

Executive Summary

2011 witnessed the finalization and signing of the 2012-2016 UNDAF between the UN system and the Government of Iran. A CPD was developed and submitted to the Executive Board in September 2011. The recently approved CPMP has fully aligned the office management structure with the new Country Programme of Cooperation. A CPAP has been drafted and shared with the Regional Office and Government of Iran for review. The finalization and signing of the CPAP will follow the final CPD approval in February 2012. The planning and preparation of the new country programme coupled with the preparations for office migration to VISION represented significant tasks for the entire UNICEF Iran team. Iran Country Office is now fully set for the implementation of the new country programme, which has clear focus on equity for disadvantaged children.

With the close of the last year in the previous country programme of cooperation (2005-2011), a number of key results for children in Iran were achieved. The Cabinet approved the bill for the Protection of Children and Adolescents. This bill institutionalizes the diversion of children away from formal judicial processes. The bill now awaits the final ratification of the Parliament.

Iran's first National Inter-Religious Conference on Violence against Children (VAC) took place in October 2011. For the first time a diverse range of almost 100 influential religious figures, scholars and experts came together to debate on this phenomenon. The final recommendations of the conference and the declaration of a high-ranking religious leader on prohibition of VAC represented a breakthrough in advocacy efforts manifesting a new and promising partnership with religious leaders.

A National Strategy for Early Childhood Development has been finalized. This strategy furnishes the ground for closer inter-sectoral collaboration for the advancement of integrated early childhood development programmes. The Government decided to scale up the Rural Girls' Education and the Adolescent Friendly Services models, promoted by UNICEF during the course of the current programme cycle. National budget has been allocated to the scaling-up of these initiatives, which focus on disadvantage rural girls' education and health care for adolescents.

Staff and management changes in some partner ministries delayed the finalization and signing of one work plan as well as impeded full implementation of planned activities. This aspect is further discussed later in the report.

In addition to traditional counterparts, UNICEF partnerships with leading Iranian universities, the Islamic Republic of Iran Broadcasting (IRIB), the National Body for the Convention on the Rights of the Child (NBCRC), have been strengthened to achieve significant results for children. For instance, the Mufid University together with the Judiciary successfully convened the first inter-religious conference that recommended stringent measures to combat violence against children. UNICEF partnership with the police resulted in clear commitment to adequate standards for dealing with children in contact with the law including a code of conduct for the police.

Country Situation

The Islamic Republic of Iran is an upper middle-income country with a population of 75 million, with approximately 37% under 18 and 60% under 30. The gross national per capita income is \$4,520^[1] and the average annual growth rate of the GDP (1990-2009) was 2.7%. In 2011, the official unemployment rate^[2] was 11%. However, unemployment was higher in urban areas (12.5%) and even higher among women compared to men (20%). Youth (aged 15 to 24) unemployment was estimated at 25% (43% for females and 21% for males).

The incidence of poverty among children is markedly higher than among adults. Studies^[3] find that in

2007 the incidence of child poverty was 38% in urban areas compared to 18% in rural areas, which represents a reversal of the usual trend.

The inflation rate in 2010 stood at approximately 16%. The high unemployment rate and the increasing trend of inflation rate combined with economic sanctions against the country pose a great threat to millions of families that either live in or are on the verge of poverty. In the fifth National Development Plan and the Economic Transformation Plan, poverty and disparity reduction have been identified as key development priorities.

A strong health and education network and infrastructure have enabled Iran to be on track to achieve most Millennium Development Goal targets. Progress has been most notable under Goals 1, 2, 4 and 5. In the area of nutrition, the prevalence of underweight among U5 children fell from 16% in 1991 to 8.8% in 2007. The under-five mortality rate has reduced significantly, from 73 per 1,000 live births in 1990 to 26 in 2010[4]. However, average U5MR in disparity areas is much worse than in well off regions (11.46 in Tehran compared to 33.61 in South Khorasan, Sistan and Baluchistan). During the same period, the infant mortality rate has dropped from 50 to 22 while immunization coverage (proportion of one year olds immunized against measles) has been 99%. Maternal Mortality rate has dropped significantly from 150 in 1990 to 30 in 2008[5].

Net enrolment rate in primary education was reported to be 99% in 2007. The female to male ratio in primary school is the world's highest, with 1.2 girls enrolled for every boy[6]. Ninety three percent of students complete the course of primary education. This under-achievement in primary education is ascribed to lower level of quality of education in some areas, and lower levels of school readiness in less developed areas and among linguistic minorities. As of 2007, only 31% of children entering primary school had experienced early childhood care and education largely due to the smaller levels of public funding for pre-primary education. The rate of transition to secondary education stood at 98%, and girls constituted 47% of the total enrolled in 2009. The number of girls in secondary school as a percentage of the eligible age group has more than doubled from 30% in 1979 to 81% in 2009[7].

In 2009, more than half of all Iranian university students, 68% of the students in science and 28% in engineering were women. Women make up 30% of the Iranian labour force today, with the percentage of economically active women having increased from 20% in 1986 to 31% in 2008. According to the World Development Report 2012, from 1979 to 2009, Iran saw the world's fastest decline in fertility - from 6.9 children to 1.8. While there seems to be a relationship between higher levels of education achieved by women with lowering of fertility rate, the family planning programme delivered through the primary health care network for free has also played a significant role in this process.

HIV prevalence stands at 0.12%[8]. The Government of Iran has made concerted efforts to combat HIV/AIDS; it continues to invest in prevention, as highlighted in its HIV/AIDS Third National Strategic Plan (2011-2015). However, according to the country's report to the 2010 United Nations General Assembly Special Session, only 16% of young people surveyed had correct knowledge about HIV and AIDS. The 2009 Joint United Nations Programme on HIV/AIDS (UNAIDS) country estimation report anticipates a shift in the cause of new HIV infections, from injecting drug use to risky sexual behaviour, with an expected increase in prevalence among women.

The Islamic Republic of Iran ratified the Convention on the Rights of the Child in 1994; it is a party to its Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography. Since 2010, Iran is a signatory to the second Optional Protocol, on the Involvement of Children in Armed Conflict. At the time of ratifying the Convention on the Rights of the Child, Iran presented a general reservation that Islamic Law supersedes in case of any contradiction with the Convention. Capital punishment of children who have committed murder is still a matter of grave concern in the country. Three male juveniles were executed in public in 2011.

[1] World Bank website – Country data – downloaded 3 January 2012

[2] Statistics Centre of Iran – Summary Labour Force Survey – Summer 2011

[3] Social Welfare Quarterly - vol. 9, winter 2010.

[4] Levels and Trends in Child Mortality – Report 2011 developed by IGME

[5] Trends in Maternal Mortality 1990-2008 - Estimates developed by WHO, UNICEF, UNFPA and The World Bank

[6] World Development Report 2012 – World Bank

[7] World Development Report 2012

[8] National Strategic Plan for HIV/AIDS (2011-2015)

Who are the deprived children in your country context?

Iran is on track to achieve most Millennium Development Goal targets. Progress has been most notable under Goals 1, 2, 4 and 5. However, as in most Middle Income Countries, disparities exist. Iran's Fifth Five-Year Development Plan (approved by the Parliament in October 2010) has stated clear commitments to reducing inequalities and unemployment, with a specific focus on the particularly disadvantaged, excluded, and most at risk.

As the country is fast urbanizing (68% of population urbanized with an annual growth rate of 2%), children in sub-urban areas, especially migrant undocumented children, are in special need of care and protection. There is evidence that the poverty incidence rate of children in Iran is markedly higher than that of adults^[1]. In disparity areas such as Sistan and Baluchistan province where the poverty rate is estimated at 70% (national rate 30%) the situation requires focused attention. Street and working children comprise another at-risk group.

[1] Yazdanpanah, M., Raghfar, H, "Child Poverty in Iran, 1999-2007", Social Welfare Quarterly, Vol. 9 Winter 2010 (issue co-sponsored by the Ministry of Welfare and Social Security and UNICEF Iran). The article draws findings from a study through Iran Household Budget Survey (HBS) over 1999-2007.

Data/Evidence

In 2011, UNICEF continued providing technical support to the **Iran Multiple Indicator Demographic and Health Survey** (IrMIDHS) team. The report is expected to be released in 2012. (For more details, please refer to relevant sections in the document).

Monitoring Mechanism

Within the UNDAF framework, which has a strong focus on most disadvantaged and at risk children, UNICEF will take leadership in developing an integrated monitoring and evaluation plan (IMEP) and promote the use of **DevInfo** as a common internal tool for programming and monitoring.

As part of the 2012-2016 Country Programme, UNICEF will also invest in establishment of national mechanisms for effective monitoring and reporting on child rights at national and subnational level (please refer to relevant sections in the document).

Support to National Planning

The new Country Programme Action Plan (CPAP) and related work plans, under finalisation, will incorporate planning tools and framework that will facilitate joint monitoring of the programme on a regular basis including joint field visits, review of progress reports and annual reviews. An Integrated Monitoring and Evaluation Plan will include a list of sectoral and inter-sectoral studies, surveys and evaluation, UNICEF technical support to national data collection efforts as well as other contributions to national M&E Capacity Development efforts.

Any other relevant information related to data/evidence?

n/a

Country Programme Analytical Overview

The new 2012-16 CPAP, currently under finalization, is designed to support Government's efforts to reduce child poverty, ensure social inclusion, and reduce disparities with an overall focus on the more disadvantaged children and women, including a new emphasis on adolescents and young people.

UNICEF's main strategies will be supporting policy development and strengthening monitoring systems in addition to improved cross-sectoral coordination and increased capacity of sub-national authorities in social planning, budgeting, monitoring and evaluation.

UNICEF will build upon established partnerships as well as on new alliances in a coordinated manner for the implementation of the programme. To anchor policies and programmes on reliable and up to date evidence, new models will be developed and/or introduced, tested and adapted to national and local realities. Knowledge management will be an important crosscutting strategy to promote timely data collection, analysis, and dissemination as well as implementation of timely relevant evaluation to inform policy and programme decisions. South-South Cooperation, capacity enhancement and strategic communication will continue to be used as crosscutting strategies in the new Country Programme.

