### **COUNTRY PROGRAMME PERFORMANCE SUMMARY[[1]](#footnote-1)**

### Country: Iran

### Reporting period: 2012-2015

### **I. EXECUTIVE SUMMARY**

**Context.** UNDP’s 2012-16 CPD has focused on 4 main areas of work, namely (i) capability poverty and social welfare; (ii) health and development; (iv) environment; and (iv) disaster risk management (DRM). UNDP manages over half of the UN’s financial contribution to development support for Iran, including resources from the Global Fund for TB, AIDS and Malaria (GFTAM) and the Global Environment Facility (GEF). It is regarded by the Government as a trusted partner, particularly with respect to supporting Iran’s engagement with the international community on development issues of global, regional and national concern.

**Key Achievements / Results.** UNDP’s contribution to results has been most clearly discerned in the areas of health and development, and environment. Iran continues to make good progress in the fight against HIV/AIDS, eliminating Malaria and controlling TB. UNDP, working collaboratively with UNAIDS and WHO, continues to play a significant role in providing technical and financial support to this effort. UNDP (working alongside FAO in particular) has also contributed to Iran’s efforts to better manage its environmental / natural resources, in particular through piloting and promoting integrated and participatory natural resource management models that are now being adopted, and to some extent replicated, by Iranian authorities. With respect to capability poverty and social welfare, technical outputs have been delivered largely as planned, however an integrated model for achieving inclusive growth, capability development and employment (the primary anticipated outcome) has not yet been fully developed or adopted. UNDP support for improved DRM institutional capacities has made only limited progress in achieving planned outcomes, due largely to difficulties in getting 5 different GOI agencies to effectively engage and coordinate their work programmes (reflecting a flaw in project design and implementation arrangements).

**Constraints.** The main constraints facing UNDP’s work in Iran have included the following:

1. Iran’s economic situation over the past 4 years (low revenues and economic growth) has limited the Government’s ability to commit recurrent resources to co-financing, sustaining and expanding UN supported pilot initiatives.
2. International (including UN) sanctions on Iran over its nuclear programme have made for a delicate political situation and at times constrained programme / project implementation, monitoring and evaluation for a range of reasons. Iran’s internal political dynamic has also made it difficult for the UN to collaborate openly on issues related to women’s empowerment / gender equality, corruption and human rights.
3. UNDP’s own institutional structures, decision making mechanisms, financing and administrative arrangements continue to mitigate against full implementation of a results-based management approach. Broader UN system reforms also require ongoing attention to better support attainment of One UN objectives.

**Lessons learned.** The broad / programmatic lessons learned include:

1. The environment, inclusive growth and sustainable employment creation, multi-sectoral approaches to addressing public health threats, and Disaster Risk Reduction are GOI priorities that they would like UNDP to continue to support / engage in.
2. Benefits of geographical focus / group targeting. Allows demonstration of results at local level (positive impacts on people, benefits of participatory approaches) to subsequently help inform and influence policy and practice – up and across. Can also support ‘joined-up’ action within UNDP and with other UN agencies.
3. UNDP can continue to ‘quietly’ support gender equality and human rights approaches to development, but must do so in a way that is acceptable to Iranian government authorities, culture and law. Work is ongoing in this area, but often cannot be reported in formal documents / reports.
4. UNDP needs to be able to work with a diverse range of stakeholders. More flexible / inclusive programme / project implementation arrangements would support UNDP’s effectiveness.
5. Significant opportunities exist to mobilise more domestic resources for UNDP supported work.
6. More flexible / improved NIM implementation modalities need to be explored and implemented (NIM does not in itself equal National ownership).
7. UNDP is still primarily viewed by many parts of GOI as a source of finance rather than technical expertise / advice. This needs to change.
8. UNDP and the UN system’s own institutional structures and administrative systems (including HRM and finance) are in need of ongoing reform to better support RBM principles and practice, as well as ‘working as one’ objectives.
9. More involvement of UNDP in advocacy and policy advisory can facilitate processes and encourage the Government to access effective tools and mechanisms. An example is the effective Country Dialogue process coordinated by UNDP that led to the timely submission and approval of the Global Fund grant to the full amount of indicative funding allocated to Iran by the GF. Also more efforts need to be spared to engage in upstream policy work, the challenges at the national level notwithstanding
10. In order to more effectively monitor and evaluate UNDP contributions to development results, more practical and robust systems need to be put in place that involve regular joint monitoring (with GOI partners) of progress and achievements. A better balance between quantitative and qualitative indicators of achievement is required.
11. UNDP needs to continue to strengthen its role in supporting the Resident Coordinator to promote and implement One UN objectives, and more pro-actively engage in joint programming and implementation with sister UN agencies.
12. For UNDP’s south-south cooperation objectives to be progressed / effectively supported, UNDP and GOI need to develop (and then implement) a clear joint strategy and plan for progressing this area of cooperation

Additional lessons learned through the implementation of specific programmes /projects are included in the body of the Results Summary document.

