UNICEF Annual Report 2016

Iran (Islamic Republic of)

**Executive Summary**

The Islamic Republic of Iran succeeded in achieving several Millennium Development Goals and is committed to achieving the Sustainable Development Goals. The 2015 Joint Comprehensive Plan of Action, which commenced implementation in 2016, is expected to assist economic growth. UNICEF Iran has been requested to focus its assistance on ensuring that the anticipated economic transition contributes effectively to the welfare of the country’s children, safeguards earlier achievements and reduces inequities in line with the sixth national Five-Year Development Plan (2016–2020).

**Important achievements**

UNICEF supported the quality implementation of the Ministry of Health and Medical Education’s (MoHME) prevention of mother-to-child transmission of HIV (PMTCT) programme in 171 health centres and 40 hospitals in disadvantaged areas supervised by 16 medical universities. Cumulative records (through September 2016) show that 156,515 pregnant women have been reached with PMTCT and 80 pregnant women who are HIV-positive have been identified. UNICEF also supported a communications package on HIV prevention and stigma reduction for maternal healthcare service providers, HIV-positive pregnant women and their families.

New advances were made in the education sector during 2016. UNICEF Iran, assisted by the UNICEF Middle East and North Africa (MENA) Regional Office education team, worked with the Ministry of Education (MoE) to co-facilitate two national workshops: one on life-skills and citizenship education and one on school-based management and monitoring. Following the first workshop, the National Education Committee, comprising five different departments within the MoE, was formed to contextualize and mainstream life-skills education at the national level. After the second workshop, the MoE requested UNICEF’s assistance to strengthen national capacity by developing and piloting a management and monitoring model at the school level.

As part of its ongoing support to strengthening national capacities for prevention and response to violence against children, UNICEF Iran provided technical support to the State Welfare Organization’s (SWO) Social Emergencies Unit. The SWO identified the lack of effective communication skills among its social emergencies mobile services (SEMS) staff as a major capacity gap. To address this gap, UNICEF supported the transfer of international expertise to more than 100 SEMS psychologists and social workers from all 31 of the country’s provinces on standards and guidelines for communicating with families and children suffering from or at risk of violence and how to apply these in challenging contexts. The trained SEMS staff have commenced cascade trainings in their respective provinces.

Resulting from UNICEF’s advocacy, the Social Welfare Department of the Ministry of Cooperatives, Labour and Social Welfare (MoCLSW) embarked on its first formal evaluation of one of its national social protection programmes (the national cash grant for early childhood care and education programme). UNICEF also supported the MoCLSW to organize a national conference on the importance of evaluating social programmes and policies. A delegation from the National Council for Evaluation of Social Development Policy,
a Mexican organization, contributed to the conference.

**Significant shortfalls**
The lack of funding available to complete important work planned in the areas of health, nutrition, child protection and social policy was the significant shortfall during 2016.

**Collaborative partnerships**
To contribute to ongoing efforts to reduce child mortality, UNICEF Iran facilitated a partnership between the MoHME and the Johns Hopkins University School of the Medicine that resulted in 25 national instructors becoming certified on the Paediatric Advanced Life Support (PALS) Guideline and 50 paediatricians receiving PALS training.

In partnership with the Iranian Red Crescent Society (IRCS), UNICEF continued to support the strengthening of national capacities for child protection-in-emergencies (CPIE). In addition to providing international CPIE expertise, UNICEF supported the establishment of a team of national CPIE trainers comprising of four experts from the IRCS, the SWO and civil society. The training improved CPIE knowledge and skills among 35 IRCs managers from half of the Islamic Republic of Iran’s 31 provinces, as well as emergency focal points from the SWO, the MoE, the MoHME, the Ministry of Interior/National Disaster Management Organization, the Imam Khomeini Relief Foundation and the United Nations High Commissioner for Refugees (UNHCR).

In partnership with the MoHME, a community- and family-based model for the promotion of physical activities among school-aged children was piloted in 80 schools in the city of Kashan. The model benefits from a highly inter-sectoral planning framework and involves the collaboration of different stakeholders such as the Governor’s Office, the MoE, non-governmental organizations (NGOs), religious and faith-based charities, the municipality authority and families.

UNICEF Iran successfully reached agreement with the Ministry of Foreign Affairs to recommence engagement with the country’s corporate sector as part of its resource mobilization strategy for the 2017–2021 Country Programme. Initial partnership discussions were held with leading national hotel chains, airlines, banks and information/communication companies.

**Humanitarian Assistance**

Emergency preparedness, prevention and response are key areas of cooperation with the Government, given that the Islamic Republic of Iran is a highly disaster-prone country that is particularly vulnerable to earthquakes. UNICEF leads the education, nutrition, child protection and water, sanitation and hygiene (WASH) sectors for emergency preparedness and response.

In regards to preparedness, in 2016, UNICEF Iran contributed to the development of the new United Nations Emergency Response Plan for Iran by providing technical inputs for the sectors that UNICEF leads (education, nutrition, child protection and WASH) on the basis of the existing contingency plans for each sector, which were also updated.

In addition, as part of the current workplan with the Ministry of Interior, UNICEF conducted two workshops (with more than 100 participants each) on emergency preparedness and response with a particular focus on children for staff of the National Disaster Management Organization, as well as sector partners (the MoE, the MoHME and the SWO) and the IRCS. The second workshop aimed to further strengthen coordination between the national and provincial levels in emergency preparedness and response: both national representatives of the National Disaster Management Organization, as well as of key sector partners.
mentioned above, participated and served as trainers and facilitators. The workshops covered partners from 18 out of 31 provinces, and a third workshop is planned for early 2017 to cover the remaining provinces.

In partnership with the IRCS Youth Organization, UNICEF Iran organized a five-day training workshop on CPiE for 35 IRCS mid-level managers from half of the country’s 31 provinces, as well as emergency focal points from the SWO, the MoE, the MoHME, the Ministry of Interior/National Disaster Management Organization, the Imam Khomeini Relief Foundation, and UNHCR, based on the Minimum Standards for Child Protection in Humanitarian Action and aimed at strengthening capacity for preparedness and response in child protection.

This 2016 workshop was a follow-up to the first workshop held in 2015 for half of the country’s provinces, and together they marked a milestone in terms of national awareness and advocacy around child protection. They helped pave the way for strengthening national coordination on CPiE and ensuring the integration of child protection in national emergency preparedness/response plans and resulted in the Government identifying child protection as one of their key priorities in emergency preparedness and response. Another positive development was the establishment and addition of a team of national CPiE facilitators comprising four experts from the IRCS, the SWO and civil society.

All workshops mentioned above addressed gender issues, especially in child protection.

UNICEF convened meetings with education and WASH partners, respectively, to review sectoral contingency plans.

**Emerging areas of importance**

**Refugees and migrants.** The Islamic Republic of Iran is host to one of the largest protracted refugee situations in the world. According to the Bureau for Aliens and Foreign Immigrants Affairs, as of October 2011, the number of refugees registered with the authorities stood at more than 950,000. It is estimated that another 1.5 million to 2 million refugees who are not registered live and work in the country, not including a new wave of migrants and refugees. There are approximately 800,000 Afghan school-aged children and adolescents, documented and undocumented, in the Islamic Republic of Iran.

UNICEF Iran has been working for a number of years on education of Afghan refugee and migrant children in the Islamic Republic of Iran, mostly focusing on the provision of alternative education through NGOs. A number of recent developments have caused UNICEF Iran to review its engagement on this issue. In 2015, the Supreme Leader of the Islamic Republic of Iran issued a decree effectively removing the legal barriers for undocumented refugee children to attend public schools. In light of this development, UNICEF Iran is engaging both with the MoE and the Bureau for Aliens and Foreign Immigrant Affairs (the government partner mandated to work on immigrant and refugee issues) to support the effective integration of these children into the public school system.

In addition, the refugee and migrant crisis in Europe has highlighted the situation of Afghan refugees in the Islamic Republic of Iran, as a number of the migrants travelling to Europe were either refugees who had been living in and/or transiting through the country. This renewed international attention on refugees is an opportunity to not only showcase the country’s experience over the past few decades but also to explore additional areas of cooperation to support these children.
Summary Notes and Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>BCP</td>
<td>Business Continuity Plan</td>
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<td>C4D</td>
<td>Communication for Development</td>
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<td>CASPIAN</td>
<td>Childhood and Adolescence Surveillance and Prevention of Adult Non-communicable Disease</td>
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<td>CMT</td>
<td>Country Management Team</td>
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<td>CPD</td>
<td>Country Programme Document</td>
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<td>CPIE</td>
<td>child protection-in-emergencies</td>
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<tr>
<td>DCT</td>
<td>direct cash transfer</td>
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<tr>
<td>HACT</td>
<td>Harmonized Approach to Cash Transfer</td>
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<tr>
<td>ICT</td>
<td>information and communication technology</td>
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<td>IRCS</td>
<td>Iranian Red Crescent Society</td>
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<td>J4C</td>
<td>Justice for Children</td>
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<td>LTA</td>
<td>long-term agreement</td>
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<td>MENA</td>
<td>Middle East and North Africa</td>
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<td>MoCLSW</td>
<td>Ministry of Cooperatives, Labour and Social Welfare</td>
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<td>MoE</td>
<td>Ministry of Education</td>
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<td>MoHME</td>
<td>Ministry of Health and Medical Education</td>
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<td>NBCRC</td>
<td>National Body on the Convention on the Rights of the Child</td>
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<td>NGO</td>
<td>non-governmental organization</td>
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<td>NIDCAP</td>
<td>Newborn Individualized Developmental Care and Assessment Programme</td>
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<td>OIP</td>
<td>Office Improvement Plan</td>
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<td>PALS</td>
<td>Paediatric Advanced Life Support</td>
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<td>PMTCT</td>
<td>prevention of mother-to-child transmission</td>
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<td>RBM</td>
<td>results-based management</td>
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<td>SEMS</td>
<td>Social Emergencies Mobile Services</td>
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<td>SWO</td>
<td>State Welfare Organization</td>
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<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
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<td>UNDMT</td>
<td>United Nations Disaster Management Team</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNDSS</td>
<td>United Nations Department of Safety and Security</td>
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<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<tr>
<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<td>UNIDO</td>
<td>United Nations Industrial Development Organization</td>
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<tr>
<td>VISION</td>
<td>Virtual Integrated System of Information</td>
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<tr>
<td>WASH</td>
<td>water, sanitation and hygiene</td>
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<td>WHO</td>
<td>World Health Organization</td>
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Capacity Development

In addition to sponsoring the participation of the Iranian MoE in two MedNet meetings in December 2015 and November 2016, UNICEF Iran has continuously supported the MoE to develop a comprehensive life-skills framework and support its subsequent implementation. With assistance from the UNICEF MENA Regional Office education team, UNICEF Iran worked with the MoE to co-facilitate two national workshops: on life-skills and citizenship education and on school-based management and monitoring. Following the first workshop, the National Education Committee comprising five different departments within the MoE was formed to contextualize and mainstream life-skills education at the national level. After the second workshop, the MoE requested UNICEF’s assistance to strengthen national capacity by developing and piloting a management and monitoring model at the school level.

