Executive Summary

A new administration of the Government of (the Islamic Republic) of Iran (GoI) assumed office in August 2013 under the motto of “Hope and Moderation” and has taken measures to address the underlying causes of the sanctions. Success of such efforts is expected to improve the overall wellbeing of children and women through the availability of life-saving commodities and increased expenditure on the social sector.

Iran experienced challenges with the availability of polio vaccines with three informally reported stock-outs. UNICEF reacted promptly by purchasing one million doses of vaccines and undertaking a procurement service on behalf of the government for an additional three million doses.

With UNICEF support, the Ministry of Health and Medical Education (MOHME) adopted the New-born Individualized Developmental Care and Assessment Programme (NIDCAP), an internationally recognized comprehensive and well-tested approach to neonatal inpatient care. The NIDCAP has the potential of reducing neonatal mortality, which constitutes a significant percentage of child mortality in Iran.

UNICEF support to the finalization of the national action plan that links reproductive health and HIV programmes with the aim of eliminating mother to child transmission of HIV/AIDS culminated in the MOHME’s adoption of the plan.

A new important partnership was formed between UNICEF, the Iranian Volleyball Federation, and the MOHME whereby the Volleyball Federation has joined the efforts for public education and awareness raising for HIV/AIDS prevention. Volleyball is the second most popular sport in Iran.

The unfavourable environment for fundraising and private sector partnership continued to challenge the office operations. Moreover, despite significant improvements in UNICEF-GoI partnership in 2013, programme implementation is still slow and suffers from slow bureaucratic processes.

Staffing shortages (due to funding constraints for the most part) limited the capacity for effective programme implementation. Important posts remained vacant: Social Policy and Monitoring and Evaluation (M&E) Specialist, Education Specialist, and HIV and Adolescent Specialist. In addition, two other posts were vacant for a few months due to unpaid leave of absence and maternity leave.

A new Country Programme Management Plan (CPMP) was developed with the view of addressing the increasing challenges in the funding environment. Significant savings on office operational expenses have been sought. The savings from the reduction in operational expenses have been transferred to the programme to directly benefit more children.

Country Situation as Affecting Children & Women

A new elected President took office in August 2013. The new administration, which labelled itself, “the Government of Hope and Moderation”, has taken steps to remedy Iran’s relationship with the international community. There are high expectations of gradual lifting or easing of the sanctions on Iran, a measure that would benefit children through possible increases in budgetary allocation for the social sector and availability of life-saving commodities.

Multiple deprivations are impacting children and women in the most vulnerable provinces. For example, in Sistan and Baluchistan, the literacy level of young women is the poorest in Iran, the knowledge of women about HIV/AIDS is also the lowest, and under-5 children suffer the highest levels of stunting and benefit the least from early developmental care services.

Over a five-year period the Targeted Subsidies Law (TSL), which replaced the earlier subsidy system that cost Iran $60-$100 billion annually, contributed to high inflation rates in 2013. The high inflation is believed to have eroded the value of these cash pay-outs, which prompted Parliament (Majles) to halt the planned...
subsequent phase of TSL.

In 2013, at least three episodes of polio vaccine stock-outs were informally reported. UNICEF worked closely with the MOHME to address the situation. The stock-outs are an indication of the spill-over effect of the sanctions and their impact on a country that used to produce most of its needed vaccines and medicines.

The country appears to be undergoing a public health epidemiologic transition, with potential impacts on children’s and adolescents’ health, growth and development. Over-nutrition (obesity) is an emerging challenge, while under-nutrition, cellular hunger and food insecurity remain bottlenecks in disadvantaged regions. Road accidents constitute the second highest cause of death, with 31 per cent of those deaths of 18-29 year olds. Major life style concerns for 10-19 year old adolescents are fighting and bullying (60 per cent); passive smoking (50.61 per cent); inefficient physical activity (36 per cent); and active smoking (12.1 per cent).

The HIV epidemic is in a concentrated phase. While overall prevalence of HIV is relatively low, growing rates among particularly at-risk groups are a cause for concern. Drug injection remains the main cause of HIV transmission in the country. However, the mode of transmission is gradually shifting towards sexual transmission. Recent quarterly HIV/AIDS case registration reports indicate that 33.2 per cent of infections were due to sexual transmission in 2012, compared to 12.3 per cent in 1986. Amphetamine Type Stimulant (ATS), used especially by young people, is believed to contribute to the increase in sexual transmission.

The health sector is increasingly facing the challenge of adapting public health policies and services to cope with emerging diseases and inequities in the health care system.

Iran has almost achieved universal enrolment and eliminated gender parity (GP Index (GPI): 1.01); however, enhancing the quality of education remains a challenge. While Iran is demonstrating very high rates of improvement in learning achievement, Iranian students are still performing below the global average in the Progress in International Reading Literacy Study (PIRLS) and Trends in International Mathematics and Science Study (TIMSS).

Regarding early childhood development, 80 per cent of children 0-6 years old are not benefiting from integrated care and developmental support services. Around 40 per cent of children of pre-school age are not receiving pre-school education.

According to the latest Islamic Republic of Iran’s Multiple Indicator Demographic and Health Survey (IrMIDHS), 13.4 per cent of children aged 2-14 have experienced severe corporal punishment, while 79.3 per cent of them have experienced violent verbal punishment. According to the same source, 11.4 per cent of 5-14 year old children are involved in child labour (15 per cent in rural areas; 9.5 per cent in urban areas).

Some 20.1 per cent of women aged 15-34 were first married before the age of 18, while 6.7 per cent of women of the same age were married before the age of 15. The minimum legal age of marriage is fifteen for boys and thirteen for girls.

Country Programme Analytical Overview

All components of the 2012-16 country programme remain relevant and capable of effectively addressing identified barriers and bottlenecks.

More than half of the under-5 (U5) mortality cases occur during the neonatal period. UNICEF supported the MOHME in adopting the New-born Individualized Developmental Care and Assessment Programme (NIDCAP) for provision of health and developmental care services in Neonatal Intensive Care Units (NICU). The NIDCAP offers an individualized and nurturing approach to infants in NICUs and Special Care Nurseries (SCN). NIDCAP is a new approach that is gaining global momentum.

Children’s under-nutrition and food insecurity remains a major bottleneck in disadvantaged regions, while over-nutrition is an emerging challenge everywhere. To address these issues, UNICEF and MOHME introduced a model of community-based management of malnutrition in a disadvantaged district. Some 40,000 U5
children benefited from upgraded services of growth monitoring, screening and referral. A model on management of over-weight and obesity among pre-school children is being implemented, with the potential of integrating into the health system a package of obesity-prevention policies and services. Parallel collaboration with academia started to generate knowledge and an evidence-base to guide future programming.

As a first step in identifying barriers and bottlenecks in the area of social protection, UNICEF, the Social Welfare Organization (SWO), and the University of Social Welfare and Rehabilitation undertook a mapping of the social protection system in Iran. The result will inform future interventions by government and NGOs.

Given the role of ATS in both addiction and HIV transmission among Iranian youth, the focus of the HIV and drug prevention programme has been on better understanding ATS prevalence and associated high risk behaviours.

Efforts towards the prevention of road accidents in 2013 focused on identifying and addressing individual attitudes and behavioural factors among youth.

A key barrier to prevention of violence against children (VAC) has been a distinct lack of coordination among various stakeholders on this issue, which has adversely affected the efficiency and effectiveness of existing efforts. The UNICEF supported efforts of the National Body on the CRC (NBCRC), which culminated in establishing a national technical working group for coordination on VAC. This working group is responsible for overseeing the development and implementation of a national coordination mechanism on VAC.

Ratification of the revised Islamic Penal Code (IPC) in 2013 brought to force new measures for improved juvenile justice. The revised IPC mandates courts to consider the principle of the best interest of the child in their rulings, provides alternatives to punishments (including deprivation from liberty) for many offences, and allows judges to consider mental maturity in addition to puberty when ruling on juvenile offences punishable by death (Qisas and Hodoud).

Despite almost universal access, not all children in Iran enjoy the same quality of education. UNICEF is supporting the EMIS system as a tool for measuring education quality and identifying quality gaps for further action. UNICEF is promoting a child friendly school (CFS) policy to strengthen linkages between schools and communities, which will also contribute to improving demand for and quality of education.

**Humanitarian Assistance**

Thanks to the stable conditions in Iran, UNICEF’s Iran Country Office (ICO) has no current humanitarian assistance activities. However, UNICEF has been active in supporting national emergency preparedness and response capacities. In 2013, UNICEF was part of the first ever emergency simulation exercise between GoI and the United Nations Country Team (UNCT) conducted. The simulation focused on an earthquake scenario in Kerman City. It is important to note that the GoI has a massive emergency response capacity. The GoI will only request UN support in the case of a devastating emergency that exceeds the already very strong national capacity. Given the very modest UN/UNICEF capacity and resources in Iran, the ideal UN/UNICEF response strategy should be based on UN/UNICEF’s ability to mobilize UN regional and global capacities/resources in a short-time. ICO will further discuss this issue with RO and EMPOS. As Iran is earthquake-prone, UNICEF is supporting efforts of the Ministry of Education (MOE) to improve disaster risk reduction in the education sector and is also working with the Iranian Red Crescent Society (IRCS) on enhancing the tools and capacity for nutritional assessment during emergencies.

**Effective Advocacy**

*Fully met benchmarks*

Three very positive outcomes of advocacy for children rights were accomplished in 2013. Each of these three positive outcomes emphasizes that UNICEF advocacy can mobilize significant partners’ resources and commitments, producing more results for children than any individual UNICEF office or national partner can do separately.
Since 2012 UNICEF has been advocating with national partners to use the observation of Children’s Day as an opportunity to raise public awareness about children rights. Some 17 national partners, representing various ministries and organizations dealing with children, came together to organize a week-long celebrations for children and families around Children’s Day according to an Iranian calendar. Various municipalities and NGOs joined the celebrations. Public parks, art galleries, theatres, and NGO premises hosted joyful events, ranging from musical performances, art and sport competitions, cultural games, performances by well-known presenters of children TV shows, etc. Thousands of children and their parents participated, had fun, and learned and talked about the CRC and children rights. There was wide-spread media coverage and a commitment to continue this effective advocacy every year.