### **II: Country Programme Performance Summary**

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| **Outcome 1 & 2** | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **UNDAF/Country programme Outcome 1:** Improved national and subnational capacities contribute to formulating macro-level socio-economic policies and plans to promote inclusive economic growth, sustainable human development, social and economic welfare and the prevention of poverty  **UNDAF/Country programme Outcome 2:** Improved national and subnational capacities contribute to people living under the capability poverty line and most at risk of capability poverty having enhanced access to and participating in education, health and social protection programmes, which contribute to national human capital development. |  | ***Indicator 1****: An integrated model for achieving inclusive growth, capability development and employment generation encompassing demographic factors (disaggregated by sex, age and at-risk populations) and environmentally sustainable development (Yes/No****)***  ***Baseline****: Existing growth-oriented economic models*  ***Target:*** *Model introduced before 2016*  ***Indicator 2,1.*** *Number of beneficiaries reached by capacity development initiatives under the programme.*  ***Baseline:*** *To be established based on the data from pilot sites.*  ***Target:*** *xx percent to be reached above the baseline*  ***Indicator 2,2.****.A localized (tested and piloted according to national context) and integrated social capability development planning model and system among ministries is in place (Yes/No)*  ***Baseline****: Not a fully integrated system in place.*  ***Target:*** *By 2016, a fully integrated system in place* | *No. UNDP has continued its support to the MCLW institutional capacity strengthening process for national policy-making and programming through its National Social Protection Model (NSPM) project. SOP’s have been developed and training carried out – but as yet a fully integrated development planning model has not been fully developed or introduced. Nevertheless - the SOPs have been used to help guide the preparation of the 6th five year National Development Plan for 2016 – 20.*  *A cumulative sum of 6,000 people were engaged in capacity development initiatives to improve their livelihoods and welfare in 23 provinces across the country.*  *Not yet achieved due to challenges in inter-sectoral coordination however, new Standard Operating Procedures (SOPs) developed which can lead to better development of the 6th five-year NDP.* |
| **UNDP Contribution:**  CP Outputs:  1.1. Capacities of relevant organizations to incorporate human development criteria (including basic development needs, local participation and capability development systems) into macroeconomic planning is further improved  2 .1. Capacity of relevant organizations for publicly supported employment- and entrepreneurship-generation policies and programming for increased access of those most at risk and/or living under the capability poverty line, to the required basic services, skills and resources is further improved.  2.2 Capacity of relevant organizations to coordinate and integrate social capability development planning into sector and intersector programmes for improved access to quality public education, quality public health, social protection and optimal food programmes and services, including for the most at-risk groups/persons, is further enhanced  Progress and Achievements:  Significant progress has been made in a number of areas due to UNDP’s contribution to addressing the financial, technical and programme management capacity gaps with the implementation of the National Strategic Plans on HIV and Malaria by the Ministry of Health and other relevant institutions. Iran was assisted to implement its Malaria Elimination Plan successfully. Through the improved capacities of the health system and relevant institutions for the promotion and implementation of policies and programmes:   * 27,348 men and 6,564 women most at risk of HIV were provided with Harm Reduction services; * ARV coverage was provided to 4,756 men (132 children, 4,624 adults) and 1903 women (104 children, 1,799 adults); * 57.4% of children under5 and 53.8% pregnant women used longlasting insecticidal nets; * 54% reduction in the number of autochthonous malaria cases was materialized; * TB treatment success rate have been maintained even after the TB project close in 2014; * 91.72% IDUs used sterile equipment (Based on the GARPR 2015). * Moreover, The Malaria early warning system was developed and passive case identification was strengthened, with cross-border surveillance providing service to 17,294 persons crossing the borders. The National Malaria Information System with a nation-wide coverage was developed and rendered operational. .   During the reporting period, UNDP has served as an active partner to help Iran maintain the function of its CCM: thus ensuring effective coordination among a host of national partners to develop national strategic plans for disease control, holding an inclusive process of country dialogue as a prerequisite to development of the GF grant proposal (concept note) that was approved by GF in March 2015 and ensuring timely and quality implementation of the project/grant activities. Also, the 5th CCM Grant was developed in consultation with CCM and received the approval of the Global Fund.  In coordination with the Ministry of Health and WHO, UNDP provided advisory support to the national dialogue on non-communicable diseases (NCDs). Iran was selected as one of the few countries to be given priority under the joint corporate initiative of UNDP and WHO to address NCDs. Engagement of the academy of medical sciences and their cooperation with UNDP which would be an outcome in the next UNDP CPD. Along the same lines, UNDP was selected as the representative of all residing UN agencies to sit in the Air Pollution Task Team of the National Medical Academy – a multiparty assembly of representatives from all relevant institutions of the country, aiming at the development of the National Air Pollution Advocacy Plan. UNDP hopes to help minimizing social and environmental impacts though it’s too early to  mention any tangible results as activities are at a very early stage. | | | |
