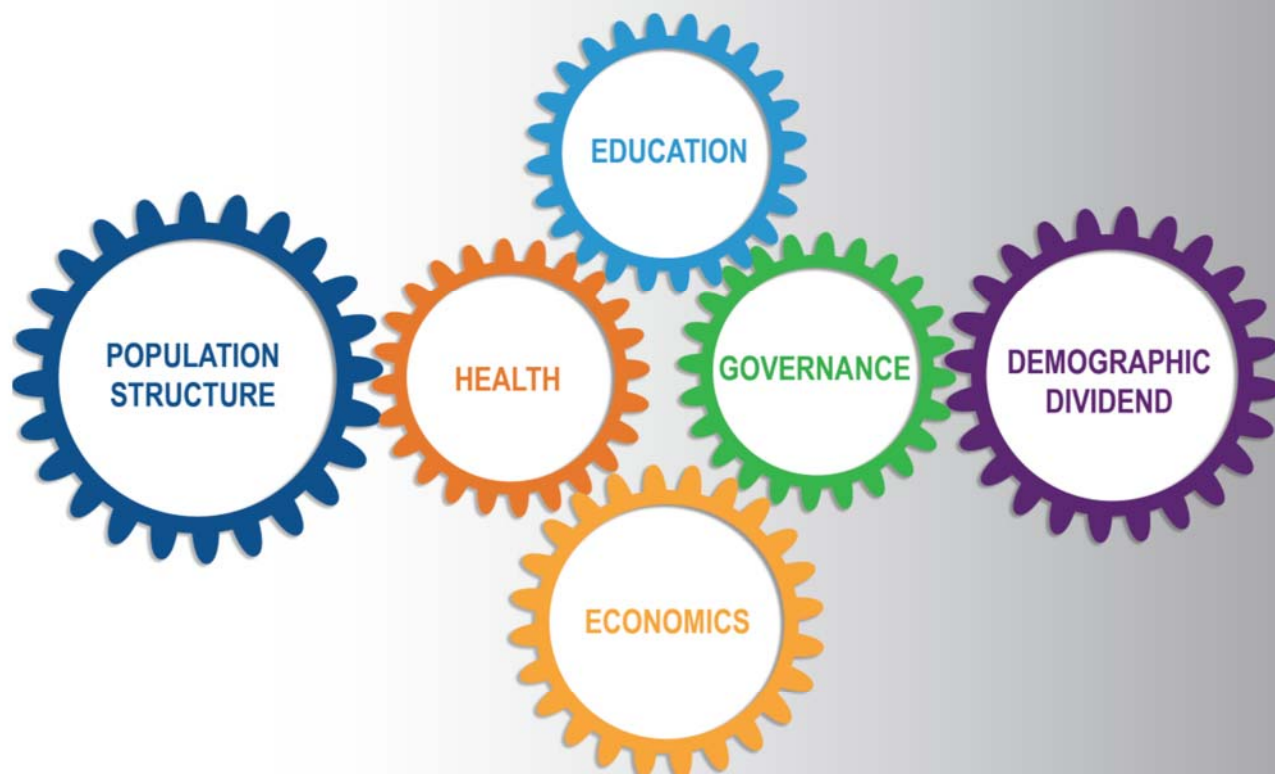




Islamic Republic of Iran
Ministry of Cooperatives, Labor,
and Social Welfare

Demographic Dividend Roadmap for Utilizing the Capacity of the Population of Youths and Women in Iran's Economy

(Main Report)



In the Name of God

“Now is the time when the Government, authorities, the nation, and particularly the youth should identify and utilize the abundant and extensive unused capacities of the country.”

The Supreme Leader in the Declaration of the Second Step of the Revolution
February 11, 2019

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List of Abbreviations and Acronyms

IRI: Islamic Republic of Iran

ISESCO: Islamic World Educational, Scientific, and Cultural Organization

MOCLSW: Ministry of Cooperatives, Labor, and Social Welfare

MOE: Ministry of Education

MOEAF: Ministry of Economic Affairs and Finance

MOHME: Ministry of Health and Medical Education

MOIMT: Ministry of Industry, Mines, and Trade

MORUD: Ministry of Roads and Urban Development

MOSRT: Ministry of Science, Research, and Technology

NCDs: Noncommunicable Diseases

NDP: National Development Plan

NTA: National Transfer Accounts

PBO: Plan and Budget Organization

SCI: Statistical Center of Iran

TVTO: Technical-Vocational Training Organization

UNFPA: United Nations Population Fund

WHO: World Health Organization

WTO: World Trade Organization

Executive Summary

- Population is considered a major asset in the process of any country's growth, development, and advancement in the long run. The younger the population structure, the more a country is potentially able to utilize its capacity in line with growth and development and further facilitate the path towards long-term growth. While Iran's economy entered a demographic window stage in 2006, the share of the workforce (aged 15-64) reached almost 70 percent gradually declining to 63 percent until 2051. In the absence of a robust nexus among population, human, and income (production) resources within the country's planning and policymaking system, many programs and measures failed to yield significant and clear outcomes for households and youths, in particular. Ironically, Iran's economy is among those which is undergoing an intermediate stage of the demographic window and taking advantage of this golden blessing can effect a considerable role in the country's socioeconomic development and participation. The low rate of the workforce's participation together with high unemployment among specific groups such as youths, women, university graduates, low-income classes, and residents of certain regions demonstrate the meager utilization of demographic dividend in Iran. The shorter duration of labor income surplus in Iran compared to countries with similar conditions is yet another manifestation of the non-utilization of demographic dividend. Indubitably, utilizing demographic opportunities could enhance the national economic resilience vis-à-vis domestic and external shocks and, in a way, create the grounds for the realization of the indicators of resilient economy in the long term.
- To utilize demographic benefit more effectively (from the different aspects of health, education, and economy), Iran requires a roadmap to develop a demographic dividend roadmap through a scientific understanding of the issue and identifying the problem and reengineering the process of further utilization of this God-given blessing and also through inspiration by upstream documents such as the 2025 Outlook Document, the General Policies of Population, Employment, and Health, and the Declaration of the Second Step of the Revolution. This roadmap should delineate where and how Iran should trek to utilize demographic opportunities and what policies would be ultimately followed.
- Based on the population forecasts made by the Statistical Center of Iran (SCI) around the time of the drafting of the Seventh National Development Plan (NDP) and taking into consideration the three fertility assumptions of a) the continuity of the 2011 fertility rate (1.8), b) replacement level fertility (2.1), and c) fertility above the replacement level (2.5), Iran's population would stand at a minimum of 93.5 million and a maximum of 104 million with the replacement level corresponding to a population of 98 million. In the current roadmap, the fertility option of the above replacement level (2.5) would be assumed as being favorable to maintain a dynamic and young population structure. It is probable that as of 2051 and with the drop in the share of the population aged 15-65 and the rise of the population aged 65 and above, Iran's economy would gradually enter the transition from demographic dividend. The prime specification of the population age structure in 2051 is the density of the population of older persons and those on the verge of ageing; hence, policymaking regarding population and population dynamics to realize a desired replacement level (while attending to the considerations and requirements of increasing population fertility especially among the youth under 30 and the precise monitoring of the effectiveness of the Protection of the Family and Young Age Act) and the economic sector to lift the participation rate among the workforce (the youth, in particular), reduce the unemployment rate, and promote the level of health, education, and skills among the workforce to raise their productivity would be inevitable.
- An economic growth rate of five percent in 30 years has been set as the target in the calculations of the roadmap. The most important requirements for achieving a five-percent economic growth include gaining an average annual investment-production ratio of 23.4 percent, an average

annual savings-production ratio of 32.5 percent, an annual workforce productivity of 3.3 percent, and an annual productivity growth of two percent for all factors. Accordingly, the size of the economy would double once every 14 years thereby becoming 4.5 times as much by 2051. With this economic volume, more than 39 million jobs would be required in the aforesaid year. Should the current trend of supplying the workforce continue and even if the participation level of educated women goes up, however, Iran's need for human resources would not be met and the economy would face a significant shortage of workforce. A rise in the participation rate of the workforce aged 15-64 from 41.3 percent in 2021 to 65.2 percent in 2051 would translate into an average annual increase of 1.4 percent of the total active population where the workforce supply would reach 41.7 percent in 2051 which would respond to the labor market demand with the assumption of unemployment being six percent. As a result, reforming the policies on the earlier introduction of the youth to the labor market, reduction of men's voluntary unemployment, delayed exit of the workforce from the labor market, and rise in women's participation while observing the consolidation of the family foundation in Iran would be imperative.

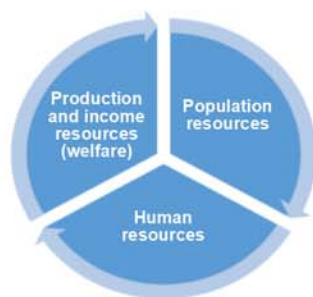
- The conceptual framework of the roadmap to utilize demographic dividend in accordance with national transfer accounts (NTA) would be based on the three key approaches of enforcing policies to a) accelerate the introduction of the youth in the labor market and income generation, b) extend further efforts and work during the working period and improve savings, and c) prevent the early exit of human resources from the labor market and cessation of labor income. Evidently, the policies leading to a rise in the labor income surplus in the national economy would be fundamentally highlighted albeit being time consuming. A comparison of Iran's income surplus with that of countries undergoing transition (in the intermediate stage of demographic window) reveals a minimum of 10 years of labor surplus gap. It is likely that these 10 years would be compensated during the next four NDPs until the phase of transition from demographic dividend and Iran would reach the level of the aforesaid countries. This issue has been presented within the roadmap to utilize demographic dividend in order to boost resilience in Iran's economy against domestic and outside shocks while improving welfare and human development.
- The necessary policies and measures to utilize demographic dividend more effectively and in line with realizing this dividend in Iran's economy have been collected, processed, analyzed, and classified in the three sectors of health, skills and education, and economy and employment under specific themes and based upon expert feedback and commentary and subsequently presented within the form of necessary measures and policies of domains pertinent to labor division and all actors in the processes and provision of anticipated measures and services.
- A policy recommendation related to the policies and guidelines of the three sectors of health, skills and education, and economy and employment and the requirements for realizing demographic dividend together with a roadmap coordination structure (with respect to the importance of policy bondage and coordination among the country's economic, financial, and administrative institutions and political commitment at the highest level) and the protection and accountability system of the roadmap (aimed at developing and adopting the rules and regulations pertinent to the aforesaid three sectors) have been presented and proposed. Clearly, necessary requirements within the conceptual framework model of utilizing demographic dividend need to be emphasized with respect to the complexity and extensiveness of the challenge and issues related to this dividend in order to minimize the administrative and institutional risk of policies and measures.
- Surveying the demographic dividend roadmap in Iran's economy necessitates the key indicators which encompass all the main determinants. Monitoring and evaluating demographic dividend policies covers a set of basic data, networking, and secondary data generation. These key indicators would be defined based upon measurable and targetable indicators to achieve the desired stance in line with expert opinion and would be highly effective in periodical assessment and reporting of progress and measures and even their feedback in terms of health, skills and education, and economy and employment.
- In conclusion, policies and measures commensurate with a specific labor division for

administrative institutions related to the three sectors of health, skills and education, and economy and employment were anticipated in order to enhance the resilience of the national economy and utilize the capacity of the population in the production and employment process and also add to half-years to the labor income surplus of the country's employed population in the Seventh NDP (within NTA), hoping that it would facilitate the roadmap for utilizing the population opportunity capacity to realize demographic dividend in the Islamic Republic of Iran.