Effective Advocacy

Mostly met benchmarks

Advocacy through Media: In 2011, media was used effectively to promote the mandate and mission of UNICEF in Iran especially during special occasions such as national celebrations, Children's Day, CRC anniversary, and World AIDS Day. For Children's Day Campaign, the use of Iranian and international celebrities as messengers, including a special message from UNICEF international Goodwill Ambassador, Amitabh Bachchan, was very effective in increasing the media coverage. The one-pager messages on positive parenting by six Iranian celebrities, coordinated through UNICEF Iran Goodwill Ambassador, Mahtab Karamati, accompanied by photos of their children was widely covered by official state media and shared in the blogosphere and on social networking sites. Twelve news agencies, including all major government news wires as well as celebrity news sites covered the messages. It also appeared in leading newspapers, including eight major newspapers, two of which are known to have the highest circulation in the country. Another successful experience in extending public outreach through media was the use of radio to raise awareness on the CRC on its anniversary. A radio interview was aired with the popular national station of Radio Javan (The Youth Radio) during peak hours with hundreds of thousands of

listeners across the country.

Facilitation of dialogue between Iran and the Committee on the Rights of the Child (CRC): With UNICEF support, a delegation of six Iranian officials from the National Body on the Convention on the Rights of the Child (NBCRC), the Judiciary, State Welfare Organisation (SWO), Ministry of Foreign Affairs and Imam Sadeq University visited the CRC Treaty Body in Geneva, Switzerland in January. The Iranian delegation attended the CRC sessions for Denmark and Belarus as observers, and discussed issues related to children with the Chair and Vice-Chair of the CRC. A crucial impact of this visit was the recognition of the CRC by delegates as a body of independent experts free of bias. In addition, during a briefing for the Head of the Judiciary following the visit, delegates recommended to focus on addressing existing challenges in the area of Juvenile Justice in Iran, including juvenile executions. The lessons learned of this visit are expected to be used in preparing the 3rd periodic report to the CRC by NBCRC, the body in charge of CRC reporting for Iran.

Changes in Public Policy

Child protection legislation: Advocacy for ratification of the bill for Protection of Children and Adolescents was at the top of UNICEF's agenda. The bill made good progress in the ratification process. It was approved by the Cabinet of Ministers and subsequently submitted to the Parliament for ratification. UNICEF will continue its advocacy efforts in 2012 for ratification of this bill.

Leveraging Resources

The UNDAF and Country Programme preparation provided an opportunity for UNICEF to advocate and leverage resources for inclusion of an equity lens in the UN cooperation framework.

Capacity Development

Mostly met benchmarks

Capacity development continued to be a key strategy for UNICEF Iran in 2011.

- Capacity building to keep children out of the official criminal justice system as much as possible was a notable achievement in the area of Juvenile Justice and Child Protection. Training activities included: three workshops on Juvenile Justice; a seminar on Penal Justice for Children; a three-day course on "Mechanisms for Protecting Children and Promoting their Rights"; and four sessions on legal issues of children targeting a range of stakeholders and professionals such as judges, police officers, social workers, law students, lawyers and NGOs.
- Through the pilot evaluation of Child Protection Communication Strategy, titled, "Enhancing Parent-Child Relationships", training was provided to 26 mental health counsellors and professionals who in turn trained 400 parents on parenting skills in targeted provinces.
- A number of training activities were aimed at enhancing the capacities of staff and children of the juvenile correction and rehabilitation centres to advocate and initiate action for prevention of Violence against Children (VAC). As part of these training activities 66 children (46 boys and 20 girls), 46 JCRC staff, and 18 NGO staff were trained on VAC. This was a unique opportunity for UNICEF to directly work with adolescents in contact with the law.

- As plans for the scale up of the Adolescent Friendly Services (AFS) were being negotiated with the Ministry of Health, capacity building of project implementing teams continued. A training manual on AFS-related topics (life skills, counselling skills, drug use, teamwork, reproductive health) was developed. The delivered training courses included Training of Trainers (ToT), cascade training, and two sessions on advocacy and communication skills for managers. Youth and adolescents were also directly included in training and capacity building through the young journalists training and in their capacity as peer educators in AFS centres.
- In the area of IECD, a range of capacity building efforts were conducted. For example, training was delivered for more than 60 nutrition experts from national and sub-national levels on the newly revised anthropometric survey methodology. Furthermore, 240 cold chain managers at national and sub-national levels from 46 Medical universities resulted in improved knowledge in the areas of cold chain management and Vaccine Supply and Stock Management (VSSM).
- Through the Basic Education for Refugee Children and Women project, a capacity gap analysis of counterparts, both governmental and non-governmental was conducted. To address some identified capacity gaps, a study tour to Maastricht University in the Netherlands was organized. Participants received training on subjects such as Multi-dimensional Refugee Child Poverty, Violence Against Children, In-Depth Situation Analysis, Corporate Social Responsibility and Positive Parenting. Other capacity building initiatives included South-South Cooperation (*further elaborated in the relevant section*) and exchange visits.

Communication For Development

Mostly met benchmarks

- As part of World Breast-feeding Week celebrations, adopting the slogan of **“Talk to me! Breast-feeding - a 3D Experience”**, UNICEF and the Ministry of Health and Medical Education (MOHME) targeted young people to educate them on the benefits of breastfeeding. More than 1,000 policy makers and academics from across the country participated in a major event organized on this topic. A PSA was developed and broadcasted on national TV, a celebrity campaign on promotion of breastfeeding was conducted and disseminated, and an internal UN campaign on promotion of BF was held targeting all staff of UN agencies in Iran through SMS.
- In partnership with the Bureau of Aliens and Foreigners Immigrant Affairs (BAFIA) of the Ministry of Interior, and engaging the House of Cinema (Iranian Film Union Centre), UNICEF held **creativity workshops to sensitize movie/TV directors, scriptwriters, and movie/TV** producers along with relevant government and NGO staff members on the importance of social inclusion of Afghan children. In this workshop, participants were also introduced to CRC, Ethical Reporting on Children, and examples of successful inclusion of Afghan migrants in Iran. This event was a unique opportunity to bring together a diverse range of partners to discuss issues and solutions related to vulnerable children. Fifty well-known artists participated in the workshops and recommended continuation of similar initiatives. An agreement on a child-centered framework to depict Afghan children in the movies was the end result of the workshop.
- In partnership with the Judiciary, a **short documentary on children in conflict with the law** was produced for use in the juvenile justice training events for judges, social workers and police officers. While following the real stories of girls and boys in Tehran Juvenile Correction and Rehabilitation Centre (JCRC), the film presents the views and judgment of professionals, such as police, judge, lawyer, sociologist, psychologist, actor, author, and ordinary citizens on different aspects of these children’s stories. The short film will be used as an educational and advocacy tool to sensitize high-

level authorities and others on issues pertaining to children in conflict with the law. The first presentation of this short film took place at the juvenile justice workshops for 83 police officers in Tehran and Mashhad.

- Continuing on the 2010 success, eight new **HIV-focused episodes of comedy PSAs in rhymes** were produced of which six were aired in 2011. The report received from NGO partners based on IRIB estimations indicated that 147 million people/times have watched the PSAs aired from all five state TV channels. This achievement is the result of a strong partnership between non-governmental, governmental and international (Global Funds to Fight AIDS, Tuberculosis and Malaria and UNICEF) partners of the National HIV/AIDS Strategic Plan.

Service Delivery

Fully met benchmarks

As Iran is a high-middle income (HMI) country, service delivery is fully taken care of by the government.

Strategic Partnerships

Mostly met benchmarks

- **Inter-sectoral Partnership:** UNICEF promotion of inter-sectoral partnership translated through its support to the National Early Childhood Development (ECD) Secretariat paid off as the Secretariat, comprised of three Government Ministries, finalized a joint National Strategy for ECD in 2011 and provided critical input to the National draft ECD Policy. This policy and related strategy will be implemented and monitored during the new UNICEF supported country programme of cooperation.
- Another example of inter-sectoral partnership was the **Children's Day event**. In addition to being a good forum for advocacy on positive parenting (the theme of this year), it was also an occasion for enhancing existing or building new strategic partnerships with diverse organizations around a single cause for children. This year's campaign united many UNICEF partners led by the MOHME, Department of Mental Health. Additional partner organizations included other line Ministries, the State Welfare Organization (SWO), the Judiciary, National Body on the Convention of Child Rights (NBCRC), Tehran Traffic Police, Tehran Municipality, the private sector, celebrities and the Red Crescent organization.
- **First national inter-religious conference on Violence against Children** (*more details – under section 3.2*). In partnership with the Judiciary and the Centre for Human Rights Studies of Mofid University, Iran's first national Inter-religious Conference on Violence against Children (VAC) took place in October 2011. The conference focused on corporal punishment in family and educational settings. For the first time a diverse range of almost 100 influential religious figures, scholars and experts came together to debate on this phenomenon. The declaration of a high-ranking religious leader on prohibition of VAC received extensive media coverage. The key outcome of this event was a declaration, which commits the participants to advocacy against VAC and non-violent disciplining, and provides key recommendations for action in this regard.
- **Partnership with the media:** In an effort to enhance and diversify partnerships with the media

and recognizing the importance of the media as a partner and vehicle for child rights advocacy, UNICEF took a number of initiatives in 2011. Partnership with Islamic Republic of Iran Broadcasting (IRIB) was also strengthened and expanded through two major UNICEF media events, namely the International Children's Day of Broadcasting (ICDB) and the MENA regional media award. UNICEF received several entries from media professionals in IRIB for these competitions while producers from the state radio won the regional award for ICDB for the second consecutive year.

- UNICEF continued enhancing its coordination with other **UN agencies** in 2011 notably through the Joint UN Team on AIDS, Gender, Communication, Operations and the UN M&E Working Groups (the latter is chaired by UNICEF). UNDAF's finalization provided opportunities for closer collaboration and exploration of strategic opportunities for partnership especially in the areas of Poverty Reduction, Natural Disaster Management, Health, Drug Reduction and Control as well as new UNDAF Monitoring.

Mobilizing Partners

See above report on partnerships and mobilisation efforts.