| **Outcome 3** | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **UNDAF/Country programme Outcome 3:** Capacities of the health system and other relevant institutions for the promotion and implementation of policies and programmes to reduce non-communicable and communicable diseases are strengthened. Related Strategic Plan focus areas: Poverty Reduction & MDG achievement |  | ***Indicator 3:*** *1. Percentage of children under 5 and pregnant women sleeping under insecticide treated nets; 2. Tuberculosis treatment success rate; 3. Percentage of injecting drug users reported to use sterile injecting equipment*  ***Baseline****: 1. 40% end-2010; 2, 82% in 2006; 3.74% in 2008*  ***Target:*** *100% of grant targets achieved by end of each grant cycle* | * 57.4% of children under-5 and 53.8% pregnant women used long-lasting insecticidal nets. * TB treatment success rate; (Not applicable as the TB project was closed in 2014). * 91.72% IDUs used sterile equipment (Based on the GARPR 2014).   Targets have been met or exceeded. GFTAM assessments of Iran’s performance have been either ‘exceeding expectations’ or ‘satisfactory’. |
| **UNDP Contribution:**  CP Outputs:  UNDP, as principal recipient, to deliver the programmes under GFATM grants for HIV/AIDS, malaria and tuberculosis in partnership with Government to facilitate the achieving of the NSP.  Progress and Achievements:  In its role as the Principal Recipient of the Global Fund resources as well as a member of the Joint UN Team on HIV/AIDS, UNDP contributed to the development of the 4th National Strategic Plan (NSP4) on HIV/AIDS in March 2015. This set the ground for subsequent submission and approval of Iran’s HIV grant request to the Global Fund thus maintaining the continuity of life-saving services to people living with HIV. Moreover, the NSP was further revised in July 2015 to adopt the new global strategy for elimination of AIDS epidemic by 2030. The latter revision will help Iran to keep pace with the international fight against the disease. WHO and UNAIDS provided essential technical support.  During 2015, reported service delivery results include [Project Progress Update Reports]:   * 27,348 men and 6,564 women most at risk of HIV were provided with Harm Reduction services * ARV coverage was provided to 4,756 men (132 children, 4,624 adults) and 1903 women (104 children, 1,799 adults). * 91.72% IDUs applied safe injection practices.   Iran was also assisted to implement its Malaria Elimination Plan successfully as reflected in the following CPD indicators:   * 54% reduction in the number of autochthonous malaria cases was materialized; * 57.4% of children and 53.8% of pregnant women in malaria prone areas used LLINs as a preventive measure against malaria.   A major result was the technical and procedural support provided to the process of updating the National Malaria Elimination Plan. The first ever malaria vector resistance study was also carried out in 2015 with the support of UNDP.  The Malaria early warning system was developed and passive case identification was strengthened, with cross-border surveillance providing service to 17,294 persons crossing the borders. The National Malaria Information System was developed and rendered operational with the financial and technical support of UNDP’ Global Fund project. The system provides nation-wide coverage. Capacity assistance for malaria prevention, as well as timely identification, registration and treatment of malaria patients were provided to the national counterparts.  UNDP has provided programmatic and administrative support to the Global Fund Country Coordinating Mechanism (CCM) to (i) continue functioning as the highest oversight body of the GF grants; and (ii) to submit to – and receive approval of – the Global Fund on 2 new grants in 2015, i.e. the HIV-NFM grant and the 5th replenishment of the CCM Grant. To help ensure the sustainability of the HIV/AIDS programme, the CCM has embarked on an integration approach to gradually phase out GF financial contributions by shifting the cost of project activities to nationally provided financing. Availability of financial data on HIV/AIDS was one of the priority areas in the Round 8 HIV grant. Through the financial support of the GF and technical support from UNAIDS, the first round of the National AIDS Spending Assessment (NASA) was conducted in 2014. Policy, planning and admin support as well advocacy were also provided to backstop Iran in its role as the Global Fund Board Member representing the East Mediterranean Region (14 countries).  In coordination with the Ministry of Health and WHO, UNDP has provided support to the national dialogue on non-communicable diseases (NCDs). Iran was selected as one of the few countries to be given priority under the joint corporate initiative of UNDP and WHO to pilot addressing NCDs. UNDP was selected as the representative of all residing UN agencies to sit in the Air Pollution Task Team of the National Medical Academy – a multi-party assembly of representatives from all relevant institutions of the country, aiming at the development of the National Air Pollution Advocacy Plan. | | | |
