

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 UNICEF Iran began to implement in 2016, is expected to assist the country's economic growth.

The Government has requested that UNICEF Iran's new Country Programme (2017–2021) focus 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).

In 2017, UNICEF Iran achieved important results in nutrition, access to education for refugee children, emergency preparedness and poverty measurement.

In line with UNICEF Iran's collaboration with the Ministry of Health and Medical Education (MOHME) to support the generation of quality evidence on the nutritional status of children in Iran, the MOHME launched a National Anthropometric and Nutrition Survey with support from UNICEF Iran. The survey covered data on anthropometric measurements as well as on the nutritional and early developmental status of children aged 0–59 months. The results of the survey will contribute to further developing the national policy on child health and nutrition.

In 2017, UNICEF Iran received funding from European Civil Protection and Humanitarian Aid Operations (ECHO) to support improved access to social services for Afghan refugee children. The main objective was to support government efforts to improve equitable access to education for Afghan refugee children, especially those without documents. As the Ministry of Education (MOE) and the Bureau for Aliens and Foreign Immigrant Affairs (BAFIA) requested, UNICEF Iran mostly used this fund to provide education material and supplies to accelerate the integration of Afghan refugee children into Iran's formal education system in the 10 provinces where most of the Afghan refugees live.

In partnership with the National Disaster Management Organization, UNICEF Iran organized the final workshop in a series of training workshops on emergency preparedness and response that enhanced the capacity of different sectors at the provincial level. Child protection was one of the key sectors of focus, and the working group on child protection in emergencies (CPiE) highlighted the urgent need for establishing a national coordination mechanism on CPiE. UNICEF Iran will support the Iranian Red Crescent Society (IRCS) and all other relevant partners in this effort.

UNICEF Iran, the Ministry of Cooperatives, Labour and Social Welfare (MCLSW) and the University of Bristol partnered to review current methods of poverty measurement in Iran and support the development of a multidimensional approach to poverty measurement adapted to the Iranian context. After extensive consultations, the partners finalized a proposed poverty measurement methodology and proposed a new material and social deprivation question

module for Iran. That module is expected to be incorporated into the Household Income and Expenditure Survey that the Statistical Center of Iran will undertake starting in 2018.

UNICEF Iran also faced significant challenges. The lack of funding available to complete important work planned in the areas of health, nutrition and social policy continued to be a significant constraint in 2017. However, overall UNICEF Iran has been successful in raising additional funds for the programme, which will benefit all areas from 2018 onwards.

Collaborative partnerships

To contribute to ongoing efforts to reduce neonatal mortality, UNICEF Iran helped implement the Neonatal Individualized Developmental Care and Assessment Program (NIDCAP) in Iran in partnership with MOHME and medical universities. A total of 17 neonatal intensive care unit paediatricians and neonatologists in Tehran, Tabriz and Shiraz were certified as NIDCAP providers. Two national training workshops for experts from 19 medical universities and nursing and midwifery faculty scaled the effort up to a national level. The partners also developed a minimum service package on provision of NIDCAP services for personnel in neonatal intensive care units.

UNICEF Iran, MOE and the United Nations Educational, Scientific and Cultural Organization (UNESCO) co-hosted an event to re-launch the out-of-school children initiative with the participation of the regional UNICEF education team and the Romanian Ministry of Education. A wide range of stakeholders, including MCLSW, the Literacy Movement Organization, Organization for Education of Children with Special Needs and provincial ministries of education, participated in this workshop.

In consultation with the Ministry of Foreign Affairs, UNICEF Iran has begun to successfully reach out to new partners for the new UNICEF Iran country programme, including but not limited to the Ministry of Youth and Sports and Drug Control Headquarters.

In 2017, UNICEF Iran continued efforts to engage with Iran's corporate sector as part of its resource mobilization strategy for the 2017–2021 Country Programme, initiated several promising partnerships with private sector partners and is in discussions with several others.

Humanitarian assistance

In partnership with the Ministry of Interior and the National Disaster Management Organization, and with technical support from the UNICEF Middle East and North Africa Regional Office (MENARO) humanitarian team, UNICEF Iran continued to strengthen national capacities for emergency preparedness and response in all provinces of Iran.

As part of this capacity-building effort, UNICEF Iran conducted a series of three training workshops on emergency preparedness and response; two of them were held in 2016. The third and last workshop was held in August 2017. The event targeted UNICEF Iran's key government partners in emergency sectors, including MOE, MOHME, the State Welfare Organization (SWO) and IRCS.

Through the workshops, 115 emergency focal points in the above-mentioned organizations became familiar with the principles of and process for developing a preparedness and response plan for an earthquake scenario, with due consideration to priority needs in the sectors of WASH nutrition, child protection, education and health. Each of the three workshops focused on one sector, with education the focus of the final event. An experienced international education

specialist drew on regional and global experiences to provide valuable technical insight about education in emergencies.

Although the Government's response capacity to natural disasters is considerable, some key remaining gaps have been identified in discussion with government partners. These include lack of sufficient focus on children and women, especially in terms of nutrition and WASH, the need to further enhance sectoral preparedness and response plans based on global standards in all UNICEF-led sectors, and insufficient coordination within and among sectors. The three workshops brought these gaps to light and allowed participants to discuss ways to address them, with the aim of placing children at the core of emergency responses.

As part of a plan to roll out the new Emergency Preparedness Platform, UNICEF Iran started developing its emergency preparedness plan with support from UNICEF MENARO colleagues through orientation and facilitation at the country level.

Following the devastating earthquake in Kermanshah on 12 November, the Government authorized a joint United Nations mission headed by the Resident/Humanitarian Coordinator to visit the affected area on 23–24 November. A joint United Nations mission report was subsequently prepared and submitted to the Government. United Nations agencies were coordinated by sector. UNICEF Iran, supported by the Office for the Coordination of Humanitarian Affairs (OCHA) and the Resident Coordinator's office, took the lead on education, nutrition, child protection, and WASH.

The Government welcomed United Nations agencies to respond at the recovery stage as the emergency phase had been managed by the Government. UNICEF Iran and other agencies are coordinating to support the Government in carrying out additional technical assessments as required and developing a recovery plan for the affected area.

Emerging areas of importance

Refugee and migrant children. In 2017, UNICEF Iran continued its work around the needs and rights of Afghan refugee children. Iran hosts one of the longest protracted refugee situations in the world. There are approximately 800,000 school-age Afghan children and adolescents, documented and undocumented, in Iran.

UNICEF Iran worked with both MOE and BAFIA to support the effective integration of these children into the public school system following the decree of the Supreme Leader in 2015. In addition, the refugee and migrant crisis in Europe has highlighted the situation of Afghan refugees in Iran, as a number of the migrants travelling to Europe were refugees who had been living in or transiting through Iran. In 2017, renewed international attention to refugees provided an opportunity for UNICEF Iran to explore new partnerships – not only to showcase Iran's experience over the past decades, but also to expand areas of cooperation in order to support these children. This will mostly begin in 2018 and will also involve close cooperation with UNICEF Afghanistan.

Focus on the second decade. In 2017, UNICEF Iran focused on developing an adolescent development and participation (ADAP) strategy to provide a framework for some already ongoing activities focusing on the second decade, such as HIV prevention and drug prevention efforts, as well as for new activities relating to the health, education and social well-being of adolescents. UNICEF Iran has initiated discussions with potential new partners; these are expected to lead to concrete new activities in 2018.

Environmental education. Finally, UNICEF Iran has started work on environmental education as part of a partnership with UNESCO and MOE. In 2017, the partners prepared for a joint pilot programme that focuses on water preservation and waste management in three provinces, both through capacity–building for teachers and students as well as through public awareness campaigns. The programme will be implemented in 2018.

Summary notes and acronyms

ADAP	adolescent development and participation
BAFIA	Bureau for Aliens and Foreign Immigrants Affairs
C4D	communication for development
CMT	country management team
CPD	country programme document
CPiE	child protection in emergencies
DCT	direct cash transfer
ECHO	European Civil Protection and Humanitarian Aid Operations
FT	fixed-term appointments
HACT	harmonized approach to cash transfers
HIV	human immunodeficiency virus
ICT	information and communications technology
ILO	International Labour Organization
IPV	inactivated poliovirus vaccine
IRCS	Iranian Red Crescent Society
KMC	kangaroo mother care
LTA	long-term agreement
MCLSW	Ministry of Cooperatives, Labour and Social Welfare
MENARO	Middle East and North Africa Regional Office (UNICEF)
MOE	Ministry of Education
MOHME	Ministry of Health and Medical Education
NGO	non-governmental organization
NIDCAP	Neonatal Individualized Developmental Care and Assessment Program
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PMT	Programme Management Team
PMTCT	prevention of mother-to-child transmission (of HIV)
SWO	State Welfare Organization
TA	temporary appointments
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDSS	United Nations Department of Safety and Security
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization
VISION	Virtual Integrated System of Information (UNICEF)
WFP	World Food Programme

Capacity development

UNICEF supported MCLSW in designing a comprehensive, equity-focused policy and implementation plan by strengthening national capacity for multidimensional poverty measurement.