Knowledge Management

Mostly met benchmarks

- In 2011, UNICEF continued providing technical support to the **Iran Multiple Indicator Demographic and Health Survey** (IrMIDHS) team, through leveraging support from the UNICEF regional office. Furthermore, it provided financial and technical support to the team to capture the survey process lessons learned through a comprehensive study. Both the survey report and the study are due for release in 2012. Relevant technical team members participated in a DevInfo user training session facilitated by the Regional Office M&E Specialist in September 2011 as a way to explore the capacity of this tool for dissemination of the survey results. In addition, the senior technical experts from the IrMIDHS team participated in a technical workshop on Equity Analysis that was initiated and organised by UNICEF Iraq Country team in Amman in October 2011.
- In partnership with BAFIA, UNICEF conducted a study on Corporate Social Responsibility (CSR) that provided critical understanding of the scope of private sector's effect on children's rights, in particular Afghan children in Iran. The study examined the roles of the private sector both as users of child labour and as producers of products and services that are consumed by children. In addition to identifying various areas of child well-being that are affected by the private sector, the study maps out inter-relations within private sector (informal/formal) and with the Government. It also provides recommendations for promotion of CSR in line with the child rights perspective along the four main areas of awareness raising, capacity building, partnership and networking, as well as identification of opportunities to work with the main stakeholders identified in the study.
- To help fill the gap related to data and information on the **situation of Afghan children**, UNICEF supported an **indexing exercise**. A compilation of all researches, studies and documents in this area, the Index is now made available to policy makers and researchers.
- Through the M&E Working Group, UNICEF promoted **improved knowledge management across UN agencies** in Iran. In support of the above, two initiatives were undertaken: a) an integrated monitoring and evaluation plan (IMEP) was piloted as a means for UN to systematically share information on upcoming studies and evaluations; b) UNCT approved the use of **DevInfo** as a

common internal tool for programming and monitoring. A strategy paper for introduction of DevInfo has been developed and the operationalization is due in 2012.

- Reports from Adolescents Friendly Services (AFS) pilot **evaluation** and Child Protection Communication Strategy evaluation are expected to provide important findings and lessons learned in their respective areas. **Joint management responses** to these evaluations will be drafted in 2012 to ensure follow-up on these reports.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

- In January 2011, all ICO staff members participated in a **three-day training on HRBAP**. This was done ahead of the development of a new country programme of cooperation to ensure that staff members have the capacity to apply the HRBA to the design and implementation of the new country programme.
- Following a thorough assessment of the capacity of implementing partners of the Basic Education for Refugee Children and Women project, a training workshop on Situation Analysis was conducted for 20 staff of eight NGOs. Teams of NGOs are now established to analyze the situation of the refugee children in terms of rights fulfillment, and to develop action plans based on the analyses. As a follow-up to a series of capacity building exercises with district implementation teams, an advocacy workshop with focus on child rights monitoring was held for 28 participants (33% of participants were women) from national and subnational levels.

Gender

Mostly met benchmarks

- In 2011, the gender dimension to programming at UNICEF Iran Office was strengthened by an analysis of the extent of internal gender mainstreaming and also through review of the content of the 2011 Annual Work Plans of the Programme Units. The gender lens was applied also to draft the intermediate results of UNICEF's 2012-2016 Country Programme of Action. During a timely visit to the CO, MENARO ADAP specialist and member of the RO Gender Task force assisted in the identification of Gender Equality Marker for the 2012-16 CPAP Intermediate Results.
- The devised UN gender strategy, having assessed the capacity of UN agencies in Iran, recommends increasing effective communications with counterparts on women's issues; identifying, maintaining and nurturing relations with more diverse institutions that are in charge of women and family affairs, in consultation with the Centre for Women's and Family Affairs (CWF) of the Ministry of Foreign Affairs (MFA), joint positioning on women's issues, environmental scanning and strengthening the overall capacity of the system to better address women's issues in the Iranian context.
- UNICEF was also informed by the Ministry of Education that the UNICEF initiated girls' education project had received a special government allocation to enable its expansion in 10 provinces where gender disparities have been identified.

- In 2011, the Basic Education project for refugee children and women implemented the action plans that were devised at the beginning of the year. By reinforcing the social work component this project managed to address a greater number of gender issues at the household level. A gender lens was also applied to develop a gender component for each of the training courses supported as part of Capacity Development for this project.
- The office plans to assess each programme unit's performance against achievements in mainstreaming gender in their respective areas of work. Training opportunities will be made available to fill the identified capacity gaps within the office.

Environmental Sustainability

Fully met benchmarks

- Since ICO is not involved in any WASH, construction, or any other activities with a direct environmental impact, there is nothing to report under this section. However, environmental sustainability has been identified by the Government of Iran as a priority for the upcoming UNDAF (2012-2016) and UNICEF Iran Country Office (CO) is a member of the designated working group on this issue.

South-South and Triangular Cooperation

Three such initiatives are worth highlighting:

- Coordinated through the **IECD**, a study tour took place for **Expanded Programme for Immunization (EPI)** managers of the Ministry of Health and Medical Education at national level to Sri Lanka Ministry of Health and the Regional Training hub for immunization programs. The main objectives of this study tour were to a) obtain knowledge on the overall achievements of a successful immunization programme; b) gain exposure to Sri Lanka training hub for South-East Asian Facilitators of the National Immunization Programme with specific focus on surveillance system, c) acquire knowledge on a recent initiative in the area of cold chain and stock management, d) share the Gap Analysis Model conducted in Iran as a successful model and e) learn and exchange experience in the area of new vaccines' incorporation into the national EPI programme. Lessons from this visit were incorporated in further action taken by the Ministry of Health in their efforts to enhance the relevant EPI systems.
- **Study tour of juvenile justice programmes in South Africa:** UNICEF facilitated the visit of a delegation of eight Iranian officials from the Judiciary, Prisons Organization, Police, Parliament and Imam Sadeq University to South Africa's juvenile justice programmes. The visit provided a unique opportunity for the delegation to learn about South Africa's experiences and good practices in the area of juvenile justice. The Iranian delegation found the South Africa Child Justice Act (CJA) and the One-Stop Child Justice Centre (OSCJC) as very good practices for dealing with children in conflict with the law. The CJA and OSCJC support integrated an inter-sectoral juvenile justice programming for children in conflict with the law. UNICEF translated the South Africa CJA to Farsi and shared it with the Iranian Judiciary. As a follow up to this visit, UNICEF will support the establishment of a child-friendly justice centre similar to OSCJC for the coming years.

- In October 2011, UNICEF Iran facilitated participation of two senior experts from the Iran Multiple Indicator Demographic and Health Survey team in a technical workshop organized by UNICEF Iraq Office in Amman. The primary objective of the workshop was to validate an approach developed for **child centric deprivation analysis** by UNICEF Iraq team and its country partners. The workshop was an opportunity for participants to learn about this methodology and to provide technical feedback in order to refine the approach. Participation in the workshop led to quality exchange of knowledge and expertise. The possibility of an exchange visit was also briefly discussed to be further explored in 2012.

Country Programme Component: Early childhood

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
National capacities and systems are strengthened to address equity in boys' and girls' rights to birth registration, nutrition, health and early childhood development.	2	FA1OT1, FA1OT8, FA1OT11, FA1OT7, FA1OT10

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	200000.00	272220.00	248361.00	91.24
RR	380000.00	386900.00	386900.00	100.00
Total	\$580,000.00	\$659,120.00	\$635,261.00	

Results Achieved

- The first draft of the National ECD policy was developed and submitted to the ECD Secretariat and UNICEF. This evidence based policy document is the result of efforts made by nine technical working groups representing diverse stakeholders and developed on the basis of thorough situation analysis. The capacity of the ECD Secretariat (ECDS) was further strengthened in 2011. This Secretariat prioritized the development of a 5-Year National ECD Strategic Plan of Action. Both the draft policy and the strategy will be submitted to the National High Council of Health for approval in 2012.
- The national guideline on community-based prevention and rehabilitation of child malnutrition was further reviewed and integrated within the service packages and manuals of two major national programmes: the Well Child Care, and Integrated Management of Child Illnesses (IMCI). The guideline has integrated the latest good practices and global standards. The plan of action for the implementation of phase I of the new service package will start in early 2012.
- The newly available national standard guideline on nutritional anthropometric survey in Iran was piloted in 2011 in three districts (with 2,200 households) under the supervision of a technical and operational group within each province. The training on this new survey methodology was conducted at national and sub-national levels for more than 60 nutrition experts (equal numbers of men and women).
- In 2011, two important C4D events were supported: World Breastfeeding Week with the theme of "Talk to me! Breast-feeding - a 3D Experience" and Children's Day event with focus on positive parenting (*more under section 3.1. effective advocacy*).
- Application of an on line web-based technology in the area of Routine Cold Chain Equipment Inventory system as well as the Vaccine Supply and Stock Management (VSSM) was achieved in 2011. With support from UNICEF, this technology has been integrated into the national MOHME's portal enabling all national and sub-national EPI managers to manage the relevant data online. UNICEF support resulted in 240 cold chain managers at national and sub-national levels from 46 Medical universities (90% men and 10% women EPI managers) with improved knowledge of cold chain management and Vaccine Supply and Stock Management (VSSM).
- MOHME with UNICEF input developed a Five Year Strategic Plan of Action on Immunization. This strategic plan has specific focus on removal of disparities in vaccination coverage amongst the most vulnerable children especially in disparity urban settings. The partnership of UNICEF and MOHME in

this area was enhanced through south-south cooperation facilitated with Sri Lanka (*see under 3.1. section on South-South Cooperation*)

- (Please see also vaccine procurement under service delivery section).

Most Critical Factors and Constraints

Inter-sectoral coordination between partners is critical. However, it is difficult and requires more time. Change of management and high turnover among UNICEF counterparts at the national, provincial and district levels constitute a challenge for smooth implementation and monitoring of the programme.

Key Strategic Partnerships and Interagency Collaboration

In the area of IECD, the production of all planned deliverables during 2011 was not possible without an interwoven chain of well-coordinated partnerships and inter-agency collaborations with a range of relevant stakeholders. Two major significant partnerships are noteworthy:

- A deliberate strategy to strengthen linkages of MOHME and Medical Universities through establishment of official Technical Working Groups for development of evidence-based and scientific national guidelines for service packages in the areas of nutritional care and nutrition surveys;
- Establishment and reinforcement of the official existence of an active inter-sectoral ECD secretariat composed of MOHME, MOE and SWO that led to development of a comprehensive 5 Year ECD Strategic Plan of Action.