The advocacy and collaboration of UNICEF with the national broadcasting organization (IRIB) resulted, for the first time, in two TV debates on the CRC and children rights in Iran. One of the TV debates involved government officials and a representative of a religious academic institution, among others. The second TV debate involved eight children (three boys and girls) and a representative of the NBCRC. Among the children who participated were two Afghan refugees, two children living with disabilities and one working child. The debate was of its first kind on the TV, and it is hoped they represent a breakthrough for open deliberation on the CRC and the situation of children rights in the country.

UNICEF advocacy that started in 2012 for better care and attention to children living with autism yielded fruit in 2013. The UNICEF Representative and Goodwill Ambassador joined a campaign for better attention to children living with autism. The campaign included a press conference, high-level meetings with the government in Tabriz City, TV interviews, participation in a charity musical performance, etc. As a result this year, the Tabriz City municipality built and inaugurated a special public park designed to suit the needs of children with autism, while the relevant authorities and some philanthropists pledged to build a special school fitting the educational needs of these children.

### Capacity Development

*Fully met benchmarks*

Following the GoI adoption of the revised Islamic Penal Code and the new provisions for enhanced juvenile justice (see the Country Programme Analytical Overview), ICO collaborated with the Judiciary in the development of guidelines for the implementation of the articles related to juvenile justice. Over 70 judges have so far been trained on the interpretation and applications of the new juvenile justice provisions. Another group of 87 judges have been trained and familiarized with international juvenile justice standards and the principles of diversion of children away from formal court procedures, and alternative punishments. This UNICEF collaboration with the Judiciary for building court capacity to apply the new provisions for enhanced juvenile justice is continuing.

On the quality of education front, ICO and the UNICEF Middle East and North Africa Regional Office (MENARO) collaborated with the MOE to enhance national capacity for the application of econometric methodologies to analysing educational data, specifically those of TIMSS and PIRLS. Some 27 Iranian researchers and academics benefited from this capacity enhancement opportunity.

Consistent with the recommendation of the study on Adolescent Healthcare System, ICO supported the MOH with a Training of Trainers (ToT) training for 96 experts on adolescent self-care. The TOT was preceded with the development of training manuals. The self-care programme aims to put adolescents in charge of their wellbeing, through capacity building for self-assessment of health condition and active healthcare seeking behaviour.

### Communication for Development

*Initiating action to meet benchmarks*
Iran is hosting over 800,000 Afghan children (refugees and undocumented). Despite a number of good measures taken by the GoI to allow many of these children access to schools, a large number of Afghan children are not attending formal or informal schools. To find out why many Afghan children are not attending schools and why those who go to school often dropout, UNICEF and partners commissioned an in-depth study of the socio-cultural barriers to the education of Afghan children. The study revealed a number of barriers within the Afghan community, as well as some barriers within the host community. The findings have been shared with stakeholders and been used for the development of a communication for development (C4D) strategy and plan of action.

As for field interventions, UNICEF-supported learning centres have formed strong links with parents of Afghan children, and programmes, such as positive parenting and life-skills training, are offered to encourage school enrolment. In some of the learning centres, parent teacher associations were formed to enhance school-community ties. Additionally, in a Corporate Social Responsibility (CSR) project (also see, Strategic Partnerships, below), employers of Afghan children are encouraged to allow for basic education of Afghan working children.

Following the completion of research on barriers to exclusive breastfeeding of babies, UNICEF and the MOHME began working on a communication for development strategy to address behavioural issues related to the key identified stakeholders.

In collaboration with the Centre for Communicable Disease Control (CDC) and the Family Health Department of MOHME, UNICEF supported the production of an information, education and communication package on Elimination of Mother-to-Child Transmission of HIV (EMTCT). The booklet and film have been incorporated into pre-marital counselling provided by 500 centres, reaching an estimated annual average of 800,000 planned and newlyweds with messages on prevention and early testing.

As part of the UNICEF support to the promotion of road safety, a study supported by UNICEF revealed key attitudes and behaviours among adolescents and youth contributing to road accidents. UNICEF and partners are now working on a communication for development strategy that aims to reduce road accidents for children and young people.

**Service Delivery**

*Fully met benchmarks*

Given the strong national capacity for service provision, ICO is not engaged in regular service provision. However, UNICEF has a tripartite partnership with the Bureau of Aliens and Foreign Immigrants Affairs (BAFIA), as the relevant government authority, and a number of national NGOs providing educational and other social services for undocumented Afghan children. More than 6,000 children and 500 women (mothers) have directly benefited from the services provided by partner NGOs and with direct UNICEF funding. The services provided to these most disadvantaged children are not restricted to teaching/learning, but, in fact, aim at addressing as many barriers to the education of refugee children as possible. Children in the UNICEF-supported learning centres receive social work services to ensure all necessary conditions for their education are met. Additionally, considering their very difficult living condition, counselling is a standard service provided in the project. Those deprived of education because of health or nutrition problems are included in a school-feeding programme and receive free medical support. To address socio-cultural barriers, parents are also involved through literacy programmes, positive parenting training and life skills training.

**Strategic Partnerships**

* Mostly met benchmarks*

ICO has a very good wide range of partnerships with all relevant government ministries and organizations. The office currently works directly with MOHME, MOE, the Ministry of Cooperatives, Labour and Social Welfare (MOLCSW), SWO, BAFIA, Judiciary, Prisons Organization, NBCRC, police, and MOFA. In addition, the office
has very good partnership with the IRCS covering a number of vital areas such as road accidents and emergency response. ICO has good partnership with academia covering several universities. However, despite significant improvements in UNICEF-GoI partnership in recent years, programme implementation is still slow and suffers from slow bureaucratic processes.

ICO has formal partnerships with a number of NGOs collaborating with UNICEF and BAFIA for the education of Afghan children living in Iran. Many NGOs are keen to have formal partnerships with UNICEF; however, this is not possible at the moment despite UNICEF keenness.

Partnership with the private sector suffered considerably between 2008 and 2012, when a number of UNICEF supported programmes had to stop. In 2013 UNICEF worked on reviving its partnership with the private sector. However, due to the economic and business challenges caused by the sanctions, the prospects of a strong private sector partnership are currently very limited.

UNICEF has excellent partnerships with the media, Farabi Cinema Foundation, and the Volleyball Federation. These partnerships have been very strategic in promoting children rights at a wider level, beyond the traditional programme partnership domain.

Despite regular contacts with the representatives of the key UNICEF donor countries, especially ICO traditional donors, the resumption of donor funding to the country programme of cooperation between UNICEF and the GoI is linked to a resolution to Iran’s nuclear file.

In collaboration with two local NGOs and in the framework of a CSR project, UNICEF has been able to identify 110 employers of Afghan children in the informal/private sector and establish relationships and advocate with them for the rights of working children to education.

Knowledge Management

Mostly met benchmarks

The 2013 national HIV/ATS Knowledge, Attitude and Practice Survey gathered data from over 9,000 young people. The analyzed information strengthened knowledge of correlations between HIV and ATS. This nationwide study shed light on underlying factors of the HIV epidemic and provided a good evidence base for upcoming policy decisions regarding the revision of the Third HIV National Strategic Plan.

UNICEF is supporting MoE to improve the existing EMIS system to measure quality of educational services. As a first step, the operational definition and framework of Quality Education was developed and agreed upon.

With the support of the MENARO, a study was undertaken on TIMSS and PIRLS data to identify bottlenecks to improved learning in Iranian schools. The study clearly shows that socio-economic factors are the main barriers to equity in quality education, and MoE shall require ways to remove/mitigate the impact of disparities in household-wealth on the quality of education among different social groups.

A study that identified underlying behavioural causes of road accidents among young people provided a significant knowledge base for the upcoming C4D programme with the IRCS and police. Communication for development informed by this study will constitute a key UNICEF-supported intervention for reduction of road accidents in Iran.

Human Rights Based Approach to Cooperation

Initiating action to meet benchmarks

Iran finalized and submitted the overdue 3rd CRC Report in 2013.
Gender Equality

Partially met benchmarks

Iran has had many significant achievements in removing gender-disparity in education and access to health care. Ninety-four percent of Iranian women attend schools. Women comprise over 60 per cent of all university graduates. Iran is one of the few countries to have reached MDG5 target of reducing by three quarters, between 1990 and 2015, the maternal mortality ratio, with an 80 per cent drop in the MMR between 1990 and 2008. The rate of births attended by skilled health staff was 96.4 in 2010 and the contraceptive prevalence rate was 77.4 in 2010. Basic reproductive health care is available throughout the country, and women benefit from family planning programmes that help keep birth rates and maternal mortality rates low. The increased rate of contraceptive prevalence among married women, safe deliveries and pre- and postnatal care are among the factors that led to the early achievement of MDG5.

However, the Government does not accept the terms “gender equality” and “gender equity”, and prefers the term “gender justice”. In place of the CEDAW, the High Council of the Cultural Revolution has developed a “Charter of Women’s Rights and Responsibilities”, which is committed to the view of “permanent natural and basic differences between men and women, which result in legal differences”. Under the insistence of Government authorities, the current United Nations Development Assistance Framework (UNDAF) (2012-2016) and all subsequent documents of collaboration between UN agencies and GoI make no reference to the term “gender”.