As part of the Out-of-School Children Initiative Conference in 2017, UNICEF Iran presented a methodology that includes a comprehensive framework for monitoring out-of-school children to MOE and other governmental and non-governmental stakeholders.

In line with strengthening national capacities for protecting children, UNICEF Iran supported capacity building of judges, prosecutors and social workers through specialized trainings on children in judicial proceedings and the development of behavioural change communication materials. UNICEF Iran also supported the participation of three Iranian professionals – a judge, a prosecutor and a social worker – in a training of trainers workshop on regional guidelines for collaboration on the cases of children in judicial proceedings.

Furthermore, utilizing a communication for development (C4D) methodology, UNICEF Iran supported the development and piloting of a behavioural change model for prevention of child injuries in three cities. Because of its success, the model was scaled up in the relevant provinces with government investment.

In an effort for promotion of children and adolescents right to health, UNICEF Iran supported MOHME's capacity-building strategy for adolescent well-being clubs (ALL-IN centres) by developing four specialized service packages on drug prevention, peer outreach, adolescent counselling and HIV prevention, as well as the relevant trainings. UNICEF Iran also continued its support for NIDCAP in Iran and helped MOHME scale up the programme nationally by training 134 experts.

Evidence generation, policy dialogue and advocacy

In 2017, UNICEF Iran supported the generation of evidence on key areas for enhancing child well-being in Iran. UNICEF Iran supported MCLSW in conducting a multidimensional poverty study with a disaggregated focus on adults and children and reviewing the current experience on poverty measurement in Iran. Also, through the support of UNICEF Iran, MCLSW began evaluating a subsidized childcare programme in 2017.

UNICEF Iran assisted the Government in harmonizing data and eliminating data gaps about the situation of children in Iran through its support for the Multiple Indicators Demographic and Health Survey, which is conducted by the Iranian National Institute for Health Research under MOHME. The survey is one of the principal sources of data on maternal and child health, nutrition and mortality in Iran.

In addition, UNICEF Iran extended its strategic role in policy development and nutrition advocacy through a tripartite partnership with MOHME and renowned scholars and research centres. In the context of this partnership, UNICEF Iran supported MOHME in conducting several research studies, surveys and evaluations that contributed to the generation of quality evidence on the nutritional status of children in Iran. For example, a national anthropometric survey covered both the nutritional and early developmental status of children aged 0-59 months and evaluated the effectiveness of vitamin D supplementation among school-aged children.

In line with their collaboration to improve the quality of services, UNICEF Iran supported MOHME in undertaking two strategic assessments, one on the prevention of mother-to-child transmission of HIV (PMTCT) and the other on adolescent health club programmes. The findings of these two assessments contributed to potential revisions of existing policies, procedures and protocols.

Partnerships

UNICEF Iran's partnership and resource mobilization strategy is made up of three interrelated strategies:

- Develop partnerships with governments, intergovernmental organizations and UNICEF National Committees to leverage resources for children;
- Forge long-term partnerships with the general public and private sector to leverage influence for children and share expertise;
- Engage with businesses to promote corporate social responsibility.

In 2017, UNICEF Iran explored new private-sector partnerships in accordance with the principles for private-sector fundraising that the Ministry of Foreign Affairs and UNICEF Iran agreed to in 2016. UNICEF Iran signed memoranda of understanding with the Iran Chamber of Commerce, Industry, Mines and Agriculture and the Tehran Chamber of Commerce, Industry, Mines and Agriculture as well as Saman Bank, Espinas Hotels and Sanam Trading Company. Negotiations are in process to implement the memoranda.

UNICEF Iran also started cooperating with some Joint Chambers of Commerce, such as those of China, Germany, Italy, the Republic of Korea and Switzerland. In October 2017, UNICEF Iran and the Iran Chamber of Commerce held a corporate partnership event to celebrate UNICEF Iran's renewed partnership with the private sector. UNICEF Iran also initiated discussions with the Islamic Development Bank through its Representative in Iran and Ministry of Economic Affairs and Finance, as well as with the Economic Cooperation Organization.

Following consultation with the Ministry of Foreign Affairs, UNICEF Iran also initiated discussions with new government partners under the new country programme document (CPD). These new partners include the Vice-presidency for Science and Technology for work on innovations for children; the Ministry of Youth and Sports and Drug Control Headquarters for work related to adolescents; the Ministry of Culture and Islamic Guidance for work related to communications; and the Planning and Budget Organization for social policy work.

External communication and public advocacy

In 2017, UNICEF Iran increased its visibility through active engagement with the public, the Government and other stakeholders using web-based and social media as well as through participation in high-profile, child-focused public events. UNICEF Iran participated in the jury panel for Iran's "International Film Festival for Children and Youth" and gave an award to a film which captured many important children's issues. This annual international film festival is the most important children's film festival in Iran and reaches millions of people.

In 2017, English and Persian web-stories and keynote speeches published on UNICEF Iran's website and the United Nations website, as well as related social media posts on UNICEF Iran's Facebook, Twitter and Instagram accounts, reached more than 100,000 people. These pieces covered early childhood development, HIV/AIDS and drug prevention among children and adolescents, education, refugee children and child protection, with a special focus on the most vulnerable children.

In 2017, UNICEF Iran finalized and printed a booklet for UNICEF's 70th anniversary with over 20 success stories about UNICEF's work for children in Iran over the past decade and memories of former UNICEF Iran staff. The booklet was distributed among business leaders,

diplomatic missions, government partners and celebrities to raise awareness about UNICEF's mission in Iran. New UNICEF notebooks with photos and messages about UNICEF's work in Iran were distributed among children and partners. Fact sheets and a short video clip on the current UNICEF Iran Country Programme and UNICEF's mission in Iran were produced and used to raise public awareness.

UNICEF Iran also organized its first-ever corporate partnership event in October, attracting more than 150 guests, including celebrities and professionals from the private sector and diplomatic missions. The event increased UNICEF Iran's visibility and strengthened partnership opportunities. Several UNICEF-branded items were designed and produced for this event, and the 70th anniversary booklet and fact sheets on the new UNICEF Iran country programme were distributed.

South-South cooperation and triangular cooperation

In 2017, UNICEF Iran continued to support MCLSW in conducting its first evaluation of the national cash grant for early childhood care and education. This grant resulted in part from South-South cooperation with Mexico on the evaluation of social programmes and policies and multidimensional poverty measurement, which UNICEF has supported since 2016.

UNICEF Iran reached out to request support from UNICEF Romania to facilitate the participation of a representative of the Romanian Ministry of Education in a national workshop on out-of-school children. This exchange of experience was greatly appreciated by partners and may lead to follow-up activities and cooperation in 2018.

UNICEF Iran has also started to explore other potential opportunities, for example on social policy issues, with UNICEF China. In the future, new South-South cooperation efforts will likely focus on what it has identified as two emerging issues of importance : Afghan refugee and migrant children as well as drug prevention among adolescents.

Support to integration and cross-sectoral linkages

In 2017, UNICEF Iran focused on developing internal strategies on C4D and ADAP in support of the new UNICEF Iran country programme and to improve cross-sectoral collaboration. The strategy on C4D identifies four flagship areas in which C4D will play a more important role over the coming years in supporting the achievement of results for children in specific sectors, namely social norms and behaviours around maltreatment; disability; HIV and drugs; and children in judicial proceedings. Stakeholder mapping and a multisectoral action plan for each flagship area will be finalized in 2018.

The ADAP strategy, in turn, aimed to provide a framework for UNICEF Iran's existing and future work on adolescents and to identify opportunities for cross-sectoral collaboration. New partnerships with the Ministry of Youth and Sports and Drug Control Headquarters will be pursued in 2018.

In partnership with IRCS, UNICEF Iran continued to support the strengthening of national capacities in CPiE. Training not only improved CPiE knowledge and skills among 35 IRCS managers, but also served as an example of cross-sectoral linkages. The effort involved emergency focal points from SWO, MOE, MOHME, the Ministry of Interior, the National Disaster Management Organization, the Imam Khomeini Relief Foundation and the United Nations High Commissioner for Refugees (UNHCR).

Another example of cross-sectoral linkage is MOHME's community- and family-based model for promoting physical activities among school-aged children. In 2016, UNICEF Iran piloted the C4D model in 80 schools in the city of Kashan in collaboration with a variety of stakeholders including the Governor's Office, MOE, NGOs, religious and faith-based charities, the municipality authority and families.

In 2018, UNICEF Iran plans to prioritize engagement on cross-sectoral work on early childhood development and children with disabilities.

Gender equality

Gender equality and parity has always been a focus of UNICEF Iran's cooperation with MOHME. A few examples include improving the quality of maternal and neonatal care in Iran, developing two service packages on high-risk pregnancy to improve the management of complicated pregnancy, supporting 74,215 women who are pregnant in receiving PMTCT services, and conducting a seminar on preventing HIV transmission from mother to child with the participation of 230 midwives and gynaecologists working in the non-governmental sector.