1. Theoretical Model of the Roadmap for Utilizing Demographic Dividend

Population is considered as an asset for each country at the global level. The younger the population structure, the more a country is potentially able to utilize its capacity in line with growth and development and further facilitate the path towards long-term growth. The young population who has reached the stage of growth, production, and employment holds higher prominence compared to other population groups. Failure in adequate utilization of the youth capacity in the process of national production and the restriction of employment opportunities which are appropriate for them is among the socioeconomic problems in the IRI. The precarious expansion of higher education institutions and the social demand commensurate with this expansion and also the population transfer of the country towards work and employment during the last two decades have exacerbated the conditions while the majority of mid-term NDPs have failed to remove and/or adjust these circumstances. The recession of the last decade and the COVID-19 pandemic of the last two years or so have further aggravated the equation. Ironically, Iran's economy is among those which is undergoing an intermediate stage of the demographic window and taking advantage of this golden bonus can effect a considerable role in the country's socioeconomic development and participation.

Amidst all this, improving the quality of socioeconomic policymaking and investment in line with the demographic window would accelerate economic growth and, consequently, social welfare. Evidently, change in the population age structure and the dependency ratio would not guarantee rapid economic growth (total supply and demand) and achieving demographic benefit or dividend alongside the change in the age structure requires a reform in policymaking in accordance with Iran's population conditions. Therefore, utilizing Iran's human resources capacity calls for establishing and strengthening social policies pertinent to population and socioeconomic policies related to employment and business.



The absence of a robust relationship among the three themes (population resources, human resources, and production and income resources) within the country's planning and policymaking system has culminated in many of the plans and measures lacking a clear and specific outcome for households; accordingly, youths suffer most in comparison with other population denominations in Iran such that they not only gradually bear a declining role in the intergenerational continuity but also participate less in the process of production and productivity. Technical analyses and NTA calculations

depict that the average age of commencing labor income surplus is around 32 while the average age of ending this surplus stands at 56 due to the social conditions of Iranian households and youths, in particular. In other words, the human resources in Iran's economy have a labor income of on average between 8-10 years less than that of successful countries and those undergoing transition. The present structure of production, employment, and social security has fulfilled a role in trapping human and population resources. This trapping led to labor income not serving as the practical basis for human resources in intergenerational continuity and incentivized the output of other incomes and the assets market based on bonds, in particular, thereby lowering the level of labor income and even the early exit of human resources from the labor market. To this end, pertinent policymaking would be two-dimensional and important from the aspects of capacity building and institutionalization where the golden opportunity of the young population is considerable. Hence, the human resources of Iran's economy must be taken into consideration from a vaster macro-socioeconomic viewpoint and the focus of the government's human resources policymaking should have an inclusive and multidimensional orientation. This is why the prerequisite for realizing it is designing a roadmap where potential capacities turn into actual capacities.

Furthermore, social risks are among those where not only governments but also the majority of the public feel jeopardized by them. The management governing the reduction of social risks could play a key role in promoting social capital and ultimately in production, investment, and welfare. Amidst this kind of risks are those to do with population ageing mismanagement, unsustainable and declining population growth, chronic labor market imbalance, etc. which are related to population opportunities and transfers.

Indubitably, utilizing population opportunities in Iran's economy can boost the national economy's resilience vis-à-vis internal and external shocks and, in a way, pave the pretext for the determinants of resilient economy in the long term. To this end, the opportunity for the Iran's progress and development should be employed. In the process, upstream documents including the 2025 Outlook Document and the General Policies on Population, Employment, and Health make an appropriate reference to utilizing this population capacity, some of the themes of which are described below:

- 2025 Outlook Document
 - Enjoying health, welfare, food security, social security, equal opportunities, appropriate distribution of income, and consolidation of the family institution away from poverty and discrimination in a desired environment.
 - Achieving the first rank in the southwest Asian region (including Central Asia, the Caucasus, the Middle East, and neighboring countries) in economic, scientific, and technological sectors emphasizing a software and science generation movement, accelerated and continuous economic growth, the relative promotion of the level of income per capita, and complete employment.
 - Holding advanced knowledge, able to generate science and technology, and reliant upon a higher share of human resources and social capital in national production.
 - Active, accountable, sacrificing, having faith in Islam, satisfied, conscientious at work, disciplined, aspiring to a spirit of cooperation and social adaptability, committed to the Revolution, the Islamic Republic, and Iran's advancement, and proud of being an Iranian.
- General Policies on Population
 - Promoting dynamism, excellence, and a young age structure of the population (Paragraph 1).
 - Extending life expectancy, providing health, and healthy nutrition in the population (Paragraph 6).
 - Empowering the population of working age (Paragraph 8).

- General Policies on Employment
 - Training expert, skilled, and efficient human resources with respect to (current and future) labor market needs and promoting the power of entrepreneurship under the auspices of the educational system and integrating education and skills and drawing the cooperation of economic enterprises to utilize their capacity (Paragraph 2).
 - Creating sustainable job opportunities through emphasis on technology development and knowledge-based economy (Paragraph 3).
- General Policies on Health
 - Realizing a multifaceted and healthy human approach in legislation, administrative policies, and regulations (Paragraph 2).
 - Providing food security and equitable utilization of the public towards healthy, desired, and adequate food basket, clean water and air, public athletic facilities, and safe healthy products (Paragraph 6).
 - Increasing and improving the quality and safety of comprehensive and integrated health services and care (Paragraph 8).
- Declaration on the Second Step of the Revolution
 - Bridging the gap between what is and what should be with the presence of faithful, cognizant, and motivated youths with greater power in the future.
 - The youth as the main participants in events and within the country's management hub.
 - The youth as the pivot for realizing an advanced Islamic state.
 - Efficient and talented human resources with a profound and genuine religious faith and foundation as the most important source of inspiration in the country.
 - Lifestyle.

An analysis of the themes noted in these policies illustrates the importance of population and human resources in the process of Iran's development and preparing a roadmap in future decades based upon the change within the population structure. Accordingly, an effective and efficient roadmap based upon optimal utilization of population transfers and approximating a clear outlook in line with upstream documents including the declared general policies must address the following questions:

- Where are we heading? Or what are the goals that the roadmap would contribute to their achievement within demographic dividend?
- Where do we currently stand in the population transition stage? What is the standing of other similar countries?
- How can we reach the destination? And which operational policies and plans to we need to implement?
- What are the existing obstacles, problems, and risks?
- Which policies could be suggested to policymakers with respect to the importance of Iran's demographic changes and utilizing population opportunities?

The population structure forecast for the next 30 years in Iran demonstrates that the population within the working age would continue its relative rise. Alongside the number of the population, the trend of the increase in working age population and the combination and distribution of population within the working age would also bear significance in the country's macro-policy-making. The experience of advanced countries in utilizing the window of population opportunities and creating demographic dividend establishes that this window has brought about rapid economic growth and raised the level of living; in addition, the ageing population of these states which takes an upward trend following the population window is not at all a burden on these countries and, on the contrary, older persons – thanks to their savings and successful investments – enjoy an income above their expenses and

contribute to production and the creation of added value. Indeed, the flow of wealth transfer in these societies is from older persons to subsequent generations which is labeled second demographic dividend. A look into certain aspects of this issue reveals that countries with a more successful experience in utilizing demographic dividend are those who took advantage of this dividend through planning and policymaking in obtaining the desired outcome. In contrast, there are countries which not only failed to benefit from these equations but also faced a gradual rise in missing out population opportunities and thus were entangled with bottlenecks and shortcomings in the wake of certain demographic changes and dynamics.

Figure 1.1: Main Pillars of Understanding Demographic Transfers to Achieve Demographic Dividend

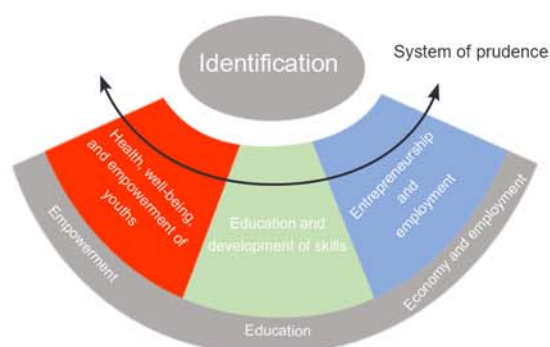
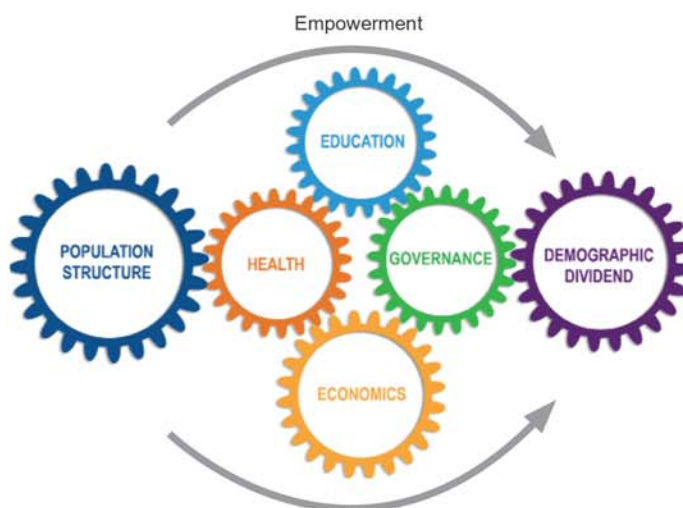


Figure 1.2: Relationship among Population Structure and the Main Determinants of Demographic Dividend Policies



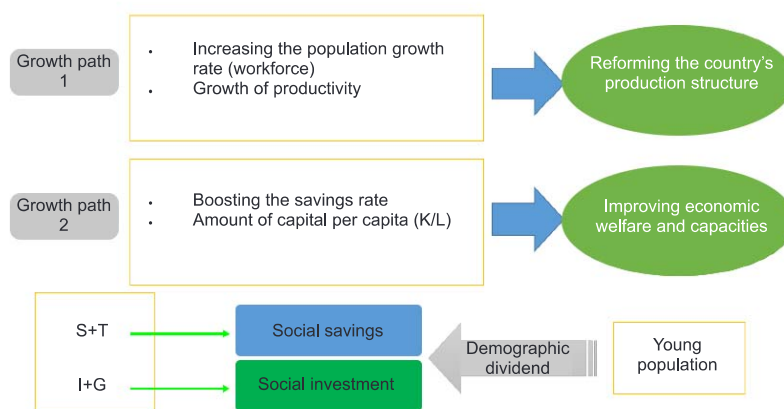
Source: Adapted from the African Union Commission (2013)

Utilizing Iran's demographic dividend (within the various aspects of health, education, and economy) in line with the following figure in the coming decades and prioritizing investment on the population and the youth, in particular, call for a scientific understanding of the issue and reengineering the

process to optimize benefiting from this God-endowed capacity (Figure 1.1 and Figure 1.2) in order to design and develop a demographic dividend roadmap through applying expert and scientific frameworks, upstream documents, and employing fundamental values.