In December 2016, UNICEF and the United Nations Educational, Scientific and Cultural Organization (UNESCO) co-organized the launch of *Global Education Monitoring Report* and
the High-Level National Consultation on Education 2030. During the opening remarks, the UNICEF Deputy Representative, Minister of Education, the head of the Budgetary and Planning Organization of Iran and the Vice President in Women’s Affairs emphasized the importance of joining efforts to improve the quality of and access to education for all children in the Islamic Republic of Iran.

**Partnerships**

To contribute to ongoing efforts to reduce child mortality, UNICEF facilitated a partnership between the MoHME and Johns Hopkins University School of the Medicine that resulted in 25 national instructors being certified on the PALS Guideline and 50 paediatricians receiving PALS training.

In partnership with the IRCS, UNICEF continued to support the strengthening of national capacities in the area of CPIE. In addition to providing international CPIE expertise, UNICEF supported the establishment of a team of national CPIE trainers comprising four experts from the IRCS, the SWO and civil society. The training improved CPIE knowledge and skills among 35 IRCS managers from half of Iran’s 31 provinces, as well as emergency focal points from the SWO, the MoE, the MoHME, the Ministry of Interior/National Disaster Management Organization, the Imam Khomeini Relief Foundation and UNHCR.

In partnership with the MoHME, a community- and family-based model on the promotion of physical activities among school-aged children was piloted in 80 schools in the city of Kashan. The model benefits from a highly inter-sectorial planning framework and involves the collaboration of different stakeholders such as the Governor’s Office, the MoE, NGOs, religious organizations, faith-based charities, the municipality authorities and families.

In 2016, after six years of inactivity, UNICEF Iran successfully reached agreement with the Ministry of Foreign Affairs to recommence engagement with Iran’s corporate sector as part of its resource mobilization strategy for the 2017–2021 Country Programme. Initial partnership discussions to explore how private sector expertise and assets might support UNICEF’s work in Iran have been held with leading national hotel chains, airlines, banks and information/communication companies.

**External Communication and Public Advocacy**

In 2016, UNICEF Iran increased its visibility through active engagement with the public and stakeholders using web-based and social media. A total of 25 web stories and 23 keynote speeches were developed in English and Farsi covering a range of UNICEF’s work in the Islamic Republic of Iran and were posted on the UNICEF Iran website and cross-posted on the United Nations’ main website in the Islamic Republic of Iran with a daily average hit of about 2,000 readers on both websites.

A total of 120 posts were uploaded on Facebook, 350 tweets were made, and 25 posts were shared on Instagram (the latter was launched later in the reporting period), reaching more than 20,000 people. Each of the above stories and social media posts was cited by roughly 15 media outlets, leading to an overall estimate of 500 media citations of UNICEF’s work in the Islamic Republic of Iran.

UNICEF Iran’s Goodwill Ambassador helped to raise UNICEF’s profile through her social media activity and public appearances at events including United Nations Day, World AIDS Orphans Day, HIV training for children of United Nations staff and World AIDS Day. In line with preparations for recruiting a second male goodwill ambassador to further expand UNICEF’s public outreach, a popular Iranian soccer player with almost 30 million fans was approached and involved in initial advocacy work. The formal appointment ceremony is
expected to happen in 2017.

A joint visit by communications and communication for development (C4D) advisers from the Regional Office improved UNICEF Iran’s working structure, with communications better aligning with C4D in the preparation of an improved public advocacy strategy ahead of the new Country Programme 2017–2021.

A booklet for UNICEF’s 70th anniversary, which included 18 success stories of UNICEF and the Government over the past decade and memories of former UNICEF staff, was finalized for launch in 2017. Visibility items of the 70th anniversary event were designed and printed.

**South-South Cooperation and Triangular Cooperation**

UNICEF Iran has been using South-South cooperation strategically to raise the profile of key initiatives such as the evaluation of social programmes and policies and multidimensional poverty measurement. Building on its earlier investments, in 2016, UNICEF Iran facilitated a visit by the National Council for Evaluation of Social Development Policy, a Mexican organization, and the Prospera programme, which was key to initiating dialogue between the MoCLSW and UNICEF on the importance of institutionalizing the evaluation function in the social sector. Further to this visit, the MoCLSW, in partnership with UNICEF Iran, embarked on conducting its first evaluation of the national cash grant for early childhood care and education programme. The evaluation is planned to be completed in July 2017, and the findings will be used to assist the MoCLSW to determine a better and more effective/efficient design and programme quality and assess whether the programme should be scaled up or down in terms of coverage.

**Support to integration and cross-sectoral linkages**

In partnership with the IRCS, UNICEF continued to support the strengthening of national capacities in child protection in emergencies (CPIE). Training not only improved CPIE knowledge and skills among 35 IRCS managers but is also an example of cross-sectoral linkages through the involvement of emergency focal points from the SWO, the MoE, the MoHME, the Ministry of Interior/National Disaster Management Organization, the Imam Khomeini Relief Foundation and UNHCR.

Another example of cross-sectoral linkage is the community- and family-based model on the promotion of physical activities among school-aged children led by the MoHME. In 2016, the model was piloted in 80 schools in the city of Kashan in collaboration with different stakeholders including the Governor’s Office, the MoE, NGOs, religious and faith-based charities, the municipality authority, and families.

**Gender Equality**

The Islamic Republic of Iran has had many significant achievements in removing gender disparity in education and access to health care. Women represent more than 60 per cent of all university graduates. Iran is one of the few countries to have reached the Millennium Development Goal 5 target for reducing the maternal mortality ratio by three quarters between 1990 and 2015. Iran saw an 80 per cent drop in the maternal mortality ratio between 1990 and 2008.

Some of the areas in which gender parity has been considered in programming in 2016 include the following:
The MoE, with UNICEF Iran support, produced a short documentary on its achievements over the past 35 years, with a specific focus on the successful Girls Education Initiative, which resulted in 94 per cent primary school enrolment of girls.

UNICEF Iran supported the MoHME to develop public health guidance to promote physical activity among adolescent boys and girls. The guidance included specific strategies for promoting physical activity among girls, given specific barriers for girls related to cultural/religious considerations.

As part of the All In initiative, UNICEF Iran supported the MoHME to establish and develop drop-in centres for boys and girls, in which they can access customized counselling and referral services.

**Environmental Sustainability**

Regarding climate change adaptation through resilient development, UNICEF Iran held preliminary discussions with government partners on children and the environment in the context of the development of the new Country Programme 2017–2021. Education for environmental sustainability was agreed to with the MoE as a priority area for UNICEF support from 2017 onwards.

In regards to the ‘greening’ of UNICEF, after having its initial concept paper accepted, UNICEF Iran submitted full applications to UNICEF’s global Greening and Accessibility Fund for eight environmental impact reduction projects (such as a server room and water heating tank isolation, efficient lighting, air conditioning and water cooling, interior shading, solar water system heating and generator tune-ups, for a total budget of US$45,332) and one accessibility improvement project (to improve the office’s mobility and entrance accessibility, for a budget of US$7,500).

**Effective Leadership**

Established office governance systems continued to function well in 2016. Statutory committees’ membership and terms of reference were updated with the involvement of all staff.

The country management team (CMT) met eight times in 2016 and focused on: 1) audit recommendations; 2) the new country programme and office structure for 2017–2021; 3) revision of the table of authority and the office’s statutory committees; 3) the Global Shared Services Centre roll-out; 4) the implementation of the harmonized approach to cash transfer (HACT); and 5) the review of the management performance indicators, funding performance and staff association issues.

As part of risk mitigation measures, staff’s Virtual Integrated System of Information (VISION) roles were reviewed, and the Table of Authority was updated twice to ensure proper segregation of duties. A thorough role reconciliation exercise is planned for early 2017. Key work processes were reviewed internally. Briefings to all staff were organized on: travel, the VISION roles, HACT spot checks, programme cooperation agreements, the integrated monitoring and evaluation plan, the human resources management software (ACHIEVE) and MyCase case management software.

The joint consultative committee met five times in 2016 and focused on: 1) the organization of a retreat focusing on the priorities in the office improvement plan (OIP); 2) the new programme budget review and office structure; 3) Cigna insurance and the United Nations Federal Credit Union; and 4) general staff issues.
The OIP (which contains four main issues identified in the Global Staff Survey in 2014) was closely monitored through indicators and two mini-surveys (April and December). Monitoring recorded improvement in two out of four areas. An all staff retreat was held in May 2016, and recommendations were analysed and inserted into the OIP jointly by management, the staff association and the retreat task force.