Along the same lines, as an effort to promote gender parity in adolescent health, UNICEF Iran supported MOHME in establishing and developing drop-in centres in which boys and girls can access customized counselling and referral services. A total of 1,550 adolescent girls visited these centres and 730 of them benefited from the services.

Furthermore, educational activities under the UNICEF Iran Country Programme for 2017–2021 are gender-sensitive, as directed by its overall strategy, which seeks to enhance equity in access for all children. UNICEF Iran supported a joint workshop with MOE and UNESCO on out-of-school children in August 2017. Discussions in the workshop revealed that the drop-out rate among girls at certain levels is higher, which drew more attention to girls' education. UNICEF Iran has integrated the specific concerns of boys and girls in education into its draft work plan with MOE, which is expected to be signed in 2018.

Environmental sustainability

In 2017, UNICEF Iran undertook several important initiatives to reduce its environmental footprint and improve office accessibility.

After its initial concept paper was accepted, UNICEF Iran submitted applications for eight environmental impact reduction projects to UNICEF's global greening and accessibility committee. These included server room and water heating tank isolation, efficient lighting, air conditioning and water cooling, interior shading, solar water system heating and generator tune-up as well as one project to improve the office's mobility and entrance accessibility.

Two project proposals were approved, and UNICEF Iran received US\$14,500 from the Greening and Accessibility Fund for implementation of one environmental impact reduction and one improved accessibility project in 2017. Additionally, UNICEF Iran has implemented an efficient lighting project using its own budget.

An improved office accessibility project was completed in 2017:

- Baby changing tables and safety grab bars were installed in washrooms; portable ramps allowing wheelchair access to the building were built; emergency kits were purchased;

and the elevator was upgraded with advanced acoustic features to facilitate access for persons with visual impairments.

The following environmental impact reduction projects were completed in 2017:

- Efficient water coolers were introduced to replace the old ones; the new energy-efficient models allow a savings of about 50 per cent in electricity consumption.
- LED bulbs were installed in office lamps to save energy.
- Furthermore, in 2017, the office launched campaigns to save electricity and reduce printing in order to encourage all staff to exercise more care in the use of electricity as well as paper and toner cartridges.

As a result of these measures, UNICEF Iran expects to achieve 40 per cent power savings during 2018.

Effective leadership

Established office governance systems functioned well in 2017.

The country management team (CMT) met 10 times in 2017. Major agenda items included: (a) audit, (b) revision of the table of authority and UNICEF Iran's statutory committees; (c) the 2017 Global Staff Survey, (d) resource mobilization strategy, and (e) review of UNICEF Iran policies and practices, such as those pertaining to business class travel, attendance and work-life balance. Review of the management performance indicators, funding performance and staff association issues were standing agenda items at each meeting. The last outstanding 2016 audit recommendations were closed in 2017.

As part of risk mitigation measures, staff's Virtual Integrated System of Information (VISION) roles were reviewed, the table of authority was updated twice, and a VISION roles reconciliation exercise was conducted in 2017.

All UNICEF Iran staff members were involved in updating membership in the statutory committees and their terms of reference. The committees and task forces met as and when required and functioned effectively throughout the year. Briefings on the rules and regulations of the contract review committee and central review bodies were arranged for the committees' members. The following work processes were reviewed and briefings for all staff were organized on areas such as (a) supply, (b) the table of authority, (c) VISION roles, (d) internal controls and segregation of duties and (e) ACHIEVE, MyCase tool and performance management.

The joint consultative committee met twice in 2017. Major issues included: (a) review of and follow-up on the Global Staff Survey; (b) work-life balance, (c) follow-up on the office team-building workshop and (d) finalization of the Office Improvement Plan.

The office improvement plan was developed using the results of the team-building retreat, staff surveys and brainstorming sessions with all staff. Implemented actions included the visits of the staff counsellor, team-building exercises, improved information sharing and communication and organization of webinars for staff. More activities, such as staff coaching, refreshers and communication and career management workshops, are planned for 2018–2019.

Financial resources management

Financial planning, budget controls, accounting and liquidation of outstanding direct cash transfers (DCTs) were carried out through regular monitoring as per the respective performance indicators. The country management team, programme management team and harmonized approach to cash transfers (HACT) committee discussed the status of these issues in their meetings and took steps to follow up on the problematic areas. The management dashboard, the office performance management reports and scorecard were used to address the areas in need of improvement.

UNICEF Iran took measures to boost HACT compliance and capacity across the team through: (a) monitoring of spot checks and reviewing the results by HACT committee, b) using result of United Nations Population Fund (UNFPA) micro-assessment of four common partners, c) conducting all required spot checks by the end of November 2017 (four NGOs and four government partners), (d) building the capacity of the programme assistants on conducting spot checks and (e) close monitoring of DCTs.

The unliquidated DCT balance above nine months was 0 per cent in December 2017. UNICEF Iran conducted 100 per cent of spot checks and programme visits as planned for 2017. Good budget utilization rates were achieved in 2017. Utilization of BMA funds reached 100 per cent by the end of 2017. Utilization of GC funds reached 98.64 per cent by the end of 2017. The other resources and other resources emergency grants were utilized 100 per cent, respectively. UNICEF Iran went through an internal audit in the first quarter of 2016 and received the report in October 2016.

The last outstanding audit recommendations were closed in 2017. In preparation for the introduction of ezHACT in October 2017, two UNICEF Iran staff were trained at the regional ezHACT workshop. They organized two training sessions for all UNICEF Iran staff and facilitated migration to the new system. Together with the support of the regional HACT focal point, this helped to ensure that UNICEF Iran experienced a smooth transition to the new system and that data was migrated successfully.

Fundraising and donor relations

UNICEF Iran's CPD (2017–2021) is based on an approved other resources ceiling of US\$6,592,000 over the whole period, or the equivalent of about US\$1.3 million per year.

Other Resources funding was as follows:

UNICEF Iran received the total fund of US\$1,077,210 from ECHO for the health, education and child protection programmes until 31 March 2018, US\$400,000 from the Swiss National Committee for the health programme until 30 April 2018 and US\$400,000 from the U.S. Fund for UNICEF for the child protection programme (US\$40,000 per year over 10 years) until 2023.

UNICEF Iran pursued potential funding from UNICEF National Committees , Bi- and Multilaterals for 2017 onwards:

The Korean National Committee has approved total funding of US\$900,000 for three years (2018–2020) for the UNICEF Iran's health, education, child protection and social policy programmes.

UNICEF Iran also provided six international funding agents with proposals that are currently under review.

UNICEF Iran signed a memorandum of understanding with Saman Bank, Sanam Trading Company and Espinas Hotels for three years. Financial support from each company per year is as follows

- Saman Bank: US\$120,000
- Sanam Trading Company: US\$50,000
- Espinas Hotels: US\$20,000

UNICEF Iran provided an annual report to each donor in accordance with UNICEF's reporting standards.

Evaluation and research

In 2017, UNICEF Iran supported two studies with evaluative characteristics: an assessment of the ALL-IN centres with MOHME and an evaluation of the early childhood development programme that is being carried out by SWO and MCLSW.

One year after the initiation of the ALL-IN agenda in Iran and the launching five adolescent and youth health and counselling clubs in four Iranian cities (two in Tehran and one each in Shiraz, Ahvaz and Kermanshah), UNICEF Iran recognized the need to conduct a formative assessment to review different perspectives on the projects. This review aimed primarily to make some innovative and practical recommendations for improving the quality of services in these centres.

UNICEF Iran also participated in an evaluation of the ongoing national subsidized childcare programme. The purpose of the evaluation is to improve the performance of the programme through generation of knowledge on the successes and failures of the subsidized childcare initiative, to create a feedback loop and to provide a basis for accountability to stakeholders.

Newly planned evaluation activities will be reflected in the plan for research, impact, monitoring and evaluation. To ensure adequate quality assurance, the monitoring and evaluation specialist at UNICEF MENARO will be consulted for the development of the terms of reference and assessment of the technical proposals and progress reports. The management response to the evaluation will be introduced to the concerned partners, reflected in the Evaluation and Research Database portal, monitored by UNICEF Iran's country management team and updated regularly.

The plan for research, impact, monitoring and evaluation was reviewed, prioritized and updated on a quarterly basis and presented to the country management team for approval and documentation.

Efficiency gains and cost savings

In 2017, UNICEF Iran implemented the following cost control and saving measures:

- Hosting the United Nations Industrial Development Organization (UNIDO) and the World Food Programme (WFP) in the UNICEF premises saved 36 per cent of rent, maintenance, utilities and ancillary services costs. UNICEF Iran's total cost savings from these measures in 2017 were US\$152,053.