South-South and Triangular Cooperation

In 2013 ICO, in coordination with MENARO and UNICEF Tunisia Office, organized a study visit to Tunisia for the Iran health professionals involved in EMTCT. Six members of the Iranian EMTCT programme had the opportunity to observe and discuss the Tunisian EMTCT, including the opt-in/out strategy for pregnant women testing; division of labour amongst the various hospital units and across different layers of primary care; and mechanisms of integrated approach and point of care delivery of services. In collaboration with UNAIDS, the Tunisian counterparts will return the visit to learn from Iranian experience on harm reduction programmes.
Narrative Analysis by Programme Component Results and Intermediate Results

Iran - 2100

PC 1 - Child poverty reduction and inclusion

**On-track**

**PCR 2100/A0/05/001** By end of 2016, benefits from improved integrated and inclusive social services through strengthened national and sub-national capacities for child development are increased.

**Progress:** UNICEF supported MOHME to complete research on a Situation, Audience and Communication Analysis of breast-feeding in the country. This was followed by developing a communication for development strategy that addresses behavioural issues related to the key identified stakeholders.

In the area of nutrition, UNICEF and MOHME cooperated to introduce a model of community-based management of malnutrition in a disadvantaged region, where children benefited from upgrading services of growth monitoring, screening and referral. Also a model on management of over-weight and obesity among pre-school children was developed, with the potential of being integrated into the health system.

In the area of health, UNICEF supported MOHME in adopting the New born Individualized Developmental Care and Assessment Programme (NIDCAP), for provision of health and developmental care services in Neonatal Intensive Care Units (NICUs) and special care nurseries (SCN).

The re-established partnership with MOE yielded fruit in 2013. The draft conceptual outline of quality education based on national requirements and international frameworks was developed. Some of the factors at the household level, i.e., the socio-economic elements that affect quality of education, were identified to pave the way for further analysis of gaps in achieving quality education. At the same time, UNICEF continued to work with BAFIA and NGOs to provide alternative educational services to the most deprived Afghan Children, while seeking policy solutions to address the causes that limit Afghan Children’s access to education. The model for provision of alternative education was expanded and implemented by nine implementing partners and will soon be adopted by three more. Additionally, the socio-cultural barriers of education of refugee children were also identified and planning to remove the barriers has been completed. In supporting the education sector for improved disaster management, systematic gaps in response were identified and plans to fill them has started.

In the area of Child Protection, UNICEF’s continued collaboration with the National Body on the CRC, the Ministry of Health and religious leaders led to progress in strengthening national coordination on VAC, integrating initiatives for the prevention of child maltreatment within the health system, and advocacy against VAC. At the national level, a technical working group for inter-sectoral coordination on VAC was established. Capacity constraints within the NBCRC (and also the Child Protection unit during the first half of the year) created delays in implementation of some planned activities.

**On-track**

**IR 2100/A0/05/001/002** By end of 2016, the policy and system capacity of ECD stakeholders at national and sub-national levels to implement, monitor and evaluate a quality and accessible national Integrated ECD programme, with specific focus on most vulnerable girls and boys, is enhanced.

**Progress:** The National Inter-sectoral Early Childhood Development (ECD) policy was endorsed and signed by the National High Council of Health in June 2013. This policy, developed with the support of UNICEF and in collaboration with the MOHME, MOE and SWO, will be the basis for the development and delivery of comprehensive, accelerated and integrated ECD projects and services targeting 0–6 year old children throughout the country. Among these projects, a national programme was developed and is being implemented for screening and referral of children with developmental disorders before their entry into school.

UNICEF also supported the enhancement of the capacity of the National ECD Secretariat through development and provision of a standard short course on managerial, leadership and communication skills and capacity of 50 members of the national ECD committees.

UNICEF supported the enhancement of national and sub-national vaccine cold chain management capacity with the finalization and dissemination of the assessment of the national level immunization cold chain capacity to all 46 medical universities and also through development of a multimedia self-learning package on vaccines and cold chain management. UNICEF also, due to the urgent need of the government, covered the cost of procurement of 1 million doses of OPV vaccine and facilitated for procurement of another 3 million doses of polio vaccine, accepting payment in local currency because of the current sanctions situation in Iran.

**On-track**

**IR 2100/A0/05/001/003** 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 breast-feeding for under-2 children is enhanced.

**Progress:** With the aim of enhancing the capacity of MOHME to devise quality national programmes for the promotion of breast-feeding practices, and with support of UNICEF, the knowledge capacity of the sector was enhanced through a comprehensive Situation, Audience and Communication Analysis to identify and address the socio-cultural barriers to breast feeding. This report will be used to develop a communication strategy and a plan of action to address priority bottlenecks to exclusive breast feeding.
This report includes data from six representative zones of Iran, and the findings capture the socio-cultural barriers of breast-feeding from the perspective of mothers, family members, public health institutions, private health sector, community leaders, breast-milk substitute producers and importers, media components and key policy makers and influential community elements.

In order to enhance the system and policy capacity of MOHME in the area of enforcement of the national law on Promotion of Breast-feeding and Protection of Lactating Women’s Right, UNICEF and MOHME are implementing a national survey in seven climatic-cultural zones in Iran. The findings of this survey will be the basis for policy and strategy development in order to further enforce the adherence of all parties to the national law.

In order to enhance the capacity of MOHME staff to develop and incorporate breastfeeding counselling services into the existing health system, a national level comprehensive entrance exam was implemented to identify 70 master trainers, who will be enrolled in a two-stage training course on breast-feeding counselling in the first half of 2014.

**On-track**

**IR 2100/A0/05/001/004** By 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

**Progress:** To enhance the capacity of MOHME in the area of evidence for policy, UNICEF supported MOHME to implement two applied research projects: a) the National Micronutrient Survey, to assess the status of micronutrients among the different age groups, and b) Studying the effectiveness of a model on "school milk fortification with Vitamin D" on the vitamin D status of the students. In addition, the evaluation of the National Multi-disciplinary Nutrition Promotion Programme, was on-going.

UNICEF also supported the system capacity of the food and nutrition sector by designing and operationalizing a National Food and Nutrition Surveillance System in six provinces in Iran. Through this surveillance system, seasonal children’s Vitamin D status, anthropometric status and oil intake is measured at periodic intervals. The findings of this system are the basis for monitoring and evaluation of the national programmes, as well as devising evidence-based systems and programmes at the national level.

UNICEF has also provided MOHME with technical and financial support to develop and implement a model for management of malnutrition in Bandar Abbas district. In this project, more than 200 health personnel (90 per cent female and 10 per cent male) working in health houses, centres and hospitals were trained on the new guidelines, and 40,000 children under-5 (equal distribution of girls and boys) benefited from upgraded services of growth monitoring, screening and referral for management of malnutrition. The results of this model development process have enhanced the capacity of MOHME to design upgraded services.

UNICEF and MOHME were implementing a model on management of over-weight and obesity among pre-school children in 5 urban health centres in Tehran. This project is the basis for developing needed systems and policies for integration of a feasible service package within the health system.

**On-track**

**IR 2100/A0/05/001/005** By 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

**Progress:** The model on High Risk Infant Follow Up Care services and related service packages and tools was developed and implemented in a hospital in East Azerbaijan province. Through the model, all Low Birth Weight (LBW), Very Low Birth Weight (VLBW) and Small for Gestational Age (SGA) neonates who are classified as high-risk neonates benefit from specialized health care, surveillance and monitoring services. With the support of UNICEF, an assessment of the model is on-going, so as to explore the possibilities of it being scaled up to provincial and national level.

UNICEF successfully advocated for the application of the New-born Individualized Developmental Care and Assessment Programme (NIDCAP), an internationally recognized comprehensive and well tested approach to neonatal in-patient setting. UNICEF supported the training of more than 65 health professionals in Neonatal Intensive Care Units (NICUs) (60 per cent of female experts and 40 per cent of male), through an internationally supported training workshop on NIDCAP. As a follow-up action to the training, UNICEF enhanced the system capacity of the health sector through the establishment of a NIDCAP committee, which will lead the process of nationalization of the approach. This model will be the basis for development of relevant in-patient guidelines in Iran.

The existing health information systems and national surveys do not cover the health and developmental indicators of neonates. Hence in order to enhance the knowledge capacity of the neonatal health sector, and with the support of UNICEF, a national “neonatal health and development survey” is planned and awaiting allocation of funds by the government.

**On-track**

**IR 2100/A0/05/001/006** By end of 2016, institutional capacity of Ministry of Education is enhanced to implement child-focused, inclusive quality education plans for boys and girls in primary and lower-secondary education

**Progress:** Towards the end of the year 2013, cooperation with MOE gained momentum following a three-year suspension of programmes.

A major bottleneck in promoting quality education (QE) has been the lack of an institutional structure to devise and implement QE plans. A Quality Education Committee (QEC) has been established in MOE to pursue this agenda and steer the cooperation with UNICEF. The
QEC consists of members from the Departments of Pre-Primary and Primary Education, Secondary Education and Centre for International Affairs and UNICEF. The operation of the QEC is supported by three working groups for Quality Education, Child-Friendly Schools, and Out-of School Children.

Also in 2013 some of the barriers of QE in Iran were identified. To properly plan for improvements in this area, the QEC needs to make informed decisions and devise evidence-based programmes. To this end, a project was completed with the support of the Education Section in MENARO to identify the main obstacles of improved learning achievement of students. Using data from TIMSS and PIRLS, an analysis was made over time to identify the contributing and hindering factors. The evidence indicates that though improvement in teacher and school factors have been crucial, investment in removing the effects of household wealth differences on education can play a more important role in promoting equity in quality education. The project also included capacity building of local researchers on application of econometrics in education.

Another achievement was on building consensus over the conceptual framework of QE. Following advocacy efforts by UNICEF, MOE has now adopted a multi-faceted model of QE, comprised of Learner Characteristics, Enabling Inputs, Context and Outcomes, as the framework for improving QE in the country. Subsequent work in this area will be in line with this framework.

**Progress: With UNICEF advocacy, the Quality Education Committee (QEC) with its Child-Friendly Schools (CFS) Working Group was established to steer the cooperation programme in this area. (For details, please, see IR 2100/A0/05/001/005, above.)**

At the same time, UNICEF and MOE started a documentation exercise to distil lessons learnt, best practices and areas of improvement in the "Rural Girls’ Education Program”, a pivotal component of the CFS model. The initiative, primarily supported by UNICEF, was successfully implemented throughout the country by MOE. The process was then suspended due to administrative issues yet to be resolved.