The staff association was closely engaged and consulted in the discussions with senior management on the programme budget review submission for the new country programme and maintained an open and trusted channel of communication between staff and management.

**Financial Resources Management**

Financial and budget controls were monitored using respective performance indicators and discussed during the country management team, programme management team and operations team meetings. The office management dashboard and office performance management reports were effectively used to address areas in need of improvement.

In 2016, UNICEF Iran took a number of measures to boost its HACT compliance and capacity by: 1) establishing a HACT Task Force to monitor HACT implementation; 2) simplified micro-assessments of three NGOs; 3) implementing six spot checks of NGO partners and one spot check of government partners; 4) training of programme assistants on conducting spot checks; and 5) close monitoring of direct cash transfers (DCTs). Unliquidated DCT balances greater than six and nine months were 0 per cent in December 2016. Implementation of the HACT assurance plan has been lagging with respect to spot checks, mostly due to capacity constraints given the learning curve involved in carrying out spot checks.

Good budget utilization rates were achieved in 2016. Utilization of GC funds by the end of 2016 reached 99 per cent, and other resources and other resources emergency grants reached 99 and 100 per cent, respectively.

UNICEF Iran received the final report of the 2015 audit in August 2016. Out of 11 audit recommendations, seven had been closed as of 5 December 2016.

To promote the effective and efficient delivery of services throughout the organization, finance and master data management systems, applications and products roles for UNICEF Iran were moved to the Global Shared Services Centre in September 2016. As the result of UNICEF Iran’s efforts to train all staff on the new requirements and procedures along with close cooperation with the Global Shared Services Centre team, UNICEF Iran experienced a smooth roll out and transition.

**Fundraising and Donor Relations**

The Islamic Republic of Iran expects to record the fastest economic growth in the MENA region over the period 2016–2020. The 2015 Joint Comprehensive Plan of Action is expected to contribute to the Islamic Republic of Iran’s economic growth and offers UNICEF Iran a chance to re-engage with the private sector for resource mobilization. This is while the global context of international development funding is challenged by an increasing number of complex crises and the rise of numerous development actors, coupled with a scarcity of resources.

The resource mobilization strategy for the new Country Programme 2017–2021 was developed in 2016 and reviewed by the UNICEF MENA Regional Office and Division of Private Fundraising and Partnerships. The strategy responds to the Government’s request
for a renewed effort to expand partnerships and mobilize resources. It takes into account the private sector’s crucial role in societal development and achieving the Sustainable Development Goals and is in line with UNICEF’s global Private Fundraising and Partnerships Plan 2014–2017. A set of principles for UNICEF Iran’s private sector re-engagement was agreed to with the Islamic Republic of Iran’s Ministry of Foreign Affairs.

UNICEF Iran’s Resource Mobilization Strategy is composed of three sub-strategies:
1. Develop partnerships with public organizations, governments, intergovernmental organizations and UNICEF National Committees to leverage resources for children;
2. Forge long-term partnerships with the general public and the private sector to leverage influence for children, share expertise, strengthen technical capacity and develop innovative approaches;

UNICEF Iran raised the following other resources against its 2017 target:
- Donor (sector) amount - US$2,017
- Swiss National Committee (health) - US$400,000
- European Civil Protection and Humanitarian Aid Operations (education, health, child protection) - US$1.05 million
- Korean National Committee (education) - US$180,000
- Thematic funding (HIV) - US$165,000
- Thematic funding (education) - US$700,000
- 2017 total raised to about US$2,500,000
- 2017 target planned - US$1.3 million

**Evaluation and Research**

UNICEF Iran has a standard procedure for conducting evaluations and studies that was updated and adopted in 2016. As per the established procedure, any planned evaluation is first discussed with the UNICEF Iran monitoring and evaluation specialist to assess its relevance, cost and benefit in accordance with UNICEF’s revised evaluation policy. To ensure adequate quality assurance, the monitoring and evaluation specialist at the MENA Regional Office is consulted at each critical stage of any evaluation, from the development of the terms of reference to assessment technical proposals and inception reports to key aspects throughout the implementation phase, analysis of the findings and the final report.

Upon finalization of the evaluation report, management response planning is developed by the responsible section. For the recommendations that are agreed upon by management, follow-up actions are planned. The management response to the evaluation is introduced to the concerned partners, reflected in the EvalTrack portal, monitored by UNICEF Iran’s CMT and updated regularly.

No evaluations were conducted in 2016. The recommendations from the evaluations conducted in the previous years were reflected in the ongoing workplans with the Judiciary, the MoHME and the SWO. The current UNICEF Iran programme on HIV was informed by the programme evaluation conducted in 2012.

The rolling Plan for Research, Impact Monitoring and Evaluation was reviewed, prioritized and updated on a quarterly basis and presented to the CMT.

**Efficiency Gains and Cost Savings**

In 2016, UNICEF Iran continued to carry out all possible measures to achieve efficiency gains and cost savings. The following cost control measures were implemented:
• Hosting the United Nations Industrial Development Organization (UNIDO) on the UNICEF premises saved UNICEF Iran 16.5 per cent on rent and ancillary services, with a total cost savings of US$84,862.
• Establishing two common United Nations long-term agreements (LTAs) with event venue providers led to an increase in the efficiency of office operations and a reduction in the transactional costs.
• Within the scope of United Nations common LTAs with travel agencies, UNICEF Iran saved an average of 4 per cent on the cost of international tickets.
• Saving on electricity bills (6 per cent less consumption compared with 2015) and reducing the use of paper and toner cartridges saved US$350.
• Hiring an outsourced driver in September 2016 (instead of recruiting a new driver to fill a vacated driver post) resulted in financial savings of US$1,000 per month.
• Additional saving was achieved by negotiating a 63 per cent discount on the cost of Internet with the local Internet service provider. This, in combination with the favourable United Nations exchange rate in 2016, enabled the doubling of the office’s Internet bandwidth from 12 megabytes per second to 24 megabytes per second through a dedicated link without additional costs.
• Using Skype for Business and Voice over Internet Protocol for international calls rather than public telephone lines.

Supply Management

In 2016, the Country Programme supply component represented 12 per cent of the overall allocated budget. Out of a total of US$592,006 worth of procurements, 81 per cent were local procurements and the rest were off-shore procurements via international bidding.

The details of the procurement of goods and services in 2016 are provided in the table below:

<table>
<thead>
<tr>
<th>UNICEF IRAN 2016</th>
<th>(US$)</th>
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<tbody>
<tr>
<td>Local procurement value</td>
<td>480,133</td>
</tr>
<tr>
<td>Offshore procurement value</td>
<td>111,873</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>592,006</strong></td>
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<tr>
<th>UNICEF IRAN 2016</th>
<th>Value of all supply input (goods and services) (US$)</th>
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<tr>
<td>Programme supplies</td>
<td>8,538</td>
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<tr>
<td>Operational supplies</td>
<td>18,534</td>
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<tr>
<td>Services</td>
<td>564,934</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>592,006</strong></td>
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In 2016, the local market conditions remained challenging due to a higher US$ rate. Consequently, prices of commodities increased while the local market continued to experience some shortages of important commodities. In this environment, suppliers insisted on giving quotations with short validity.

During 2016, UNICEF Iran invested in service contracts where service providers guaranteed fixed prices for a minimum of one year. In 2016, UNICEF Iran led the process of establishing two common United Nations LTAs for venue servicing of United Nations events.
United Nations Development Programme (UNDP) projects funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria benefited from an existing UNICEF LTA for US$393,715.

The value of the inventory of programme supplies in the warehouse at the end of the year was reduced to US$0. UNICEF Iran is aiming to close the warehouse through 100 per cent direct delivery of programme supplies to partners in order to save on warehouse administration and related human resource expenses.

In 2016, UNICEF Iran supported UNICEF Afghanistan in the procurement of teaching and learning material kits. The first trial shipment was placed and received in November 2016 by the UNICEF Afghanistan warehouse in Herat.

In December 2016, the supply unit initiated the process of establishing LTAs for design services, to be finalized in early 2017.

Security for Staff and Premises

The security situation is stable in UNICEF Iran’s programme implementation areas. There is no immediate security threat to staff and premises or the implementation of programme activities.

UNICEF Iran is 100 per cent compliant with the Minimum Operating Security Standards. Some security-related upgrades are planned in 2017.

In 2016, UNICEF Iran received the full support of the United Nations Department of Safety and Security (UNDSS) in regards to safety and security-related issues:

- Four rounds of zone warden training were organized.
- Two rounds of training on the use of emergency communication equipment were conducted in October 2016.
- A radio check was carried out biweekly for all staff.
- Security briefings for all visitors (staff and consultants) staying for more than six days were conducted within five working days of arrival.
- Two all-staff head counts were performed.
- Regular security updates, including daily updates on the weather conditions, were received from UNDSS.

To improve office preparedness for emergency situations, two fire/building evacuation drills were carried out in November and December 2016.

The Business Continuity Plan (BCP) was updated in April 2016, and the information and communication technology (ICT) component of the BCP was successfully tested in October 2016. The relocation site has been fitted with the required supplies and equipment.

UNICEF Iran undertook a review of its emergency preparedness plan and updated the Early Warning Early Action portal. UNICEF Iran also led the process of updating the education, nutrition, WASH and child protection contingency plans and participated in regular United Nations Disaster Management Team meetings.