| **Outcome 4** | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **UNDAF/Country programme Outcome 4:** National, subnational and local capacities enhanced to ensure 1) integrated management, conservation and sustainable use of ecosystems, natural resources and biodiversity; 2. mainstreaming environmental economics into national planning and audits; 3) effective use of knowledge and tools in prevention, control and response to current and emerging environmental pollution; 4) formulation and implementation of climate change mitigation and adaptation plans and projects |  | ***Indicator 4****.****1****. Number of localized (tailored to national context) frameworks and mechanisms that integrate sustainable environmental management*  ***Baseline****: The 5th NDP provides the legal basis for integration of principles of sustainable development*  ***Target****: By 2016, national frameworks for sustainable management of wetlands, mountain ecosystems, dryland and Caspian forests, and biodiversity conservation are in place and piloted.*  ***Indicator 4.2****: Frameworks for improved PCB and HCFC management in place and implementation started (Yes/No****)***  ***Baseline:*** *Inadequate frameworks conducive to national development priorities.*  ***Target:*** *Frameworks introduced by 2016*  ***Indicator 4.3.*** *Localized frameworks, mechanisms and models (tested and piloted according to national context) on climate change mitigation and adaptation are developed (Yes/No).*  ***Baseline****: Second National Communication in place.*  ***Target:*** *By 2016, Third National Communication and Residential Energy Efficiency Frameworks in place* | *Integrated and sustainable management of different ecosystems has been piloted in 40 areas through application of watershed-level models and ecosystem approach that ensure participation of all stakeholder groups. Over 140 participatory mechanisms at 3 levels of governance/decision making (national, regional and local) launched to promote multi-stakeholder/inter-sectoral coordination as the main vehicle for mainstreaming of biodiversity conservation and natural resources management. Establishment of the National Committee for Conservation of Wetland Ecosystems has been catalyzed which is functioning based on adoption of the Conservation, Restoration and Sustainable Use of Wetlands Bill in the Parliament.*  *National frameworks and mechanisms for management of ODSs (i.e. HCFCs) under the Montreal Protocol established and strengthened. This includes enforcement of regulatory measures for HCFC phase-down and effective monitoring of converted ODS consuming units through National Ozone Cells throughout the country. Control and enforcement of HCFC importation quota was conducted through coordination by the multi-sectoral Quota Allocation Committee.*  *With UNDP’s support a proposal for inclusion of Climate Change provisions in the 6th 5YNDP was submitted which includes: Carbon Exchange, its legal regime and budget requirements. 3rd National Communication to the UNFCCC was drafted which is under finalization. Iran’s Intended Nationally Determined Contributions finalized on 8 November 2015 with the participation of ministers for petroleum, industries and power and submitted to Paris COP 21.* |
| **UNDP Contribution:**  CP Outputs:  1. Institutional capacities for integration of sustainable development in national policies supported  2. Institutional capacities for sound chemicals management under the Montreal Protocol and Stockholm Convention supported  3. National capacities for mitigation and adaptation to Climate Change supported  Progress and Achievements:  **Sustainable development**  Integrated and sustainable management of different ecosystems has been piloted in 40 areas through application of watershed level models and ecosystem approach that ensure participation of all stakeholder groups. All mechanisms are underpinned appropriate financial tools/mechanisms with source of funds varying from national/provincial budgets to locally established managed funds relying on members’ savings. Establishment of the National Committee for Conservation of Wetland Ecosystems has been catalyzed which is functioning based on adoption of Conservation, Restoration and Sustainable Use of Wetlands Bill in the Parliament. The national Programme for Conservation and Sustainable Development of Central Zagros Mountains drafted which is supported by a laws and policy framework though the Programme is not finalized and applied. Green Development Strategy (GDS) for Caspian Hyrcanian forests was drafted as an overarching strategy for multipurpose management of forest landscapes in northern Iran. GDS is proposed to be incorporated into National Forest Programme while implementation of GDS is assumed to be supported through the 6th 5Year National development Plan (5YNDP).  3 initiatives were launched for integrating environmental economics into management planning and decision making. To ensure participation of local communities, different empowerment and community mobilization methods were applied through which raising awareness and improving local economy have been targeted. Sustainable alternative livelihood options were promoted and developed to improve local livelihoods and wellbeing and reducing pressure on biodiversity and natural resources. By end 2015, over 4,000 people benefited from interventions facilitated by UNDP projects as per sustainable alternative livelihood options.  