Most of the preparatory work in this project has been completed now. To promote the model, the QEC is working on a national capacity development programme for CFS, consisting of a national training workshop and a study visit to a country with successful experience in CFS. So far, the QEC has completed a meta-analysis of the evaluations of CFS initiatives in eight countries and has decided on Thailand as the destination for the visit, which is also fundamentally agreed by the Thai MOE. Additionally, the scope and topics of the national CFS training are agreed upon in the QEC. The UNICEF CFS Manual was translated to Persian and is to be published. A locally-developed manual on community mobilization for participatory school management—a crucial component of CFS—has also been developed with UNICEF support to ensure availability of all required references for the national training.

Despite the promising progress, the project has not yet fully achieved all its objectives and is behind schedule.

**Progress:** Afghan children have enjoyed the support of the host government for decades. Yet, there are still children who are excluded because of cultural practices and legislation. With BAFIA, UNICEF commissioned and completed a study to explore the socio-cultural barriers of Afghan children’s education and develop a communication strategy to address them, as well as an advocacy plan to abolish their school fees.

To promote inclusion of refugee/migrant children in the social protection system, UNICEF supported a Multidimensional Migrant Child Poverty training programme for Iranian Officials of several ministries in May 2013. A planning workshop to follow up on the recommendations of the training was planned for the second half of 2013, pending negotiation with partner.

As poorer Afghan children can hardly access school, UNICEF has long promoted a model for alternative social services. The model is now expanded to enrol more students, so far covering 6,365 children (GPI=0.92) in primary education and 520 Afghan women and 150 fathers in literacy, health and prevention of VAC programmes. To promote the model, UNICEF provided capacity development programmes, including two trainings on Quality Education and on Strategic Planning for 10 NGOs. Despite these achievements, partnership challenges have created some bottlenecks in working with NGOs and, therefore, delayed implementation towards the end of 2013.

Bringing the working Afghan child back to school has been the focus of a successful pilot programme on promoting corporate social responsibility. With UNICEF support, two local NGOs engaged with 110 employers in the informal/private sector to make education possible for 310 Afghan working children.

To promote Afghan child’s participation and sensitize decision makers, an exhibition was held of photographs taken by Afghan children of their lives in Iran, to which were invited members of the donor community, government, NGOs, and the public.
disaster management is enhanced to ensure immediate resumption of quality education for all boys and girls after emergencies.

**Progress:** After more than three years of suspended programmes, cooperation with MOE to ensure adequate preparedness for proper Disaster Management (DM) and to incorporate Disaster Risk Reduction (DRR) in the school programme started in October 2012.

Considering that DRR and systematic work on DM are relatively new subjects for the implementing partners, a considerable amount of preparatory work was required in the first stages, and making knowledge products available to the implementing partners was prioritized. To this end, UNICEF promoted awareness and dissemination of DRR international standards and the experiences of other countries in inclusion of DRR in school programmes. With UNICEF support, Persian renditions of the Inter-Agency Network for Education in Emergencies Minimum Standards and UNESCO/UNICEF Publication on DRR in Education were being prepared for publication.

Additionally, a study to document the response of the education sector at the times of the Bam (2003) and Varzaghan, East Azerbaijan, (2012) earthquakes was conducted to extract lessons learnt and best practices, as well as gaps for future planning and better preparedness. Despite improved response capacity of the education sector through the last decade, the study found that the country could still improve on preparedness, early recovery and M&E to be able to provide optimal educational services in emergencies and ensure quality education is not disrupted. The study will be used to steer the course of the project in subsequent years.

**IR 2100/A0/05/001/010** By the end of 2016, institutional capacities of key stakeholders are enhanced for implementation and coordination of effective programmes for the prevention of Violence against Children (VAC), taking in to the account national context, i.e. laws and regulations.

**Progress:** To strengthen national coordination on Violence against Children, a Technical Working Group for Inter-sectoral Coordination on VAC was established under the NBCRC, comprised of experts from 16 organizations. In 2014, the working group will develop a draft national coordination mechanism on VAC, based on a situation analysis of existing VAC-related programmes/interventions. The coordination mechanism will be instrumental in promoting a more effective/efficient approach to prevention/management of VAC.

UNICEF’s advocacy work for prevention of VAC through religious leaders and institutions was constrained due to capacity limitations of the government partner (NBCRC), and constraints in collaborating directly with key religious institutions. As a result, a planned national event on the role of religious leaders in preventing VAC was postponed to 2014. However, UNICEF succeeded in ensuring representation by the religious community in advocacy events organized around the CRC anniversary, in particular a round table on child rights/VAC which was broadcast on national television. In addition, ICo provided significant technical contribution to the MENA regional initiative for engaging Muslim religious leaders and communities in protection of children against violence.

MOH commenced the scale-up of two successful pilot projects which promote prevention/early detection/management of child maltreatment within the health system. The ongoing initial phase—mapping and capacity analysis of national medical universities and urban/rural health centres of Hormozgan province—will provide a crucial basis for developing the scale-up implementation plans.

A joint work plan recently signed with the State Welfare Organization gives focus to improving quality of services for street children and child victims of abuse. In 2014, UNICEF will provide technical support to the development and implementation of comprehensive guidelines on street children, and enhancing intervention skills of Social Emergencies staff.

A key constraint relating to this IR capacity limitations of NBCRC staff, which continues to affect their implementation capacity.

**PCR 2100/A0/05/002** By 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.

**Progress:** UNICEF’s partnership with MOCLSW in 2013 was strengthened considerably, laying the foundations for stronger advocacy in the area of Social Policy programmes, including a multidimensional child poverty study and advocacy to develop child sensitive social protection mapping in Iran. Also as the co-chair of the UNDAF Poverty Theme Group, UNICEF continued to expand its partnership with MOCLSW through inter-government and interagency collaboration.

Parallel collaboration with academia started with the aim of generating knowledge and an evidence-base to guide future programming. As a first step to identifying barriers and bottle necks in the area of social protection, UNICEF, MOCLSW and the University of Social Welfare and Rehabilitation undertook a mapping of the social protection system in Iran. The study was completed and the results of the mapping will inform future interventions by governmental and non-governmental organizations.

In 2013, UNICEF also worked closely with NBCRC to strengthen institutional capacities for data collection and analysis on child-related issues and preparation of quality reports. As per the NBCRC’s constitution, four technical working groups were established and are functional. While all four working groups will be instrumental in taking forward UNICEF-NBCRC joint initiatives, the Monitoring and Evaluation WG will play a pivotal role in improving the quality of data collection/reporting on children’s issues, with a view to monitoring the situation of children in a comprehensive and inter-sectoral manner.

**IR 2100/A0/05/002/002** By the end of 2016, National Capacities for data collection, analysis and evaluation of child and women headed household situation, deprivation and disparities are strengthened.
Progress: UNICEF supported the participation of one senior technical expert from MOCLSW in the regional conference entitled "Measurement and Policy Approaches to Enhance Equity for the New Generations in the Middle East and North Africa" held in Morocco. The workshop was an excellent opportunity for the government partner to be exposed to best practices and share approaches about measurement of poverty and policy work to enhance equity for children.

NBCRC established four Technical Working Groups (WGs) as per its constitution (Monitoring/Evaluation, Legal/Judicial, Education/Information Dissemination, Support/Coordination). In 2013, UNICEF collaborated with the Education/Information Dissemination WG regarding CRC anniversary advocacy events and, in 2014, will work closely with the M&E WG to strengthen national capacities for quality data collection, monitoring and reporting on child rights. UNICEF is also supporting a needs assessment of the four WG with a view to identifying priority areas for capacity development.

Iran’s 3rd Periodic Report to the CRC was officially submitted and is available on the Office of the United Nations High Commissioner for Human Rights website.

Following significant delay in implementation of the study “Child Protection Priorities in Iran” due to complications with a consultancy, the study has been re-initiated. This new round is being used as an opportunity to apply the Monitoring Results for Equity System’s analytical framework in identifying key bottlenecks/barriers to the protective environment. The study’s findings will inform national and sub-national policy-making/programming in the area of Child Protection.

On-track

IR 2100/A0/05/002/003 By the end of 2016, child-sensitive social protection mechanisms and initiatives are strengthened at the national and sub-national level targeting the most vulnerable children and families, including women-headed-households

Progress: Two products produced in 2013 will enhance Government’s knowledge of children and adolescents socio-economic and social protection issues:

- the second volume of the book "The Rights of Children and Adolescents in the Islamic Republic of Iran-Socio Economic issues of Children", which was published and distributed to key national stakeholders; and
- the comprehensive report on the social protection training organized by UNICEF and MOCLSW, which is to be disseminated in early 2014.

UNICEF advocated for and promoted a mapping of Child Sensitive Social Protection programmes in Iran and supported the research group of the University of Social Welfare and Rehabilitation to undertake this work. The report is completed and will be available in the first quarter of 2014. The results of the study will inform future planning and related activities of government and non-government organizations in the area of social protection.

In order to share Iran’s experience and benefit from good practices and lessons learned from the other countries, preparation is ongoing to organize an international conference on Social Protection programmes in Iran to be hosted by MOCLSW in 2014.

PC 2 - Opportunities for adolescents and young people

On-track

PCR 2100/A0/05/003 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.

Progress: In 2013, UNICEF’s earlier support in areas relating to justice for children, HIV prevention, drug prevention, adolescent healthy lifestyle and prevention of traffic accidents intensified. UNICEF’s main investment in this PCR focuses on enhancing existing services and programmes while also exploring new areas of programming and partnership to realize the rights for adolescent and young people. Knowledge generation, policy development, advocacy and development of replicable field models represent some of the initiatives supported by UNICEF.