In December 2016, an emergency preparedness and response workshop was conducted for all staff by colleagues from the Regional Office. During the workshop, staff were updated on UNICEF’s Core Commitments for Children and key lessons learned from UNICEF’s engagement in recent humanitarian crises.
Human Resources

In 2016, UNICEF Iran finalized the recruitment of seven posts, including one international and two temporary appointments. Out of the 35 posts established for the second half of the Country Programme 2012–2016, six were vacant by December 2016 (a 17 per cent vacancy rate by the end of the year compared with a 37 per cent vacancy rate at the beginning of 2016).

The senior management and the Staff Association Executive Committee developed an OIP to address four main issues identified in the last Global Staff Survey. An all-staff retreat was held in May 2016 and provided additional recommendations for the OIP. Eighty per cent of the OIP’s activities have now been completed, with 20 per cent ongoing. UNICEF Iran monitored its progress through two mini-surveys and recorded improvement in two out of four areas. UNICEF Iran held five Joint Consultative Committees during 2016. The United Nations Cares team remained active in 2016. Three HIV orientation sessions for children of all United Nations staff and voluntary HIV tests for all United Nations staff in the Islamic Republic of Iran were conducted.

In 2016, the Talent Management System, including e-Recruitment, on-boarding and performance management (ACHIEVE) modules, was launched. All staff members’ personnel files were digitized. All staff (100 per cent) completed their 2015 end-of-year performance appraisals, and 87 per cent of staff completed 2016 objective-setting on time. The transition of human resources to the Global Shared Services Centre was completed on 5 December 2016.

The local learning committee met regularly to address the office’s learning needs. Twelve staff members attended 18 overseas workshops. Several staff members used learning leave to pursue education relevant to their functions in UNICEF. Besides compulsory courses, staff members in total took approximately 60 online courses on Agora. One staff member benefited from an external stretch assignment and one staff member participated in a staff exchange exercise between the UNICEF Iran and UNICEF Afghanistan country offices.

Effective Use of Information and Communication Technology

UNICEF Iran started utilizing an unfiltered Internet provider ring shared between UNHCR, UNDP and UNICEF. The speed of UNICEF Iran’s Internet bandwidth is now double what it was in 2015 at a lower cost. Meanwhile, UNICEF Iran managed to establish UNICEF standard IPSec tunnels to UNICEF Headquarters to communicate client/server collaborative applications.

UNICEF Iran received an offer for a free high-speed Internet bandwidth from the biggest national Internet service provider as an in-kind contribution. The Internet service provider is now undergoing the process of being screened by the UNICEF Division of Private Fundraising and Partnership, and the offer will be assessed technically following approval.

UNICEF Iran’s ICT section has provided staff with the latest UNICEF standard hardware (laptop, printer and digital sender). The ICT unit has conducted several training workshops for staff on SharePoint and OneDrive to create the capacity to move from local shared drives to the cloud.

The ICT component of the BCP test was conducted in the new location of an alternate office. The residences of international staff members have been equipped with Internet services. Staff have been trained on the Citrix application to have access to systems, applications and products software from outside of the office.
In line with the green office strategy, the ICT section designed and developed digital forms for vehicle requests on the Outlook application. This procedure has contributed to increasing the efficiency and effectiveness of UNICEF Iran’s operations.

Monthly ICT reports have contributed to better monitoring of Internet usage, paper saving and reducing ink cartridge usage. UNICEF Iran has succeeded in reducing costs through using Skype, Skype for Business and Voice over Internet Protocol on reliable Internet links.

Programme Components from the Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By the end of 2016, benefits from improved, integrated and inclusive social services through strengthened national and sub-national capacities for child development are increased

Analytical statement of progress:
In the area of child protection, UNICEF Iran continued to engage with a diverse range of partners to strengthen national capacities for prevention, early detection and response to violence against children in emergency and non-emergency settings.

UNICEF worked with the SWO to improve services for children without effective caregivers in disparity provinces and children suffering from or at risk of maltreatment. UNICEF also partnered with the IRCS to promote awareness and knowledge of key national actors on CPIE as the first step towards strengthening national coordination on CPIE and ensuring the integration of child protection into national emergency preparedness/response plans. Progress was made towards scaling up the MoHME Code of Conduct for Health Workers, resulting in achievement of the planned target for establishing the Code's minimum standards in the 12 selected scale-up locations.

In 2016, the National Body on the Convention on the Rights of the Child (NBCRC) published two collections of articles on the role of religious leaders in prevention of violence against children, focusing on discrimination against children and child neglect. These publications provide guidance to national organizations, policy makers and child protection actors on strategic actions to be taken by religious leaders and institutions to combat violence against children.

UNICEF Iran and the MoHME worked closely to improve the health and development status of children by addressing three different dimensions of enhancing evidence-based policy development, improving the quality of child health services and promoting healthy behavioural change among adolescents and young people using the C4D approach under the umbrella of the ‘National Early Childhood Development Document’ and the Five-Year Strategic Plan on Early Childhood Development.

As part of its evidence-based policy advocacy efforts, UNICEF Iran was engaged in a tripartite partnership with the MoHME and academia aimed at generating quality evidence on the management of child nutrition. In the context of this partnership, UNICEF Iran supported several research studies, surveys and evaluations that contributed to evidence-based nutrition policymaking in this area.

UNICEF has also been facilitating the partnership between the MoHME and renowned scientific centres to transfer global knowledge and practices to support efforts for quality enhancement, capacity building and the standardization of child healthcare services at
national and sub-national levels. These efforts have resulted in the inclusion of new models, initiatives, skills and technical knowledge for quality improvement of child healthcare services.

In August 2016, UNICEF Iran and the UNICEF MENA Regional Office education team worked with the MoE to co-organize and co-facilitate two workshops on life-skills and citizenship education and school-based management and monitoring. Following the workshop on life-skills education, a National Education Committee comprised of five different departments within the MoE was formed. After the workshop on school-based management and monitoring, the MoE asked UNICEF to support the strengthening of MoE capacity by developing and piloting a management and monitoring model at the school level.


**OUTPUT 1** By the end of 2016, the policy and system capacity of early childhood development stakeholders at national and sub-national levels to implement, monitor and evaluate a quality and accessible national integrated early childhood development programme, with specific focus on most vulnerable girls and boys, is enhanced.

**Analytical statement of progress:**
UNICEF supported the development of the Five-Year Strategic Plan on Child Health Services. The Plan is expected to create a basis for UNICEF and the MoHME’s joint effort to bridge the gap in the provision of integrated child healthcare services.

UNICEF supported the upgrading of national information systems such as the National Child Mortality Surveillance System and the Child Health Management Information System. UNICEF also supported the improvement of early identification of children’s developmental needs and the provision of related services through the introduction of community- and family-based approaches such as the Care for Child Development programme. The model was introduced to the focal points of child health departments from six provinces where the model may be piloted in 2017.

In line with quality improvement of services, UNICEF continued to support the MoHME to customize the last version of the Age and Stage Questionnaire and upgrade the Integrated Management of Childhood Illness System.

UNICEF worked with the Government on standardizing child health services by facilitating a partnership between the MoHME and renowned scientific centres. UNICEF facilitated a partnership between the MoHME and the Johns Hopkins University School of the Medicine, which led to 25 national instructors becoming certified on the most recent PALS Guideline, and 50 paediatricians received PALS training. The effort contributed to reducing the number of deaths and the long-term negative impact of mismanagement of resuscitation in children. To continue this effort, the MoHME also conducted a seminar with the participation of 180 experts to update their knowledge on the most recent standards of child resuscitation.

UNICEF invested in quality improvement of vaccine and cold chain management through the provision of training and technical support on the latest standard operating procedure for mapping the temperatures of national and provincial cold rooms, as well as upgrading the data management system of the national Expanded Programme on Immunization in the Islamic Republic of Iran. UNICEF supported research on the cost effectiveness of
pneumococcal conjugate vaccine to generate evidence to include the vaccine in the national Expanded Programme on Immunization. UNICEF supported the participation of one expert from the Food and Drug Administration of the Islamic Republic of Iran in the international forum for vaccine procurement practitioners.

Child injury is the second most common cause of death among children. Using C4D approaches and building on the previous joint effort to develop the national situation analysis and strategic plan of action on injury prevention, a model on prevention of unintended injuries was developed with UNICEF support. In partnership with the MoHME and medical universities, the model will be piloted in three provinces with the highest incidence of injuries.

In partnership with the National Institute for Health Research and the Research Institute of the Statistical Centre of Iran, UNICEF provided technical support for quality assurance for the Iranian Multiple Indicator Demographic and Health Survey 2015–2016. The survey is complete, and UNICEF has provided technical support and quality assurance with regard to data processing, analysis and reporting.

**OUTPUT 2** By the end of 2016, the capacity of relevant stakeholders at national and sub-national levels to implement, monitor and evaluate quality and accessible programmes for promotion of breastfeeding for under-two children is enhanced

**Analytical statement of progress:**
Only half of children under 2 years in the Islamic Republic of Iran benefit from exclusive breastfeeding practices during the first six months of life. Deprivation of exclusive breastfeeding during this period is a key barrier to achieving optimal child growth, development and health in the Islamic Republic of Iran. In line with efforts to promote evidence-based policymaking, in 2014–2015, UNICEF and the MoHME conducted a national survey on the enforcement of the national law on promotion of breastfeeding and protection of lactating women’s rights. The result of this survey informed the development of an action plan for monitoring the gaps in the Law’s enforcement.

Furthermore, the MoHME and UNICEF conducted a C4D situation analysis to identify the sociocultural factors that influence breastfeeding practices in 2015. The analysis findings contributed to the development of the National Breastfeeding C4D and Behavioural Change Strategic Plan. The main focus of the Plan was to promote exclusive breastfeeding through the introduction and launch of a national initiative called Only Mothers’ Natural Milk, which will be primarily implemented through the establishment of the Urban Baby Love Ambassadors Initiative (urban volunteers for the promotion of infant and young child feeding).