Participatory natural resources management model which was developed through UNDP’s technical and capacity development support was scaled up in 18 provinces over 23 pilot sites and 99 villages encompassing 44,272 households in a total area of 1,232,000 hectares. The project is now considered as a national model for rural development especially in drylands. This transformation and paradigm shift has conceptualized in a significant reduction in utilization of UNDP core resources and a leveraging noncore resources in the form of national co-financing of project activities. At least 600 people benefited from 50 alternative livelihoods through 17 local and 1 national livelihoods development plans. The number of newly formed Village Development Groups (VDGs) rose from 53 to 284 groups in 2015 and 47 microcredit funds (MCFs) set up. VDGs rehabilitated 1,530 hectares of degraded land and received Rials 1800 M of microcredit loans through Cooperatives and MCFs to run 268 productive and service sector loans. In total 20 training and extension programmes and 17 capacity building workshops on participatory natural resources management approaches were held for 550 facilitators. In addition, 14 capacity building workshops attended by provincial managers, social mobilization consultants and facilitators on deployment of participatory methods for empowerment of local communities, sustainable enterprise generation and local institution building has ensured ownership by local communities. There is a risk of hastily scale up of the project as the HR capacities may not be enough to take control of the process. Lessons learned from implementation of earlier phases of the project should be extracted and applied to ensure robust socioeconomic development results happen.  National model for Integrated Natural Resources Management (INRM) was developed in close consultation with different stakeholder. The model now is institutionalized and being up-scaled in 13 provinces where 40 group leaders were trained and are in charge of participatory development and implementation of INRMs.  In Cheetah habitats, enhanced protection and implementation of the participatory livestock model in Touran and Miandasht manifested in an increase in prey population by about 20% and decrease in poaching violations by about 30%. To explore and test protected area sustainable financing models, an innovative community reserve piloted over 130,000 hectares in Yazd province has been designated and already under protection by communities.  Participatory Integrated Wetlands Management Planning (PIWMP) was up-scaled in 5 wetland PAs and is underway in 7 more. The model was adopted and funded for upscaling in 50 wetland Protected Areas. Integrated Participatory Crop Management was implemented in 41 villages covering 30,000 hectares in Lake Urmia basin to contribute to restoration of Lake Urmia.  **Montreal Protocol**  National frameworks and mechanisms for management of ODSs (i.e. HCFCs) under the Montreal Protocol established and strengthened. This includes enforcement of regulatory measures for HCFC phasedown and effective monitoring of converted ODS consuming units through National Ozone Cells throughout the country. Control and enforcement of HCFC importation quota was conducted through coordination by the multi-sectoral  Quota Allocation Committee. Smuggling activities were also controlled through registration of issued licenses to ODS importers and countering counterfeit importation activities. Public awareness and educational campaigns were held for ODS importers and relevant industries to change behavior of target groups. In addition, commercial production of 7 types of domestic A/Cs achieved at Mehrasl Mfg. Co. based on R410Abased technology has led to the elimination of 532.72 MT of HCFC22.  **Climate change**  Consultation meetings were held with midlevel managers and experts in different sector agencies to arrive at a strategic document on mainstreaming of climate change in national and sectoral development planning. Draft Mitigation Policies and draft National Adaptation Plan were prepared which are under review. A proposal for inclusion of Climate Change provisions in the 6th 5YNDP was submitted which includes: Carbon Exchange, its legal regime and budget requirements. 3rd National Communication to the UNFCCC was drafted which is under finalization. Iran’s Intended Nationally Determined Contributions finalized on 8 November 2015 with the participation of ministers for petroleum, industries and power and submitted to Paris COP 21. | | | |
| **Outcome 5** | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **UNDAF/Country programme Outcome 5:** Disaster risk reduction and management concepts and standards integrated into national development policies/programmes and institutional, operational and coordination capacities for effective disaster risk reduction and response strengthened |  | ***Indicator 5.1:*** *Number of multisectoral DRR and DRM plans developed*  ***Baseline:*** *5th National Development Plan does not have a specific chapter on DRR/DM.*  ***Target:*** *By 2016, two sectoral plans that incorporate DRR/DM concepts*  ***Indicator 5. 2:*** *Tehran Disaster Preparedness, Response, Recovery and Reconstruction plan developed (Yes/No)*  ***Baseline:*** *Urban planning in Tehran requires better resilience for earthquake risk and the oversight system in enforcement of national building codes needs strengthening*  ***Target:*** *By 2016, a comprehensive earthquake mitigation plan for Tehran is formulated and approved*  ***Indicator 5.3:*** *Comprehensive DRR and DM training packages developed and community-based disaster risk management guidelines piloted.*  ***Baseline:*** *Disaster preparedness and response training manuals are available.*  ***Target:*** *Comprehensive and standardized training manuals developed by 2016* | *The outline for national DRM Strategy and Action Plan was developed by NDMO. However no -sectoral plans incorporating DRR/DM concepts have yet been developed with UNDP support. Multi-sectoral coordination has been a big area of challenge as a result of which development of indicators and standards for DRM- based development planning was not achieved.*  *No. Plan is still in process but not yet completed or approved primarily due to multi-sectoral coordination and institutional challenges. Nevertheless, in line with achievement of this outcome, the national model for urban seismic risk assessment was developed, finalized and shared with relevant national DRM entities. New modules for earthquake loss estimation model are under development as well. In addition to that, Hazard analysis and information on at risk assets of the Capital City of Tehran were updated. The vulnerability assessment will be conducted in 2016 as the next step*  *A national plan for standardization of DRM training and evaluation within National Disaster Management Organization (NDMO) was developed and finalized in 2015. Training Manuals have yet to be developed* |