As is clear in the conceptual framework of the above figure, an improvement in health, educational, and economic conditions and the system of prudence would lead to a betterment in the living standards of the society and socioeconomic development. To this end, the process of long-term growth would be expedited through utilizing the first and second demographic dividends such that the mechanism of using (first and second) demographic dividends could bear a role in these processes and this point needs to be highlighted in the policymaking of long-term growth that growth sustainability is not only through productivity and the rise in population and savings is also decisive (Figure 1.3). Therefore, enforcing structural policies which raise the savings volume or decrease the population growth rate¹ cannot continuously boost the economic growth rate. Otherwise, there would be no social savings and investment yielded by demographic dividend, i.e. the combination of population growth, promotion of productivity, and increase in savings can lead to and secure long-term stability.

Figure 1.3: First and Second Demographic Dividend – Where and How?



In conclusion of this section, the importance of the system of prudence for Iran's economy in the short- and long-term necessitates the development of a roadmap to utilize the population blessing of the country based upon the demographic structure change and with a view to the Seventh NDP, in particular, and also the identification and presentation of key development measures proportionate to the aforesaid dimensions (health, education, economy, and employment) through expert feedback and commentary.

2. Mapping the Desired Utilization of Demographic Dividend in 2051

2.1. Required Economic Growth

Estimates depict that Iran's annual economic growth during 1989-2020 and 1989-2011 stood at 3.3 and 4.6 percent, respectively, which means that economic performance was not satisfactory in the last decade (2011-2020). During the 1989-2011 period where the performance was better, capital production elasticity was 61 percent while workforce production elasticity was 39 percent. Meanwhile, average capital growth and employment were 3.5 and 2.4 percent, respectively, and average investment growth stood at 5.6 percent. Average productivity growth of all factors was also 1.6 percent and 34.8 percent of economic growth was secured through promoting the productivity

1. Source: Pedram, Mehdi (2014). *Moghadameyi bar eghtessadeh kallaneh pishrafteh (An introduction to dvanced macroeconomics)*, Vol. I: *Roshdeh eghtessadi dar bolandmodat (Long-term economic growth)*. Alzahra University, 1st print, Tehran.

of all factors. Consequently, the economic growth targeting for the next three decades was based upon the assumptions of 1989-2011 where economic performance was higher excluding the 2010s and presented in Table 2.1.

Table 2.1: Outlook of Iran's Economic Growth for the Next 30 Years and Its Quantitative Requirements (Percentage)

Period	Capital production elasticity	Workforce production elasticity	Average growth of capital balance	Average employment growth	Average growth of productivity of all factors	Average economic growth	Average investment growth	Average investment growth
2021 – 2051	0.61	0.39	3.8	1.7	2	5	6.1	40

Source: The calculations of the current study

To gain an economic growth of five percent, only a slight change in the elasticity of the production of the force and capital is assumed as such changes do not occur easily in economies. The most important requirements to obtain an economic growth of five percent include:

- Achieving an annual growth of 3.8 percent in the capital balance (a capital productivity growth of 1.2 percent per annum).
- Enjoying an annual investment growth of 6.1 percent (annual average investment-production ratio of 23.4 percent).
- Gaining an average savings-production ratio of 32.5 percent.
- Achieving an annual employment growth of at least 1.7 percent (a growth of workforce productivity equal to 3.3 percent per year).
- Gaining an annual two-percent productivity growth of all factors and securing 40 percent of economic growth through enhancing the productivity of all factors.

Accordingly, the size of the economy would double every 14 years where it would be 4.5 times as much by 2051. With this size of economy, 39 million jobs would be needed, that is the lifecycle would be 1.7 times as many. Subsequent to this economic growth, the capital balance and investment volume too would be 2.35 and 6.2 times as much, respectively. In other words, investment should be doubled every 11 years. To achieve this goal, policies such as accumulation of physical capital, recruiting human resources, promoting the productivity of all factors, and improving the business environment are necessary. The question that will be dealt with in the following section is whether the human and population resources required for this economic growth are in place or not.

2.2. Population Outlook and Demographic Window Transition

Projections on the volume and structure of population would present an image of the future of the demographic window and the time of the reduction of the range of this opportunity which would serve a highly decisive function in planning to utilize the existing window and preparation in policymaking and planning in line with the dynamism of the (young) population and even population ageing and providing the necessary resources for economic growth in the years to come. SCI (2019) has forecasted Iran's population as the Seventh NDP is being developed, taking into consideration the following three fertility scenarios: a) continuity of the 2011 fertility (1.8), b) replacement level fertility (2.1), and c) fertility above the replacement level (2.5).

Based upon the above scenarios, Iran's population would be a minimum of 93.5 (a), a maximum of 104 (c), and 98 million with the replacement level fertility (b). In the current roadmap, the fertility option of the above replacement (2.5) would be assumed as being the desired option to maintain a dynamic and young population structure. It is worth noting that with the COVID-19 pandemic in

the last two years and the probability of change in the child-bearing model albeit within the short- and mid-term, realizing a medium and high fertility in Iran's economy would not come about easily. As such, there is more concern for improving fertility where more incentives are needed for child-bearing and benefiting from the youth's capacity to enhance population growth. One must note here that population projections in the long run lack adequate precision and economic, social, and cultural developments in the future can distort these projections; nevertheless, a projection founded upon a diversity of scenarios may present an overall outlook of the future of the country's population.

During the years that the demographic window remains open (2006-2051), the population aged 15-64 gradually adopts a downward trend from 69.7 percent to 63 percent in 2051. The population under 15 would undergo a declining trend dropping from around 26 percent in 2006 to 19 percent in 2051. Unlike those aged under 15, the population aged 65 and above would take an upward trend and go from approximately five percent in 2006 to 18 percent in 2051. The noteworthy point here is that by the end of 2051, the population aged below 15 and above 65 would be almost equal taking up a total of 37 percent of the entire population. From 2051 onwards when the volume of the population aged 15-64 would drop and that of those above 65 would rise, Iran's economy would gradually enter a transition from the demographic window.

The developments in the age and gender pyramid of Iran's population during 2021 and 2051 based upon the above scenario portray extended changes in the population structure in the next 30 years. The most significant trait of the population age structure in 2051 is the high percentage of older persons and those on the verge of ageing. Another feature is the relative increase among those aged 15-29 in 2051. In addition, the share of the population groups aged below 14 would go up and the base of the age pyramid will be extended. An analysis of the developments within the country's age structure signifies ageing as the overt feature of Iran's population in the future; hence, policymaking in the population sector and population dynamism would be inevitable when it comes to realizing a desired level of fertility (together with attending to the considerations and requirements of raising population fertility among the youth below 30, in particular, and precise monitoring of the effectiveness of the Protection of the Family and Young Age Act¹) and within economic domains to increase the participation of the workforce (youths, in particular) and to promote the level of productivity among employees.

2.3. Desired Outlook of the Workforce Supply and Demand to Achieve Economic Growth

The mean years of education in 2016 for women, men, and the total population was 8.1, 8.5, and 8.3, respectively. Based upon the trend from 1996 to 2016, this indicator would reach 13.8, 13.3, and 13.7 for women, men, and the total population, respectively, in 2051. Taking into consideration the effect of education, it is anticipated that women's participation would climb to 23.2 percent in 2051 from 13.6 percent. As the rate of men's participation in developed countries and states undergoing transition is between 75 and 78 percent, this indicator can rise to 75 percent should the policies be amended to enable an earlier entry of the youth to the labor market and reduce voluntary unemployment. The question being raised here is whether the estimated values of the workforce supply could cater to the demand of the workforce in the future or not. This issue can influence the country's macro policy orientations.

With respect to the calculations conducted regarding targeting economic growth and bearing the assumption of annual economic growth standing at five percent, the demand for the workforce would reach 39.6 million in 2051. A point worth stating here is that the number of those employed aged 15-64 in 2020 was 22.7 million. A comparison of the figures of the active population in Table 2 with the demand for the required workforce (39.6 million) reveals that the continuation of the status quo – even if the participation rate of educated women goes up – could not secure the need of the country

1. The Protection of the Family and Young Age Act was adopted by Iran's Islamic Consultative Assembly (the parliament) Joint Commission of the Young Age of the Population and Family Protection on October 16, 2021 and was submitted by the President in a Letter 93982 dated November 15, 2021.

for human resources and the country's economy would face a significant shortage of the workforce in future decades. In the desired scenario, the overall active population would undergo an annual average increase of 1.4 percent thereby rising from 25 million in 2016 to 41.7 million in 2051 which would respond to the labor market demand with the assumption of the unemployment rate being six percent.