**OUTPUT 3** By the end of 2016, the policy and system capacity in the area of nutrition and food security at national and sub-national levels to implement programmes targeting the most vulnerable boys, girls and women is enhanced

**Analytical statement of progress:**
UNICEF continued its close collaboration with academia and the MoHME to support the generation of quality evidence on nutrition for policymaking. As a result of this tripartite partnership, research on the effectiveness of iodine supplementation for pregnant women to prevent iodine deficiency disorders was conducted. The findings of this research led to the inclusion of ‘iodofolic’ (folic acid plus iodine) supplements in the National Maternal Care Programme. In continuation of the national programme on vitamin D supplementation among adolescent girls aged 12–18 years in all provinces in 2015, UNICEF supported the launch of national research on the evaluation of programme effectiveness in 2016. The results of the
evaluation will inform the national policy on vitamin D supplementation for school-aged children.

The findings of the recent National Integrated Micronutrient Survey show that almost 20 per cent of Iranian children aged 15–23 months are suffering from zinc deficiency. To address this issue, with UNICEF support, a study on the effectiveness of zinc supplementation for prevention of stunting among children under 2 in Tehran was nearly completed in 2016. The results will be used by the MoHME to tackle the issue of zinc deficiency and its negative health consequences for children of this age.

In line with the strengthening of system capacity for the food and nutrition sector, UNICEF also supported another applied research study on the cost analysis of the multidisciplinary interventional programme for improving the nutritional status of children in Iran. The research, which was completed in 2016, provided a venue for policy makers to identify the gaps and weaknesses of current nutritional care services.

**OUTPUT 4** By the end of 2016, the knowledge and system capacity of MoHME at national and sub-national levels in the area of follow-up care for high-risk infants children and surveillance is enhanced towards reduction of neonatal mortality

**Analytical statement of progress:**
Building on earlier efforts, UNICEF facilitated the provision of Newborn Individualized Developmental Care and Assessment Programme (NIDCAP) on-the-job training in four select neonatal intensive care units. As of the end of 2016, 10 neonatal intensive care unit paediatricians and nurses are certified as NIDCAP providers, and six others will be certified in January 2017. In order to sensitize practitioners, UNICEF also supported a national seminar on NIDCAP, which was attended by more than 350 experts and neonatologists. In addition, a series of introductory workshops were conducted at the provincial medical universities to familiarize neonatal health service providers with the NIDCAP concept and approach. UNICEF will continue its support of the development of the standard service package and further scale-up of the model. Moreover, UNICEF will continue to support the development of the Nutritional Protocol for neonatal intensive care units, which includes a situation analysis of the knowledge gaps and practices of neonatal intensive care unit personnel on breast/formula feeding and parental nutrition. The results will contribute to the development of a standard service package for neonatal intensive care units in 2017.

**OUTPUT 5** By the end of 2016, institutional capacity of the MoE is enhanced to implement child-focused, inclusive quality education plans for boys and girls in primary and lower-secondary education

**Analytical statement of progress:**
Following the participation of the Iranian MoE in two MedNet meetings in December 2015 and November 2016, UNICEF Iran has continuously supported the MoE to develop a comprehensive life-skills framework and support its subsequent implementation. In August 2016, UNICEF Iran, the UNICEF MENA Regional Office education team and the MoE co-organized and co-facilitated workshops on life-skills and citizenship education. Following the workshop on life-skills education, a national education committee comprised of five different departments within the Ministry was formed to contextualize and mainstream life-skills education at the national level.

**OUTPUT 6** By the end of 2016, the Iranian child-friendly school model is developed to improve quality of education in selected primary and lower-secondary schools
Analytical statement of progress:
In August 2016, the MoE, UNICEF Iran and the MENA Regional Office education team co-organized and co-facilitated a workshop on the concept and principles of school-based management and monitoring and child-friendly schools/INSAF, an equity-based approach to education, for 60 MoE technical experts and school principals from four provinces. During the restrained implementation period, UNICEF Iran produced a number of advocacy tools for child-friendly schools; namely, the child-friendly schools manual and nine case studies from UNICEF child-friendly schools around the world were translated and shared with the MoE. Furthermore, in order to learn from past good practices, UNICEF and the MoE produced two short movies to document the achievements of the Rural Girls’ Education initiative that was supported by UNICEF and implemented countrywide by the MoE. In addition, in March 2016, UNICEF supported the efforts of the MoE to equip 13,000 pre-primary classrooms with educational materials in the most deprived border and bilingual regions of the country.

OUTPUT 7 By the end of 2016, institutional capacity of government counterparts is enhanced to implement equity-based programmes and strategies to increase access to quality primary education for refugee/migrant boys and girls.

Analytical statement of progress:
During the reporting period, through the tripartite partnership with the Bureau for Aliens and Foreign Immigrant Affairs and national NGOs, UNICEF continued to support the provision of alternative educational services, covering 3,719 Afghan children (1,872 girls and 1,847 boys) in primary education and life-skills training, as well as 404 Afghan women in literacy, health and child protection. The total number of children and women covered since 2013 by six local NGOs and 29 centres reached 11,097 and 1,542, respectively, in Tehran, Alborz, Fars, Qom, Isfahan, Bushehr, Yazd, Gorgan, Khorasan Razavi and Semnan.

Furthermore, in Alborz Province, the corporate social responsibility programme provided basic education to working Afghan children with the aim of bringing them back to school while promoting corporate social responsibility of small businesses. This programme, conducted by the NGO, KIANA, with the support of UNICEF reached 185 Afghan working children, including 19 girls and 383 employers.

Further to the Supreme Leader’s decree (2015) that removed the legal barrier for undocumented Afghan children to access formal education, UNICEF has been working closely with government partners and advocating for the integration of all Afghan children into public schools. Planning for a joint situation analysis study has been completed with the Bureau for Aliens and Foreign Immigrant Affairs, with findings expected to inform future joint cooperation between UNICEF, the Bureau for Aliens and Foreign Immigrant Affairs and the MoE to ensure accelerated integration of Afghan children into the formal education system.

OUTPUT 8 By the end of 2015, institutional capacity of the education sector for improved disaster risk reduction and disaster management is enhanced to ensure immediate resumption of quality education for all boys and girls after emergencies

Analytical statement of progress:
UNICEF supported the MoE Disaster Risk Reduction Section to host and convene a training on the International Network for Education in Emergencies’ Minimum Standards for Education in Emergencies in 2015. Twenty participants from several departments attended the training, which was provided by an independent consultant and education-in-emergencies specialist. During this training, the knowledge and capacities of participants on disaster risk reduction approaches, including contingency planning, comprehensive school
safety and coordination, was enhanced. Participants engaged in a simulation of an earthquake scenario, completed an exercise to begin the contingency planning process and analysed national policies and coordination structures related to disaster risk reduction themes.

In addition, as an applied result, the training concluded with the drafting of the ‘International Network for Education in Emergencies Minimum Standards for Iran’. As the main coordinators, planners and implementers of education emergency preparedness and response in Iran, the MoE and its personnel were the main contributors and authors of the Standards for the country. The ‘International Network for Education in Emergencies Minimum Standards for Iran’ will be finalized and available by the fourth quarter of 2015.

The school-in-a-box kit was shared with the MoE Disaster Risk Reduction Section. However, due to internal re-organization of the Section, planned activities for 2016 for developing a contextualized model of education-in-emergencies kits (i.e. school-in-a-box), has been postponed to 2017.

**OUTPUT 9** By the end of 2016, institutional capacities of key stakeholders are enhanced for the implementation and coordination of effective programmes for the prevention of violence against children, taking into account the national context (i.e. laws and regulations)

**Analytical statement of progress:**

In the first two phases of UNICEF’s support to the SWO for enhancing the quality of services for care and protection of children without effective caregivers, UNICEF supported the provision of essential equipment to nurseries in eight prioritized disparity provinces. As a result, a total of 186 children (108 boys and 78 girls) under 3 benefited from the improved quality of services for their care, growth and development through the procurement of standard equipment for nurseries, improvement of hygiene and sanitary conditions and availability of play equipment.

As part of UNICEF’s ongoing support to strengthening of national capacities for prevention/response to violence against children, UNICEF provided technical support to the SWO-SEMS. One of the major identified capacity gaps of the SEMS is the lack of effective communication skills of their staff. UNICEF supported the transfer of international knowledge and expertise to more than 100 SEMS psychologists and social workers from all 31 provinces of Iran on standards/guidelines for communicating with children suffering from or at risk of violence and their families. The trained SEMS staff committed to conducting cascade trainings in their provinces.

In partnership with the IRCS, UNICEF continued to support the strengthening of national capacities in the area of CPiE. In 2016, in addition to the provision of an international CPiE expertise through a training workshop, UNICEF supported the establishment of a team of national CPiE trainers to ensure the effective incorporation of the national context into CPiE capacity-building initiatives. The knowledge/skills of 35 IRCS managers from half of the country’s 31 provinces, as well as emergency focal points from the SWO, MoE, MoHME, Ministry of Interior/National Disaster Management Organization, Imam Khomeini Relief Foundation and UNHCR on CPiE, were improved. Moreover, it laid the groundwork for strengthening national coordination on CPiE and ensuring the integration of child protection in national emergency preparedness/response plans.

The MoHME achieved the 2016 target for scaling up the Code of Conduct for Health Workers. This target, which covers 30 per cent of the scale-up plan, ensures the establishment of the minimum standards outlined in the Code. An important component of the minimum standards is the establishment of committees in all 12 selected scale-up
locations, which are responsible for monitoring the implementation of the minimum standards in one hospital as well as one urban and one rural health house, and have a designated representative who reports to the MoHME at the national level.