In the area of Justice for Children, UNICEF’s partnership with the Judiciary, Police, and Prisons Organization continues to contribute to enhancing the capacities of relevant professionals and institutions for application of juvenile justice standards. UNICEF support of the following has, as the counterpart declared, contributed to a decrease in the number of children deprived of their liberty from almost 2,000 in 2012 to almost 1,000 at the end of 2013: implementation of the children provisions of the revised Islamic Penal Code; support to strengthening the capacities of judges police and social workers; and development and application of juvenile justice resources/tools.

With support from UNICEF in 2013, MOH (Ministry of Health) made great strides in improving national programmes on EMTCT, aiming to curb the HIV epidemic while maintaining the MDG 4 and 5 objectives already achieved.

In 2013, ICO initiated two model interventions to provide the country with a good knowledge basis on adolescent health and wellbeing namely for the adolescent self-care and traffic accident prevention. The adolescent self-care model led to a new movement in adolescent healthy lifestyles and improvement of service provision to this age group, while the latter paved the ground for evidence-based interventions to prevent traffic accidents and mitigate a leading cause of death amongst this age group.

ICO partnership with the Ministv of Sport and Youth (MSY), an important and strategic partner in the area of adolescent and youth.
strengthened under the new administration.

**IR 2100/A0/05/003/002** By end of 2016, the capacity of government and stakeholders for the enhancement of HIV prevention and response based on the requirements of adolescent and youth programming is increased

**Progress:** Increased Amphetamine Type Stimulants (ATS) use by young people is believed to be contributing to sexual transmission of HIV among young people, gradually shifting the pattern of the epidemic from injecting drug use to sexual. Building upon the country's good Voluntary Counselling and Testing and Drop-in-Centre infrastructures, UNICEF, MOH, and CDC joined hands to develop an education system for training 60 master trainers from among clinicians and service providers to enhance their capacity in reaching young ATS users with services that would reduce their vulnerability to HIV. The curriculum developed has been considered eligible to be part of on-job-training that is obligatory for clinicians to be able to continue their practice. In 2013, UNICEF also enhanced programming capacity of 45 national AIDS programme experts by providing a learning opportunity on key priority areas of NSP, including advocacy, communication and reporting skills.

At the policy front, the national knowledge, attitude and practice survey gathered data from a sample of over 9,000 young people to explore the correlations between HIV and ATS use. The analysis of the survey will be finalized by March 2014 and the knowledge generated will be an evidence-base for the upcoming revision of the third HIV National Strategic Plan.

On World AIDS Day 2013, 1st December, UNICEF and its key government partner CDC signed a tripartite memorandum of understanding with the well-reputed Volleyball Federation, thereby expanding the partnership with sports alliances. Based on this agreement, the partners mobilized their resources and capacities for effective awareness raising on HIV/AIDS among young people. UNICEF also supported CDC on World AIDS Day with an initiative in collaboration with the Telecommunication Company to have a national HIV SMS competition to reach an estimated 5 million young people with messages with an innovative use of technology.

**IR 2100/A0/05/003/003** By 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

**Progress:** In partnership with the Judiciary, knowledge and/or awareness of 175 judges, prosecutors, lawyers and social workers of seven priority provinces (with highest numbers of juveniles deprived of liberty) was increased on juvenile justice standards.

The evaluation of the impact of juvenile justice workshops on the practice of police officers trained between 2005-2011 was completed. Its results demonstrate that the training was effective in changing the knowledge, attitude and practice of participants. This evaluation also identified existing barriers, including insufficient legal authorities, human resources, and infrastructure for implementing diversion programmes, alternatives to detention, and keeping children separate from adults by the police. Results of this evaluation will guide future UNICEF-Police cooperation in the area of justice for children.

In partnership with the Police, a textbook on the “Role of Police in a Juvenile Justice System” was developed and printed. UNICEF will continue to advocate for and support the launch of the related course in the Police Academy, with a view to institutionalizing juvenile justice training within the Police’s educational system.

The Judicial Sciences University launched a Master's course on Criminal Law for Children, with the participation of 12 students, including 2 females and 10 males. Each year, six seats will be reserved for staff of the judicial system, and the rest will be available for other interested applicants.

The revised Islamic Penal Code, which promotes alternatives to detention for children in conflict with the law, was approved and entered into force. In partnership with the Judiciary, UNICEF conducted a seminar in Tehran for 70 judges to be sensitized on child-related provisions of the IPC, using a UNICEF-supported guideline as key resource for implementation of these provisions. Implementation of relevant IPC provisions and training of judges on juvenile justice standards contributed to reducing the number of children deprived of liberty from almost 2,000 in 2012 to almost 1,000 at the end of 2013.

**IR 2100/A0/05/003/004** By end of 2016, an educational service package for prevention of new HIV infections amongst children exists across all 4 EMTCT component

**Progress:** In 2013 UNICEF was heavily involved at technical level with the finalization process of the national action plan that links reproductive health and HIV programmes and aims to eliminate mother to child transmission in the country. This action plan is a framework that highlights the MOH’s key prevention, care and support services within pre-marriage counselling settings, antenatal care clinics, and pre-delivery and post-partum sections of hospitals for the designated target groups within the HIV, maternal, neonate and child health programmes. Fifteen medical universities, with the assistance of 45 experts within the HIV and family health programmes, are in charge of rolling out the model; UNICEF and CDC committed in 2013 to introduce the action plan and train the personnel for this roll out. The roll out marks the commencement of the pilot phase of universal rapid HIV testing based on opt-out to all pregnant women (vs. the old risk assessment strategy), the result of which it is hoped will translate into a more efficient and effective test-treat-retain strategy and a more integrated approach to service delivery for 1 million pregnancies per annum.

In order to build the national capacity and learn from regional experiences in EMTCT through south-south cooperation, towards the end
of 2013, and in consultation with the Regional Office, ICO organized a study visit to the EMTCT programme in Tunisia. Six members of the pilot EMTCT programme attended the study visit and returned with enhanced understandings of opt-out strategy, improved knowledge on the division of labour amongst the various hospital units and across different layers of primary care, first-hand familiarity with the integrated approach and point-of-care delivery of services; and better understandings of the key role of the skilled and competent front service providers.

**On-track**

**IR 2100/A0/05/003/005** By the end of 2014, national policies and services on drug and psychoactive substance abuse prevention with due consideration to risk and especially protective factors amongst adolescents and young people are available

**Progress:** Most of the achievements under this IR were towards the planning process of UNDAF Area Five and the work of its Theme Group “Drug Control and Prevention”. UNICEF contributed technically to four drug working group meetings held mainly internally with other UN agencies. As a partner agency, UNICEF also contributed towards a consultancy, which aimed to develop a narrative study and joint work plan for drug control and prevention. The respective UNICEF work plan with the Drug Control Headquarters awaits signature, due to prolonged negotiation in the respective UNDAF theme group between the UN and the government partner. While the work on drug prevention will continue in collaboration with the Ministry of Health (IR 2.1.6), this IR will likely be discontinued following consultation with partners during MTR.

**On-track**

**IR 2100/A0/05/003/006** By the end of 2014, knowledge-base to develop a multi-sectoral plan and related C4D plan for mainstreaming youth (with gender and age analysis) lens in programming is available

**Progress:** UNICEF and MSY’s initial agreements on joint actions on employability and youth programming has encouraged the government counterpart to initiate a number of activities on both areas. Two seminars were held on youth employability and youth research and programming by the Strategic Studies and Research Centre of MSY. In the first seminar, about 30 experts from government, private sector and academia participated. The second seminar on youth employability was attended by about 100 experts from different parts of the country, academia and a number of other stakeholders.

The developed proposals, namely a national study on employability, comparative study on employability and training manual on youth programming, were approved by UNICEF and the Research Committee in MSY and waits for signature and approval.

**On-track**

**IR 2100/A0/05/003/007** By end of 2016, the capacity of the Government to promote healthy life styles and promotion of 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

**Progress:** A UNICEF/MOH joint research on adolescent health services was finalized, and based on the preliminary findings, an intervention in the area of adolescent self-care has started. The 96 MOH experts equipped to promote the self-care programme will assist in rolling out of this initiative at national level. This initiative is intended to reach all adolescents at scale. With regards to the physical health of adolescents, UNICEF and MOH in 2013 commenced participatory development of a public health guidance for promotion of physical activity, which is to be used by the health system and other relevant stakeholders at local level.

Given the lack of information about the social health status of adolescent in Iran, UNICEF and MOH initiated the development of indicators for monitoring adolescent social health. A national team of experts are coordinating with an international expert to develop these indicators for children and adolescent aged 6-18. These indicators will be used to establish a surveillance system and designing community-based interventions.

In order to develop a model for reducing traffic accidents, UNICEF, in partnership with IRCS, conducted comprehensive research, with special focus on individual factors of traffic accidents among adolescent and youth. In addition, UNICEF supported a study visit of nine high-level representatives of stakeholders (including IRCS, Traffic Police, Ministry of Health and Medical Education and Academia) to Germany in order to benefit from their experiences in reducing traffic accidents among youth. The research and the study visit will be followed by model development in 2014.

Regarding ATS prevention, during the period of development of an ATS roadmap, MOH decision-makers and experts were exposed to the gist of world most recent experience on drug prevention as part of a MOH delegation in the 4th International Conference of European Society for Prevention Studies in Paris. With the situation assessment section of the roadmap finalized, the model is being identified, based on new data at hand and the knowledge generated in Paris.
**PC 800 - Cross-sectoral costs**

- **On-track**

**PCR 2100/A0/05/004 Cross Sectorial**

**Progress:**

The UNCT and OMT meetings among UN agencies were regular.

Internally within UNICEF office, coordination mechanisms between operations and programme were effective, through the Programme Management Team (PMT) and the Country Management Team (CMT). The following important coordination tools and mechanisms were in place: the supply plan, the communication plan, the C4D plan, fundraising strategy, and regular PMT and CMT meetings.