Humanitarian Situations

Not Applicable

Summary of Monitoring, Studies and Evaluations

During 2010-early 2011, a national exhaustive cold chain gap analysis and inventory was completed by MOHME with support from UNICEF. Through this survey, 24,000 facilities (more than 94% of all existing facilities in Iran) at national and sub-national level were surveyed and a comprehensive report was produced. This report (available in English) is being utilized to shape two major actions:

- Development of the national 5 Year EPI Strategic Plan of Action
- Integration of the on-line version of the tool used for gap analysis survey within the portal of MOHME, which is to be updated annually by the cold chain manager of whole EPI network in the country.

Update and piloting of the National Standard Guideline on Nutritional Anthropometric survey in Iran, highlighted under the Results Achieved section is another example of support provided to enhancing quality of surveys in the country.

Future Work Plan

The office is in the process of developing the 2012-16 CPAP and introducing multi-year work plans, aligned to the Government of Iran's fiscal year starting end of March. During the 2012-2016 cycle, UNICEF, in close collaboration with its partners in the area of health, nutrition and ECD, will be focusing on the following objectives:

ECD: To support the implementation of the national ECD policy and related regulatory frameworks and five-year strategic plan of action, with a focus on improving access to an integrated package of ECD services for the most marginalized children. This integrated package is composed of different pillars of a) Early Childhood Care and Education at facility, community and family level, b) Well Child Care programme, c) adoption of ECD policy monitoring system, d) development of models on injury prevention, and e) upgrading the immunization standards and quality.

Breastfeeding: To enhance capacities of relevant stakeholders through: a) reinforcement of implementation and monitoring of the national law on promotion of breast feeding and protection of lactating women, b) design and implementation of a national strategic plan on promotion of breastfeeding through communication for development approaches and c) developing and testing a model on breast feeding counselling services in Iran.

Nutrition: UNICEF will continue to support capacity building of the government in the areas of nutrition security through: a) strengthening the strategic linkages between academia and Ministry of Health to identify the relevant priority areas for research and programmes, b) development of a model on integrated information management system in the area of nutrition security, c) developing and testing a model on prevention of obesity and micronutrient deficiencies and promotion of healthy nutrition and physical activity for 0-18 year old children, and d) enhancement of the quality of nutrition care services for children within the health system. UNICEF will also join efforts with the government and UN partners to promote national nutrition and food security joint programming.

Neonatal Health: UNICEF will support the MOHME at national and sub-national level to develop and test a community-based model on High Risk Infant Follow up Care and Surveillance as well as support conducting an operational survey on neonatal health.

Country Programme Component: Girls' education and women's empowerment

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By the end of the Country Programme, the Government of Iran adopts policies and develops models to create equal education opportunities, in terms of access and quality, and ensures inclusion of all children in primary education system both under normal circumstances and in emergencies, with special focus on rural girls in focus provinces, and refugee children.		3 FA2OT4, FA2OT3, FA2OT5, FA2OT6, FA2OT7, FA2OT8

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	956000.00	1198590.00	707463.00	59.02
RR	84000.00	74633.00	72133.00	96.65
Total	\$1,040,000.00	\$1,273,223.00	\$779,596.00	

Results Achieved

- In 2011, the Ministry of Education (MOE) adopted the Rural Girls' Education Model promoted by UNICEF in less developed rural areas of ten provinces of the country. The model was developed in the early years of the programme cycle and pilot-tested with UNICEF support in 130 schools in subsequent years. The pilot phase showed 11% increase in the enrolment and retention rates of girls in primary education. Since September 2011, the project has been fully funded, implemented and monitored by the Ministry.
- UNICEF continued to support the Basic Education for Refugee Children and Women (BERCW) project aimed at developing replicable models of alternative educational service provision for out-of-school Afghan Children. To this end, capacities of counterparts, governmental and non-governmental, have also been supported. In addition, activities in the areas of advocacy, C4D and corporate social responsibility were implemented to facilitate access of children to available services.
- The BERCW project, in partnership with the Ministry of Interior (MOI), continued to offer basic education together with nutrition, protection and psychosocial support services, to some 1800 Afghan children (42% girls) and 385 women, through six NGOs in nine Centres in Tehran, Mashhad and Karaj. This operation is now documented and the resulting model will be used for cost-effective and efficient replication by NGOs or other organizations interested in providing child-centred social services.
- To help fulfil the right of Afghan children to education, the capacity development component of the BERCW project was successful in assessing the capacity gaps of its counterparts, both governmental and non-governmental, and in providing a series of training programmes and a study-visit that covered key subjects such as Multi-dimensional Refugee Child Poverty, Violence Against Children, In-Depth Situation Analysis, Corporate Social Responsibility and Positive Parenting.
- In the area of advocacy for the rights of children to education and to help remove the socio-cultural barriers of inclusion of refugee children in public education system, more than 40 movie directors, producers and screenwriters were sensitized to children's issues in a workshop. This workshop also allowed close interaction between the participants and government and non-governmental organizations on the issues of Convention on the Rights of Children (CRC), ethical reporting on children, the principles of best interest of the child, and samples of successful inclusion of Afghan migrants in Iran. The role of media in reducing social barriers for inclusion of Afghan children was also discussed. (*see section 3.1. Communication for Development for more details*).

Most Critical Factors and Constraints

Despite existence of an agreed work plan for the Girls' Education project, changes at different levels of management within the main government counterpart caused some delays in implementing planned activities. While the CPD and CPAP development provided opportunity for strengthening partnership with the Ministry of Education, full implementation of activities in 2011 was not feasible. Changes in the senior management of government counterpart for the BERCW project also led to delayed project implementation.

Key Strategic Partnerships and Interagency Collaboration

- Towards the end of the year 2011, renewed partnership with the MOE after nearly three years of suspension of projects allowed for discussions around UNICEF supported activities for the next Country Programme. Under the BERCW project, partnership with local NGOs expanded both in qualitative and quantitative terms. In 2012, two of these NGOs are expected to graduate from receiving UNICEF financial support, yet remain UNICEF's strategic partners in this area.
- Although there is a clear division of labour between UNHCR and UNICEF regarding support to Afghan people in Iran—with UNHCR mainly supporting refugees and UNICEF focusing more on the most vulnerable undocumented migrant children—considerable effort has been made to involve one

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another in the consultative programming processes. Additionally, UNHCR participated in one of the major advocacy/capacity building activities of 2011, namely the training programme on refugee child poverty. UNICEF has also technically contributed to the survey on Afghan refugees supported by UNHCR to ensure children and their issues are taken into account in the data collection and analysis.

- In 2011, UNICEF made efforts to involve UNESCO in the planning process for its upcoming Country Programme, as a first step towards possible joint programming in future.

Humanitarian Situations

Not Applicable

Summary of Monitoring, Studies and Evaluations

Data and information regarding situation of Afghan children in the host country is severely lacking. Following an indexing exercise, a compilation of all researches, studies and documents in this area is now made available to policy makers and researchers. In addition, with child labour identified as a major barrier to education of refugee children, UNICEF supported a corporate social responsibility study and a pilot project in the same area to facilitate addressing the issue more effectively.

Future Work Plan

The office is in the process of developing the 2012-16 CPAP and introducing multi-year work plans, aligned to the Government of Iran's fiscal year starting end of March. With the beginning of a new country programme in 2012, UNICEF Iran in its Education Programme will focus on four main areas.

It will continue to support the Ministry of Education through enhancing its organizational capacity to develop, implement and monitor quality education plans at the national level. This will mainly focus on improving capacity for child-focused planning as well as effective monitoring and evaluation of results.

Promoting child-friendly schools concept and advocacy for a rights-based approach to quality education at the school level is another major area where UNICEF will cooperate with MOE.

UNICEF will also continue its support to the Government of Iran to develop strategies, plans and models for inclusive education of refugee children. In this area, policy advocacy and production and management of knowledge will continue to play a crucial role.

Finally, UNICEF will support MOE's capacity for effective disaster management through programmes aiming at reducing vulnerabilities of the education system as well as communities. Disaster risk reduction and environmental education will be used as main approaches in this project.

Country Programme Component: HIV/AIDS

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
The national response on HIV and AIDS is enhanced to better target young people (girls and boys aged 10-24) in the areas of Education and information, promotion of sexual health and relevant information management systems.	2	FA30T6, FA30T8

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	285000.00	356168.00	160989.00	45.20
RR	400000.00	268441.00	207443.00	77.28
Total	\$685,000.00	\$624,609.00	\$368,432.00	

Results Achieved

- In 2011, as a follow up to a roadmap exercise conducted with the participation and leadership of the Center for Communicable Disease Control (CCDC) and the AIDS Department of the MOH and all the Adolescents Friendly Services (AFS), the efforts of implementing partners culminated in a concrete action plan. This year the MOH decided to scale up the AFS centres pending the results of the upcoming evaluation.
- The manual for service providers on key topics related to the minimum AFS service package (life skills, counseling skills, drug use, teamwork, reproductive health) was finalized. Consequently, TOT and related cascade training were conducted equipping 44 (30 female and male) counsellors and peer educators with necessary knowledge and skills to deliver AFS within high-risk areas. Furthermore, UNICEF conducted two advocacy and communication skills workshops - one targeting AFS teams and another targeting professionals from top medical universities implementing the HIV National Strategic Plan. The objective of both workshops was to familiarize junior and mid-level managers with techniques and skills for effective advocacy and social mobilization for HIV prevention among young people within their respective provinces. The workshops benefited 65 individuals (49 female and 16 male).
- Adolescent Friendly Services were delivered through 14 high-risk sites (in 6 cities, 7 provinces) to 31,456 young people (10,325 female and 21,131 male). Data from AFS project centres also indicate that 103 individuals (40 females and 63 males) were referred for other services.
- Another key achievement in 2011 was the production of 8 more comedy PSAs in rhymes, of which 6 were aired by national TV channels. Based on IRIB estimations, some 147 million people/times watched the PSAs aired from all 5 state TV channels. The other aspect that makes this initiative a success is the fact that it brought together the non-governmental, governmental and international (Global Funds to Fight AIDS, Tuberculosis and Malaria and UNICEF) partners of the National HIV/AIDS Strategic Plan.
- UNICEF and CCDC continued to support the "Young Journalist" project. This support aims to empower young people to voice in a constructive and creative manner their concerns and that of their peers related to risk factors and social determinants that make them vulnerable to HIV. Two more issues of the newsletter produced by adolescents/young people for adolescent/young people entitled "Whisper" were finalized in 2011.