The NBCRC published two collections of articles and critiques corresponding with two of four technical sessions on the role of religious leaders in the prevention of violence against children, organized jointly with UNICEF in 2014–2015. These focused on discrimination against children (based on gender, ethnicity and religion) and child neglect and provided guidance to national organizations, policy makers and child protection actors on strategic actions to be taken by religious leaders/institutions to combat these phenomena.

**OUTCOME 2** By the end of 2016, the most vulnerable children and women enjoy increased benefits from inclusive social welfare and poverty reduction policies and programmes through strengthened national and subnational capacities.

**Analytical statement of progress:**
Due to a strengthened partnership between UNICEF and the MoCLSW, the Ministry has embarked, with UNICEF support, on developing a nationally-owned measure of multidimensional poverty to monitor poverty at the population level as well as the child level. UNICEF has facilitated the transfer of world-class knowledge and expertise to support the work of the MoCLSW on poverty measurement and analysis.

Furthermore, as a result of UNICEF’s advocacy over the past two years, the MoCLSW Social Welfare Department has prioritized evaluation as a key function. The Ministry, with the support of UNICEF, has embarked on undertaking its first formal evaluation of one of its national social protection programmes (i.e. the National Cash Grant for Early Childhood Care and Education programme). Building on earlier investments, UNICEF supported the organization of a national conference on the importance of evaluating social programmes and policies by the MoCLSW. A delegation from the National Council for Evaluation of Social Development Policy, a Mexican organization, participated in and contributed to this conference.

UNICEF has been strategically using South-South cooperation to raise the profile of key initiatives under this outcome. The study visit to Mexico by a high-level delegation from the MoCLSW, the Management and Planning Organization under the President’s Office and the SWO in 2015 and the return visit by the National Council for Evaluation of Social Development Policy and the Prospera programme were instrumental to setting the work on poverty measurement and evaluation in motion. This South-South exchange has led to a dialogue between the MoCLSW and UNICEF on the importance of institutionalizing evaluation in the social sector.

The final version of the comprehensive study on child protection priorities in the Islamic Republic of Iran was approved by the NBCRC and the Ministry of Justice. The NBCRC and the Ministry of Justice will share the findings of this study with relevant stakeholders for strategic planning and action.

In 2016, the ‘National Document on Children and Adolescents’ Rights in the Islamic Republic of Iran’ was finalized. This document was developed by the NBCRC with UNICEF support, and in close collaboration with key national stakeholders. The document has been approved by the Ministry of Justice and has been officially sent to relevant organizations for follow-up and action.
**OUTPUT 1** By the end of 2016, national capacities for data collection, analysis and evaluation of child and women-headed household situations, deprivations and disparities are strengthened.

**Analytical statement of progress:**
UNICEF has been strategically using South-South cooperation to raise the profile of impact evaluation in the social sector. UNICEF facilitated exchanges between the Islamic Republic of Iran and Mexico, which was key to initiating a dialogue between UNICEF and the MoCLSW on the importance of evaluating social programmes and policies in terms of the impact of current and planned programmes for children. UNICEF has also supported the use of innovative approaches by the MoCLSW for data collection among the most disadvantaged sections of the population. With UNICEF’s contribution, software was designed for collecting data in disparity areas. The software has been piloted and used in one province.

UNICEF and the MoCLSW are working together closely to develop a framework for producing regular analyses and assessments of the most disadvantaged sections of the population.

The final version of the comprehensive study on child protection priorities in the Islamic Republic of Iran was approved by the NBCRC and the Ministry of Justice. The study found that child victims of sexual abuse/children at risk of sexual abuse, children without effective caregivers, street children, children affected by substance abuse and out-of-school children are the priority groups for child protection interventions. The NBCRC and the Ministry of Justice will share the findings of this study with relevant stakeholders for strategic planning and action. Results of the study informed UNICEF Iran’s strategic planning in the area of child protection for the upcoming Country Programme 2017–2021.

In 2016, the ‘National Document on Children and Adolescents’ Rights in the Islamic Republic of Iran’ was finalized. This document was developed by the NBCRC with UNICEF support and in close collaboration with key national stakeholders. The document has a 10-year vision to be achieved by 2025, and its key goals are to: improve the situation of child rights in the Islamic Republic of Iran; increase social justice and ensure equal opportunities; increase participation of people and civil society organizations in the area of child rights; promote the moral, cultural and spiritual (religious) growth and development of children and adolescents; create, strengthen and incorporate the spirit of respect for child rights in society; and raise public awareness on and promote public trust in the child protection system. The document has been approved by the Ministry of Justice and has been officially sent to relevant organizations for follow-up and action.

Finally, UNICEF has supported the National Institute for Health Research and the Research Institute of the Statistical Centre of Iran in the last round of the Multiple Indicator Demographic and Health Survey (this is reported in more detail under Outcome 1.1).

**OUTPUT 2** By the end of 2016, child-sensitive social protection mechanisms and initiatives are strengthened at the national and sub-national levels targeting the most vulnerable children and families, including women-headed households.

**Analytical statement of progress:** The output was constrained mainly as a result of the delay in the achievement of other results that were to provide essential grounding for this output. Nevertheless, it is expected that the current evaluation of the National Programme on Child Care/early childhood development grants for disadvantaged children will create a feedback loop for enhancing the design and implementation of the programme. Ongoing advocacy on the issue of out-of-school children with the MoE will also provide the basis for a
joint effort to enhance and improve social protection programmes for the most disadvantaged children.

**OUTPUT 3** By the end of 2015, national capacities for development of a Child Poverty Reduction Strategy, including relevant implementation mechanisms are enhanced

**Analytical statement of progress:**
UNICEF continues to actively engage with the Government in dialogue on child poverty reduction. Building on the earlier joint investments in measuring multidimensional child poverty, in 2016, UNICEF facilitated the transfer of world-class expertise to steer the work forward and support the MoCLSW in their efforts to develop a nationally owned definition and measure of multidimensional poverty at child and general population levels. A draft measure has been developed and is being discussed through consultative workshops at the national level.

**OUTCOME 3** By the end of 2016, national and sub-national organizations and institutions have increased capacities to develop, implement and/or strengthen programmes, systems and policies to improve health, development and access to opportunities for and with adolescents and young people.

**Analytical statement of progress:**
UNICEF continued to provide technical support to the Judiciary and other key partners in the area of Justice for Children (J4C) through training of relevant professionals in targeted provinces on J4C standards and best practices, development of key J4C resources and training materials, and supporting the development and finalization of the ‘Bill for Establishing Juvenile Police Units’. In addition, the draft syllabus for a master's programme on social work with children was developed. Upon endorsement by the MoHME High Council for Planning, the programme will subsequently be launched at the University of Social Welfare and Rehabilitation Sciences.

National efforts to prevent risky behaviour among adolescents and youth have been enhanced through UNICEF’s assistance with launching the All In initiative and institutional capacity building on bio-behavioural surveillance of the most at-risk children. UNICEF also provided technical support for quality improvement and inclusion of elimination of mother-to-child transmission services within national maternal health services. In line with the UNICEF strategy to support evidence-based policy development, UNICEF Iran supported the implementation of the fifth Childhood and Adolescence Surveillance and Prevention of Adult Noncommunicable Disease (CASPIAN) survey, as well as the trend analysis of adolescents’ health status using the data from five sequential CASPIAN surveys. The evidence from these surveys is very valuable for the future development of adolescent programming. UNICEF will work with the MoHME to support the effective utilization of this kind of evidence in the design of policies and programmes for adolescents.

In continuation of the previous joint activity with the MoHME to develop a minimum service package for prevention and treatment of adolescents with substance abuse disorders, the knowledge capacity of 35 Iranian psychiatrists and service providers was strengthened through a training workshop.

In partnership with the IRCS and building on the findings of UNICEF-supported research, a community-based model for the promotion of road safety among IRCS volunteers and the public was developed. The model will be piloted during the coming Iranian New Year period, during which the number of traffic accidents is the highest.
Finally, a community- and family-based model for the promotion of physical activities among school-aged children was piloted in 80 schools in the city of Kashan with the support of UNICEF. The model benefits from a highly inter-sectorial planning framework and involves the collaboration of different stakeholders such as the Governor’s Office, the MoE, the MoHME, NGOs, religious and faith-based charities, the municipality authority and families.

**OUTPUT 1** By end of 2016, the capacity of the Government and stakeholders for the enhancement of HIV prevention and response based on the requirements of adolescent and youth programming is increased

**Analytical statement of progress:**
With technical support from UNICEF, the MoHME has pioneered the introduction of an integrated, community-based programme that provides a wide range of inter-related youth-centred services, including HIV/AIDS prevention and voluntary testing, substance use prevention, promotion of social and life skills, including positive parenting skills for families with young adults, and counselling services for youth and their families. This programme and its All In centres were piloted in some of the most disadvantaged urban areas of four provinces in 2016. UNICEF will continue to support the MoHME to scale-up the model. UNICEF also supported the service capacity strengthening of the centres by holding education workshops for centre personnel on subjects such as life skills, reproductive health and HIV prevention, sexually transmitted diseases, substance abuse and stigma reduction. Furthermore, standard communication and educational packages for children aged 10–24 years on the same subjects were produced with UNICEF support. A total of 6,147 adolescents made use of the centres between January and September 2016.

UNICEF also supported the development of a toolkit for the implementation of the Integrated HIV Bio-Behavioural Surveillance Survey among the most at-risk children and continued to build the technical capacity of the SWO to conduct the Integrated HIV Bio-Behavioural Surveillance Survey in the country. This survey will be conducted by the SWO in eight selected provinces in 2017.

In partnership with the IRCS, UNICEF supported the development of a community-based model for the prevention of HIV and the use of amphetamine type stimulants among IRCS volunteers. UNICEF will support the implementation of the model in selected provinces in 2017.

**OUTPUT 2** By the end of 2016, targeted institutions dealing directly with children in contact with the law have increased capacity for applying juvenile justice and restorative justice programmes.