Table 2.2: Estimating the Supply of the Workforce According to the Scenario of Continuing the Current Trend and the Desired Scenario in 2051

Scenarios	Workforce participation rate (%)			Active population (millions)			Annual average growth rate of active population
	Women	Men	Total	Women	Men	Total	Percentage
Scenario of continuing the current trend together with an increase in education	23.2	70.4	47.5	7.2	23.0	30.2	0.5
Desired scenario	55	75	65.2	17.1	24.6	41.7	1.4

Source: The calculations of the present study

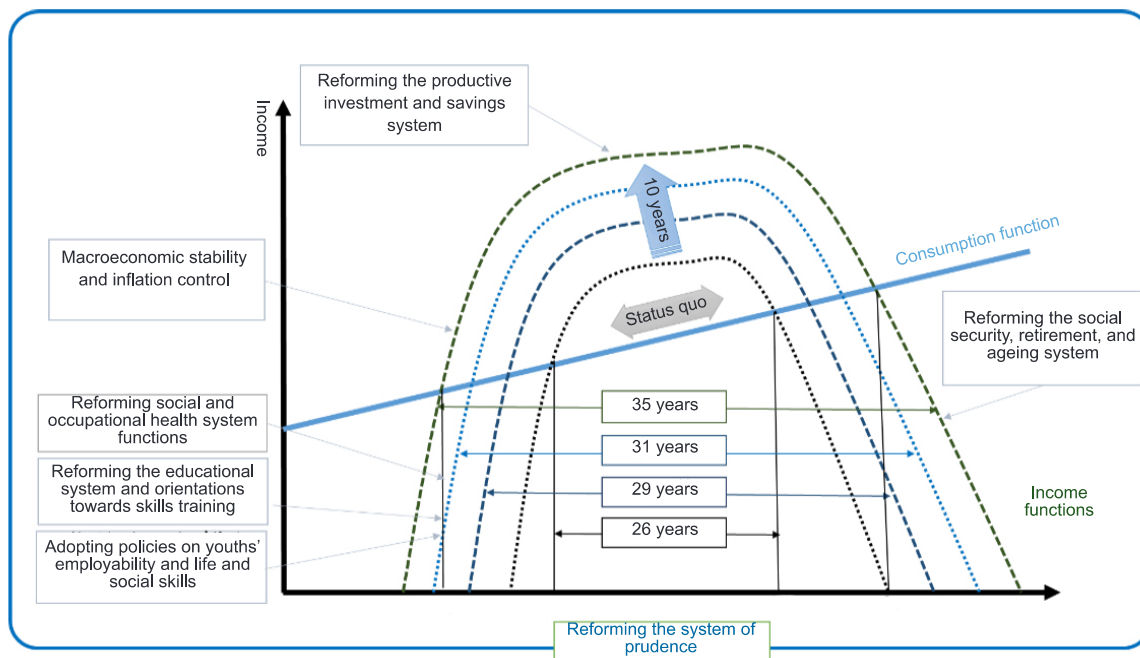
3. Conceptual Framework of the Roadmap for Utilizing Demographic Dividend

In the context of the outlook presented, the cycle of the income and savings of Iranian households and working population and, consequently, the structure of the employment and labor market and retirement and social security system in the next decades have to be reengineered to improve the income generated through work and promotion of Iranian households' welfare. Evidently, the rise in the working age population and, as a result, the drop in the dependent population would facilitate the grounds for further supply of the workforce, savings and investment, improving health and education, and utilizing the workforce and stimulating the total demand. These changes which are proportionate to demographic changes lead to entering a demographic window and utilizing first and second demographic dividends. Therefore, there are three key approaches for reengineering and mapping the roadmap to utilize demographic dividend more effectively which include:

- **The first approach:** Enforcing policies which accelerate the youth's entrance to the labor market and income generation (mainly through reforming the skills and education system and facilitating the youth's job opportunities).
- **The second approach:** Enforcing policies which deepen work and further efforts during the working period and boost the savings of Iranian households and the youth and those employed, in particular (mainly through macroeconomic stability, creating sustainable jobs, and amending productive investment and savings mechanisms).
- **The third approach:** Enforcing policies which prevent the early exit of human resources from the labor market and stop working income (mainly through amending the retirement system and enhancing inclusive social security functions).

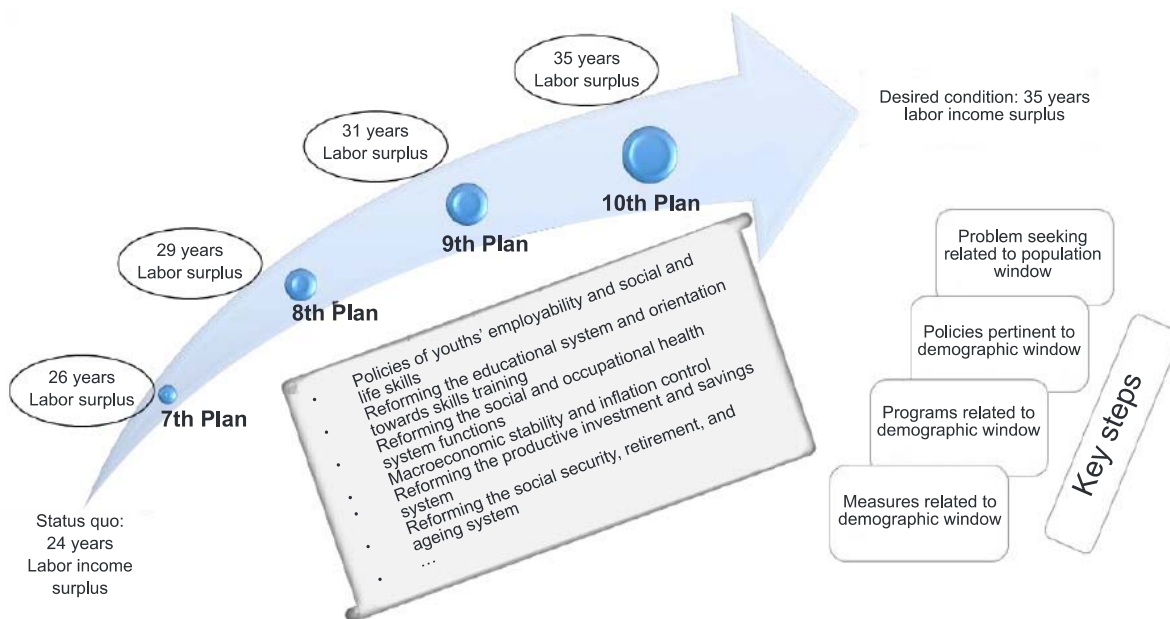
These approaches have been illustrated in Figure 3.1 based on the labor income surplus and it is clear that reforming the policies which enhance the labor income surplus in the national economy would be fundamental and requires a rather lengthy stretch of time. Comparing Iran's income surplus with countries undergoing transition (in the intermediate stage of demographic window) demonstrates a minimum gap of 10 years of labor surplus. It is likely that these 10 years would be compensated during the next four NDPs until the phase of transition from demographic dividend and Iran would reach the level of the aforesaid countries.

Figure 3.1: Existing Labor Income Surplus of Iran's Economy and Its Future Outlook



According to Figure 3.2, the roadmap for utilizing demographic dividend with this approach can contribute to improving the human development and welfare and Iranian society and boosting the resilience of national economy vis-à-vis domestic and foreign shocks.

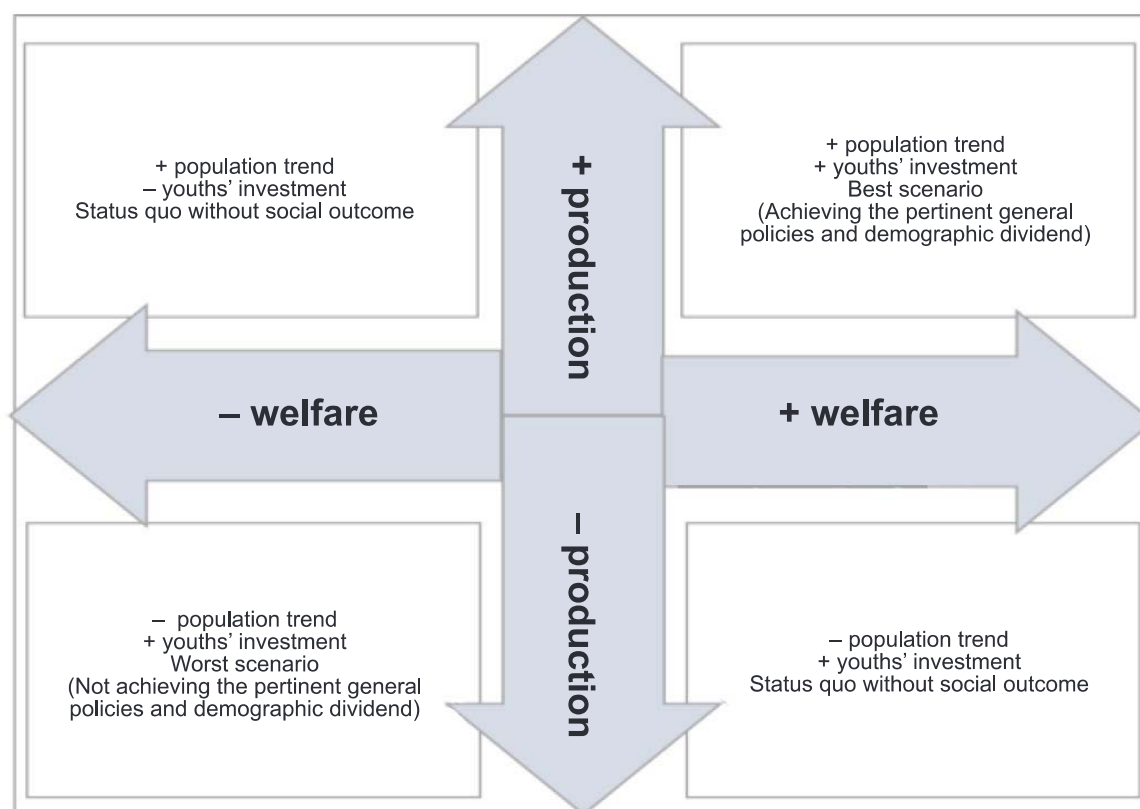
Figure 3.2: Outlook of Labor Income Surplus Based upon Population NTA and Utilizing Demographic Window



Accordingly, resilience in national economy for demographic changes and better utilization of the (first and second) demographic window opportunity would occur when the population trend would continue commensurately with structural population changes (dynamism, excellence, and the young age structure of the population and family) on the one hand, and investments for the youth would also advance continuously too, on the other. This is the best possible condition in the mid- and long-term for the goals of the general policies submitted by the Supreme Leader and the actualization of demographic dividend. In case of each not being actualized and/or not receiving attention, the status quo would be extended with no socioeconomic productivity.

With respect to the aforesaid model, the policy framework on the demographic dividend procedure and guidelines would be on the three main levels of demographic transfer, empowering the policy environment, and demographic dividend which could recommend policy orientations.