- Common United Nations procurement initiatives, such as UNICEF’s establishment of common United Nations long-term agreements (LTAs) with event venue and design services providers and piggy backing on United Nations agencies bidding, led to increased efficiency in UNICEF Iran’s operations and reduction of transactional costs.
- Through common United Nations LTAs with travel agencies, UNICEF Iran saved an average of 3 per cent on the cost of international air travel.
- Greening initiatives, such as the electricity saving and paper use and print reduction campaigns along with efficient water coolers and LED lighting projects, enabled UNICEF Iran to save US\$2,000 in 2017. It is expected that a 40 per cent savings on electricity will be possible in 2018.
- By hiring a driver with a car for local transportation through an institutional contract, UNICEF Iran saved costs for fuel, spare parts, maintenance and insurance over time, which resulted in total savings of US\$12,000 in 2017.
- Vehicle request automation achieved a financial savings of US\$1,000 as well as saving staff time.
- US\$12,600 savings were achieved on Internet connectivity costs by sharing the services of the Very Small Aperture Terminal and local service provider with UNIDO.
- Using Skype for Business and voice over IP for international calls rather than public telephone and mobile phone lines also resulted in savings for UNICEF Iran.

Supply management

In 2017, the supply component of the UNICEF Iran Country Programme represented 30 per cent of the overall allocated budget. Out of US\$1,397,694.52 of total procurements, near 88 per cent were local procurements and the rest consisted of off-shore procurement, direct orders and international bidding.

The details of UNICEF Iran’s procurement of goods and services in 2017 are provided in the table below:

UNICEF IRAN 2017 (US\$)	
Local procurement value	1,223,045.56
Offshore procurement value	174,648.96
Total	1,397,694.52
UNICEF IRAN 2017	Value of all supply input (goods and services) (US\$)
Programme supplies	683,826.92
Operational supplies	257,043.00
Services	456,824.60
Total	1,397,694.52

Local market conditions remained challenging due to a higher US\$ exchange rate. Consequently, the prices of commodities increased further while the local market continued to experience shortages of some important commodities. In this environment, suppliers insisted on providing quotes with short validity.

Other challenges that UNICEF Iran's supply unit faced included:

- Vendors' reluctance to sign UNICEF purchase orders and accept all general terms and conditions because those are in English.
- Advance payment requests by suppliers.
- Due to sanctions, vendors are not allowed to ship supplies produced in the United States of America, or under the license of the United States, to Iran. Direct orders for purchasing information and communication technology (ICT) equipment, even through global LTAs, require the provision of additional information and justification for bringing supplies to Iran, which is a lengthy process.

UNICEF Iran's achievements included successful implementation of the ECHO project, which involved on-time delivery of supplies before the school year's start and obtaining significant discounts for the procured supplies, such as 10 per cent off school furniture, 12 per cent off of educational kits, and 50 per cent off story books.

In 2017, UNICEF Iran focused on establishing LTAs with service providers willing to fix their prices for a minimum of one year. Two LTAs for the provision of venue services for conducting UNICEF events and four LTAs for design and reporting services were issued. All LTAs were shared with other United Nations agencies in Iran through the operations management team and have benefited other agencies.

At MOHME's request, UNICEF has ordered 1.5 million doses of inactivated poliovirus vaccine (IPV). Vaccine deliveries are set to occur in the fourth quarter of 2017 and the second quarter of 2018. The total value of the procurement services is estimated at US\$3,172,827.10

The supply unit is in the process of assessing the need to establish LTAs for emergency preparedness in coordination with the programme team and printing services in near future.

Security for staff and premises

The security situation remained stable in UNICEF Iran's programme implementation areas. There were no immediate security threats to staff, premises or programme activities.

UNICEF Iran is 100 per cent Minimum Operating Security Standards compliant. The office concentration point can accommodate 100 persons for 24 to 72 hours in case of an emergency.

In 2017, UNICEF Iran received full support from the United Nations Department of Safety and Security (UNDSS) on safety and security-related issues and implemented some security-related upgrades and initiatives, such as:

- Floor zone warden training and zone warden briefing;
- Earthquake preparedness training and earthquake building evacuation drill;
- Fire awareness training;

- Procurement of security equipment, such as an X-ray machine, closed-circuit televisions and additional anti-blast films;
- First aid training;
- Security briefings for all visitors (staff and consultants) staying more than six days was conducted within five working days of their arrival;
- Three all-staff head counts were performed;
- Regular security updates received from UNDSS and the regional security advisor were shared with staff.

To improve UNICEF Iran's preparedness for emergency situations, a radio check was carried out biweekly for all staff and two building evacuation drills were carried out in November and December 2017.

The business continuity plan was updated and the ICT component of the plan was tested in December 2017. The relocation site has been fitted out with the required supplies and equipment.

A training for UNICEF Iran staff on the new Emergency Preparedness Platform was conducted in August 2017 with the support of the regional humanitarian response team.

Human resources

In 2017, UNICEF Iran finalized recruitment for eight positions, including two fixed-term (FT) appointments, five temporary appointments (TA) and one lateral move. Two staff members were granted continuing appointments and one national officer was promoted to an international position.

UNICEF Iran completed its group learning plan for 2017, including an all-staff team-building retreat and performance management training held in September 2017. Mandatory courses were 100 per cent completed.

UNICEF Iran benefited from two incoming stretch assignments and three UNICEF Iran staff benefited from external stretch assignments.

The UN Cares team remained active in 2017.

The results of the Global Staff Survey 2017 were analysed and presented to country management team, the joint consultative committee and all staff. UNICEF Iran held a brainstorming session with all staff on the lowest rated areas of the Global Staff Survey to elicit more precise feedback on causes and solutions.

A two-day team-building retreat and a one-day performance management workshop for all staff were held in September 2017. In close collaboration between the staff association and operations, the office improvement plan for 2018 was developed using the combined results of the team-building retreat, the performance management workshop, previous mini-surveys and brainstorming sessions with all staff.

These efforts resulted in enhanced collaboration and more effective communications among staff, as well as better awareness of the new performance management in UNICEF. A series of activities were planned for 2018–2019, such as group and individual staff coaching, webinars, refreshers on the Code of Conduct and a career management workshop.

Contributions to the 2016 performance appraisal system were completed by 96 per cent of staff and 86 per cent completed their 2017 objective-setting phase on time. All staff members were encouraged to have regular dialogues with their supervisors on their performance.

The local learning committee met regularly to address UNICEF Iran's learning needs. Apart from the compulsory courses, staff members took about 60 online courses total in Agora.

Effective use of information and communication technology

Universal Wi-Fi technology was implemented in UNICEF Iran. With this facility, UNICEF Iran office was connected to the UNICEF global Wi-Fi network. This project was part of UNICEF's global network standard for authentication transparency in UNICEF offices around the world.

All UNICEF Iran staff have activated, used and been trained on OneDrive for business in order to increase UNICEF Iran's readiness for future UNICEF technological changes and mobilize its capacity for migration to the cloud.

In line with requirements, the ICT unit has upgraded all UNICEF Iran's computers to Windows 10 which enabled a smooth transition to the new corporate standards. UNICEF Iran staff have been trained on SharePoint, Skype for Business, Windows 10, OneDrive and Citrix applications. The latter two improved staff productivity and enabled them to access office applications remotely. These applications also provided staff with more confidence about the safety and security of their files.

UNICEF Iran ICT staff attended the Windows server 2016 and emergency telecom trainings in 2017 in order to prepare UNICEF Iran well for future server upgrades and respond better to any possible emergencies.

UNICEF Iran ICT unit's approach became more document-oriented. This orientation necessitates documenting (modelling) all UNICEF Iran ICT-related physical maps, hardware connections, technical transactions and activities. This was partially implemented in 2017. Since the new approach is an ongoing activity, and due to the ever-changing nature of ICT, it will continue to be implemented as part of UNICEF Iran ICT unit's new culture.

Programme components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Outcome 1: By the end of 2021, children, adolescents and mothers use improved and equitable high-impact health, nutrition and HIV/AIDS services, with a specific focus on prevention of non-communicable disease risk factors

Analytical statement of progress

In line with UNICEF's global Every Newborn Action Plan aimed at reducing preventable newborn deaths and stillbirths, UNICEF Iran, MOHME and other relevant stakeholders began developing a roadmap and a strategic action plan on neonatal and maternal care. Accordingly, UNICEF Iran continued its support for improving the quality of neonatal and maternal care services, namely standardization of kangaroo mother care (KMC) services, NIDCAP and Help Baby Survive.

UNICEF Iran's engagement in tripartite collaboration with MOHME and academia supported the generation of quality data and evidence for nutrition policymakers. UNICEF Iran also supported MOHME in assessing micronutrient deficiency and food fortification through external expertise. UNICEF Iran has supported the national survey on anthropometric and developmental status and nutritional indicators for children under 5 years of age and also going to benefit from international consultant for food fortification.