**Analytical statement of progress:**
UNICEF continued to provide technical support to the Judiciary and other key partners in justice for children by strengthening individual and institutional capacities and supporting the development and finalization of child-friendly legislation for children in contact with the law.

UNICEF’s support to the nationwide training of judges, prosecutors, lawyers and social workers continued in 2016, targeting J4C professionals in Alborz, Ardebil and South Khorasan provinces. Training content focused on international and national J4C commitments and standards. While the full impact of these trainings is still to be determined, it is interesting to note that many of these events have had an immediate impact, in that some participating judges have immediately issued the release of children residing in juvenile correction and rehabilitation centres under their jurisdiction, based on
knowledge gained during the training and the eligibility of the child.

In 2016, a number of J4C resources and training materials were developed, including the textbook, *National and International Institutions and Mechanisms for Protection of Children*, a handbook for the implementation of the child-related provisions of the revised Penal Procedural Code, and a juvenile justice training manual for judges. These will be finalized in early 2017 and will serve as important references in the area of J4C. In addition, the draft syllabus for a master's programme on social work with children was developed. These will be finalized in early 2017 and will serve as important references in the area of J4C. In addition, the draft syllabus for a master's programme on social work with children was developed. The syllabus is currently with the MoHME Secretariat of the High Council for Planning, where it will be reviewed in a special session for final approval. Upon endorsement, the programme will subsequently be launched at the University of Social Welfare and Rehabilitation Sciences.

UNICEF also supported the revision of the draft ‘Bill for Establishing Juvenile Police Units’ to ensure that the Iranian police can effectively apply standards for the protection of children in contact with the law. The Bill was finalized by the Judiciary and is scheduled to be sent to the Parliament for review by the end of 2016.

In 2016, UNICEF Iran joined the MENA J4C Regional Leadership Area countries and participated in the UNICEF MENA Regional Office workshop, ‘Building Child-Friendly Justice Systems in the MENA Region: Progress, challenges and opportunities’, along with three officials from the Iranian Judiciary and police. As a result, Iranian officials were exposed to global and regional good practices and experiences for the protection of children in contact with the law. The event also yielded concrete actions for the future support of Iranian delegates to the J4C Regional Leadership Area and key recommendations for further strengthening of the J4C system in the Islamic Republic of Iran.

**OUTPUT 3** By the end of 2016, an educational service package for prevention of new HIV infections amongst children exists across all four elimination of mother-to-child transmission components

**Analytical statement of progress:**
UNICEF provided technical support for the quality implementation of the PMTCT programme in 171 health centres and 40 hospitals in disadvantaged areas under the supervision of 16 medical universities. The programme was incorporated into national maternal healthcare services. Some 156,515 pregnant women were covered by PMTCT, and 80 HIV-positive pregnant women were identified between January and September 2016. In line with the Health Transformation Plan, and based on the programme's success to date, the MoHME is planning to scale-up the initiative to cover all marginalized urban areas through its network of urban health centres/posts.

UNICEF also supported a series of PMTCT awareness-raising and stigma reduction initiatives among girls and women as well as health personnel of the antenatal care clinics and families of pregnant women living with HIV. In this regard, an information, education and communication package was also developed with UNICEF support for maternal healthcare service providers and HIV-positive pregnant women and their families on HIV prevention, stigma reduction and prevention of HIV transmission from mother to child. In early 2016, two series of consultative and training workshops were held by the United States Centers for Disease Control and Prevention with UNICEF support to enhance the capacities of more than 120 experts involved in PMTCT in 16 medical universities. These workshops were based on the latest developed guideline and protocol and designed to be a training of trainers to ensure that learning will be cascaded among health providers. They also provided an opportunity to discuss the challenges of the current programme before expanding it further in marginalized areas covered by these 16 medical universities. UNICEF will support
the MoHME to expand and improve the quality of services to be consistent with future health reform.

**OUTPUT 4** By the end of 2016, the capacity of the Government to promote healthy lifestyles and resilience-based drug abuse prevention among adolescents and youth (boys and girls), with a specific focus on social health and prevention of traffic accidents is enhanced

**Analytical statement of progress:**

UNICEF supported the implementation of the fifth CASPIAN survey, as well as the trend analysis of adolescents' health status using data from five sequential CASPIAN surveys. The report will contribute to the generation of quality data on adolescents and youth health status and provide an evidence-based foundation for UNICEF-MoHME future joint programming on the promotion of healthy adolescent lifestyles and the prevention of risky behaviour.

In partnership with the MoHME and building on previous years' joint efforts, a community- and family-based model on the promotion of physical activities among school-aged children was piloted in 80 schools in the city of Kashan. The model benefits from a highly inter-sectorial planning framework and involves the collaboration of different stakeholders such as the Governor's Office, the MoE, the MoHME, NGOs, religious and faith-based charities, the municipal authority and families. UNICEF continues to support monitoring and evaluation of the effectiveness and efficiency of the pilot model and its further expansion at the national level.

In continuation of the previous joint activity with the MoHME to develop a minimum service package for prevention among and treatment of adolescents with substance abuse disorders, the knowledge capacity of 35 Iranian psychiatrists and service providers was strengthened through conducting a training workshop.

In partnership with the IRCS and building on the findings of UNICEF-supported research, a community-based model for the promotion of road safety among IRCS volunteers and the public was developed. The model will be piloted during the coming Iranian New Year period, during which the number of traffic accidents is the highest.

**OUTCOME 4** Programme planning, coordination and management

**Analytical statement of progress:**

In 2016, UNICEF Iran finalized the new Country Programme Document (CPD) 2017–2021 in cooperation with the Ministry of Foreign Affairs. UNICEF developed a resource mobilization strategy that was reviewed by the Regional Office and revitalized fund-raising activities with a variety of potential partners and donors. UNICEF also finalized a set of commonly agreed-upon principles for fund-raising and partnership with the private sector with the Ministry of Foreign Affairs.

In 2016, a C4D strategy was developed for the new Country Programme to identify the C4D priorities for the next CPD. A C4D training was held for all UNICEF staff, and an introduction to C4D was held for IRCS. A youth participatory C4D model for the promotion of road safety behaviour was developed. The implementation of two C4D strategies (child injury prevention and promotion of physical activity) was started with UNICEF support.

Fortunately, no major emergencies arose in the Islamic Republic of Iran in 2016. However, as a contingency measure, UNICEF and the World Health Organization (WHO) developed a preparedness plan to counter potential polio outbreaks. In addition, UNICEF Iran undertook a review of its emergency preparedness plan and updated the Early Warning Early Action
portal. UNICEF also contributed to the new United Nations Emergency Response Preparedness Contingency Plan overall and to the sectors of education, nutrition, WASH and child protection as well as participated in the regular United Nations Disaster Management Team (UNDMT) meetings.

In 2016, UNICEF Iran updated its Rolling Management Plan 2015–2016. UNICEF Iran also updated its work processes regarding undertaking studies, research and evaluations and updated and reviewed its Plan for Research, Impact Monitoring and Evaluation on a quarterly basis at the CMT meetings.

UNICEF continued to actively participate in the United Nations monitoring and evaluation team meeting and provided comprehensive inputs for the United Nations Development Assistance Framework (UNDAF) 2012–2016 end-of-cycle report. UNICEF actively participated in the UNDAF 2017–2021 preparatory meetings and contributed to the development of the UNDAF baseline study terms of reference. UNICEF also worked closely with the Statistical Centre of Iran, which is entrusted with establishing the UNDAF 2017–2021 baseline.

In 2016, UNICEF Iran organized a results-based management (RBM) training workshop for all programme staff to refresh their knowledge on RBM and familiarize the team with the latest developments with regard to RBM in UNICEF.

In 2016, UNICEF increased its visibility through active engagement with the public and stakeholders using web-based and social media. A more expanded advocacy and awareness raising in social media was done on flagship topics for 2016, including HIV/AIDS and neonatal health.

UNICEF Iran’s Goodwill Ambassador was strongly engaged in raising UNICEF’s profile through her social media activity and public appearances in 2016, including participation in United Nations Day, World AIDS Orphans Day, HIV training for children of United Nations staff and World AIDS Day. In line with preparations for recruiting a second male goodwill ambassador to further expand public outreach via celebrities, a popular Iranian soccer player with almost 30 million fans was approached and involved in advocacy work to test his commitment. The formal appointment ceremony is expected to happen in 2017.

A joint visit by the communications and C4D advisers from the MENA Regional Office improved the current working structure of office communication to better align with C4D, exploring ways to engage more closely with Iranian media considering sensitivities and preparing for an improved public advocacy strategy ahead of the new CPD.

The content of a booklet for UNICEF’s 70th anniversary, with a total of 18 success stories of UNICEF and the Government over the past decades and memories of former UNICEF staff, was developed and finalized. Visibility items for the 70th anniversary event were designed and printed.

**OUTPUT 1** The knowledge of relevant stakeholders on child rights and UNICEF’s mission in Iran particularly its focus on most vulnerable boys and girls is enhanced

**Analytical statement of progress:**
In 2016, UNICEF Iran finalized the new CPD 2017–2021 in cooperation with the Ministry of Foreign Affairs. UNICEF Iran developed a resource mobilization strategy that was reviewed by the Regional Office and revitalized fund-raising activities with a variety of potential partners and donors. UNICEF Iran also finalized a set of commonly agreed-upon principles for fund-raising and partnership with the private sector with the Ministry of Foreign Affairs.
In 2016, a C4D strategy was developed for the new Country Programme to identify C4D priorities for the next CPD. A C4D training was held for all UNICEF staff, and an introduction to C4D was held for the IRCS. A youth participatory C4D model for promotion of road safety behaviour was developed. Implementation of two C4D strategies (child injury prevention and promotion of physical activity) started with UNICEF support.