Figure 3.3: Image of the Possible Conditions of Production and Welfare As a Result of Population Change Outcomesw

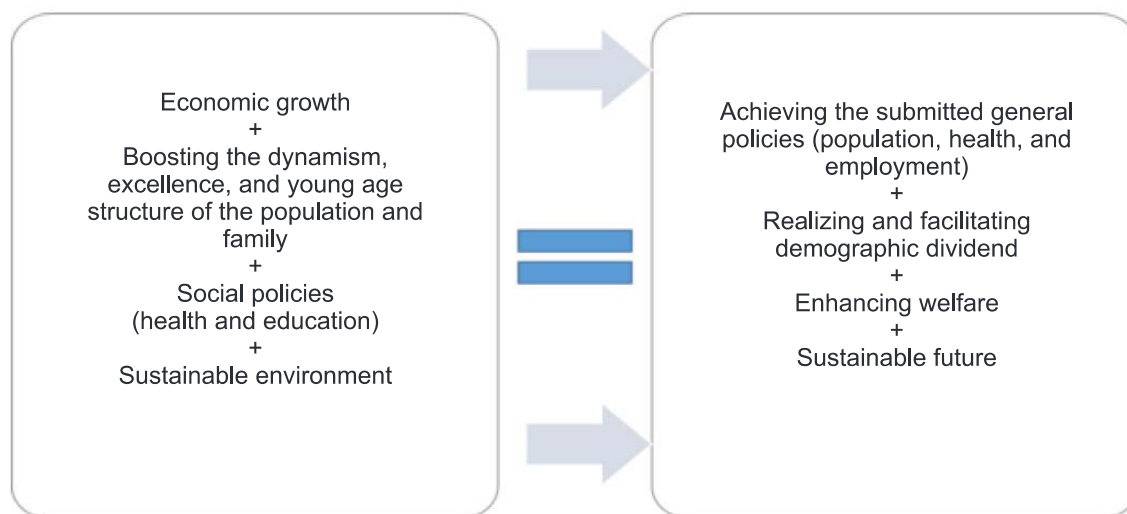


Clearly, there is a strong and robust relationship between the second and third steps (empowering the policy environment and demographic dividend). Should empowering the environment not be adequately fulfilled, one cannot expect positive and fundamental outcomes and achievements for demographic dividend.

Figure 3.4: Policy Framework for Demographic Dividend Procedure and Guidelines



Figure 3.5: Relationship between Second and Third Steps within Demographic Dividend Policy Framework



Generally, an effective and efficient roadmap based upon optimal utilization of demographic transfer and realizing a clear outlook in line with upstream documents which could enable the mapping of governing principles and values must address this question of where we wish to go or what the goals that the roadmap could contribute to through the realization of demographic dividend are.

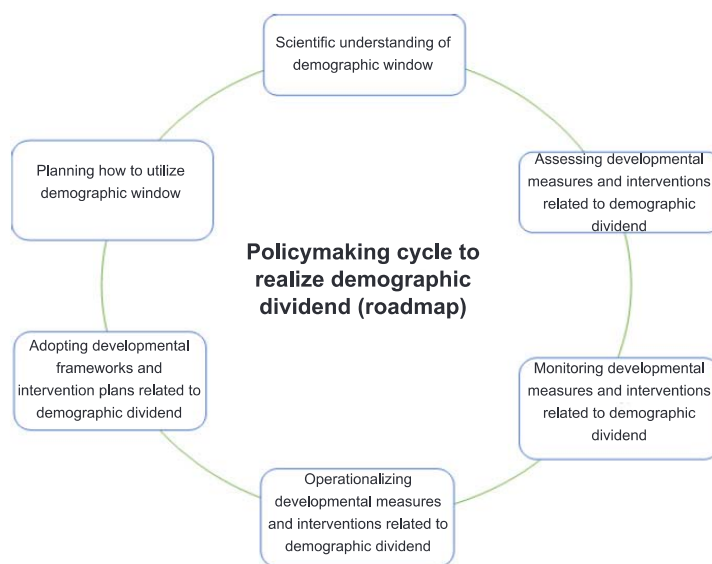
Accordingly, there are major upstream documents including the IRI Constitution, the Supreme Leader's submitted general policies (within the three sectors of population, health, and employment), the 2025 Outlook Document, and the Declaration of the Second Step of the Revolution to map where the country shall stand. The values governing these documents which designate the orientations of the government, priorities, and musts and musts not in the path towards the goals of demographic dividend are:

- Enjoying health, welfare, education, food security, social security, equal opportunities, proper income distribution, and solid family institution away from corruption, poverty, and discrimination.
- Socioeconomic progress and advancement.

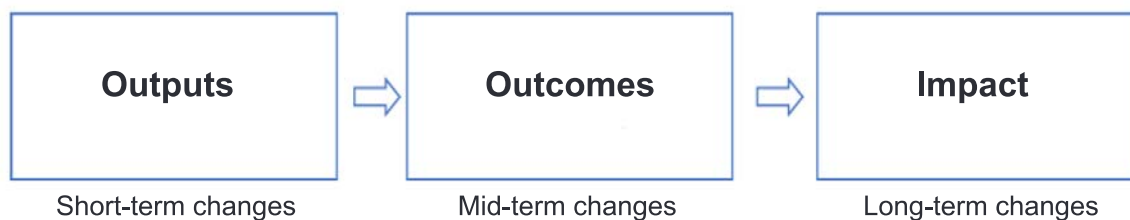
- Effective and efficient transparency and accountability of institutions.
- Participation of the general public and the youth, in particular, in determining their future.
- Enjoying equal wages and bonuses under similar working conditions for all.
- The right of women and youths to participate in policymaking, management, implementation, and supervision.
- Enhancing the stance and position of older persons and the family institution.

In this case, the opportunity created and more effectiveness utilization of demographic transfer in line with upstream documents have provided or shall provide benefit for the national economy within the framework of the policymaking cycle of realizing demographic dividend which can be reviewed and analyzed:

Figure 3.6: Policymaking Cycle of Realizing Demographic Dividend



In this approach, all actors participate and/or bear a role in the processes and anticipated interventions and measures to achieve a set of results (including outputs, incomes, and impacts). To this end, the results are describable and measurable alongside the changes resulting from causes and factors. These causal relations are founded upon the theory of change and elaborate the rationale and mechanism of demographic dividend with this assumption that the desired change (best scenario) would come about operationally.



These changes can fall under a category of measures and proposals within the format of developmental interventions which could be related with and/or interdependent between one another.

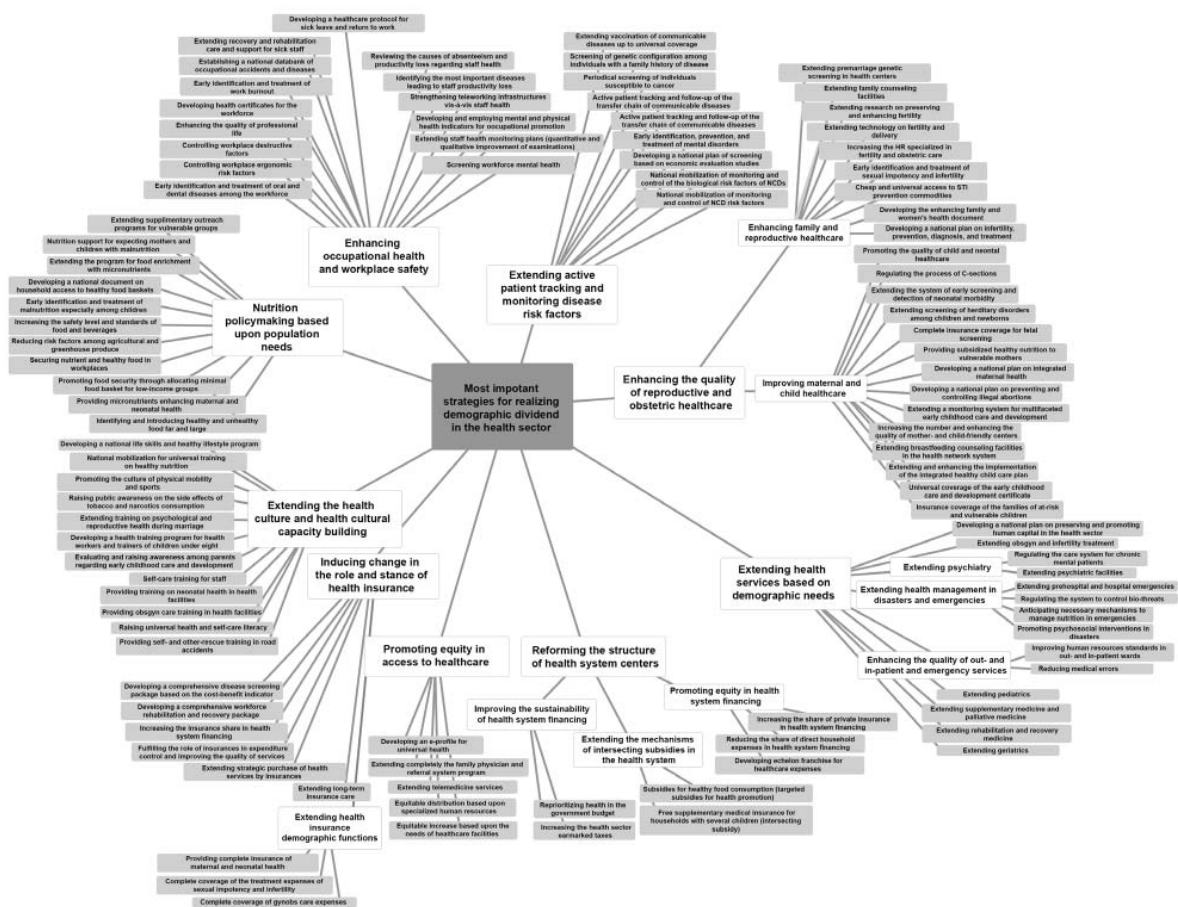
4. Necessary Policies and Measures for Utilizing Demographic Dividend

The necessary policies and interventions for utilizing demographic dividend have been extracted through expert commentaries in the three sectors of health, education, skills, economy, and employment which will be elaborated below.