UNICEF Iran continued its technical support to establish or introduce PMTCT services in the existing 1,961 health centres in the most marginalized areas of Iran. With UNICEF Iran's support and in collaboration with WHO and the Joint United Nations Programme on HIV/AIDS (UNAIDS), MOHME began a strategic assessment of gaps, pitfalls and missed opportunities in the implementation of the current PMTCT programme in Iran. The findings of the assessment will contribute to further quality improvement and scaling-up of services in Iran. In order to expand the programme to a national scale through private sector engagement, UNICEF Iran supported MOHME in conducting a seminar for 230 private midwives on the national PMTCT protocol.

In partnership with the MOHME, UNICEF Iran supported the quality improvement of services in six adolescent well-being clubs (ALL-IN centres). Because Iran is the leading country in the region, the model is being piloted in five provinces: Alborz, Fars, Kermanshah, Khuzestan and Tehran (two centres). This programme is part of UNICEF Iran's support for MOHME's effort to galvanize national action on HIV prevention among the most at-risk adolescent population.

In 2017, a formative assessment was conducted to revise the adolescent well-being club model. Some of main recommendations were:

1. Narrow down service provision to the 10–19 age group (from 20–24 years old);
2. Shift interventions from universal to indicated and selective;
3. For every step of the projects – including defining, identification, recruitment, maintenance, service provision, monitoring and evaluation – define clear objectives at the individual and general levels;
4. Standardize all services, including training, counselling, HIV testing, condom distribution and peer education, by developing guidelines;
5. Make counsellors at the ALL-IN centres responsible for developing individual plan for service users and gradually updating and assessing them;
6. Locate the centres in high-risk areas in order to optimize benefits for high-risk populations;
7. Provide a calm, safe and secure environment for service users;
8. Develop and implement a comprehensive monitoring and evaluation plan in line with the goals and objectives of the programme;
9. Promote collaboration between the centres and other relevant organizations, such as the Ministry of Youth and Sports, at the local and national levels;
10. Develop an appropriate comprehensive plan to strengthen the capacity of service providers;
11. Adopt appropriate measures to guarantee the sustainability of the programme for 5 years;
12. Initiate required steps for further replication of the programme at the national level.

Upon validation of the model's efficiency and efficacy, UNICEF Iran will support the MOHME in further capacity-building, sustaining and replicating the existing ALL-IN centres.

UNICEF Iran and the Food and Drug Administration of Iran strengthened their partnership by signing a memorandum of understanding for provision of services, especially the provision of IPV and cold chain equipment.

OUTPUT 1 Output 1.1. By 2021, the MOHME has enhanced capacity to provide upgraded maternal and neonatal health care services in light of the National Health Transformation Plan and with specific focus on marginalized areas.

Analytical statement of progress

UNICEF Iran continued its support for finalizing on-the-job training in NIDCAP. A total of 17 neonatal intensive care unit paediatricians, neonatologists and nurses in Tehran, Tabriz and Shiraz were certified as NIDCAP providers.

In line with this initiative, UNICEF Iran helped scale up the programme nationally through two national training workshops for 134 experts from 19 medical universities and nursing and midwifery faculty. Furthermore, a minimum service package on provision of NIDCAP services was developed for personnel of neonatal intensive care units. To promote a comprehensive approach to neonatal care services, UNICEF Iran supported the publication of a multi-media package on nutritional services for premature babies.

In line with its global strategy to provide a comprehensive approach to neonatal health and development care, UNICEF Iran promoted the quality implementation of kangaroo mother care (KMC) in Iran. UNICEF Iran facilitated the transfer of global knowledge and experiences by supporting the participation of two national officials from MOHME in the regional workshop on kangaroo mother care. UNICEF Iran continued facilitating partnership between MOHME and renowned scientific centres to transfer global knowledge and best practices on KMC to Iran.

The above-mentioned interventions are designed to reduce the infant mortality rate through provision of timely and individualized neonatal care services in intensive care units. While prematurity is one of the main risk factors for child physical and mental impairment in Iran, quality NIDCAP and KMC services addresses this issue in Iran.

In line with UNICEF Iran's efforts to support quality improvement of maternal and neonatal care through transfer of standard global knowledge and skills, UNICEF Iran provided extended support to enhance the capacity of relevant national experts on Helping Baby Survive.

OUTPUT 2 Output 1.2: By 2021, the capacity of MOHME and other relevant partners in provision of the early childhood health and developmental services is enhanced in light of the National Health Transformation Plan and with specific focus on marginalized areas.

Analytical statement of progress

The Ages and Stages Questionnaires for developmental screening of children under 5 are used nationwide. UNICEF Iran continued its support for adaptation of the latest version of the Ages and Stages Questionnaire (ASQ-3 SE).

UNICEF Iran also supported the International Congress on Child Health and Development to raise the profile of child well-being and development in Iran

UNICEF Iran and the Food and Drug Administration of Iran signed a memorandum of understanding to provide procurement services, especially in the area of vaccine and cold chain equipment. In line with this agreement, UNICEF Iran initiated negotiations to facilitate the procurement of 1.5 million doses of IPV. UNICEF Iran facilitated this partnership between MOHME and well-known vaccine and cold chain equipment producers by supporting the participation of MOHME's technical experts in the 15th TechNet Conference.

To continue a 2016 project to prevent unintentional injury among children, the C4D model was piloted in three medical universities – Birjand, Gonabad and Kermanshah – that have the highest incidence of injuries. UNICEF Iran continued its support for expansion of the successful model in South Khorasan province through convening a workshop for provincial focal points.

OUTPUT 3 Output 1.3: By 2021, the MOHME's capacity is enhanced to address nutritional inequity among children, adolescents and women with specific focus on stunting reduction, micronutrients deficiencies in priority provinces.

Analytical statement of progress

As part of UNICEF Iran's collaboration with MOHME to support generation of quality evidence on the nutritional status of children in Iran, MOHME launched a national anthropometric survey with UNICEF Iran's support. The survey will cover data on anthropometric measurements as well as on both the nutritional and early developmental status of children aged 0–59 months. The results of the survey will contribute to developing national policy on child health and nutrition.

Based on UNICEF Iran's engagement in the national vitamin D supplementation programme, UNICEF Iran continued its support for an evaluation of the effectiveness of vitamin D supplementation among school-aged boys. The result of this evaluation will provide evidence for policymakers on the effectiveness of the national programme.

Iran has a high prevalence of vitamin D deficiency among different age groups. In line with UNICEF Iran's strategy to facilitate partnership among MOHME, academia and renowned scholars, UNICEF Iran supported the transfer of international expertise on fortification with vitamin D to Iran. Identification of the most appropriate food vehicle for vitamin D fortification and sensitizing different stakeholders on this issue are the main objectives of this exercise, which will continue in 2018.

OUTPUT 4 Output 1.4: By 2021, the capacity of MOHME and other relevant partners is enhanced to provide quality HIV/AIDS preventive measures through the PMTCT and ALL IN (with emphasis on most high-risk adolescents) services with specific focus on marginalized population.

Analytical statement of progress

UNICEF Iran continued its technical support for the provision of PMTCT services in 1,961 health centres and at least one hospital in each district in the most marginalized areas of the provinces based on the national scale-up plan. Between January and June 2017, a total of 74,215 pregnant women received PMTCT services and 12 HIV-positive cases were identified.

Currently, the first phase of the PMTCT programme is completed and MOHME is expanding the programme nationwide to achieve the goal of elimination of mother-to-child transmission by

2020. UNICEF Iran continues its support for MOHME in undertaking a strategic assessment of key barriers to implementation of the current PMTCT programme. The findings of the assessment will contribute to the review of existing policies and create opportunities to enhance the scaling up of PMTCT services in Iran.

To increase knowledge about the latest guidelines on management of HIV-positive pregnant women among gynaecologists and midwives working in the private sector, UNICEF Iran supported a provincial seminar on PMTCT in which 230 midwives and gynaecologists working in the non-governmental sector participated. Due to the crucial role of this group in prevention of HIV, the programme guideline was uploaded onto the Scientific Midwifery Association website, which has provided its 8,000 member midwives with access to it.

In line with UNICEF Iran's strategy to develop the capacity of national PMTCT focal points in universities, UNICEF Iran supported a training workshop on effective interpersonal communication and development of messages on HIV prevention for this group.

In partnership with MOHME and based on its preceding efforts, UNICEF Iran supported improving the quality of services in six adolescent well-being clubs. These centres have been piloted in five provinces: Alborz, Fars, Kermanshah, Khuzestan and Tehran (two centres). They are part of MOHME's efforts to provide adolescent-friendly services for the prevention of HIV among the most at-risk adolescents and youth.

UNICEF Iran supported the operationalization of a new centre in Lorestan Province. To date, UNICEF Iran has developed four specialized service packages on drug use prevention, HIV prevention, peer outreach and adolescent counselling and conducted the relevant trainings to equip the centres' personnel with the required knowledge and skills. The latest two trainings together with additional support for strengthening the capacity of peer educators in the field resulted in a 2 per cent increase in demand for services in the ALL-IN centres.