- **On-track**

**IR 2100/A0/05/004/002 Programme Planning, Coordination and Management**

**Progress:** In the framework of the new 2012-2016 UNDAF, UNICEF was appointed by the Government and UNCT as UN chair of the Poverty Reduction Thematic Group. As a result of the work of the Poverty Reduction Theme Group, a coordination plan is available, mapping poverty reduction related activities and studies are available and areas for possible joint collaboration identified. The meetings of the Poverty Reduction Theme Group, co-chaired by UNICEF and MOCLSW, have contributed to increase knowledge of poverty reduction programming and key interventions. In 2013 UNICEF actively participated in more than 15 meeting of poverty, M&E and Health theme groups.

The Country Office conducted a review of its CPAP progress with the Government in February 2013 as well as an internal review in July and an end year review is planned for early January 2014. The Office developed a rolling Integrated Monitoring, Evaluation and Research Plan (IMEP) and a supply plan, which are regularly monitored in monthly PMTs.

The office undertook a review of its emergency preparedness and updated the Early Warning Early Action site in June 2013. In line with the UN Disaster Management Team work plan, UNICEF contributed to contingency plans efforts and facilitated the finalization of the Education, Nutrition, WASH and Child Protection contingency plans. UNICEF, together with OCHA and WFP organized and held the first UN/Government Joint Emergency Simulation exercise in October 2013 in Kerman, Iran. The simulation was aiming at enhancing preparedness capacity in the country.

During the year 2013, more than 200 earthquakes with a magnitude above 4 in Richter scale shook Iran. Four main earthquake incidents were reported in the southern provinces of Bushehr (09 April), Sistan and Balouchestan (16 April), Hormozgan (11 May) and Borazjan (Nov 28th) with magnitudes of 6.3, 7.8, 6.2 and 5.6 respectively. Overall, 76 persons lost their lives and about 997 were injured in these incidents. In all cases, the humanitarian impact was minimal, due to low population density of the affected areas. In none of the incidents did the Government requested international support; however, UNICEF closely monitored the situation and made offer of assistance.

Serious funding constraints continue to affect UNICEF capacity to implement critical activities to enforce children’s rights in Iran. Despite tireless efforts, the office received no funding from donor countries and the private sector, except for a small grant from the German Embassy and Unilever.

ICO maintains an updated Funding Strategy Paper, prepared a package of high quality funding proposals and a country programme brochure, and is maintaining regular contacts with potential donors.

- **On-track**

**IR 2100/A0/05/004/003 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**

**Progress:** The UNICEF mission in Iran and Children’s Rights was promoted through various media and public channels.

Healthy lifestyles among adolescents and youth was promoted through a media appeal by a UNICEF Goodwill Ambassador on safe driving around New Year, the peak time for road travels.

Public advocacy on breastfeeding was strengthened through a visit on breastfeeding day by a Goodwill Ambassador to mothers and new-borns in a hospital, with an emphasis on support for breastfeeding mothers. This visit was widely picked up by media.

Rights of children with disabilities were promoted through participation of UNICEF staff and a Goodwill Ambassador in several events organized by NGOs on disability with media interviews. The UNICEF State of the World’s Children Report 2013, Children with Disabilities, was officially launched with relevant government partners and widely attended by media, diplomatic missions and civil society.

Rights of children in contact with the law were raised in the media through a UNICEF media appraisal piece on a theatre about youth waiting execution watched and praised by UNICEF staff and Goodwill Ambassador.
Unity of government organizations on children was strengthened through UNICEF support during Children’s Day. More than 17 ministries and UNICEF cooperated to jointly organize one week of celebrations for children across the country in different centres. Vulnerable children were supported in celebrations through visits and gifts by UNICEF staff and a Goodwill Ambassador. Extensive media coverage of such visits was done. Thousands of UNICEF publications, mainly CRC, were distributed among schools and NGOs upon request.

Advocacy on child rights in cinema was promoted through the official support of UNICEF for the Iranian Children’s film festival, with an exclusive UNICEF award for a movie and a workshop for film directors.

Public information on CRC and the UNICEF mission in Iran was raised through UNICEF information and material stands at several public events.

Facebook and country website pages were updated every week with new content.

**PCR 2100/A0/05/800 Programme Support**

**Progress:** ICO conducted annual formal revisions of the role mapping and the workflow processes several times, and updated the list of committees and respective ToRs, the Enterprise Risk Management (ERM), Early Warning Early Action (EWAA) plans and Business Continuity Plan (BCP).

The office statutory committees met regularly and contributed to the effective and efficient decision making process of the office. Both CMT and PMT regularly examined standard management indicators. Weekly All Staff Info Sharing meetings were conducted. The Office established several task forces and committees with Staff Association representation on different issues and contributed to enhance the consultative and participatory nature of the decision making processes in the office. The progress on the implementation of the Office Improvement Plan has been under regular monitoring of the management.

Notwithstanding the fact that the office has no outstanding audit recommendation and taking into account the changes that have come with adoption of VISION, the office has put in place an internal audit committee, which audited the three main Governance systems. The report of the audit team is currently under revision by CMT.

Developments in the aid and country environment have challenged the capacity of the office to attract the required financial other resources (OR) for the implementation of programmes. Fundraising is regularly discussed as a standard agenda for PMTs and CMTs. A consultancy firm has been contracted to develop a fund-raising package to target National Committees and secure the endorsement of the Ministry of Foreign Affairs to re-start Private Sector Fund-Raising in Iran.

In 2013 a new CPMP was prepared and a Programme and Budget Review (PBR) completed, with a purpose of revising the available resources for the programme implementation and Human Resources of the office under the light reduced OR funds.

**IR 2100/A0/05/800/001 Governance and Systems**

**Progress:** The AMP (2012-13) has been kept as a life rolling document. The AMP contains all essential information about office governance systems the staff needed to know, such as programme and management objectives, composition and mandates of office statutory bodies, planning calendar, role mapping, IMEP, emergency preparedness and response plan, BCP, office security plan, organogram, and resource mobilization plan.

At the beginning of the year the list of the office management committees, as well as the ToRs, of the committees were revised. The committees met regularly, and the CMT and PMT regularly examined standard management indicators. The Enterprise Risk Management (ERM) profile of the office was updated and uploaded in the management dashboard after an internal exercise in May 2013 and reflects the recent changes in the risk categories and the changes in the external environment the office operates in. The emergency preparedness plan and the BCP were updated in 2013. A small scale simulation of the ICT plan under BCP was conducted.

ICO has no outstanding audit recommendations and works on the sustainability of good performance through conducting internal control check activities. Since ICO is one of the small offices with less frequent audit inspections and given the risks associated with the introduction of VISION as a new system, the office initiated a self-audit system. Different teams of staff members examined the office governance systems using the standards tools of UNICEF internal Audit.

The office role map and the workflow processes were revised in 2013. In addition, the global requirements after the adoption of VISION were met and the number of the non-mitigated conflicting roles was reduced from six in 2012 to none in 2013 with the assistance of the RO. Part of the internal control check activities is the monthly reconciliation of the records of delegated roles in VISION to the approved table of authorities.
**IR 2100/A0/05/800/002 Human Capacity**

**Progress:** In 2013 a new CPMP was prepared and a PBR review/approval completed. This has resulted in the structural change of the office.

The completion of PAS was prepared according to global deadlines. A comprehensive refreshing session was held for all office staff on different aspects of the “Performance Appraisal System” in July 2013. Important posts remained vacant due to the limited capacity of the market. In addition, two other posts were vacant for a few months due to unpaid leave of absence and maternity leave.

The 2013 Learning Plan was developed with the objectives of addressing current office/staff capacity gaps as well as building staff capacity for long-term career development. Three staff members (all females: two NO and one GS) benefited from external training financed by UNICEF, and four national staff members (all females: one NO and three GS) had the opportunity to benefit from stretch assignments with MENARO.

A two-day Team Building Retreat was organized following the CPMP and office restructuring. A task force is in place to ensure close follow-up on recommendations. The Management and Staff Representatives carried out detailed discussions on the outcome of the Global Staff Survey and conducted two additional in-depth surveys to better understand issues related to work-life balance and abuse of authority. The updated Office Improvement Plan (OIP) includes all relevant follow up actions and is being closely monitored by the Joint Consultative Committee (JCCT) and CMT.

The CMT agreed to make the web-based course on “Integrity Awareness” mandatory. All staff members, except three, have so far completed this on-line course.

The UN Cares in Iran had a comprehensive plan in 2013 to address the 10 minimum standards of HIV in the workplace. The UN Cares team organized an event under the theme of “Healthy Afternoon” for UN staff and their families. The event included interaction and discussion with people living with HIV/AIDS.

**On-track**

**IR 2100/A0/05/800/002 Financial Resources and Stewardship**

**Progress:** The Country Office has no outstanding audit observations. With an eye on continual improvement of internal control, the office initiated and conducted self-audit in 2013.

Through consistent monitoring of the office performance indicators, the CMT achieved zero outstanding Direct Cash Transfers (DCTs) above six months by end 2013.

The Office benefitted this year from the substantive cost-reduction measures undertaken last year; it saved about US$151,000 (43 per cent) on rent paid this year through renegotiation of the rent and saved about US$54,000 in the ancillary cost through re-designing the TOR and contract for ancillary services. To further reduce the office rent-cost on UNICEF, the management is currently negotiating with two other UN agencies to join UNICEF’s premises.

The office undertook a thorough review of the situation of all assets and disposed of old and obsolete items in accordance of organizational rules. The office sold three old vehicles and with the support of DFAM benefited from the revenue of the sale of these vehicles as well as the revenue from earlier sale of old vehicles to order two new vehicles. The new vehicles will reduce the operation and maintenance cost of office fleet.

The utilization rate of all available financial resources stood at 81.17 per cent: 78.61 per cent for RR and 79.97 per cent for OR. The bulk of OR was received in the last quarter and has been intentionally carried over to 2014 as the office will be negotiation the new biennium work plans (2014-2015) within an unfavourable environment for fundraising (please refer to the fundraising section above).