Most Critical Factors and Constraints

A key constraint in this programme is the dependence of the local implementing AFS sites on UNICEF expertise in the area of quality improvement. Despite recent gains and strengthened ownership of the AFS project by UNICEF's national counterpart, further efforts will be needed to turn AFS from a "pilot project" into a "national programme". Additionally, due to access constraints, UNICEF could not monitor and provide oversight in Sistan and Baluchistan provinces.

The government's decision to postpone the international seminar on the role of religious leaders on HIV to

2012 also affected achievements under that component.

Key Strategic Partnerships and Interagency Collaboration

In the upcoming country programme (starting in 2012), UNICEF will add a focus on promoting healthy life style programming and asset building initiatives that foster participation and wellbeing of young people. In light of this, UNICEF, in consultation with respective governmental bodies recruited a team of consultants from the academia and started a comprehensive quality literature review on the situation of adolescents and youth. While providing a comprehensive evidence-base for the future programming on ADAP, this expanded partnership with the academia constitutes an asset that UNICEF can further capitalize in support of knowledge management.

To increase efficiency under the HIV Joint Programme of Support (JSP), UNDP (in its capacity as the Principle Recipient of GF) and UNICEF joined forces for the production and airing of comedy PSAs. This working mechanism facilitated improved coordination and communication with the national partner (the AIDS Department of MOHME), enhanced the administrative efficiency and also enabled maximized synergistic impact of the resources in line with the National HIV/AIDS Strategic Plan.

At inter-agency level, in line with the global Division of Labour, and based on its Organizational commitment to the "Three Zeros" strategy, UNICEF continued to be a key player within the UN Joint Team on HIV/AIDS. At regional level, UNICEF's participation in the "Symposium on Family, the Millennium Development Goals and HIV in the Middle East Region: Linkages, Challenges and Opportunities" hosted by Doha International Institute for Family Studies and Development (a member of Qatar Foundation) was an attempt – under the leadership of the MENA RO – to promote and share Iran's achievements and best practices under HIV programming.

Humanitarian Situations

Not Applicable

Summary of Monitoring, Studies and Evaluations

UNICEF prioritized AFS pilot evaluation as one of the key evaluations of the current CP cycle. The formative evaluation comprises of 8 surveys and qualitative researches. This evaluation covers 7 project domains (including AFS project main outcomes, effectiveness/outcomes, efficiency, relevance, sustainability, impact, management and governance). The results of the evaluation will be finalized in 2012 and shall inform the project scale up plan.

Preliminary results (based on UNAIDS knowledge analysis standard questionnaire) show that HIV knowledge of adolescents and youth who had been in contact with AFS centres was three times better than of adolescent and youth general population.

Future Work Plan

Within the framework of the new County Programme Action Plan, currently under negotiation, UNICEF support in the area of HIV and adolescent programming will be focusing on risk reduction and promotion of AFS scale up.

Based on national priorities, UNICEF and MOH will also start cooperating in building the capacity of the health sector on prevention of new infection amongst children.

An adolescent development and participation component will be added to this programme, which will (i) encompass positive adolescent programming fostering healthy lifestyle, (ii) enhance social

health/competences among young people, (iii) mainstream youth lens across governmental programming, (iv) enrich knowledge base on gaps in employability and (v) promote resilience building aimed at drug prevention.

Country Programme Component: Child protection

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
National capacities and systems for protection of children against violence, abuse and exploitation within the household, community and institutions are strengthened.	2	FA4OT1, FA4OT2, FA4OT7

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	450000.00	428067.00	282797.00	66.06
RR	196000.00	283440.00	252048.00	88.92
Total	\$646,000.00	\$711,507.00	\$534,845.00	

Results Achieved

In the area of Juvenile Justice, efforts were focused on capacity building and advocacy. Three training workshops on juvenile justice, a seminar on Penal Justice for Children, a three-day course on "Mechanisms for Protecting Children and Promoting their Rights", and four sessions on legal issues of children took place in 2011. Resulting in:

- 83 police officers and 43 judges, lawyers and social workers demonstrated improved knowledge and attitude on juvenile justice standards and best practices.
- 150 law students, judges and lawyers were sensitized on national and international juvenile justice standards;
- Over 56 law students, lawyers and child rights experts gained increased awareness on legal protection of children and children in contact with the law, preparing them for voluntary work in legal clinics.
- In cooperation with the Judiciary, juvenile justice resources were developed and disseminated to relevant professionals including an educational short film on children in conflict with the law (see *Section 3.1, Communication for Development*); a Farsi translation of the Handbook on Restorative Justice Programmes. More resources are being developed for finalization in 2012. UNICEF continued to seize advocacy opportunities for international dialogue on child rights (see *section 3.1., Effective Advocacy*) and juvenile justice standards and best practices (see *Section 3.1. South-South Cooperation*).
- In line with strengthening capacities of staff and children of juvenile correction and rehabilitation centres to advocate on and initiate action for prevention of Violence against Children, 66 children (46 boys and 20 girls), 46 JCRC staff and 18 NGO staff were trained in two sets of workshops (ToT and refresher) on VAC (see also *Section 6, Innovations and Lessons Learned, for more details on*

children's peer education on VAC).

- With regards to advocacy on ending Violence against Children (VAC) through religious leaders, see *Section 3.1., Partnership, First national inter-religious conference on Violence against Children*. The final report of the pilot implementation of the Codes of Conduct (CoC) for health personnel was submitted to UNICEF in 2011. The pilot plan, implemented by the Ministry of Health in Imam Hossein Hospital in Tehran, included a range of complementary activities. As a result of the success of this initiative, the Ministry of Health has requested UNICEF's support for scaling up of this pilot project to the national level.
- An important activity in 2011 was the evaluation of the Communication Strategy for Prevention of Child Abuse ("Enhancing Parent-Child Relationships"). As part of the evaluation process, 26 mental health experts/counsellors from the two selected provinces were trained. The trainees trained at least 400 parents (in both urban and rural areas) using positive parenting communication tools. The first draft of the evaluation report was received in December 2011. Preliminary analysis indicates positive changes in the immediate behaviour of trained parents towards parenting.

Most Critical Factors and Constraints

- Change of UNICEF focal points in the Judiciary posed the key constraint for implementation of the Legal Reform and Policy Development project in the last quarter of 2011;
- Unsigned AWP with State Welfare Organisation hindered the implementation of a number of activities;
- MoH's delay in processing payments to consultants and also liquidations resulted in delayed implementation, as well as delayed submission of reports by consultants.
- VAC remains a sensitive issue and achieving results in this area requires extensive negotiation and advocacy.

Key Strategic Partnerships and Interagency Collaboration

The inter-religious conference on VAC was a good example of a successful inter-sectoral collaboration as four entities (UNICEF, NBCRC, Judiciary, and Mofid University) took part in planning and organizing this event. The process was fully consultative, and the established framework of the conference had the buy-in of all participating entities.

In 2011, UNICEF continued to strengthen its partnership with the NBCRC. It supported NBCRC in preparing the government's third periodic report to the Committee on the Rights of the Child along with the visit of the Iranian delegation to the CRC in Geneva, and provided information and resources as requested by the NBCRC. In addition to the Judiciary and Mofid University, UNICEF worked closely with the NBCRC in holding the first national inter-religious conference on Violence against Children. UNICEF is also providing support to the NBCRC in responding to the Global Progress Survey on VAC (as follow-up to the UN Secretary-General's Study on VAC globally launched in November 2006).

Humanitarian Situations

Not Applicable

Summary of Monitoring, Studies and Evaluations

- The comprehensive study on "Priority Child Protection Gaps in Iran" saw some progress in 2011. After several months of negotiation and consultation, the study's Terms of Reference was approved by Government and a team of consultants was selected and jointly approved by NBCRC and UNICEF. In consultation with NBCRC, the outline of the study, which will commence in early 2012, was developed. This study is expected to fill the gap in knowledge around key child protection areas to inform future programming and policy making/advocacy.
- UNICEF supported the Ministry of Health (MoH) in conducting an overall evaluation of the effectiveness of the Communication Strategy for Prevention of Child Abuse ("Enhancing Parent-Child Relationships") and its components i.e. a storybook, three brochures, and related facilitators' guides, through a pilot project in 2011. The pilot evaluation took place in five phases. The first three phases included: a) literature review, capacity assessment and identification of the best location for the pilot; b) identification of stakeholders and beneficiaries and their participation in the planning (and later in implementation and monitoring) stages through holding of FGD sessions, etcetera; and c) development of indicators and checklists for monitoring and evaluation of the project. Phase four included training of the trainers, followed by training of selected parents. The draft report of the evaluation findings has been submitted and a final draft is expected in early 2012 for dissemination.

Future Work Plan

- Building on successful collaborations and achievements of the Country Programme 2005-11 in the area of juvenile justice, and with a view to addressing remaining challenges, namely the need to strengthen inter-sectoral collaboration among relevant stakeholders and to *apply* international juvenile justice standards, UNICEF will continue to work closely with the Judiciary, Police, Prisons Organisation, Ministry of Justice, and the State Welfare Organisation to strengthen institutional capacities for application of juvenile justice and restorative justice programmes for children in contact with the law, and to promote an integrated approach to juvenile justice which links together the key components of a child-centred justice system, namely a juvenile court, juvenile police unit, and aftercare centre.
- Specific to VAC, UNICEF will contribute to increased efficiency and effectiveness of national efforts to confront VAC through support to establishment of a national coordination mechanism which provides a common frame of reference and a mechanism for communication and coordination among key stakeholders, and which ensures a holistic and integrated approach to VAC. Based on its mandate, the NBCRC will be the lead partner for this initiative.
- UNICEF will also work closely with the NBCRC to enhance this Body's institutional capacities to coordinate data collection/management and analysis on child rights issues in support of national programming and policy-making and national/international reporting, in close collaboration with line Ministries and key stakeholders.
- In line with improving integrated and inclusive social services for children, in particular for vulnerable groups of children, UNICEF-Iran will support targeted institutions dealing with specific vulnerable groups of girls and boys to strengthen their capacities to incorporate related Child Protection standards in existing institutional regulations, and to implement the standards. This will be achieved through improving and enhancing existing institutional regulations in accordance with relevant standards, as well as pilot-testing and operationalization.