MOHME, with UNICEF Iran's support, undertook a formative assessment of this pilot project, whose findings were discussed in a three-day consultative session with the relevant actors. This session led to major revisions in the procedures and protocols of the centres. Supported by UNICEF Iran, MOHME conveyed the revised model to the centres through convening a three-day technical session.

In partnership with IRCS, UNICEF Iran helped enhance the capacity of 140 IRCS volunteers and peer educators on HIV and amphetamine-type stimulant use prevention. Through institutions such as Youth Organization, IRCS disseminated the HIV and amphetamine-type stimulant use prevention messages to over 1 million national volunteers.

OUTPUT 5 Output 1.5: By 2021, the capacity of MOHME and other relevant partners is enhanced to promote the health and social wellbeing of children, adolescents and youth with specific focus on prevention of risky behaviours and substance use disorders.

Analytical statement of progress

UNICEF Iran maintained its support for promotion of physical activity among children and adolescents in schools. The community-based public health model on promotion of physical activity in Kashan was assessed with UNICEF Iran's support in order to identify and address gaps through innovative approaches. UNICEF continues to support MOHME in further scaling up the program.

UNICEF Iran and the Ministry of Youth and Sports will embark on their strategic partnership in various areas of knowledge management and research on adolescent participation and development, capacity-building of NGOs and youth-led organizations and empowerment of adolescents with disabilities.

UNICEF Iran will develop a key framework for collaboration with the prevention department of Drug Control Headquarters to initiate a series of innovative school-, community- and family-based interventions for adolescent drug use prevention.

OUTCOME 2 Outcome 2: By the end of 2021, disadvantaged children and adolescents have improved access to quality education and benefit from social services and judicial proceedings which promote their best interests

Analytical statement of progress

1. More than 2,750 classrooms and 68,750 students, including both Afghans and Iranians, in 10 of the most deprived provinces of Iran benefited from UNICEF Iran-procured and ECHO-funded educational materials and equipment for schools to facilitate the integration of Afghan refugee children into formal schools.
2. Following two years of active participation in the development of a conceptual framework for the Life Skills and Citizenship Education Initiative in the Middle East and North Africa, MOE established the National Committee on Life Skills and Citizenship Education to enhance and mainstream life skills training at all levels of formal education.
3. Scale-up of the MOHME Bandar Abbas pilot for establishment of specialized health centres for prevention of child maltreatment and provision of specialized services in three target provinces (Hormozgan, Semnan and Tehran) saw progress through development of specialized material for the training of relevant health professionals.
4. 146 children under the age of 3 without effective caregivers benefited from improved quality of services in four priority provinces.
5. Major national actors in the area of CPiE – IRCS, MOHME, and SWO – convened and agreed upon the urgent need to establish a national coordination mechanism for CPiE.
6. National Justice for Children experts contributed to the development of a national plan to roll out the Middle East and North Africa regional guidelines for collaboration on the cases of children in judicial proceedings in Iran. Additionally, the Iranian judiciary took measures to promote access to information on child rights and children in judicial proceedings for relevant actors.

OUTPUT 1 Output 2.1: By the end of 2021, the MOE has strengthened capacity to develop, manage and monitor equity-based education plans, with a particular focus on girls, refugee children and children with special needs.

Analytical statement of progress

MOE, with the support of UNICEF Iran and UNESCO, co-hosted the re-launch of the Out-of-School Children Initiative, which was facilitated by UNICEF MENA regional education team and the Romanian Ministry of Education. This re-launch was organized so MOE could take the lead in implementing the Out-of-School Children Initiative in Iran and identify priority activities for 2018-2019.

Hosting such an event re-engaged the main stakeholders on the current status of access to education in Iran with a special focus on the three provinces with the highest number of out-of-school children. The event was organized in consultation with UNESCO and with the participation of stakeholders including MCLSW, the Literacy Movement Organization, Organization for Education of Children with Special Needs and provincial departments of education.

Further, in partnership with MOHME and the Iranian Academy of Child and Adolescence Psychiatry, UNICEF Iran provided technical assistance to MOE experts from the organization for children with special needs and other relevant departments for effective assessment of children with specific learning disabilities.

In 2017, UNICEF Iran received funding from ECHO for improved access to social services for Afghan refugee children. More than 80 per cent of the fund was allocated for procurement of supplies to support government efforts in improving equitable access to education for Afghan refugee children, especially those who are undocumented.

As MOE and BAFIA requested, the ECHO fund was utilized to provide educational materials and supplies, including Farsi language (literacy) kits, mathematics kits, pre-primary kits, story books, desks, chairs and air conditioning equipment. The supplies were provided through MOE to facilitate the integration of Afghan refugee children into Iran's formal education system in 10 provinces with the largest number of Afghan refugees. Approximately 68,750 students in 2,750 classrooms benefited in these provinces.

In order to address some of the social barriers to access to formal education that Afghan refugee children face, MOE, with the support of UNICEF Iran, planned a series of training of trainers workshops on multicultural education for teachers and provincial education authorities that were held in 10 provinces in January 2018.

UNICEF Iran supported the provision of alternative, non-formal primary education for 2,400 out-of-school Afghan children through local NGOs. In addition, the NGOs provided life skills education, psychosocial support, recreational activities, and health and hygiene services to 4,300 Afghan refugee children and their families. Further, children's caregivers and parents participated in parenting, basic literacy and life-skills training. This non-formal education support was provided in 10 provinces.

In order to support MOE in integrating out-of-school refugee children into formal schools, UNICEF Iran partnered with BAFIA and local NGOs to raise awareness about the new policy and to facilitate inclusion of Afghan refugee children in formal schools.

OUTPUT 2 Output 2.2: By the end of 2021, MOE capacity is enhanced to implement priority national policies and strategies for improving quality of pre-primary through secondary.

Analytical statement of progress

UNICEF Iran's advocacy resulted in MOE's proactive participation in developing of the Middle East and North Africa framework for Life Skills and Citizenship Education Initiative. As a result of this engagement at the national level, the Ministry endorsed the initiative and established the first official National Committee on Life Skills and Citizenship Education in Iran.

UNICEF Iran, in partnership with the National Disaster Management Organization, enhanced the capacity of relevant emergency actors in 13 provinces for improved planning and response for children in natural disasters, with a particular focus on education in emergencies and disaster risk reduction.

UNICEF Iran and UNESCO signed a United Nations-United Nations agreement at the country level to carry out joint initiatives to support MOE in implementing the fundamental reform plan and to achieve United Nations Development Assistance Framework (UNDAF) outcomes in the area of life-skills education, with a focus on environmental education.

UNICEF Iran supported MOE in producing quality education resources and technical materials relating to the Life Skills and Citizenship Education Initiative through translation of relevant documents launched by UNICEF MENARO in 2017. UNICEF Iran provided materials including:

- *Analytical Mapping of Life Skills and Citizenship Education in the Middle East and North Africa*
- *Reimagining Life Skills and Citizenship Education in the Middle East and North Africa: A Four-Dimensional and Systems Approach to 21st Century Skills*
- 12 core life skills fact sheets
- UNESCO ICT competency framework for teachers

OUTPUT 3 Output 2.3. By the end of 2021, the capacity of MOE is enhanced to adopt evidence-based approaches to improve retention levels of children at primary and secondary levels, with a particular focus on disadvantaged children

Analytical statement of progress

As part of the Out-of-School Children Initiative Conference in 2017, UNICEF supported the Out-of-School Children Initiative methodology including a comprehensive monitoring framework for MOE and other governmental and non-governmental stakeholders. Further, a series of technical discussions were held to develop relevant activities, including supporting MOE in strengthening its knowledge management capacity, in a 2018 work plan between UNICEF Iran and MOE.

OUTPUT 4 Output 2.4: By the end of 2021, the health, education and social welfare systems have stronger capacities for prevention, early detection, and response to child maltreatment in at least three provinces.

Analytical statement of progress

In partnership with MOHME, UNICEF Iran developed a training package for health and social workers who will be involved in preventing child maltreatment and providing specialized services in three selected provinces (Hormozgan, Semnan and Tehran). This package defines methods for detection of child maltreatment, assessment of the child to determine the type and scope of maltreatment, medical and psychological interventions and awareness-raising for parents about positive parenting, child maltreatment and protective measures.

The above-mentioned initiatives, led by MOHME, are closely linked to planned initiatives with SWO to strengthen the capacity of SWO's social emergencies centres for early detection and response to cases of child maltreatment, including through development of a case management

protocol. SWO will also provide input on the multisectoral policy note on prevention of child maltreatment.

OUTPUT 5 Output 2.5: By the end of 2021, the State Welfare Organization has strengthened capacity to provide care and support to children without effective caregivers.