Among other financial internal control activities, the office has performed the bank reconciliations on time without any long pending issues, updated the Table of Authority three times to ensure adequate segregation of authorities and avoid conflict of interests at a time the number of staff members was dwindling.

Although UNICEF was able to include Harmonized Approach to Cash Transfers (HACT) provisions in the signed CPAP, the UNCT opted not to implement HACT given the sensitive operational environment. Though there will not be macro-assessment or micro-assessment of governmental partners, in 201r UNICEF will unilaterally conduct micro-assessment of all non-governmental partners meeting the HACT threshold for micro-assessment. However, the country will not be HACT compliant. Monitoring of UNICEF funded projects is continuing.

The CO is making additional efforts towards creating a GREEN atmosphere in the office by taking further steps towards reducing energy consumption, reduction of paper utilization and using ICT equipment more efficient.
Effective Governance Structure

The AMP (2012-13) was kept as a life rolling document. The AMP contains all the essential information about the office governance system the staff needed to know, such as programme and management objectives, composition and mandates of office statutory bodies, planning calendar, role mapping, IMEP, emergency preparedness and response plan, BCP, office security plan, organogram, and resource mobilization plan. The CMT, in close coordination and consultation with all staff, prepared a new CPMP (2014-17). The CPMP addressed the challenge of significant reduction in financial resource by introducing necessary reduction in office operational expenses, rationalizing staff cost, and successfully making the case for additional institutional budget. Since Iran CO is one of the small offices with less frequent audit inspections and given the risks associated with the introduction of VISION as a new system, the office initiated a self-audit system. Different teams of staff members examined the office governance systems using the standard tools of UNICEF Internal Audit. This was a very helpful process that highlighted areas of strengths and weaknesses. The office had a very successful retreat (professionally facilitated by the Director of Free to Grow) where all staff concerns were discussed very candidly and agreements on the way forward reached. The OIP for 2014 will include relevant recommendations/agreements from the retreat. CMT, PMT, OMT, and JCC regularly met. Both CMT and PMT regularly examined standard management indicators. Weekly All Staff Info Sharing will include relevant recommendations/agreements from the retreat. CMT, PMT, OMT, and JCC regularly met.

Strategic Risk Management

In 2013 ICO reviewed key risks and adjusted office plans to address these risks as relevant. The office reviewed and updated the EWEA, ERM, Role Mapping, Work Flow Processes, and BCP in 2013. The Information and Communications Technology (ICT) component of the BCP was tested through a mini-simulation exercise.

With regard to office and staff safety and security, a fire-drill was undertaken in 2013 to ensure that staff are aware of the fire evacuation plan and the floor warden system. UNICEF staff are performing very well on the fortnight radio check organized by UNDSS. The long outstanding issue of renewal of UN radio license was resolved, thanks to WFP and UNDSS efforts.

Due the sanctions imposed on Iran, banks are not able to provide hard currency and at sometimes even the conversion and transfer of money from the foreign to the local bank accounts was delayed. The UN agencies adopted a joint approach in negotiating with the Tejarat Bank. UNICEF moved its bank accounts to the designated branch and things have improved significantly. The UN agencies are submitting joint monthly forecast of required hard currency payments and the bank has been able to honour all of UNICEF payments.

ICO had identified as a “high risk” the period of office transition to VISION when there was a steep organizational learning curve. This risk was exacerbated by the fact that the interval between Office of Internal Audit and Investigation’s (OIAI) visits to Iran CO (being a small office) are rather long. To address this risk the office initiated a “self-audit practice”. Different teams of staff members examined the office’s governance systems and operations in addition to randomly selected transactions using the standard tools of OIAI. Presentations of the findings will be made to all staff in February 2014 and a follow up action plan will be developed and implemented in 2014.

Evaluation

The 2012-2014 rolling IMEP was developed in September 2012 and its implementation was monitored in the monthly PMT meetings. The IMEP was updated twice in 2013.

The office conducted one evaluation and a few studies. The “Evaluation of the impact of juvenile justice workshops on the practice of police officers trained during 2005-2011” was completed in the last quarter of 2013. The evaluation confirms the positive effect of the training in changing the knowledge, attitude, and
practice of the participants. The findings/recommendations of this evaluation will help improve the design and delivery of future training and capacity building efforts. UNICEF supported the implementation of the 2nd National Integrated Micronutrient Survey (NIMS: 2012-2013). The survey assessed the status of micronutrients, using 30,000 blood samples taken from children, adolescents and women across the country. The results will be available by the first quarter of 2014 and will guide specific corrective interventions. Furthermore, UNICEF supported a review and documentation of the lessons-learned from the design, methodology, and fieldwork of this national survey. The lessons-learned will be used in future rounds of similar surveys as well experience sharing with other countries.

UNICEF also supported a study for “Mapping Child Sensitive Social Protection Measures in Iran”, which is being finalized. The findings will guide future actions to address issues related to multi-dimensional child-poverty. The planning and execution of the evaluation and studies conducted by ICO followed global guidelines (UNEG and others). The consultants/researchers were selected on the basis of objective criteria and in close consultation with the concerned national partners.

Due to financial constraints, the post of the M&E Specialist remained vacant in 2013. The Nutrition Specialist, who has considerable capacity in M&E, shouldered the responsibilities of the M&E in 2013.

Effective Use of Information and Communication Technology

The ICT setup and services witnessed further improvements in 2013. Key initiatives this year included the initiation of the migration to new and updated ICT services. The development of a new local UNICEF Iran Office Website started after close consultation with RO and HQ. The ICT achievements in 2013 included the following:

- Improved backup System through installing a new VeeAM Server (BCP Related).
- More efficient and better performance of ICT services through upgrading the main Hyper-V server.
- Upgraded Remote Access to internet for senior management from home.
- Enhanced users’ capacity through numerous short training sessions.
- Further improvement of a management monitoring tool for ICT performance.
- Generation and dissemination of innovative monthly ICT Performance report mainly extracted from the newly installed Proxy Secure Gateway. The RO shared this report with other offices as an exemplary report.
- Putting in place a reliable and secure connectivity backup system (in case of VSAT links failure) with the UN Common Premises and UNHCR.

Together with the inter-agency ICT task force, ICO has developed a database of suppliers and service providers and identified a list of items that the UN Agencies can procure collectively and achieve bulk-order savings. This arrangement will be fully operational in 2014.

ICT asset management was brought to a higher level through conducting a very thorough assessment of the existing equipment and management of the disposal of outdated and obsolete equipment. Donation and destruction of old/obsolete ICT items was conducted in accordance with the organizational rules.

The challenges caused by heavy internet filtering and unclear national policies on internet access and connectivity continued. However, given the very good measures already taken by the office in 2012 with RO support, UNICEF enjoyed smooth and uninterrupted quality Internet services.

Fund-raising and Donor Relations

The fundraising prospects for Iran remained very limited in 2013. Although the CPD was designed with the expectation of an average annual flow of US$3 million ORs, this expectation is based on past funding trends and did not reflect the current challenging funding environment. Despite tireless efforts, the office received no funding from donor countries, except for a small US$60,000 grant from the German Embassy in Tehran. Contacts with the local private sector were equally disappointing, except for a pledge of EUR18,000 from
Unilever. The current sanctions, economic-hardships, the imposed absence of effective UNICEF presence in the public scene in Iran, and abrupt termination of UNICEF partnership with many private sector firms in 2008 contributed to and shaped the current unfavourable funding environment for UNICEF in Iran. Special discretionally funding represented the main source of OR for ICO in 2013. Thanks to the support of MENARQ, ICO was prioritized in thematic fund allocation in 2013: the Office received US$230,000 thematic funds. ICO maintains an updated Funding Strategy Paper, prepared a package of high quality funding proposals and country programme brochure, and is maintaining regular contacts with potential donors.

Two donor reports were due in 2013. Both reports were submitted timely. Available funds were utilized optimally, and all grants expiring during the reporting period showed more than 95 per cent utilization level. Utilization of funds was regularly reviewed throughout the year in Programme and Country Management Team meetings.

Management of Financial and Other Assets

ICO has no outstanding audit observations. With an eye on continual improvement of internal control, the office initiated and conducted self-audit in 2013. Through consistent monitoring of the office performance indicators, the CMT achieved zero outstanding DCTs above six months by end 2013. The Office benefitted in 2013 year from the substantive cost-reduction measures undertaken the previous year: savings of about US$151,000 (43 per cent) on rent paid through renegotiation of the rent and savings of about US$54,000 in ancillary cost through re-designing the TOR and contract for ancillary services. To further reduce the office rent-cost on UNICEF, the management is currently negotiating with two other UN agencies to join UNICEF premises.

The office undertook a thorough review of the situation of all assets and disposed of old and obsolete items in accordance of organizational rules. The office sold three old vehicles and with the support of DFAM benefited from the revenue of the sale of these vehicles, as well as the revenue from earlier sale of old vehicles, ordered two new vehicles. The new vehicles will reduce the operation and maintenance cost of office fleet.

The utilization rate of all available financial resources stood at 81.17 per cent: 78.61 per cent for RR and 79.97 per cent for OR. The bulk of OR was received in the last quarter and has been intentionally carried over to 2014, as the office will be negotiation the new biennium work plans (2014-2015) within an unfavourable environment for fundraising (Please refer to the fundraising section above).

Among other financial internal control activities the office has performed the bank reconciliations on time without any long pending issues, updated the Table of Authority three times to ensure adequate segregation of authorities and avoid conflict of interests at a time the number of staff members was dwindling. Although UNICEF was able to include HACT provisions in the signed CPAP, the UNCT opted not to implement HACT given the sensitive operational environment. Though there will not be macro-assessment or micro-assessment of governmental partners, in 2014 UNICEF will unilaterally conduct micro-assessment of all non-governmental partners meeting the HACT threshold for micro-assessment. However, the country will not be HACT compliant. Monitoring of UNICEF funded projects is continuing. The PMT and CMT have been discussing ways of enhancing systematic assurance activities in 2014.