Country Programme Component: Planning, coordination, communication and monitoring and evaluation

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Targeted stakeholders and government authorities at national and local levels have the capacity to systematically monitor child rights and welfare situation of children (girls and boys) and advocate for child-centred policies and programmes with a special emphasis on decentralized monitoring models.		3 FA5OT1

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	69659.00	69659.00	38267.00	54.93
RR	51527.00	51527.00	48887.00	94.88
Total	\$121,186.00	\$121,186.00	\$87,154.00	

Results Achieved

1) Child Poverty: During the restructuring of the Ministry of Welfare and Social Security, which constrained implementation of agreed activities, UNICEF along with UNDP reached out to the Subsidy Targeting Organization (STO) on potential programming in the area of conditional cash transfers and female headed households targeting, which will be explored in the context of the new join CPAP. As a result of advocacy and partnership efforts, one of the three Programme Component Results of the new CPAP has a focus on social policy and child poverty reduction with the newly established Ministry of Cooperatives, Labour and Welfare Security.

It is important to note that the visit of the Social Policy Regional Advisor assisted the Iran Country Office (ICO) team in the advocacy with the relevant institutions especially in light of CPD development. The availability of high-level technical assistance in the areas of social protection, poverty related data gathering and South- South cooperation was highlighted during meetings with the Deputy Minister of MWSS. The mission was also an opportunity for a short training session on social protection to all ICO's programme staff.

2) CRC Monitoring: In 2011, UNICEF renewed its cooperation with the Ministry of Interior to strengthen district local government mechanisms to facilitate regular and participatory monitoring of child rights, generation of knowledge on children's situation, and enhanced inter-sectoral collaboration between government departments. A Child Rights Advocacy Training Package was developed followed by a workshop on Child Rights Advocacy for the Khash District Team (in the disparity province of Sistan and Baluchistan), through which the District Team was introduced to the concepts of policy analysis and advocacy with a child rights lens. By the end of the workshop, the sub-committees of the Khash District Team devised their advocacy plan with respect to their identified child rights related priority issues, namely: Junk food TV advertisement and child malnutrition, access of women-headed households to credit and financial facilities, establishment of a Child Rights Unit within the district's Justice Department, and girls' access to and enjoyment of the right to education.

3) CRC Partnerships: In this area, most of the work was focused on production of knowledge products (*further elaborated under sections related to Studies and evaluations below*). Lack of proper reference materials and course books on CRC at the tertiary level has been identified as a barrier for the promotion of CRC in academic circles making advocacy for CRC a major challenge. To address this issue UNICEF

supported development of a university textbook on CRC for use by students of Law. This activity has started and is well in progress.

Most Critical Factors and Constraints

Overall, the restructuring of the Ministry of Welfare and Social Security and the process of merging with two other Ministries in 2011 along with the late signature of the work plan with the Ministry of Interior, delayed the implementation of the respective activities.

The establishment of a social policy unit in charge of leading the policy agenda within the County Office will strengthen UNICEF capacity in this area and provide quality support in the areas of social policy analysis and development; evidence-based analysis of underlying causes of disparities; advice on best ways to promote equity; and providing overall monitoring and evaluation of the country programme as well as the situation of children and women in Iran.

NBCRC's constitution has not yet been approved by the Cabinet of Ministers. Although NBCRC was fully engaged in strengthening the protective environment for children, official approval of its constitution will greatly increase its capacity to act as a strong partner in achieving results for children.

Due to security concerns in the province of Sistan and Baluchistan, UNICEF was unable to conduct site and monitoring visits to this Province and provide hands-on capacity support and oversight.

Key Strategic Partnerships and Interagency Collaboration

Partnership and interagency collaboration was extended with UNDP in joint programme initiatives to maximize efficiency and coherence of approaches of UN agencies in the field of Child Poverty.

UNICEF and UNDP had joint activities with the government, namely Ministry of Welfare and Social Affairs and Subsidy Targeting Organisation.

The Programme Specialist of UNDP provided support to UNICEF in the area of social policy (under the framework of Focus Area 5) and in contributing towards defining new strategies and set of actions (under the framework of 2012- 2016 joint collaboration between UNICEF and the Government of Iran in the area of social policy).

Humanitarian Situations

Not applicable.

Summary of Monitoring, Studies and Evaluations

A comparative study on the rights of the child from the viewpoint of Islam is now available and ready for publication, both in Persian and English. The study examines all articles of the CRC from an Islamic perspective and produces support form Islamic texts and teachings for each article. An Arabic translation of the text is also in progress.

Elaborate studies on specific child rights issues have also started focusing on custodianship of children, age of criminal responsibility, nationality and identity of children, and child labour from an Islamic perspective. A resource book for development of child-related policies was produced and published in Persian language. This comprehensive resource book has been developed in two separate volumes that include all laws and regulations concerning children and adolescents rights in the Islamic Republic of Iran. It also includes an assessment of existing legal challenges as well as a comparative review of children's issues in three other countries namely, France, USA and Malaysia.

Future Work Plan

Within the 2012-2016 Country Programme, the focus of this project will be on reducing child poverty through developing new and/or enhancing existing strategies and programmes, and promoting national mechanisms for systematic collection and analysis of data on child poverty and disparity. This will be achieved through high-level technical support for development of quality child-sensitive poverty reduction and social protection policies and programmes as well as through establishment of national mechanisms for effective monitoring and reporting on child rights. In 2012, UNICEF will specifically focus on establishment of a knowledge and technical network on child poverty, comprising of members from the academia, policy-makers and key CSOs. At this initial stage, UNICEF will support adoption of a definition of child poverty (multi-dimensional and relative) in the context of Iran. UNICEF will also support a study of the social protection system in Iran to analyse the child sensitivity of the social protection programmes (including gap analysis, stakeholder analysis) to provide a basis for improved child-sensitive social protection measures. Furthermore, UNICEF will support establishment of official planning mechanisms, including an inter-sectoral secretariat, for drafting of a national child poverty reduction strategy under the leadership of the Ministry of Cooperative, Labour and Social Welfare.

Building on the results achieved through the 2005-2011 Country Programme, UNICEF Iran will continue supporting local governments in selected areas in their efforts towards institutionalisation of child rights in decision-making processes at district level. This will be achieved through enhancing the individual and institutional capacities for improved inter-sectoral collaborations on child rights monitoring, and evidence-based child-sensitive budgeting and planning. Further to the capacity- and system-building interventions, child-sensitive budgeting, programme and policy initiatives will be supported in the selected districts to serve as a possible model to be replicated and brought to scale at national level. This initiative is to be taken a step further to consider how national child rights monitoring mechanisms, namely the NBCRC can be strengthened through close collaboration with local monitoring bodies. In 2012, UNICEF will specifically focus on enhancing local capacities in selected districts for systematic monitoring of the situation of children's rights and child-centred planning, and supporting development of necessary inter-sectoral mechanisms in the area of child rights monitoring, child-sensitive planning and budgeting at district level.

Country Programme Component: Cross- sectoral costs

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Cross Sectoral		1 FA6OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	415214.00	415214.00	407603.00	98.17
RR	697863.00	697863.00	684354.00	98.06
Total	\$1,113,077.00	\$1,113,077.00	\$1,091,957.00	

Results Achieved

Planning, Monitoring and Evaluation

The year 2011 saw significant planning activity starting with the finalization of UNDAF, with UNICEF providing extensive feedback in its role as the lead agency of the UN M&E Working Group.

The CPD, CPMP and CPAP were also developed through extensive internal and external participation. These processes were an opportunity for UNICEF to bring partners on board with the new results structure and related planning processes while also sharing the organisation's renewed focus on equity.

In the area of data collection, UNICEF used a two-pronged approach, the first related to its on-going commitment and support to the Iran Multiple Indicator Demographic and Health survey process through leveraging Regional resources, and the other related to engagement with other UN agencies for improved harmonization of data and more pro-active sharing of relevant studies and evaluations.

In the area of evaluation, CO reached agreements with counterparts to engage in two key evaluations in 2011. This process was used also to bring consultants and counterparts abreast of new global standards on evaluation quality (especially in the area of planning and reporting).

The Regional Planning and M&E cluster were instrumental in providing timely technical input and feedback on all of the above.

Communications

In 2011, media was used effectively to promote child rights and the mandate of UNICEF in Iran. Media materials were drafted and sent to media outlets on various occasions including main UNICEF events and national calendar occasions with the aim of highlighting important aspects of UNICEF work for children in Iran. New media partnerships were explored and use of celebrities proved to be a highlight of the media strategy yielding extensive coverage on a range of topics including positive parenting (Children's Day) and breastfeeding. *(See highlights under section 3.1.)*

Most Critical Factors and Constraints

See PCR Planning, Coordination, Communication, and Monitoring and Evaluation

Key Strategic Partnerships and Interagency Collaboration

Throughout the process of developing the UNDAF and the CPD/CPAP, UNICEF coordinated with other UN agencies at all stages, and in negotiation with the Government, spared no efforts to communicate jointly on common issues.

Humanitarian Situations

Not applicable.

Summary of Monitoring, Studies and Evaluations

See PCR Planning, Coordination, Communication, and Monitoring and Evaluation

Future Work Plan

See PCR Planning, Coordination, Communication, and Monitoring and Evaluation

Effective Governance Structure

The governance structure of ICO consisted of 13 key statutory bodies such as the CMT, PMT, JCC, Executive Committee of Staff Association, CRC, PCA, PSB, CRB, and LTC. All these bodies functioned very effectively.

The Annual Management Plan (AMP) included key priorities such as the closing of all audit recommendations, development of CPD, development of CPMP and CPAP. All audit recommendations were closed, and CPD and CPMP developed and submitted successfully. A CPAP has been drafted and shared with both the RO and the Iranian Government for review. The CPAP approval will progress once the CPD is formally approved by the Executive Board in February 2012.