| **UNDP Contribution:**  CP Outputs:  1. Institutional capacities for multi-sectoral DRR/DM plans advanced  2. Institutional capacities for DM contingency plans and risk assessment standards in urban areas supported  3. National capacities for community based disaster risk management in urban earthquake and flood management supported  Progress and Achievements:  UNDP provided technical and capacity development support to National Disaster Management Organization (NDMO) to develop and finalize a national plan for standardization of DRM training and evaluation. The outline for national DRM Strategy and Action Plan was also developed by NDMO and through UNDP technical assistant. Multi-sectoral coordination has been a big area of challenge as a result of which, development of indicators and standards for DRM-based development planning was not achieved. Development of Tehran Disaster Preparedness, Response, Recovery and Reconstruction Plan is under process, notwithstanding delay, multi-sectoral coordination and institutional challenges. In line with achievement of this output, the national model for urban seismic risk assessment was developed, finalized and shared with relevant national DRM entities through UNDP technical and coordination support. New modules for earthquake loss estimation model are under development as well. In addition to that, Hazard analysis and information on at risk assets of the Capital City of Tehran were updated. The vulnerability assessment will be conducted in 2016 as the next step. Though the project envisaged support to Iranian Red Crescent Society (IRCS) to implement community based DRM, no acceptable result was achieved. Development of training packages and community based DRM guidelines were not achieved as planned.  The national model for assessment of seismic risk in urban areas (drafted in 2014) was further developed and piloted in Gorgan city (north of Iran) in 2015. The Model was finalized through Government of Iran and UNDP partnership in Strengthening Disaster Risk Reduction in Iran. UNDP provided (insert nature of) support together with cooperation of the Building and Housing Research Center and National Disaster Management Organization. The model is expected to be integrated and mainstreamed into national guidelines in 2016.  Identification of seismic parameters, stakeholders analysis, review of laws and regulations, development of Tehran earthquake damage and loss estimation software were the most important accomplishments of the UNDP supported project “Strengthening Disaster Risk Reduction in Iran (SDRR)” during 2015. Development of new module for damage estimation of hospitals was one of the most important achievements during the reporting period.  After comprehensive baseline studies in 2013 and a participatory approach with participation of national and provincial managers of NDMO, a standard for disaster risk management training and evaluation is now developed and finalized by UNDP support to National Disaster Management Organization. This support is planned to be continued in 2016 with institutionalization of the standards within NDMO. | | | |
| **Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)**  Key Achievements:  **Capability poverty and social protection:**  No independent evaluations or reviews of this specific area of work have been conducted during the CPD cycle so far.  Nevertheless, could include mention of some of the achievements under environment with respect to livelihood generation  **Health and Development:**  With regard to TB, the Terminal Evaluation Report for the ‘Tuberculosis prevention in high burden areas’ reported the following with regard to project effectiveness: ‘*Project services and interventions have been highly effective in bringing forward good results. Project monitoring has been based on a set of measurable indicators that could provide a clear picture of the achievements, fallbacks and areas in need of greater focus. The project has definitely had a role in further strengthening the national TB control planning and implementation systems, significantly improved infrastructure, better case finding, registration and tracking, more effective treatment practices, forging inter-agency coordination and better public awareness; hence the significant improvement in TB control indicators. The project is therefore rated as highly effective’*. With respect to sustainability, the following conclusions were made: ‘ *The project has been able to design a transition and sustainability plan (TSP). The TSP provides for integration of the project processes, human resources, and services into national planning schemes. If appropriately implemented, the TSP will provide for smooth transition and long-term sustainability of project results. The TSP has made some recommendations to further strengthen the sustainability programme of the project. While the actual sustainability of the project results is a matter of future assessment, the TE rates the endeavor as well designed and practically sound’*.  With respect to HIV/AIDS, Malaria and TB, throughout the CP period the performance ratings assigned by the GF to the projects in Iran have all been “exceeding expectation” or “satisfactory.”  **Environment:**  The independent evaluation of the Conservation of Iranian Wetlands Project (Jan 2013) noted that the wetland management system supported by UNDP has been institutionalized and the Drought Risk Management Plan has been translated into operational terms, which are major achievements. However, support for alternative livelihood activities, natural resources based conflict settlement and advocacy by civil society organizations had made limited progress. This, it was felt, might jeopardize the government’s political will to take unpopular decisions with regards to recovery of ecosystem services (e.g. closure of illegal wells). Nevertheless, since this evaluation, significant progress has been made in demonstrating tangible results with respect to supporting livelihood activities and community engagement. Also – the Government has since seen these results and started replicating the model.  The Mid-Term Evaluation of the MENARID project (Institutional Strengthening and Coherence for Integrated Natural Resources Management in Iran) conducted in March 2014 concludes that: ‘*MENARID Iran has potential as an umbrella sustainable development program for UNDP, GEF and GOIRI, capturing international resources like International Waters, REDD, CCA and bilateral support through coordinating and sharing lessons on environment and INRM projects, linking other social and economic development activities across sectors and serving the country's sustainable development programs through a systemic knowledge network approach. Such vision, nevertheless, needs renewed commitment, cooperation and common understanding from the three partner agencies, GEF, UNDP and FRWO, in order to realize the MENARID project’s potential. A functioning Project Board and a directed, motivated and capacitated PMU is central to such a vision. Cooperation and close involvement of all partners (UNDP, FRWO and GEF) are needed to make it a reality*’. The main message seems to be that while some local-level initiatives have been well-received (quick wins on the ground) – the more strategic intent of the project has yet to be realised.  The model which was developed through the Carbon Sequestration Project is now nationally-accepted for participatory management of drylands and has been replicated in 23 areas in 18 provinces (ROAR reports and specific project reports). The Integrated Participatory Crop Management Approach (IPCM) piloted through the Zagros and wetlands initiatives has resulted in an average of 35% water saving as well as 40% pesticides/fertilizers consumption reduction (UNDP reports)  Conservation of Asiatic Cheetah Programme’s (CACP) work on national public awareness (and in particular the awareness of children through the education system) has translated into greater national consciousness to preserve wildlife and biodiversity in general (evidence?). New models of PA conservation such as Community Reserves are being debated at the Cabinet level and could well transform the conservation landscape from the current top-down approach to a community-based and civil society centered one.  UNDP’s long-standing contribution to INRM piloting and advocacy is now being transformed into national policy and practice for addressing soil erosion, improper land use planning and supporting integrated basin-level governance (some further detail /evidence?).  **Disaster risk management:**  There have been no independent reviews or evaluations of UNDP’s work on DRM since 2011. As noted elsewhere, ongoing internal progress reports (including UNDAF progress reports) note that achievements have been limited. Technical inputs of good quality have been delivered but have not yet translated into enhanced insititional capacities. The primary reason is seen to be a flawed project design, and the subsequent inability of UNDP and GOI partners to change track / revise the scope of support (in particular project management /institutional arrangements) in a timely manner.  Major Lessons Learnt:  **General**  UNDP Country Office’s ability to influence national development outcomes remains highly dependent on factors that are largely beyond its direct control, including: (i) allocation of GOI budget to support both development and recurrent costs of UNDP supported initiatives; (ii) geo-political constraints and complexities, including ongoing restrictions placed by both the GOI and the international community on what the UN (and other development actors) can and cannot do in Iran; and (iii) UNDP’s own institutional (administrative, HRM, financing) complexities.  UNDP’s comparative advantage, at least in theory, lies in working in a programmatic way at the ‘upstream’ policy / programming level, promoting sustainable development objectives (including the SDGs) and multi-sectoral approaches to addressing development challenges, facilitating access to international development expertise, promoting south-south cooperation and the enhanced coordination of international development assistance (including One UN delivery objectives). However, programmatic resources to support this upstream work are highly constrained. In practice most donors, as well as the GOI, require / prefer the development and approval of specific time and resource bound projects that can demonstrate impact on specific target groups in defined geographic areas. Accepting and working with this reality is important. Indeed, in practice, pilot projects which target specific geographic areas and groups (rather than just national policies /systems) can provide an effective means of influencing national policies and strategic plans at the national level. Demonstrating something that works on the ground (providing clear evidence of results / benefits for people) can then ‘trickle up’ into national policy making and strategic planning.  Nevertheless, project objectives and work plans are often over-ambitious, particularly with respect to the speed which project based activities can be mobilized. Project evaluations consistently reflect this fact.  