly and appropriate for Iran, targeting both English and Persian speaking audiences. RC Office Communication personnel can also assist in organizing interviews and preparing Op-Eds for newspapers and press.

- **Face-to-Face**

Regular public appearances, following relief from COVID-19 pandemic, can be considered as good opportunity for the UNODC Iran and Country Representative to exchange ideas and information and get views and feedbacks from the public. Field visits to project sites together with international community members, press and media will be a good

opportunity for UNODC advocacy and public awareness of UNODC works in Iran and at international levels.

- **Radio and TV**

TV appearances and interviews with the UNODC Iran Country Representative is an effective way to deliver UNODC Iran's key messages. Producing and delivering UNODC Iran audio-visual materials can be another way of advocating for the work of UNODC in the country. An important issue is to choose the appropriate media outlet that matches the mandates of UNODC.

## **7.2. Information and Knowledge Management**

The Cross-Cutting Component of the Programme will work with the national counterparts, scientific institutions, research institutions and entities, academia, NGOs and CSOs for advancing the values of research and analysis and introduce innovative approaches to upgrade the culture of Monitoring & Evaluation. In addition, UNODC will develop scientific capacities of counterparts on data and statistics collection, collation, compilation, and analysis through the organization of training workshops and specialized seminars utilizing UNODC Vienna and international expertise and knowledge.

UNODC Iran will share the results of its sustainable high-quality technical assistance activities under the UNODC mandates to the Islamic Republic of Iran national counterparts, non-governmental organizations (NGOs), civil society organizations (CSOs), academia, research and scientific institutions, private sector and public entities, and general public with focus on, elderly people and persons with disabilities.

The CPP will further build effective linkages with UNODC Global Programmes. The use of the UNODC publications, research, survey and data as well as e-learning modules would provide excellent learning opportunities for state and non-state counterparts and experts.

UNODC Iran will share the results and achievements of its work with the UNODC Vienna and UNODC Regional and Field Office managers and exerts during events and specialised meetings, underlining the success programmes and good practices, as well as challenges and bottlenecks to be addressed.

All channels of formal communications will be in place with the Vienna Headquarters, the regional Programme for Afghanistan and Neighbouring Countries, and the UNODC Country and Regional offices through exchange of lessons learned, good practices, and challenges faced during the implementation of country and regional level activities, seeking and application of joint solutions.

The Office will closely coordinate and work with the Regional Section for Europe, West and Central Asia, Division for Operations, Co-Financing and Partnership Section, and all relevant Global Programmes under various cross-cutting issues.

**UNODC Iran CPP 2023-2026 Programme Document**  
**Acronyms & Abbreviations**

AA	Acetic Anhydride
AIDS	Acquired immune deficiency syndrome
AML	Anti-Money Laundering
ANP	Anti-Narcotics Police of Iran
APPR	Annual Project Progress Report
APR	Annual Progress Report
ARQ	Annual Report Questionnaire
ATS	Amphetamine-Type Stimulants
CARICC	Central Asian Regional Information and Coordination Centre
CCA	Common Country Assessment
CCPCJ	Commission on Crime Prevention and Criminal Justice
CDM	Centre for Communicable Diseases management
CFT	Countering Financing of Terrorism
COIRA	Country Office in the Islamic Republic of Iran
CSO	Civil Society Organization
CND	Commission on Narcotic Drugs
CNPA	Counter Narcotics Police of Afghanistan
CPP	Country Partnership Programme
DCHQ	Drug Control Headquarters
DG DEVCO	Directorate-General for International Cooperation and Development
DICs	Drop-in Centers
ECO	Economic Cooperation Organization
ECOSOC	Economic and Social Council
EGMONT	Egmont Group of Financial Intelligence Units
EU	European Union
FATF	Financial Action Task Force
FinGov	Open-ended Intergovernmental Working Group
FIU	Financial Intelligence Unit
FYDP	Five Year Development Plan of Iran
GA	General Assembly
GEM	Gender equality marker
GEWE	Gender equality and women empowerment
GDP	Gross Domestic Product
GIO	General Inspection Organization
GIZ	Gesellschaft für Internationale Zusammenarbeit
GLO/ACT	Global Action against Trafficking in Human Beings
GPML	Global Programme against Money Laundering
HDI	Human development Index
HIV	Human immunodeficiency virus
HONLEA	Heads of National Drug Law Enforcement Agencies
ICE	International Collaborative Exercise
ICHHTO	Iranian Cultural, Heritage, Handicrafts and Tourism Organization
ICT	Information and Communications Technology
IDU	Injecting Drug Use
IEU	Independent Evaluation Unit
IMF	International Monetary Fund
INCAS	Iranian National Centre for Addiction Studies

INCB	International Narcotics Control Board
Iran	Islamic Republic of Iran
IRIB	Islamic Republic of Iran Broadcasting
JCPOA	Joint Comprehensive Plan of Action
JPC	Joint Planning Cell
KDB	KfW Development Bank of Germany
LNOB	Leave No One Behind
M&E	Monitoring and Evaluation
MaReS	Maritime Regional Security initiative
MDG	Mini-Dublin Group
MCIG	Ministry of Culture and Islamic Guidance
MEAF	Ministry of Economic Affairs and Finance
MFA	Ministry of Foreign Affairs
MLA	Mutual Legal Assistance
MMT	Methadone Maintenance Treatment
MOE	Ministry of Education
MOH	Ministry of Health, Treatment and Medical Education
MOI	The Ministry of Interior
MOI	Ministry of Intelligence
MOJ	Ministry of Justice
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
NPS	New Psychoactive Substances
OWG	UN Iran Open Working Group
PICS	Precursors Incident Communication System
PPE	Personal Prevention Equipment
PRC	Programme Review Committee
PSC	Programme Steering Committee
PTC	Programme Technical Committee
PLHIV	People Living with HIV
PWID	People Who Inject Drugs
PWUD	People Who Use Drugs
RC	UN Resident Coordinator
RP	Regional Programme for Afghanistan and Neighbouring Countries
SAPPR	Semi-Annual Progress Report
SBAA	Standard Basic Assistance Agreement
SCI	Statistical Center of Iran
SDG	Sustainable Development Goals
SME	Small and Medium-sized Enterprises
S-O-S	Stop-Overdose-Safely
STI	Sexually Transmitted Infection
SWO	State Welfare Organization
TCCIM	Tehran Chamber of Commerce, Industries, Mines and Agriculture
TI	Transparency International
TI	Triangular Initiative
TOT	Training of Trainers
TTP	“Treatnet” Training Package
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS



UNCAC	United Nations Convention against Corruption
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNGASS	United Nations General Assembly Special Session on the World Drug Problem
UNHCR	United Nations High Commissioner for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNTOC	United Nations Convention against Transnational Organized Crime
UMOJA	UN, and UNODC Finance system & Admin Reform initiative
VCT	Voluntary Counselling and Testing
WB	World Bank
WHO	World Health Organization
WUD	Women Who Use Drugs





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