In 2011, the Representative post was vacant for six months. A competency-gap analysis was conducted in 2011, during the preparation of the 2012-2016 CPMP and will be used by the local learning committee to identify common learning priorities for 2012 in the context of the next Country Programme results.

Strategic Risk Management

The Iran office risk profile and library were updated in March 2011 and the related action plan integrated within the AMP. Identified high-risk areas continue to include challenging aid and country environments, restrictions in partner relations, weak programme ownership and RBM and the likelihood of natural hazards. All risk areas, and identified high risks in particular, have and will continue to be monitored on a continuous basis by senior management to ensure effective mitigation measures are taken in a timely fashion. The office also took measures to review existing arrangements for financial transfers and procurement and enhance the current contingency measures of increased cash on hand.

The office Early Warning/Early Action, Emergency Preparedness and Response Plan and Business Continuity Plan were updated and rated satisfactory by the Early Warning Early Action system review conducted by the RO and HQ. The update of the emergency plan followed the finalization of the UNCT Contingency Plan and its annexes. Both documents highlight the role of the UN system and UNICEF respectively to support a relatively strong national response mechanism led by the National Disaster Management Organisation and the attempt to align UN response mechanism to the Government ones.

Evaluation

The IMEP for 2011 was developed in January in consultation with the Programme team and consistent with evaluations prioritized in consultation with government counterparts through the AWP process. The IMEP was shared with Regional Office in February 2011 and was subsequently monitored on a quarterly basis including during the internal Mid-Year review process.

In 2011, Terms of Reference (ToR) were developed for two important evaluations on a) HIV programme, Adolescent Friendly Service (AFS) Pilot project and b) Child Protection Communication Strategy related to positive parenting. While developing the ToR, the teams referred to internal evaluation checklists as well as global guidelines (UNEG and others) related to quality ToRs. The ToR for the AFS pilot evaluation was shared with the Regional Office and was enriched by feedback from Regional M&E and HIV/AIDS teams. Negotiations for another important evaluation of police training on juvenile justice also continued in 2011 and the draft ToR for this evaluation was revised.

Selection of consultants for a) and b) was conducted in close consultation with the counterparts and as a

joint effort. Efforts were made to ensure selection of impartial and objective consultants, and to brief them on requirements of evaluation reports. To ensure quality standards, appropriate resources such as a sample of good quality evaluation reports were shared with them. One field visit was conducted for the AFS evaluation to observe the practice of evaluation team on the ground and to provide them with feedback.

Given the limited pool of evaluation expertise in the country, the UN M&E Working Group has developed a roster of qualified study and evaluation consultants as a reference and resource. To boost the capacity of the M&E Working Group and relevant staff across agencies, including within UNICEF, a number of capacity building sessions were organized in 2011 including: a) M&E of UNDAF, b) Good Practices on National M&E Capacity Building Efforts – delivered by the MENARO Regional Evaluation Chief, c) Meeting with relevant counterparts (notably with the Ministry of Health) on the approaches for boosting M&E systems (including during UNDAF meetings). CPD and CPAP meetings were also used to promote and stress the importance of Evaluations in the programme cycle.

The two key evaluations started in 2011 will be completed in early 2012 and the office intends to develop joint management responses to evaluations with counterparts in order to ensure follow-up on recommendations.

Effective Use of Information and Communication Technology

Iran Country Office updated the ICT software and hardware according to the UNICEF global requirements for the VISION implementation in 2012. With the support and supervision of the Regional Chief of ICT and the technical assistance of the HQ office, the office migrated to MS Window 2008 server R2 with Hyper-V, created the VISION platform on all network client work stations, put in place the Data Protection Manager (DPM) and the Citrix.

EMC VSAT remains the primary provider for UNICEF corporate applications. The Web browsing and Citrix are available through a wireless connection provided by a local company which costs the office about four times less compared to receiving the same services through EMC. The Government has announced measures to establish an intranet effective February 2012. This will limit access to the World Wide Web and will have several implications for the office. There is a need to work on alternative solutions with the support of RO and HQ. An i-Direct satellite dish, which is provided by a local service provider, is a backup in case of emergency. For emergency cases, the office has also established a wireless link between UNICEF office and UNDP common premises as a backup. The communication means and systems are available through On-net and Off-net VoIP service and the Audio & Video Conferencing System. However, due to internet bandwidth and government filters, the office has not been able to join webex session. The office premises are equipped with a closed circuit camera network and the records for the last six months have been captured on external USB hard disk and stored safely in the office.

The Office is fully MOSS compliant supported by the revised Business Continuity and the Disaster Recovery Plans. A remote access to network resources is provided to key staff through Citrix server. The Voice and Data connectivity can be made available to the office within a few hours through satellite communications systems such as BGAN and Thuraya phones. The regular Full-Data-Backup process on DLT tapes and external USB hard disks has been used for safeguarding the office information. The command centre is well equipped and can be used as an alternative location for the office.

Providing internet connectivity to the critical staff members under the BCP remains challenging and might be even harder with expected difficulties with the availability of quality local internet connectivity services in the future.

The ICT Officer is retiring at the end of April and the office has already started the selection process for a timely hand over process.

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Fund Raising and Donor Relations

Iran Country Office (ICO) submitted 6 donor reports on time and one was sent a day after the deadline. The office continued to implement some good practices established as a follow up of a regional survey on donor reporting by using a reporting work process aimed at ensuring timely and quality submission of the reports.

- 2011 was the end of a seven year (extended) cycle with a cumulative ceiling of USD 19,292,005. As per the established OR ceiling, the office mobilised 64% of the total figure. In 2011, with the heavy focus on preparing for the new country programme, the office did not face shortfalls in its budget and some OR was re-phased to the following cycle.
- The PSD sales operation was discontinued in March 2011 following global guidelines towards outsourcing. While the office develops its private fundraising strategy as a follow up to market survey and government agreement, it is expected that the 3 months sale will bring approximately USD 50,000 for programme funding.
- The office continued to utilise more than 95% of its budget allotments and two PBAs were extended due to late signature of the relevant work plans, which resulted in delays in implementation. Utilization of funds has been regularly reviewed throughout the year in Programme Meetings and in Country Management Team (CMT) deliberations.
- The ICO also analysed its resource utilisation and fundraising strategy in the context of the new Country Programme and developed a fundraising action plan for resource mobilization. In 2011, ICO benefited from the support of a new donor - the German Government.

Management of Financial and Other Assets

The average budget utilization rate for 2011 was 96.87%. The detailed breakdown of the fund utilisation is as follows:

Programme Budget:	RR - 95.80% (total annual RR allocation is USD1,724,162.56 OR - 96.98% (total annual OR allocation is USD1,902,944.66)
Support Budget:	100% (total SBA is USD525,193.52)

The office maintained updated Table of Authority and workflow processes.

All the bank reconciliation reports and account closure submissions were completed on time. Several internal control check activities were conducted resulting in reviewing/improving some of the processes such as Petty Cash Management process, travel processing, the bank signatory panel and reconciliation of the DAT with the approved ToA.

The office holds two Cash on Hand Accounts one in hard currency for the amount of USD100,000 and another one in the local currency equivalent to USD300,000 to mitigate the risks relevant to the replenishment of the CO accounts as well as an exceptional case of deficit of cash at the local bank. These accounts will be maintained taking into consideration previous country-specific experience and the expected difficulties that may emerge as a result of the tightened sanctions against the country in late 2011. The CO started discussing with the RO and HQ on finding legally correct and viable solution for timely bank account replenishment.

At the end of the year together with UNDP, UNICEF has managed to negotiate favourable exchange rates with Tejarat bank which will contribute to future cost savings.

The office conducted two physical check activities of office inventory, made submissions to PSB and

implemented all the PSB decisions before the year-end financial closure to make sure the completeness and accuracy of the data for migration to VISION. As a result, three out of eight UNICEF vehicles have been sold for about USD 66,000. Two out of the remaining five vehicles that are very old and do not meet the MOSS/minimum security requirements, will be submitted to PSB in 2012 for disposal with a provision of buying one new vehicle for field trips.

The RO provided the office with USD 168,510 from "Additional Security Envelope". This funding allowed ICO to carry out critical security improvement of the building in addition to a blast survey and a seismic assessment of the office.

In the area of efficiency, the Country Office developed a strategy for efficiency gains early in 2011, described in details in the related session of this Annual Report.

Supply Management

The local market conditions are challenging, as there are issues with the quality of goods, limited information on the suppliers, their capacity and products, contractual terms and conditions and working in full compliance to the agreements signed. In order to mitigate the risks related to the quality of goods an LTA has been in place with a local company for pre-delivery quality assurance. A new market research and assessment of suppliers is planned for 2012 in order to enlarge and update the database of suppliers and increase the efficiency and effectiveness of local procurement. A major difficulty is to obtain proper specifications of the programme supplies from counterparts.

While many supplies were procured locally, ICT equipment for the office and nutritional therapeutic/supplementary foods, BOPV vaccines and MUAC were procured through the Supply Division.

The office has a number of LTAs in place, which has significantly improved the efficiency of the work of the supply section. In 2012, the OMT plans to expand the number and range of LTAs for other services. The consolidated list of suppliers of all UN Agencies is currently under review by an inter-agency task force.

To comply with global policy, the vendor data of the suppliers has been organised in the system. The physical count of the programme supplies revealed the need for better management of programme supplies and particularly the programme publications. As a result, a centralized warehouse has been established in the office premises for better management of programme supplies, their timely delivery and more efficient management of UNICEF assets. Every effort will be made to deliver programme supplies to the intended implementing partners directly.

The office has also developed a small database of high quality communication material producers. It has also improved the quality of the productions through:

- applying the C4D techniques in production procedure (learning about the target group, visiting some representatives of target group community, involve representatives of target group community in production process, and testing the material before mass production)
- introducing the C4D techniques (as mentioned above) to contractor companies before starting the production
- Awareness raising and capacity building among contractor companies regarding UNICEF mandate, projects and child rights before start of each project.

The supply and warehouse related workflow processes have to be fully reviewed to support the VISION/IPSAS implementation and correct record handling in the office.