4.1. Policies and Measures in the Health Sector

The appropriate policies in the health sector for more effective utilization of demographic window and in line with realizing demographic dividend in Iran's economy within nine specific themes are displayed in the following map and developmental interventions have also been presented in accordance with them:

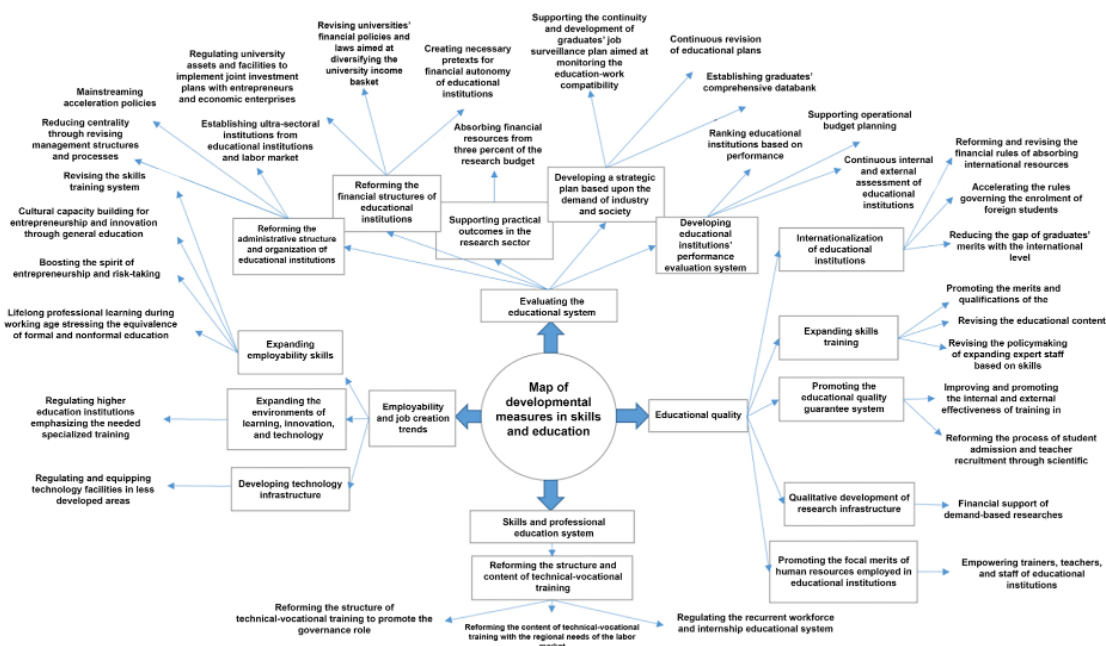
Figure 4.1: Map for Necessary Policies and Measures within the Health Sector to Realize Demographic Dividend



4.2. Policies and Measures in the Skills and Education Sector

Appropriate policies within the education and skills sector have been displayed in the following map for more effective utilization of demographic window and aimed at realizing demographic dividend in Iran's economy within four specific themes and developmental measures have also been presented accordingly:

Figure 4.2: Map for Necessary Policies and Measures within the Education and Skills Sector to Realize Demographic Dividend



4.3. Policies and Measures in the Economy and Employment Sector

The policies compatible with the employment and economy sector for more effective utilization of demographic window and in line with realizing the demographic dividend of Iran's economy have been presented in 15 clear themes – as displayed in the map below – and developmental measures have been put forth in accordance with them.

5. Monitoring and Evaluation System of the Policies of Utilizing Demographic Dividend

5.1. Framework for Monitoring and Evaluation

Monitoring takes place during a mid-term outlook (5-10 years) within the process of the continuity of the progress of incorporated plans, policies, and programs to realize demographic dividend in Iran's economy. Monitoring is focused on collected data to improve operationalizing programs, management, and continuous decision-making regarding policies and projects and depends on data collection to compare the performance of programs with expected results and also other measures and/or trend analyses. Generally, monitoring emphasizes activities, outputs, and outcomes (on occasions) such as the progress of developmental goals including NDPs, the 2025 Outlook Document, general policies, and/or the Declaration of the Second Step of the Revolution. Accordingly, understanding and/or analysis of performances by stakeholders and/or participants in implementing this roadmap would be based upon the following framework:

- Following up resource allocation to implement anticipated programs and measures in utilizing demographic dividend (from a physical, material, and financial perspective).
- Assessing outcomes achieved from implementing anticipated programs and measures to utilize demographic dividend and comparing the results with initial expectations.
- Identifying and registering any deviation in operationalizing anticipated programs and measures.
- Facilitating decision-making regarding the continuity of anticipated measures, programs, and/or policies to utilize demographic dividend (in terms of changing the technical orientation, reallocation of resources, reforming program goals, etc.).

Should monitoring be reliant upon a coherent and coordinated information and analysis system, the pertinent measures should be:

- **Centralizing periodical reports** (annual and pentennial reports based upon the kind of program measures) and progress reports and anticipated measures.
- **Conducting missions and field visits** based on confirming and/or rejecting anticipated activities.
- **Precise review of the participation** of all stakeholders in implementing anticipated activities.
- **Regular updating of the databases** related to the trend of implementing programs and measures related to the indicators of surveying the realization of demographic dividend.
- **Preparing periodical summary reports** for decision-makers and policymakers.
- **Providing rapid and special analyses** such as SWOT analysis related to each anticipated measure and program in utilizing demographic dividend.

Evaluation, on the other hand, is the periodical and objective assessment of policies, programs, and projects. In a sense, evaluation is a response to specific questions pertinent to designing, operationalizing, or outcomes of policies and programs. Unlike monitoring which is an ongoing process, evaluations are carried out periodically by experts independent of policies and programs. To this end, evaluation can assess or describe the efficacy, effectiveness, result, continuity, and sustainability of anticipated policies and programs in utilizing demographic dividend. The cost of the design and methodology of evaluation is extremely high and often the responses are dependent upon the kind of questions. All in all, the evaluation of anticipated policies and programs in utilizing demographic dividend responds three questions:

- **Descriptive evaluation:** At this level, evaluation goals illustrate what has happened in the processes, conditions, and institutional and organizational relations of projects or policy stakeholders.
- **Normative evaluation:** From this viewpoint, evaluation compares what has happened with what should happen and comprises a study of the activities and estimates of

what exists and does not exist regarding goals. Normative themes may be related to institutions, activities, outputs, and even outcomes.

- **Causal evaluation:** Evaluation is focused on outcomes and tries to demonstrate how developmental interventions and/or measures within demographic dividend bring about change.

Table 5.1: Roles and Functions of Monitoring and Evaluation Based upon Realizing Demographic Dividend

No.	Monitoring	Evaluation
1	Defining the goals of the programs related to realizing demographic dividend	Reviewing the causes of nonrealization of anticipated goals regarding demographic dividend
2	Nexus of the activities and resources related to goals	Assessing the share of specific activities and their impact on results
3	Defining and adjusting goals in terms of performance indicators	Reviewing the processes of operationalization
4	Systematic data collection on indicators and comparing the results achieved with goals	Incorporating unwanted and unexpected results
5	Presenting program / project progress report to authorities and informing them of the problems	Identifying lessons learned and experiences, emphasizing the considerable potentials and successes of a program, and suggesting recommendations for work continuity and program progress

Source: UNFPA Regional Office for West and Central Africa (2018)

5.2. Desired Key Indicators and Their Targeting for Monitoring Demographic Dividend

Surveillance of the demographic dividend roadmap in Iran's economy necessitates the provision of key indicators and/or a composite indicator which encompasses all its main determinants. These indicators can play a significant role in steering the monitoring mechanism. Monitoring and evaluation of demographic dividend policies incorporates a set of basic data, networking, and secondary data generation. The key indicators have been defined through periodical and objective assessment and reporting of the progress of programs and measures in health, skills and education, and employment and economy in accordance with the following table of indicators which – in turn – are measurable and targetable indicators for reaching a desired state. These indicators illustrate any deviation in operationalizing programs and comparing the achieved outcomes with initial expectations and shall serve as instruments for facilitating decision-making aimed at the continuity of adopted policies and/or revising and reforming them during Iran's demographic opportunity window which would be calculated and conducted continuously.

Table 5.2: Mapping the Desired State of Selected Indicators in the Health Sector

Aspect	Indicator	Status quo ¹ (year)	Desired condition at the end of the demographic window ²
Monitoring the main causes of population mortality	Road accident deaths (per 100,000 population)	21.5 (2019)	5.5 (2051)
	Deaths caused by noncommunicable diseases (per 100,000 age standardized population ³)	445.7 (2019)	269 (1430)
Monitoring obstetric and reproductive health	Maternal mortality rate (per 100,000 live births)	16 (2017)	6 (2051)
	Infant mortality rate (per 1000 live births)	12 (2019)	3.3 (2051)
Monitoring access to healthcare	Number of hospital beds (per 1000 population)	1.56 (2017)	5.5 (2051)
	Number of physicians (per 1000 population)	1.58 (2017)	3.7 (2051)
Monitoring health system financing	Population percentage faced with impoverishing surgery expenses	15.8 (2020)	0.2 (2051)
	Population percentage faced with catastrophic surgery expenses	30.2 (2020)	2.5 (2051)
	Percentage of direct household payment from total health expenses	35.8 (2018)	15 (2051)
Monitoring health and public health	Life expectancy at birth (years)	76.6 (2019)	81 (2051)
	Under-5 mortality rate (per 1000 live births)	13.9 (2019)	3.9 (2051)

Extracted from official statistics, studies conducted, and expert commentaries

1. The status quo of the indicator based on the most recent WHO and World Bank report.

2. The desired state of the indicator at the end of Iran's demographic window (2051).

3. Gross mortality rate is not commonly a proper means for comparing mortality in two populations with a different age structure as these rates are comparable with one another only when the structure of their basic population would be comparable. Age adaptation or age standardization eliminate the disruptive impact of the differences in the age structures of two populations with one simple adapted or standardized rate resulting through which mortality could be directly compared in the two populations.