UNDP CO’s ability to effectively monitor and evaluate the results that it contributes to is highly dependent on GOI inputs, both in terms of collecting and documenting GOI partner staff (and other local stakeholder) perceptions of results and getting timely access to GOI official data. Joint monitoring and evaluation mechanisms are in need of further strengthening. The conduct of more (and higher quality) independent evaluations of UNDP programme / project effectiveness would be helpful, although GOI sensitivities make this a challenge.  **Capability poverty and social protection**  UNDP’s comparative advantage lies in its multi-sectoral approach to promoting sustainable human development and poverty elimination. UNDP must continue to strengthen One UN approaches to its work in this area, in particular with agencies such as UNICEF, UNFPA, UNIDO, UNHABITAT and FAO. Greater complementarity of effort will strengthen the UN systems ability to influence and support. UNDP’s comparative advantage should primarily lie in its multi-sectoral / integrated / holistic view of, and approaches to, human development.  UNDP needs to be more realistic about what it can and cannot effectively achieve / contribute to, more strategic in selecting where it should provide support, but also more flexible / less bureaucratic in the way that it responds to emerging opportunities. UNDP must also more effectively promote its role as a source of international TA / expertise rather than finance.  While working in line with, and supporting implementation of, UNDP’s own Strategic Plan and objectives, national level ownership and policy priorities are paramount in framing what UNDP can work on and how it works. The local context is critical.  **Health and Development:**  While UNDP supported interventions have significantly contributed to the achievement of results in the fight against HIV/AIDS, tuberculosis and malaria, extensive sustainability plans will have to be (further) developed and implemented to ensure long term sustainability of the results. Critical to this is GOI taking on the financing of the recurrent costs of service delivery activities currently supported by the GF.  The Country Coordination Mechanism provides an essential forum for inter-sectoral coordination and its role needs to be further strengthened and facilitated.  In the interest of the country and the region, Iran should continue to be supported to smoothly discharge its service as the Member of the Global Fund Board representing the East Mediterranean countries. Opportunities for UNDP and the UN system to support Iran’s role in south-south /triangular cooperation on Health and Development issues need to be further explored and, as appropriate, invested in.  **Environment:**  UNDP can usefully give ongoing (and enhanced) focus to advocating for, and providing technical inputs to, the strengthening of sustainable development / green growth approaches at the national policy and planning levels.  At the same time, given the decentralization of some funding allocation decisions to the Provincial level, targeted support to identified high priority provinces (where there is also clear demand for UNDP / development partner assistance) is merited. Demonstrating results on the ground in target areas and with specific target groups is an effective way to subsequently influence national policies, strategies and resource allocation and thus promote scaling up of effective initiatives.  At all levels, the incorporation of more rigorous environmental economic analysis into investment / development planning and implementation needs significant strengthening. The political will to enforce environmental laws /regulations, as well as institutional capacities to do so, are also areas that require complementary support.  Increased energy efficiency (EE) could result in substantial GHG reductions with relatively limited cost / technology inputs.  **DRM:**  Future UNDP support for DRM needs to be based on a more thorough (and realistic) assessment of both GOI institutional complexities and constraints, as well as UNDP’s own ability to influence and impact on change. Better, and more participatory, project planning and design is required.  While NDMO will remain the UNDPs main institutional partner, UNDP also needs to be able to work directly with other key agencies involved in DRM, including the Department of Environment (e.g. risk mitigation with respect to floods and droughts).  Working only at the upstream level (e.g. on national coordination mechanisms, policies, institutional capacities, etc) has its limitations. Lessons learned from UNDP’s work on integrated land and water management at the local level indicates that some support to targeted initiatives at the sub-national level (pilot projects) is an effective way to demonstrate tangible results that can then be used to influence ‘upstream’ policy and practice.  Strengthened internal synergies are required between UNDP’s work on DRM and the Environment. | | | |

### **III. Country Programme Resources**

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| Focus Area / Outcome | Programme Expenditure ($)  2012 – 2015 | | | % of Total |
| TRAC | Other | Total |  |
| 1 & 2. Capability poverty and social welfare |  |  |  |  |
| 3. Health and Development |  |  |  |  |
| 4. Environment |  |  |  |  |
| 5. Disaster Risk Management |  |  |  |  |
|  |  |  |  |  |
| Total |  |  |  |  |
|  |  | | |

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| **Data sources:** |
| The primary data sources used to prepare the Results Summary document include:   1. Annual ROARs prepared by the UNDP country office 2. Project specific documents / reports including available independent review and evaluation reports 3. UNDAF progress reports |

1. This assessment of results has been prepared in the absence of a completed Assessment of Development Results (ADR) for the cycle. [↑](#footnote-ref-1)