Human Resources

The office experienced a turnover of the three Senior Managers, namely the Representative, Deputy Representative and Operations Manager. The office had 11 vacant posts at the end of the year. The planning for a new Country Programme (2012-16) required an assessment and revision of the Office Structure. Upon the approval of the CO's submission by PBR in October, the selection process for three of the nine vacant posts started in the fall of 2011.

As a result of the global "One Time Permanent Review" process, seven staff members of ICO were issued permanent contracts.

The JCC monitored the implementation of the Office Improvement Plan. By October 2011, all of the planned activities were successfully completed.

ICO introduced a series of new initiatives to equip staff with the knowledge and skills required to enhance overall office effectiveness. The office learning committee developed and shared a step-by-step learning need assessment guideline to help staff identify and target their learning needs based on the country office goals.

Training of VISION super users, followed by 108-hour office end-users training, formed the core of training activities in 2011. ICO went 'live' with SAP-HR and Payroll as of August 2011 and following the training of Finance & HR in June. A workshop for all staff on "Human Rights-Based Approach (HRBA) to Programming" was conducted in January. Two staff members have been enrolled in the Management Development Programme. A training session on the revised security system was conducted by the DSS Advisor for all staff members, the newly appointed Wardens and Deputy Wardens were trained by UN DSS. In 2011, two office PSVs attended a workshop in Istanbul. Two staff members were deployed to Pakistan and Libya to support emergency operations. Two new staff attended a Programme Policy and Procedure Training in Amman. The communication unit organized a half-day training on "Principles of Speaking to Media".

With initiation of UNICEF, a policy has been developed by OMT and submitted to UNCT for approval of short-term staff exchange/stretch exercise between UN Agencies in Iran.

The development of the CPD and CPMP has been conducted in a participatory manner with active involvement of all staff members. This included a two-day Retreat on CPD, another two-day Retreat on CPMP. A series of team building activities were conducted in the office including a full day session during the staff retreat in July.

UN Cares was active in 2011 and was regularly working on implementing the 10 minimum standards on HIV in the workplace as well as the training of PEP Kit custodians.

National staff has been encountering considerable losses in the purchasing power of their salaries due to the increasing gaps between official and parallel market exchange rates. Although the salary scale is calculated in Dollars, actual payment is executed in local currency. Based on a joint appeal of all UN staff associations, which was endorsed by both the OMT and the UNCT, the RC requested UN HQ to exceptionally authorize the payment of salaries to national staff in hard currency.

Efficiency Gains and Cost Savings

In response to the increased need for efficiency and cost reduction, the ICO identified a number of strategies and actions to be implemented in the coming years that will bring cost savings. During the reporting period the office has promoted the following initiatives:

- Increased savings from alternatives to international travel for meetings and conferences;
 - Internal travels for monitoring purposes will be maintained but joint field missions are being

encouraged to maximise the use of resources and exchange of information amongst staff.

- It has been an office practice that all air travel to RO regardless of the flight duration is done in economy class.
- Mitigation of the impact of (rising) inflation on recurring operating costs by entering into fixed-price Long Term Agreements with relevant third-party counterparts, which will prevent approximately 5% cost increase; LTAs were signed in several fields including printing supplies, office equipment maintenance, travel agencies, fuel provision, transportation, etcetera.
- Savings on office running costs were obtained through reduced office vehicle running costs by selling under-utilized vehicles (estimated cost reduction up to 5%) and implementation of alternative independent pouch service (estimated cost reduction up to 20%). UNICEF contributed to the negotiation of new and better bank rate for the UN agencies.
- Pursue and increase usage of alternative learning and training modalities for staff (without compromising on priority staff learning needs); E-learning has been used widely by the office as preferred training tool as opposed to on-site training which will involve international travel. Therefore, the office has and will increase the use of WebEx and web seminar to increase knowledge of staff in selected relevant areas. In addition, as noted elsewhere in the report, an in-country learning opportunity in the form of a country/interagency-swap opportunity for staff, which has been proposed by UNICEF, is currently before UNCT for its approval.

Changes in AMP and CPMP

Within the framework of the UNDAF and its five priority areas, 2012 will be the year of testing out the new joint coordination mechanisms between the UN agencies and the Government. UNICEF, in its capacity as chair of the Poverty and the M&E working groups will have to dedicate time and resources to their functioning. As 2012 will be also the first year of the new 2012-2016 country programme, efforts will be made to introduce multiyear work plans and bring them in alignment with the Government of Iran fiscal year. The first quarter will be dedicated to consolidate partnership and plans for UNICEF cooperation in line with national priorities as well as to strengthen and review office performance management practices.

The introduction of VISION will require dedicated and structured management attention and planning to ensure effective and efficient integration in office operations. Definition of new roles and learning will be a key priority for 2012.

Availability of funding for programmes in Iran remains a common challenge amongst UN agencies in Iran. Fundraising will remain a key priority for the office in 2012 to be achieved through individual UNICEF efforts and through promotion of joint UN agencies initiatives.

Summary Notes and Acronyms

BCA
Basic Cooperation Agreement
BCP
Business Continuity Plan
C4D
Communication for Development
CAG
Cash Assistance to Government
CBO
Community-based Organisation
CCA
Common Country Assessment
CCC
Core Commitments for Children in Humanitarian Action
CMT
Country Management Team
CO
Country Office
CP
Country Programme of Cooperation or Country Programme
CPAP
Country Programme Action Plan
CPMP
Country Programme Management Plan
CPP
Country Programme Preparation
CRC
Convention on the Rights of the Child
CRC
Contract Review Committee
CSO
Civil Society Organisation
DCT
Direct Cash Transfers
DFAM
Division of Financial and Administrative Management
DHR
Division of Human Resources (UNICEF NYHQ)
DaO
Delivering as One
DRR
Disaster Risk Reduction
ERM
Enterprise Risk Management
EWEA
Early Warning Early Action
EXDIR
Executive Directive
FACE
Funding Authorization and Certificate of Expenditure
GEM
Gender Equality Marker
GNI
Gross National Income

HACT
Harmonised Approach to Cash Transfers
HQ
Headquarters
HRBA(P)
Human Rights Based Approach (to Programming)
IMEP
Integrated Monitoring and Evaluation Plan
IMF
International Monetary Fund
IP
Implementing Partner
IPSAS
International Public Sector Accounting Standards
IR
Intermediate Result
JCC
Joint Consultative Committee
KM
Knowledge Management
MD
Millennium Declaration
MDGs
Millennium Development Goals
MICS
Multiple Indicator Cluster Survey
MOSS
Minimum Operating Security Standards
MTSP
Medium Term Strategic Plan (currently 2005-2011)
MTR
Mid-Term Review
NGO
Non-Governmental Organisation
NYHQ
New York Headquarters (UNICEF)
OIA
Office of Internal Audit
OR
Other Resources
ORE
Other Resources - Emergency
ORR
Other Resources - Regular
OT
Organizational Target
PBA
Programme Budget Allotment
PBR
Programme and Budget Review
PCA
Programme Cooperation Agreement
PCR
Programme Component Result
PER
Performance Evaluation Report

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PFP

Private Fundraising and Partnerships (UNICEF Geneva)

PARMO

Public-Sector Alliances and Resource Mobilization (UNICEF HQ)

ProMS

Programme Manager System

PSB

Property Survey Board

RO

Regional Office

RR

Regular Resources

RMT

Regional Management Team

SD

Supply Division (UNICEF Copenhagen)

SITAN

Situation Analysis

SMS

Short Message Service

SSA

Special Service Agreement

TOR

Terms of Reference

UN

United Nations

UNCT

United Nations Country Team

UNDAF

UN Development Assistance Framework

UNDG

United Nations Development Group

UNDP

United Nations Development Programme

UNHCR

Office of the United Nations High Commissioner for Refugees

UNFPA

United Nations Fund for Population Activities

USAID

United States Agency for International Development

VISION

Virtual Integrated System of Information

WB

World Bank

WFFC

World Fit For Children (Declaration and Plan of Action)

WFP

World Food Programme

WHO

World Health Organisation

CPD

Country Programme Document

CPAP

Country Programme Action Plan

VAC

Violence Against Children

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IRIB
Islamic Republic of Iran Broadcasting
NBCRC
National Body for the Convention on the Rights of the Child
MOHME
Ministry of Health and Medical Education
GDP
Gross Domestic Products
SWO
State Welfare Organisation
JCRC
Juvenile Correction and Rehabilitation Centre
MOE
Ministry of Education
MFA
Ministry of Foreign Affairs
AFS
Adolescents Friendly Services
CSR
Corporate Social Responsibility
COC
Code Of Conduct
VSSM
Vaccine Supply and Stock Management
EPI
Expanded Programme for Immunization
ADAP
Adolescent Development and Participation
BAFIA
Bureau for Aliens and Foreign Immigrants' Affairs
CWF
Centre for Women's and Family Affairs
ECDS
ECD Secretariat
ICDB
International Children's Day of Broadcasting

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	An Analytical Study to Identify the Effects of the Private/Private/Informal Sector On the Rights of Children, in Particular Afghan Children in Iran	2011/1	Study
2	Vaccine Cold Chain Functional Inventory and Gap Analysis	2011/2	Evaluation
3	Pilot Anthropometric Survey (West Azarbayjan)	2011/3	Survey

Other Publications

	Title
1	Restorative Justice
2	Positive Parenting leaflet
3	Children's Day Campaign Posters
4	UNICEF Iran Factsheet
5	CRC in child friendly language
6	CRC booklet for adults
7	CRC booklet for adults
8	Press Digest (bi-weekly editions)
9	Systematic Comprehensive Health Education Programing (SHEP)- Prevention of Influenza
10	Nutrition Care of Healthy and Sick Child
11	Child Injury Prevention
12	Advocacy Materials for World Breast-feeding Week (poster, folder and invitation)*
13	Advocacy Material for World Breast-feeding Week, PSA *
14	Q & A on Breast-feeding *
15	Children Day Advocacy Material (Poster)*

Lessons Learned

	Title	Document Type/Category
1	Application of on-line (web based) IT technology in management of Vaccine cold chain inventory and Vaccines supply and stock management (VSSM)	Innovation
2	Peer education of children deprived of their liberty on prevention of Violence against Children (VAC)	Innovation

Programme Documents