Analytical statement of progress

UNICEF Iran continued to support SWO in enhancing the quality of services for the care and protection of children without effective caregivers in four additional provinces (Bushehr, West Azerbaijan, North Khorasan and Semnan). As a result, a total of 146 children under 3 years of age (12 girls and 11 boys in Bushehr; 26 girls and 37 boys in West Azerbaijan; 19 girls and 13 boys in North Khorasan; 13 girls and 15 boys in Semnan) benefited from improved facilities which contributed to the quality of their care, growth and development, through the procurement of standard equipment for nurseries.

OUTPUT 6 Output 2.6: By the end of 2021, child protection is fully integrated in the country's emergency preparedness and response capacity.

Analytical statement of progress

In partnership with the National Disaster Management Organization, UNICEF Iran held a training workshop on emergency preparedness and response in the city of Mashhad in August 2017 to enhance the capacity of the officials at different levels. This event brought together 115 professionals and experts from the National Disaster Management Organization, MOE, MOHME, SWO and IRCS.

Child protection was one of the key sectors of focus during the workshop, and the working group on child protection in emergencies (CPiE) highlighted the urgent need for establishing a coordination mechanism on CPiE. An evaluation conducted at the end of the workshop showed that the discussions and presentations on CPiE were well-received by the participants.

UNICEF Iran initiated advocacy and negotiation with IRCS about the establishment of a national coordination mechanism on CPiE; this initiative has been included in UNICEF Iran's joint work plan with IRCS.

OUTPUT 7 Output 2.7: By the end of 2021, the justice system has stronger capacity to deal with children in judicial proceedings, in line with national commitments.

Analytical statement of progress

In order to strengthen national capacities for protection of children in judicial proceedings, UNICEF Iran supported the participation of three Iranian professionals (a judge, a prosecutor and a social worker) in a training of trainers workshop on regional guidelines for collaboration on the cases of children in contact with the law, organized by UNICEF MENARO and held in Amman, Jordan from 20–23 November.

At the end of the workshop, the Iranian delegation prepared and presented its plan to roll out guidelines for Iran based on the regional guidelines. The roll-out plan includes translation and dissemination of the guidelines, drafting standard operating procedures for professionals

dealing with children in contact with the law and cascade trainings on the guidelines that will be organized for relevant officials in 2018.

In partnership with the judiciary, UNICEF Iran supported procurement of the required equipment for provision of vocational trainings to children, including Afghan children, in eight Juvenile Correction and Rehabilitation Centres in Fars, Isfahan, Kerman, Sistan and Baluchistan, Tehran, Razavi Khorasan, South Khorasan and Yazd provinces.

In cooperation with the judiciary, UNICEF Iran produced 10 clips on key issues pertaining to children in judicial proceedings, such as the best interests of the child and child participation, for use in capacity-building events for judges, prosecutors and social workers. The clips were tested in the training workshop on children in judicial proceedings conducted for judges, prosecutors and social workers in Yazd province in May 2017. The finalized versions will be used in future capacity-building events. Some of these clips are expected to be broadcast by national television to raise public awareness on the related topics.

The children's version of the Convention on the Rights of the Child was also printed for distribution by the judiciary to organizations working on children's issues.

OUTCOME 3 Outcome 3: By the end of 2021, the most disadvantaged children benefit from enhanced evidence-based and integrated social protection and poverty reduction policies, programmes and institutions

Analytical statement of progress

UNICEF Iran's partnerships in 2017 were mainly focused on developing the capacity of national counterparts and generating evidence. UNICEF Iran's investment in national capacity development through technical consultations and training sought to strengthen national ownership and sustain results. The modus operandi of all planned interventions prioritizes national-level implementation and uses international experts to ensure quality and alignment with international standards and best global experience.

UNICEF Iran supported the development of a multidimensional poverty measurement methodology in 2017. This initiative aimed to strengthen the national capacity for multidimensional poverty measurement to promote comprehensive policy design and implementation in which the multifaceted nature of needs is acknowledged and taken into account. The newly proposed methodology on multidimensional and child poverty measurement will help the Government obtain short-term and long-term gains when embedded in the national system starting in 2018.

The Government's agreement to initiate evaluations of social programmes is an important step in evidence generation. The first evaluation of a social protection cash-based scheme created the foundation for future partnerships on evaluations. The evaluation is anticipated to be finalized in 2018. The results will contribute to minimizing those factors that inhibit children from vulnerable households from accessing childcare services.

UNICEF Iran expanded its focus on Public Finance for Children in 2017 through capacity development and the initiation of the two public-finance-related interventions – the feasibility study on child grant and the investment case for maternal, neonatal and child health.

These two interventions invested in national capacity development and aimed to open the horizon for more comprehensive partnerships on public finance for children through 2021. UNICEF Iran's approach fits the Iranian context well: resource constraints are not the major impediment towards progressive realization of rights to access public services, but efficiency and effectiveness of resource allocation and budget implementation are fundamental.

OUTPUT 1 Output 3.1: By the end of 2021, national and subnational capacities for data collection and analysis of the situation of child poverty, as well as evaluation of social programmes and policies are strengthened.

Analytical statement of progress

UNICEF Iran's partnership with MCLSW resulted in achieving notable progress in strengthening national systems on poverty measurement and evaluation of social programmes and policies. A strong partnership was put in place between MCLSW, UNICEF Iran and the University of Bristol. Review of current experience on poverty measurement in Iran helped to reveal existing gaps pertinent to coverage, targeting and impact.

In order to produce socially realistic measures, consultations were organized on multidimensional approaches to poverty measurement. This approach broadened opportunities for the meaningful participation of 42 key actors and experts, including relevant government officials, experts from the national statistical office and statistical research institute, academics and representatives from the relevant NGO and parastatal sector in the consultation workshop. As a result, the proposed poverty measurement methodology has been modified based on the feedback received, in particular with regard to the deprivation thresholds.

As an outcome, a new material and social deprivation question module has been proposed for Iran, which is expected to be incorporated into the Household Income and Expenditure Survey undertaken by the Statistical Center of Iran starting in 2018.

UNICEF Iran's long-term dialogue and capacity development resulted in the Government's agreement to conduct evaluations of different social programmes to improve programmatic performance. The subsidized childcare programme was selected for the evaluation, which is currently being undertaken by a team of national consultants under the auspices of MCLSW. The outcomes are intended to inform evidence-based decision-making processes starting in 2018.

OUTPUT 2 Output 3.2: By the end of 2021, national and subnational capacities in the design and implementation of integrated child-sensitive social protection programmes are enhanced.

Analytical statement of progress

UNICEF Iran and MCLSW jointly recognized the benefits of evidence-based policymaking in social protection and accepted evaluations as a core means to assess programmatic outcomes. Under the leadership of MCLSW, a team of national consultants has been assigned to undertake the evaluation of a subsidized childcare scheme in Iran. The evaluation will cover the programme, which is supported by MCLSW and implemented by SWO throughout Iran, over its full duration, from its start in 2006 to date. The findings of the evaluation will provide the foundation for better targeting of the most vulnerable children through the subsidized childcare programme over the next two to three years.

UNICEF Iran and MCLSW commenced a new partnership to develop a policy package for social protection. The major objectives are to conduct an economic vulnerability assessment with a focus on the life cycle and gender, review the current social protection system and provide a few policy options to address the identified gaps.

National consultants have started their assignments under the leadership of the MCLSW. Partnership with the International Labour Organization (ILO) is anticipated in 2018, particularly in relation to capacity development and adaptation of progressive international experience on Social Protection Floors to the Iranian context.

OUTPUT 3 Output 3.3: By the end of 2021, national capacities on child-sensitive public financial analysis and management are strengthened.

Analytical statement of progress

Public finance for children became one of the key directions for UNICEF Iran's programme implementation in 2017. Two substantial interventions were launched in order to feed the decision-making process.

The launched feasibility study for a child benefit scheme contemplated assessing feasibility of a sustainable and effective cash transfer programme to address deprivation and vulnerabilities faced by children, within the framework of the subsidy reforms. MCLSW and UNICEF Iran coordinated the scope of work for the feasibility study. The feasibility study has been launched by a team of national consultants. UNICEF Iran received the acceptance of the International Policy Centre for Inclusive Growth to support the national processes by sharing international standards and experience. In this way, UNICEF Iran laid solid groundwork for finalizing the feasibility study in 2018.

MOHME and UNICEF Iran agreed on the scope of work for an investment case on maternal, neonatal and infant health. The purpose is to present a set of priority investments that will put Iran on the right trajectory to attain the desired results in maternal, neonatal and infant health as well as to improve Iran's ability to track progress on these results.

The investment case will enable the Government to provide quality antenatal and maternal services at local levels. With the aim of enhancing national capacity and ownership, the assignment will be carried out by a team of national consultants under MOHME's leadership. UNICEF Iran will involve an international expert to boost local capacity and quality assurance and share international experiences.

UNICEF Iran commissioned a review of the public finance management system in Iran with the objective of strengthening internal knowledge and capacity on public finance management to further design and implement partnerships on public finance for children. The review was commenced in 2017 and is planned to be finalized in 2018.