Table 5.3: Mapping the Desired State of Selected Indicators in the Skills and Education Sector

Aspect	Indicator	Status quo (year)	Desired condition at the end of the demographic window
Monitoring access to general education	Coverage of students at the primary level	97.5 (2020)	100 (2051)
	Coverage of students at the junior high level	94.2 (2020)	100 (2051)
	Coverage of students at the high school level	84.5 (2018)	96 (2051)
Monitoring university graduates' participation and access to higher education	Participation rate of university graduates	52.7 (2019)	70 (2051)
	Participation rate of female university graduates	34.1 (2019)	50 (2051)
	Coverage of population aged 18-24 in higher education	44 (2019)	55.3 (2051)
	Number of students (per 100,000 population)	4000 (2018)	5500 (2051)
	Ratio of foreign students to all students	0.6 (2019)	8 (2051)
Employability	Youths' unemployment	21.8 (2020)	6 (2051)
	Female youths' unemployment	35 (2020)	5 (2051)
	University graduates' unemployment	14.3 (2020)	5 (2051)
	Female university graduates' unemployment	14.3 (2020)	5 (2051)
	Percentage employed university graduates	26.6 (2020)	48 (2051)
Monitoring access to technical-vocational and skills training	Skills training hours (nonformal) per each person in the active population	12 (2019)	35 (2051)
	Ratio of girls undergoing technical-vocational training to all students in such courses	36 (2019)	45 (2051)
	Ratio of students in technical-vocational courses to all high school students	35 (2018)	45 (2051)
	Ratio of HND students to all university students	13 (2019)	35 (2051)
Monitoring human capital	Comprehensive human capital indicator (World Bank)	0.593 (2020)	0.85 (2051)

Extracted from official statistics, studies conducted, and expert commentaries

Table 5.4: Mapping the Desired State of Selected Indicators in the Economy and Employment Sector

Theme	Indicator	Unit	Status quo (2020)	Desired state (2051)	Mean / growth / increase / reduction in each five-year NDP
<i>Monitoring the economic sector</i>	GDP at the fixed price of 2011 (IRR thousand billion)	Percentage	6358.9	29186.2	Mean annual growth of 5% in each plan
	Per capita production based on purchase power parity at the fixed price of 2017	USD	13067	46207	Mean annual growth of 4.3% in each plan
	Workforce productivity	IRR million per person (at the fixed price of 2011)	273	759	Mean annual growth of 3.3% increase in each plan
	Ratio of savings to GDP	Percentage	29	33.8	Mean 0.8 units of growth percentage in each plan
	Ratio of investment to production	Percentage	16	23.4	Mean 1.2 units of growth percentage in each plan
	NTA (duration of surplus labor income)	Year	23	35	2 years added to each plan on average
<i>Monitoring the employment sector</i>	Unemployment rate	Percentage	9.6	6	Mean 0.6 units of reduction percentage in each plan
	Women's unemployment rate	Percentage	15.6	10	Mean 0.9 units of reduction percentage in each plan
	Youths' unemployment rate (aged 15-29)	Percentage	21.8	12	Mean 1.6 units of reduction percentage in each plan
	Participation rate	Percentage	41.3	65.2	Mean 4 units of reduction percentage in each plan
	Women's participation rate	Percentage	13.9	55	Mean 6.9 units of reduction percentage in each plan
	Youths' employment rate (aged 15-29)	Percentage	33.5	48	Mean 2.4 units of increase percentage in each plan
	NEET	Percentage	38	14	Mean 4 units of reduction percentage in each plan
	Share of nonformal employment in total employment	Percentage	24.2	14	Mean 1.7 units of reduction percentage in each plan

Extracted from official statistics, studies conducted, and expert commentaries

6. Policy Recommendation and Requirements for Realizing Demographic Dividend

6.1. Administrative and Institutional Policy Recommendation

Within the demographic dividend utilization roadmap, the executive mechanism for operationalizing the policies and guidelines of the three health, skills and education, and economy and employment sectors is proposed regarding the following pillars:

6.1.1. Roadmap Coordinating Structure

Policy coordination and coherence among economic, financial, and administrative bodies and political commitment at the highest level are of utmost importance. The pertinent institutional structure (the Supreme Council of Education, the Supreme Council of Employment, and the Supreme Council of Health and Food Security) exists at the highest level in Iran; yet, an increase in the role of these bodies within the decision-making and policymaking system of these three sectors is required. Accordingly, the following points are proposed:

- With respect to the ultra-sectoral standing of health, skills, and employment and the need for the coordination, cooperation, and active participation of all executive institutions engaged in implementing the policies of these three sectors and realizing the goals of demographic dividend, the three aforesaid supreme councils are nominated as the highest policymaking and trilateral bodies aligning the policies of these three domains noted in the demographic dividend roadmap with the government's macro-policies. The interaction and interrelationship of these councils is key to the actualization of demographic dividend.

6.1.2. Roadmap Protection and Responsibility System

- Developing and adopting the Comprehensive Mental Health Act and creating legal obligation for the priority of prevention to treatment within the health system.
- Developing and submitting Iran's health sector roadmap based on the General Policies on Health and developing and submitting clinical guidelines to regulate the process of diagnosis and medical orders registry.
- Utilizing demographic dividend should be highlighted as a strategic pivot in Iran's NDPs such that the policies, priorities, and goals of the demographic dividend roadmap would be included as a decree within the Seventh NDP and Permanent Decrees of NDPs Act and continue to receive attention in future development initiatives until the end of the demographic opportunity window.
- Drafting an employment annex for all macroeconomic policies and programs on import and export, foreign investment, industrial development, regional, monetary, and hard currency development, and pricing by pertinent executive institutions is mandatory.
- Encouraging public donations (Islamic trust, votive offering, etc.) towards establishing businesses and employment by NGOs should be facilitated.
- In line with achieving key indicators to assess and evaluate demographic dividend and gaining unified management of disseminating business and employment data and statistics, the comprehensive labor market information system (the national business and employment website) would be declared as the basis for developing statistical reports related to employment and business and all executive institutions are obliged to complete the information on their own sectors in this website.
- Annual monitoring and evaluation of program implementation must be conducted through the Secretariat of the Supreme Council of Employment to continue and maintain the implementation of the policies and strategies on the demographic dividend roadmap and perform probable reforms as required by dynamic and changing policymaking and any possible reform, change, and completion of the above policies and strategies would be reviewed; once approved and endorsed by the Council, the policies and strategies would be submitted to executive institutions and provinces for implementation.

- Strengthening a comprehensive social security fund (through guidelines of comprehensive social security investment development) should be emphasized considerably as an instrument for consolidating and promoting intergenerational financing.

6.2. Fundamental Requirements

Paying attention to and following up the points below are mandatory in order to be on the correct path of the designed roadmap to utilize demographic dividend:

- Establishing a supreme council for population planning in the IRI and producing an annex on demographic and health effects in national plans.
- Consolidating the standing of the highest administrative and policymaking institutions within the three sectors of health, education and skills, and employment and placing the employment decision-making institution as the center for realizing demographic dividend goals for Iran's economy and creating more effective interactions with other economic, social, and cultural councils.
- Executive institutions' operationalizing demographic dividend utilization roadmap and implementing the provisions of this roadmap until the end of the demographic dividend opportunity.
- Attending to the fundamental and critical issues of health, skills and education, and employment sectors and reforming sociocultural systems for more effective utilization of human resources and preserving their dignity.
- Complete operationalization of Iranians' e-health portfolio and establishing a referral system and a comprehensive family physician program at the nationwide level alongside developing the health insurance system and effecting change in the role, stance, and share of insurances in financing the health system.
- Eliminating decision-making and policy variations and putting in place dynamic policymaking changing in proportion with rapid technology developments within health, skills and education, and employment sectors.
- Creating the grounds for economic security and stability in line with planned economic growth.
- Strengthening the presence of the private sector and cooperatives in economy and nonintervention of governments and power institutions in the decision-making of private economic activists and cooperatives and restricting government activities to governance tasks (standardization and supervision) and inevitable socioeconomic management.
- Financing which is necessary to operationalize policies and developmental measures anticipated in this roadmap.
- Providing required infrastructures in confronting modern technologies (artificial intelligence, robotics, three-dimensional printing, internet of things, etc.).
- Continuous national, regional, and sectoral surveillance of demographic dividend and facilitating the registry of the data and information on population, health, education, and labor market for monitoring and evaluation system of the realization of demographic dividend.
- Resting assured that all themes anticipated in policies and plans especially those pertinent to the participation of stakeholders and financing are being nationally monitored.

6.3. Policy Proposal for the Seventh NDP

The following policies and measures have to be carried out to boost the resilience of the national economy and utilize the capacity of the population in the process of the country's production and employment and also target setting based on adding two and a half years (during the implementation of the Seventh NDP) to the labor indicators surplus of the employed population (within NTA):

- Operationalizing plans to develop the prevention system (prioritized to treatment) based upon the policies of "active patient tracking and monitoring disease risk factors", "nutrition

policymaking based upon population needs”, and “health training and health cultural capacity building” alongside strengthening the infrastructures of the health system encompassing “bringing change in the role and stance of health insurance”, “promoting equity in accessing healthcare”, “reforming the structure of health system financing”, and ultimately “developing treatment services based on population needs” by the Ministry of Health and Medical Education (MOHME).

- Establishing a supreme center for population planning in the IRI and drafting an annex on population and health impacts in the national plans of the first year of implementation by MOHME in coordination with the Plan and Budget Organization (PBO).
- Preparing a comprehensive mental health bill founded upon the health sector roadmap and mandating the priority of prevention to treatment in the health system and clinical guidelines to regulate the process of diagnosis and registry of medical prescriptions in the first year of the plan by MOHME.
- Promoting the culture of health and self-care and healthy lifestyle and correcting the functionality of the occupational and social health system and operationalizing the plans at the level of the economic enterprises of private and public sectors and cooperatives as classified in the second year of the plan.
- Adopting “health sector marked taxes” as sustainable and targeted financing to consolidate health network infrastructure and prevent diseases based on the health sector roadmap including establishing and maintaining universal vaccination coverage for communicable diseases (COVID-19 and influenza), extending prevention and health education, active patient tracking, health cultural capacity building and increasing the social level of health literacy, raising motivation among human resources, reducing burnout, and declining the migration of technical workforce in the health system by the Ministry of Economic Affairs and Finance (MOEAF).
- Precise targeting and planning to reduce road accidents (the main cause of mortality among youths and inability to work) and also lower early deaths caused by noncommunicable diseases (different kinds of cancer, in particular) by the Ministry of Roads and Urban Development (MORUD), MOHME, and Iran Central Insurance.
- Adopting policies for youth employability and life and social skills at various age levels proportionate to the country’s regions in the second year of the plan by the Ministry of Science, Research, and Technology (MOSRT), the Ministry of Education (MOE), and the Technical-Vocational Training Organization (TVTO) and operationalizing the program and its measures.
- Anticipating the skills needs of Iran’s advanced and high-employment sectors and reforming the institutions and needs of higher and technical-vocational education based upon territorial planning and conducting policies to develop employability proportionate to those by the PBO.
- Reforming the educational system to guarantee the quality of general education and orientation towards skills education such that, first of all, the share of entry of high school graduates and holders of higher national diplomas to the labor market would rise. Secondly, the share of acceptance in technical-vocational universities and the Comprehensive Scientific and Applied University would increase by 30 percent more than its basic level in 2021 in order to offer field base training.
- Putting in place a system to track talents and revising the structures and processes of management and steering general education through adopting an approach of reducing centralization and revising the goals and methodology of education to secure the development of fundamental or pivotal merits by MOE.
- Supporting the development of inter- and ultra-disciplinary skills aimed at the risk taking and employability of youths seeking jobs and young entrepreneurs and establishing institutional and content infrastructures by MOSRT in the first year of the plan.
- Establishing entrepreneurship and creative and innovative businesses ecosystems by MOSRT in the first year of the plan and qualitative and quantitative regulation of universities and

integrating or closing university centers lacking qualitative and educational standards within the framework of the national planning document and the document for provincial planning.