Supply Management

In 2013 the supply component of the country programme represented 9 per cent of the overall allocated budget. Out of US$561,891 worth of procurements, 55.4 per cent were local procurements and the rest were off-shore procurements via Copenhagen Supply Division and the WFP Procurement HUB in Dubai. The details of the procurement of goods and services in 2013 are provided in the table below:

<table>
<thead>
<tr>
<th>Description</th>
<th>Local Procurement Value (US$)</th>
<th>Offshore Procurement Value (US$)</th>
<th>Total Procurement Value (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>226,160.69</td>
<td>0</td>
<td>226,160.69</td>
</tr>
</tbody>
</table>
Local market conditions remained challenging, as additional sanctions were imposed on Iran in 2013 resulting in higher inflation rates. Consequently, prices of commodities increased even further, while the local market continued to experience some shortages of important commodities. In this environment, suppliers insisted on giving quotations with extremely short validity. Moreover, it was often difficult for some suppliers to deliver as per the terms of the purchase orders. In this challenging environment it was not feasible to establish LTAs. In collaboration with other UN agencies, through the OMT chaired by UNICEF, a joint database of reliable suppliers was established and maintained throughout 2013. Overall, the use of a quarterly updated rolling supply plan further improved the planning and execution of the supply component of the country programme.

The procurement services provided by UNICEF in 2013 totalled US$1,566,650.71, out of which US$1,159,850.71 was for OPV vaccines provided through the UNDP-managed Global Fund Project. A procurement service of US$406,800 worth of US$406,800 was for for of Eliza Test Kits, HIV RDT Kits, Malaria RDT kits, ARVs, and Bed Nets.

The office warehouse management further improved through direct delivery of programme supplies to the concerned partners. The total value of the goods received in the warehouse during the year was US$110,913.98. The CMT regularly reviewed the value of supplies in the warehouse and held programme units accountable of the timely use of the supplies they ordered. The current inventory value (as of 14 January 2014) is US$5,376.55. Notwithstanding the fact that the supply unit in ICO has been downsized from two to one person during the year, the unit managed the increased workload and complexity of the environment very well. The CMT has been discussing alternatives for better phasing-out of supply orders throughout the year to avoid end-year bottlenecks. Frequent sessions of training and orientation were offered to relevant staff to ensure adequate understanding and compliance with corporate supply rules and procedures.

### Human Resources

In 2013 a new CPMP was prepared and a PBR review/approval completed. Please refer to the AMP/CPMP Section for further details.

Staffing shortages (due to funding constraints for the most part) limited the capacity for effective programme implementation. Important posts remained vacant: Social Policy and M&E Specialist, Education Specialist, and HIV and Adolescent Specialist. In addition, two other posts were vacant for a few months due to unpaid leave of absence and maternity leave.

The 2013 Learning Plan was developed with the objectives of addressing current office/staff capacity gaps as well as building staff capacity for long-term career development. Three staff members (all females: two NO and one GS) benefited from external training financed by UNICEF. The group learning included “Business Writing”, “First Aid Training” and refreshment courses on HIV/AIDS prevention and the PEP Kit. Four national staff members (all females: one NO and three GS) had the opportunity to benefit from stretch assignments with MENARO. These staff members provided needed surge capacity to the RO at a critical emergency time and, at the same time, benefited professionally from their exposure to a challenging emergency work environment. A two-day Team Building Retreat was organized following the CPMP and office restructuring. A task force is in place to ensure close follow-up on recommendations.

The Management and Staff Representatives carried out detailed discussions on the outcome of the Global Staff Survey and conducted two additional in-depth surveys to better understand issues related to work-life...
To reduce the high operating and maintenance cost of the office old fleet of vehicles, ICO sold three old vehicles with two other UN agencies the possibility of joining UNICEF’s premises and share the rent and ancillary staff institutional budget.

Documents such as the Table of Authority and Road Map had to be updated. The BMP/AMP was kept as a life rolling document. The UN Cares team organized an event under the theme of “Healthy Afternoon” for UN staff and their families. The event included interaction and discussion with people living with HIV/AIDS.

### Efficiency Gains and Cost Savings

In 2012 Annual Report, ICO reported the successful cost reduction measures in office rent (from $320,000 down to $200,000/annum) and the reduction of ancillary staff institutional contract from $120,000 to $53,000/annum. In 2013 the office reaped the actual gains from the cost-reduction measures negotiated and agreed in the previous year. To further reduce the cost of office rent to UNICEF, management is negotiating with two other UN agencies the possibility of joining UNICEF’s premises and share the rent and ancillary staff costs.

To reduce the high operating and maintenance cost of the office old fleet of vehicles, ICO sold three old vehicles and with the support of DFAM benefited from the revenue of the sale of these vehicles as well as the revenue from an earlier sale of old vehicles to order two new vehicles. This measure resulted in renewing as well as rationalizing the number of vehicles in the office from five to four. The fewer and new vehicles will reduce the operation and maintenance cost of office fleet.

### Changes in AMP & CPMP

ICO has a Biennium Management Plan (2012-13). The plan was updated several times in 2013, as some documents such as the Table of Authority and Road Map had to be updated. The BMP/AMP was kept as a life rolling document. The BMP/AMP contains all essential information about office governance system the staff needed to know such as programme and management objectives, composition and mandates of office statutory bodies, planning calendar, role mapping, IMEP, emergency preparedness and response plan, BCP, office security plan, organogram, and resource mobilization plan.

The 2014-2015 BMP/AMP will include the following significant changes:

1. Updated Fund Raising Strategy,
3. New Office Calendar,
4. New Composition of Office Statutory Committees,
5. Updated BCP,
6. Updated Enterprise Risk Assessment/Management, and
7. Updated Table of Authority and Road Map.

In 2013, the CMT, in close coordination and consultation with all staff, prepared a new CPMP (2014-17). The CPMP addressed the challenge of significant reduction in financial resource by introducing necessary reduction in office operational expenses, rationalizing staff cost, and successfully making the case for additional institutional budget.

### Summary Notes and Acronyms

#### Summary Notes


4. Ibid.

5. AIDS Quarterly Statistics, Spring 1392, CDC - MOH, I. R. Iran

6. World AIDS Day 2013, Dr Aliakbar Sayari, Health Deputy Dec 1st 2013, Khabar Online.

7. IrMIDHS: For example, in Hormozgan province the prevalence of Severe Acute Malnutrition is as high as 5.05 per cent and in Sistan and Baluchistan out of every 10 children, 2 suffer from moderate and severe stunting.

8. MOE’s Official data: The MOE official data report a primary education NER of above 98 per cent, and the PE attendance rate according to the recent report of IrMIDHS stands at 96.7 per cent.


10. IrMIDHS 2010.

11. Ibid.

Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATS</td>
<td>Amphetamine-Type-Stimulant</td>
</tr>
<tr>
<td>BAFIA</td>
<td>Bureau of Aliens and Foreign Immigrants Affairs</td>
</tr>
<tr>
<td>BCP</td>
<td>Business Continuity Plan</td>
</tr>
<tr>
<td>C4D</td>
<td>Communication for Development</td>
</tr>
<tr>
<td>CDC</td>
<td>Centre for Communicable Disease Control</td>
</tr>
<tr>
<td>CFS</td>
<td>Child-Friendly Schools</td>
</tr>
<tr>
<td>CMT</td>
<td>Country Management Team</td>
</tr>
<tr>
<td>CPMP</td>
<td>Country Programme Management Plan</td>
</tr>
<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
</tr>
<tr>
<td>DCT</td>
<td>Direct Cash Transfers</td>
</tr>
<tr>
<td>DM</td>
<td>Disaster Management</td>
</tr>
<tr>
<td>DRR</td>
<td>Disaster Risk Reduction</td>
</tr>
<tr>
<td>ECD</td>
<td>Early Childhood Development</td>
</tr>
<tr>
<td>EMTCT</td>
<td>Elimination of Mother-to-Child Transmission</td>
</tr>
<tr>
<td>ERM</td>
<td>Enterprise Risk Management</td>
</tr>
<tr>
<td>EWEA</td>
<td>Early Warning Early Action</td>
</tr>
<tr>
<td>GoI</td>
<td>Government of (the Islamic Republic of) Iran</td>
</tr>
<tr>
<td>GPI</td>
<td>Gender Parity Index</td>
</tr>
<tr>
<td>HACT</td>
<td>Harmonized Approach to Cash Transfers</td>
</tr>
<tr>
<td>ICO</td>
<td>Iran Country Office</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
</tr>
<tr>
<td>IMEP</td>
<td>Integrated Monitoring, Evaluation and Research Plan</td>
</tr>
<tr>
<td>IPC</td>
<td>Islamic Penal Code</td>
</tr>
<tr>
<td>IRCS</td>
<td>Iranian Red Crescent Society</td>
</tr>
<tr>
<td>IrMIDHS</td>
<td>Islamic Republic of Iran’s Multiple Indicator Demographic and Health Survey</td>
</tr>
<tr>
<td>JCCT</td>
<td>Joint Consultative Committee</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MENARO</td>
<td>Middle East and North Africa Regional Office</td>
</tr>
<tr>
<td>MOE</td>
<td>Ministry of Education</td>
</tr>
<tr>
<td>MOHME</td>
<td>Ministry of Health and Medical Education</td>
</tr>
<tr>
<td>MOCLSW</td>
<td>Ministry of Cooperatives, Labour and Social Welfare</td>
</tr>
<tr>
<td>MSY</td>
<td>Ministry of Sport and Youth</td>
</tr>
</tbody>
</table>
Document Centre

Other Publications

<table>
<thead>
<tr>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rights of Children and Adolescents in the Islamic Republic of Iran, volume 2</td>
</tr>
</tbody>
</table>

Lessons Learned

<table>
<thead>
<tr>
<th>Title</th>
<th>Document Type/Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>New-born Individualized Developmental Care and Assessment Programme (NIDCAP)</td>
<td>Innovation</td>
</tr>
</tbody>
</table>