OUTCOME 4 Management outcome

Analytical statement of progress

UNICEF Iran governance and systems continued to function effectively and efficiently in 2017.

Statutory committees and task forces met regularly and contributed to effective decision-making

in office management. Staff members were informed about recent developments and planned activities through weekly all-staff information-sharing meetings.

The staff association analysed and presented the results of the Global Staff Survey 2017 to the country management team, the joint consultative committee and all staff. A brainstorming session with all staff on the lowest rated areas of the Global Staff Survey was held to elicit more precise feedback on causes and solutions.

A two-day team-building retreat for all staff was held in September 2017. Through close collaboration between the staff association and operations, the office improvement plan for 2018 was developed using the combined results of the team-building workshop, findings from the mini-surveys conducted previously and the retreat and brainstorming sessions with all staff.

The office learning plan was completed based on staff development plan outputs. In identifying development plans, staff took advantage of online courses offered in the UNICEF learning hub (Agora) as well as other learning tools, such as stretch assignments, staff exchange, attending workshops organized by the UNICEF Regional Office and Headquarters, distance learning and classroom attendance for advanced university degrees. The HACT refresher, ethics training, public-private partnerships and emergency preparedness trainings were identified as key office priorities for 2017.

OUTPUT 1 Governance and systems

Analytical statement of progress

Established office governance systems functioned well in 2017.

Office statutory committees functioned effectively; and the CMT reviewed and updated the membership of those committees in March 2017.

In-house refreshers and briefings were organized for all staff on major UNICEF Iran work processes, including those related to the table of authority, segregation of duties and financial controls, VISION roles, ACHIEVE, MyCase tool, performance management and supply/procurement.

Increasing office space for UNIDO and WFP in UNICEF Iran's premises saved the Country Office 36 per cent of rent, maintenance, utilities and ancillary services, which was equivalent to US\$152,053 in 2017.

UNICEF Iran made additional efforts to create a greener atmosphere by taking further steps to reduce energy consumption and paper use and to promote a more efficient use of ICT equipment.

UNICEF Iran received US\$14,500 in greening and accessibility funds for one environmental impact reduction and one improved accessibility project which were successfully implemented in 2017. Additionally, UNICEF Iran implemented an efficient lighting project using its own budget. As a result of above measures, UNICEF Iran expects to achieve 40 per cent savings on electricity in 2018.

OUTPUT 2 Financial resources and stewardship

Analytical statement of progress

UNICEF Iran continued to monitor financial implementation rates as well as the management dashboard and performance management reports closely during CMTs, PMTs, and HACT committee meetings with a view to enhancing UNICEF Iran's performance.

The financial systems and records were kept in sound condition through timely and accurate completion of 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 on time and without error.

In 2017, UNICEF Iran began claiming a Value Added Tax (VAT) refund after receiving approval from the Regional Office to go ahead with this initiative in August 2017. An expected Value Added Tax refund is US\$61,378.79.

The table of authority and VISION mapping roles were reviewed and updated twice, in January and August 2017. Staff VISION roles were examined to confirm accuracy and appropriateness and revised following segregation of duties rules as well as staff and post changes. UNICEF Iran conducted an internal audit in 2016 and all the audit recommendations were finalized and closed in 2017. The outstanding DCT balances were regularly and closely monitored and followed up. The unliquidated DCT balance above six months was zero by the end of 2017.

UNICEF Iran successfully completed ez-HACT project roll out in 2017. The data transition was completed in September and ez-HACT became fully functional in October 2017.

OUTPUT 3 Human Resources Management

Analytical statement of progress

UNICEF Iran experienced a high rate of recruitment in 2017. Recruitment for eight positions has been finalized. These included three full-time appointments (one of which was a lateral move) and five temporary appointments as follows:

- education officer, NOB, FT (lateral move)
- resource mobilization officer, NOB, FT
- account assistant, general service-5, FT
- education officer, NOA, TA
- ICT officer, NOA, TA
- supply assistant, general service-5, TA
- human resource assistant, general service-5, TA
- health and nutrition officer, NOA, TA

UNICEF Iran is currently recruiting for six positions, as follows:

- health specialist, NOC, FT
- social policy specialist, NOC, FT
- programme, monitoring and evaluation officer, NOB, FT
- child protection officer, NOB, FT
- human resource assistant, general service-6, FT
- programme assistant(CP), general service-5, FT

In 2017 the office updated and classified the job profiles of five national officers and one general service staff member.

Ninety-six per cent of staff completed their contributions to the 2016 Performance Appraisal System and 86 per cent of staff completed objective-setting for their 2017 Performance Appraisal System contributions by UNICEF global deadlines. All staff were encouraged to have regular performance dialogues with their supervisors. A performance management workshop organized by the Division of Human Resources, followed by UNICEF Iran's human resources presentation on ACHIEVE, contributed to better understanding of UNICEF's new performance management system.

The local learning committee met regularly to address UNICEF Iran's learning needs. Eleven staff members attended 12 overseas trainings in 2017. Several staff members used learning leaves to pursue education relevant to their functions in UNICEF Iran, either through distance learning methods or through classroom or online courses. Apart from the mandatory courses which reached 100 per cent completion, staff members also participated 60 online courses in Agora.

UNICEF Iran actively participated in UN 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 along with a voluntary HIV test for all United Nations staff.

OUTCOME 5 Programme effectiveness outcome

Analytical statement of progress

In 2017, all work plans have been signed and outputs are on track. Overall progress in 2017 has been slow since work plans were signed later than expected.

UNICEF Iran has also worked on developing internal strategies on C4D and ADAP to support its new country programme.

UNICEF Iran increased its visibility through active engagement with the public, government and other stakeholders using web-based and social media as well as through participation in high-profile, child-focused public events.

OUTPUT 1 Output 4.1: UNICEF staff and partners are provided guidance, tools and resources to effectively design and manage programmes

Analytical statement of progress

In 2017, all work plans that were drafted have been signed. These include work plans with MOHME, MCLSW, SWO, IRCS, and the judiciary.

Additional work plans are under development with MOE, BAFIA, and the Ministry of Interior and are expected to be signed in early 2018. Discussions with potential new partners such as Drug Control Headquarters, the Ministry of Youth and Sports, and the Ministry of Culture and Islamic Guidance have been initiated.

In light of the political context and presidential elections, signature of the work plans took place later than expected. While activities are on track overall, progress has been slower than expected because of these delays.

OUTPUT 2 Output 4.2: UNICEF staff and partners are provided tools, guidance and resources for effective communication on children's issues with stakeholders

Analytical statement of progress

In 2017, UNICEF Iran increased its visibility through active engagement with the public, government and other stakeholders using web-based and social media as well as through participation in high-profile, child-focused public events. UNICEF Iran participated as a member in the jury panel of Iran's International Film Festival for Children and Youth and gave an award to a movie which captured many important children's issues. This annual international film festival is the most important children's film festival in Iran, reaching millions of people.

In 2017, English and Persian web-stories and keynote speeches published on UNICEF Iran's website and UN website as well as related social media posts on UNICEF Iran's Facebook, twitter and Instagram to more than 100,000 people covering early childhood development, HIV/AIDS and drug prevention among children and adolescents, education, refugee children, protection with special focus to the most vulnerable children

A booklet for UNICEF's 70th anniversary, with over 20 success stories of UNICEF's work for children in Iran over the past decade and memories of former UNICEF staff, was finalized and printed in 2017 and distributed among business leaders, diplomatic missions, government partners and celebrities to raise awareness on UNICEF mission in Iran. New UNICEF notebooks with photos and messages of UNICEF's work in Iran were distributed among children and partners. Factsheets and a short video clip on the current country programme and UNICEF mission in Iran was produced and used for public awareness-raising.

UNICEF Iran also organized its first corporate partnership event in October, attracting more than 150 guests from private sector, celebrities and diplomatic missions to increase UNICEF visibility and strengthen partnership opportunities. Several visibility and UNICEF-branded items were designed and produced for this event, and the 70th anniversary booklet and fact sheets on the new country programme distributed.

OUTPUT 3 Output 4.3: Strategies to address cross-cutting issues are developed and applied

Analytical statement of progress

In 2017, UNICEF Iran prioritized the development of internal strategies on C4D and ADAP to support its new country programme. On C4D, a couple of flagship areas were identified to support CPD priorities, and the process of developing action plans for each one of these flagships has started. On ADAP, a draft strategy was developed identifying opportunities both with existing and potential new partners and will be implemented starting 2018. Discussions with potential new partners were initiated in 2017.

Document centre

Evaluation and research

Title	Sequence Number	Type of Report
Formative Assessment on Adolescent Health Club (All-In Centers)	2017/001	Review

Other publications

Title
UNICEF Iran Fact Sheet package
UNICEF in Iran: 70 years for every child

Programme documents

Document type	Title	Name
Annual Report	Iran Office Improvement Plan	Iran - Office Improvement Plan.pdf