Fortunately, no major emergencies arose in Iran in 2016. However, as a contingency measure, UNICEF and WHO developed a preparedness plan to counter potential polio outbreaks. In addition, UNICEF Iran undertook a review of its emergency preparedness plan and updated the Early Warning Early Action portal. UNICEF also contributed to the new United Nations Emergency Response Preparedness Contingency Plan overall and to the sectors of education, nutrition, WASH and child protection as well as participated in the regular UNDMT meetings.


UNICEF continued to actively participate in the United Nations monitoring and evaluation team meeting and provided comprehensive inputs for the UNDAF 2012–2016 end-of-cycle report. UNICEF actively participated in the UNDAF 2017–2021 preparatory meetings and contributed to the development of the UNDAF baseline study terms of reference. UNICEF also worked closely with the Statistical Centre of Iran, which is entrusted with establishing the UNDAF 2017–2021 baseline.

In 2016, UNICEF Iran organized an RBM training workshop for all programme staff to refresh their knowledge on RBM and familiarize the team with the latest developments with regard to RBM in the organization.

**OUTPUT 2 New element**

**Analytical statement of progress:**

In 2016, UNICEF increased its visibility through active engagement with the public and stakeholders using web-based and social media. During the reporting period, a total of 25 web stories and 23 keynote speeches were developed covering UNICEF’s work in the Islamic Republic of Iran on health and nutrition, education, social policy, child protection and emergency preparedness in English and Farsi. These were posted on the UNICEF website and cross-posted on the United Nations main website in the Islamic Republic of Iran with a daily average hit of about 2,000 readers on both websites. Some were also posted on ICON. These stories covering UNICEF’s work in the Islamic Republic of Iran, and child rights were also widely shared on social media, including Facebook, Twitter and Instagram, reaching more than 20,000 people through these networks. Since the beginning of the year, a total of 120 posts were uploaded on Facebook, 350 tweets were made and 25 posts were shared on Instagram, as the latter was launched later in the reporting period. This also contributed to UNICEF having an active dialogue with its audience on social media. Each of the above stories and social media posts was cited by roughly 15 media outlets leading to an overall estimate of 500 media citations of UNICEF’s work in Iran.

A more expanded advocacy and awareness raising in social media was done on flagship topics for 2016, including HIV/AIDS and neonatal health. UNICEF Iran’s Goodwill Ambassador was strongly engaged in raising UNICEF’s profile through her social media activity, as well as public appearances in events including United Nations Day, World AIDS Orphans Day, HIV training for children of United Nations staff and World AIDS Day. In line
with preparations for recruiting a second male goodwill ambassador to further expand public outreach via celebrities, a popular Iranian soccer player with almost 30 million fans was approached and involved in advocacy work to test his commitment. The formal appointment ceremony is expected to happen in 2017. A joint visit by the communication and C4D advisers from the Regional Office improved the current working structure of office communication to better align with C4D, exploring ways to engage more closely with Iranian media, considering sensitivities and preparing for an improved public advocacy strategy ahead of the new CPD. The content of a booklet for UNICEF’s 70th anniversary, with a total of 18 success stories of UNICEF and the Government over the past decades and memories of former UNICEF staff, was developed and finalized. Visibility items were designed and printed for the 70th anniversary event.

OUTCOME 5 Human capacity

Analytical statement of progress:
Office governance systems continued to function effectively and efficiently throughout the year 2016.

Statutory committees and task forces met regularly and contributed to effective decision-making in office management. Staff members were kept up to date on recent developments and plans during the office’s weekly all-staff information sharing meetings.

The Staff Association was closely engaged with and consulted on discussions about the country programme management plan with senior management and programme budget review submission for the new Country Programme and maintained an open and trusted dialogue between staff and management.

The progress on the inclusion of four main issues identified in the 2014 Global Staff Survey in the OIP was closely monitored through indicators and surveys. The monitoring recorded improvement in two out of four areas.

The all-staff retreat was held in May 2016. Retreat recommendations were analysed and inserted in the OIP jointly by management, the Staff Association and the retreat task force.

The Office Learning Plan was completed based on staff development plan outputs. In identifying the development plan, staff took advantage of online courses offered in the UNICEF learning hub, Agora, as well as other learning tools, such as stretch assignments, staff exchanges, attending workshops organized by the Regional Office and UNICEF Headquarters, distance learning, and classroom attendance for advanced university degrees. RBM, human rights responsibility, a HACT e-course and a FACE e-course were identified as office priorities.

UNICEF Iran was audited by an internal audit in the first quarter of 2016. The final audit report was shared with the office in October 2016. Out of 11 audit recommendations to UNICEF Iran, seven were closed as of 5 December 2016.

OUTPUT 1 Governance and systems exist to support the direction of country operations.

Analytical statement of progress:
Established office governance systems functioned well in 2016.

Office statutory committees functioned effectively and their membership was reviewed and updated by the CMT in March 2016.
In-house refreshers and briefings were organized for all staff on the major office work processes, including those related to travel, the Table of Authority, segregation of duties and financial controls, VISION roles, HACT spot checks, programme cooperation agreements and the Integrated Monitoring and Evaluation Plan.

The Table of Authority and VISION mapping roles were reviewed and updated twice in 2016 (in March and December). Staff VISION roles were examined to confirm accuracy and appropriateness and were revised following segregation of duties, rules and staff and post changes in the office.

Outstanding DCT balances were regularly and closely monitored and followed up on. The unliquidated DCT balance greater than six and nine months was zero by the end of 2016.

The establishment of common United Nations LTAs with event venue providers and travel agencies contributed to an increase in the efficiency of office operations and a reduction in the transactional costs.

The Early Warning Early Action platform was regularly updated. The BCP was updated in April 2016, and the ICT component of the BCP was successfully tested in October 2016.

UNICEF Iran successfully completed the Global Shared Services Centre project roll-out in 2016. The finance and master data management transition was completed in September 2016, and the human resources part was completed in December 2016.

**OUTPUT 2** Stewardship of financial resources creates the conditions to pursue country operations.

**Analytical statement of progress:**
UNICEF Iran continued to monitor financial implementation rates, the management dashboard and the office performance management reports closely during CMT, Programme Management Team and operations meetings to enhance the office’s performance.

The financial systems and records were kept in sound condition through timely and accurate completion of the monthly bank reconciliations, as well as account clearing practices. The quality of supporting documents was continuously monitored; all payments, refunds and DCT liquidations were processed in a timely manner and without errors.

A number of measures were implemented in 2016 to enhance the office’s HACT compliance and capacity among the team, such as 1) the establishment of the HACT Task Force to monitor HACT implementation; 2) simplified micro-assessments of three NGOs; 3) six spot checks of NGO partners and one spot check of government partners; 4) training of programme assistants on conducting spot checks; and 5) close monitoring of DCTs. As a result, there were no outstanding DCTs for more than six and nine months at the end of 2016. However, due to capacity constraints given the learning curve involved in conducting the spot checks, the spot check component of the HACT assurance plan has been lagging (as opposed to the programme visits, which have been on track and even beyond the plan).

UNICEF Iran made additional efforts to create a ‘greener’ office atmosphere by taking further steps to reduce energy consumption, paper utilization and make more efficient use of ICT equipment. After having its initial concept paper accepted, UNICEF Iran submitted full applications for eight environmental impact reduction projects to UNICEF’s global Greening and Accessibility Fund.
**OUTPUT 3** Human resources have the capacities, skills, morale and motivation to support country operations.

**Analytical statement of progress:**
UNICEF Iran experienced a high rate of staff rotation in 2016 (23 per cent of established posts) due to various reasons, including two inter-agency transfers of local staff, two international reassignments, one retirement and two internal promotions to vacant posts. Seven recruitment cases were completed, including one international post and two temporary appointments, as follows:

- Operations Manager, Professional Level 3
- Health and Nutrition Officer, NOB
- Child Protection Officer, NOB
- Senior Finance/Accounts Assistant, General Service Level 7
- Programme Assistant, General Service Level 6
- Programme Assistant, General Service Level 5
- Partnership and Recourse Mobilization Officer, NOB, on temporary appointment
- Accounts Assistant, General Service Level 5, on temporary appointment

Ongoing recruitment cases:
- Health and Nutrition Specialist, NOC
- Education Officer, NOB
- Resource Mobilization Officer, NOB
- ICT Officer, NOA on temporary appointment
- Accounts Assistant, General Service Level 5

Five new national officer job descriptions and one new general service job description were created, and two national officer job descriptions were updated and classified as part of the programme budget review exercise in 2016.

In 2016, UNICEF Iran successfully completed the staff personnel files digitation project. The Talent Management System, including e-Recruitment, on-boarding and performance management (Achieve) modules, was rolled out and implemented by the office in 2016. The transition for human resources to the Global Shared Services Centre was completed on 5 December 2016.

Eighty-seven per cent of staff completed their 2015 end-of-year performance appraisals, and 100 per cent of staff completed their 2016 objective setting within the UNICEF global deadlines and were encouraged to have regular performance dialogues with their supervisors.

UNICEF Iran actively participated in the United Nations Cares work in Iran. Among many activities, three HIV orientation sessions were conducted for children of all United Nations staff in three different age groups. Voluntary HIV tests for all United Nations staff were also organized.
Evaluation and research

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<td>2016/002</td>
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<td>Analysis and Evaluation of Multi-Sectoral Programme for Improvement of Nutritional Status of Children in Iran</td>
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Other publication

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<td>Short film on activities of ALL IN centre featuring Goodwill Ambassador</td>
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<td>Farsi Translation of Core Commitments for Children in Emergencies (print)</td>
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<td>ALL IN publications package (print)</td>
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Lessons learned

Document type/category|Title

Programme documents

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