- Seeking macroeconomic stability and inflation control, the mechanism on adjusting Iran's financial, budget, and monetary regulations with the capacity for monitoring and evaluation shall be produced and implemented as of the beginning of the Seventh NDP by MOEAF.
- Regulating a clear relationship between employment policymaking and general resources and allocating a specific percentage of general annual resources (1.0 to 1.5 percent of GDP) in a sustainable and targeted manner for more effective implementation of active and supportive programs for youth employment from the beginning of the Seventh NDP by PBO and regulating a targeted and reform mechanism.
- Reforming the system of productive investment and savings and strengthening the system of taxation on capital and assets instead of labor income (prioritizing tax reductions on youths' labor and domestic jobs) by MOEAF.
- Reforming the social security system, pension, and ageing based upon preventing the exit of human resources from the labor market and financial strengthening of funds and directing resources towards the improvement of the country's ageing system.
- Putting in place a continuous national and regional surveillance of demographic dividend and facilitating the registry of data and information on population, health, education, and labor market in Iran for realizing demographic dividend and providing annual supervision reports by PBO.

Annexes: Labor Division for Anticipated Tasks

Annex I: Labor Division for Anticipated Tasks in the Health Sector

a) Reducing premature mortality

Policies	Executive guidelines	Impact ₁ duration ¹	Connection with COVID-19 ²	Executive body in charge
Developing active patient tracking and monitoring disease risk factors	Screening the genetic pattern of individuals with family background of disease	short-term	X	MOHME
	Periodical screening of individuals susceptible to cancer	short-term	X	MOHME
	Extending vaccination for communicable diseases to the extent of universal coverage	short-term	✓	MOHME
	Active patient tracking and following up on the transmission chain of communicable diseases	short-term	✓	MOHME
	Continuous monitoring of disease burden (premature mortality and inability to work)	short-term	✓	MOHME
	Early identification, prevention, and treatment of psychological disorders	short-term	✓	MOHME
	Drafting a national screening plan based upon economic evaluation studies	mid-term	X	MOHME
	National mobilization of monitoring and control of the biological risk factors of NCDs (obesity, hypertension, diabetes, and hyperglycemia)	long-term	X	MOHME
	National mobilization of monitoring and control of the biological risk factors of NCDs (inactivity, unhealthy food diet, and smoking)	long-term	X	MOHME
	Expanding complementary outreach programs for vulnerable groups	long-term	✓	MOHME
Nutrition policymaking based on population needs	Nutrition support of pregnant mothers and children with malnutrition	long-term	✓	MOHME
	Expanding initiatives to enrich food substances with micronutrients	long-term	✓	MOHME
	Drafting a national document on household access to healthy food basket	long-term	✓	MOHME
	Early identification and treatment of malnutrition for all and children in particular	long-term	✓	MOHME
	Boosting the safety level and standard of food products and beverages	long-term	✓	MOHME
	Reducing risk factors of greenhouse and agricultural food products	long-term	✓	MOHME
	Providing healthy and nutrient food in the workplace	long-term	✓	MOHME
	Providing food security through allocating minimal food basket to low-income groups	long-term	✓	MOHME
	Providing micronutrients promoting maternal and neonatal health	long-term	✓	MOHME
	Identifying and introducing healthy and unhealthy foods through society	long-term	✓	MOHME

1. The impact duration of each policy is the time interval between policy implementation and emergence of demographic dividend effects divided into the three categories of short-term (less than five years), mid-term (5-10 years), and long-term (over 10 years).
2. Guidelines specified by ✓ would enjoy a higher priority if COVID-19 continues (of course all guidelines should be considered during the pandemic).

Extending health training and cultural capacity	Drafting a national document of training on life skills and healthy lifestyle	long-term	✓	MOHME
	Expanding a national mobilization of public training for healthy nutrition	long-term	✓	MOHME
	Promoting the culture of physical movement and sport	long-term	✓	MOHME
	Raising public awareness on the side effects of using tobacco and narcotics	long-term	✓	MOHME
	Evaluating and raising parents' awareness on early childhood growth and development	long-term	X	MOHME
	Providing self-care behavior training to employed individuals	mid-term	✓	MOHME
	Providing training related to neonatal health in health facilities	long-term	✓	MOHME
	Providing pregnancy and delivery care training in health facilities	long-term	✓	MOHME
	Raising universal health literacy and self-care	mid-term	✓	MOHME
	Self- and other-rescue training for road accidents	short-term	X	MOHME
Transforming the role and stance of health insurance	Developing a comprehensive package for disease screening based on the cost-benefit indicator	short-term	X	MOHME
	Raising the share of insurance in health system financing	mid-term	✓	MOHME
	Enabling the insurance role in controlling expenses and improving the quality of services	mid-term	✓	MOHME
	Extending strategic purchase of health services by insurances	mid-term	✓	MOHME
	Expanding long-term care insurance	mid-term	X	MOHME
	Complete insurance of maternal and neonatal health	long-term	X	MOHME
	Complete coverage of pregnancy and delivery care expenses	long-term	X	MOHME
	Developing universal e-health portfolio	short-term	✓	MOHME
	Developing completely the family physician and referral system program	short-term	✓	MOHME
	Developing telemedicine services	short-term	✓	MOHME
Promoting equity in accessing health services	Equitable distribution based on the need for specialized human resources	mid-term	✓	MOHME
	Equitable rise based on the needs of healthcare and medical facilities	mid-term	✓	MOHME
	Raising the share of private insurance in financing health system expenses	mid-term	✓	MOHME
	Reducing the share of direct household expenditure in health system financing	mid-term	✓	MOHME
	Developing echelon franchise for healthcare expenses	mid-term	✓	MOHME
Reforming the structure of health system financing	Subsidizing healthy food intake (subsidy targeting for health promotion)	long-term	✓	MOHME
	Free-of-charge complementary health insurance for crowded families (cross-cutting subsidies)	long-term	✓	MOHME
	Reprioritizing health in government budget	short-term	✓	MOHME
	Raising earmarked taxes for the health sector	short-term	✓	MOHME

Developing medical services based on demographic needs	Expanding gynecology and obstetrics and treatment of infertility	long-term	X	MOHME
	Regulating the healthcare system for patients with chronic mental diseases	short-term	✓	MOHME
	Expanding psychiatric facilities	short-term	✓	MOHME
	Expanding prehospital and hospital emergencies	short-term	✓	MOHME
	Regulating the system to combat bio threats	long-term	✓	MOHME
	Anticipating necessary mechanisms for nutrition management in crises	long-term	X	MOHME
	Improving human resources standards in inpatient, outpatient, and emergency wards	short-term	✓	MOHME
	Reducing medical errors	short-term	✓	MOHME
	Expanding pediatrics	long-term	X	MOHME
	Expanding complementary and palliative medicine	short-term	X	MOHME
	Expanding geriatrics	long-term	X	MOHME
	Drafting the national plan to preserve and promote human capital in the health sector	short-term	✓	MOHME

b) Reducing inability to work caused by diseases and accidents

Policies	Executive guidelines	Impact duration	Connection with COVID-19	Executive body in charge
Promoting occupational health and workplace safety	Early identification and treatment of oral and dental diseases among the workforce	short-term	X	MOHME
	Screening the mental health of the workforce	short-term	✓	MOHME
	Developing workforce health monitoring programs (qualitative and quantitative boosting of examinations)	short-term	✓	MOHME
	Controlling workplace ergonomic risk factors	mid-term	X	MOHME
	Controlling workplace harmful factors	short-term	X	MOHME
	Promoting the quality of working life	short-term	X	MOHME
	Developing a health certificate for those employed	long-term	X	MOHME
	Early identification and treatment of burnout	short-term	X	MOHME
	Establishing a national databank on the information about disease and occupational accidents	long-term	X	MOHME
	Developing recovery and rehabilitation support and services for those employed	short-term	X	MOHME
	Drafting the health-medical protocol for sick leave and return to work	short-term	✓	MOHME
	Analyzing the reasons for absenteeism and the decline in productivity related to health staff	short-term	✓	MOHME
	Identifying the main diseases causing a drop in staff productivity	short-term	✓	MOHME
	Strengthening the infrastructures of teleworking in proportion with staff health conditions	short-term	✓	MOHME
	Drafting and utilizing physical and mental health indicators for occupational promotion	short-term	X	MOHME
Extending active patient tracking and monitoring disease risk factors	Screening genetic patterns among individuals with a family background of disease	short-term	X	MOHME
	Periodical screening of those susceptible to cancer	short-term	X	MOHME
	Extending vaccination for communicable diseases up to the point of universal coverage	short-term	✓	MOHME
	Active patient tracking and following up on the transmission chain of communicable diseases	short-term	✓	MOHME
	Continuous monitoring of disease burden (premature deaths and inability)	mid-term	✓	MOHME
	Early identification, prevention, and treatment of psychological disorders	short-term	✓	MOHME
	Drafting a national screening plan based on economic evaluation studies	mid-term	X	MOHME
	National mobilization of monitoring and controlling biological risk factors of NCDs (obesity, hypertension, diabetes, and hyperglycemia)	long-term	X	MOHME
	National mobilization of monitoring and control of the biological risk factors of NCDs (inactivity, unhealthy food diet, and smoking)	long-term	X	MOHME

Nutrition policymaking based on population needs	Extending complementary outreach programs for vulnerable groups	long-term	✓	MOHME
	Nutrition support of pregnant mothers and children with malnutrition	long-term	✓	MOHME
	Extending initiatives to enrich food substances with micronutrients	long-term	✓	MOHME
	Drafting a national document on household access to healthy food basket	long-term	✓	MOHME
	Early identification and treatment of malnutrition for all and children, in particular	long-term	✓	MOHME
	Boosting the safety level and standard of food products and beverages	long-term	✓	MOHME
	Reducing risk factors of greenhouse and agricultural food products	long-term	✓	MOHME
	Providing healthy and nutrient food in the workplace	mid-term	✓	MOHME
	Providing food security through allocating minimal food basket to low-income groups	long-term	✓	MOHME
	Providing micronutrients promoting maternal and neonatal health	long-term	✓	MOHME
Extending health training and cultural	Identifying and introducing healthy and unhealthy foods throughout society	long-term	✓	MOHME
	Drafting a national document of training on life skills and healthy lifestyle	long-term	✓	MOHME
	Extending national mobilization of public training for healthy nutrition	long-term	✓	MOHME
	Promoting the culture of physical movement and sport	long-term	✓	MOHME
	Raising public awareness on the side effects of using tobacco and narcotics	long-term	✓	MOHME
	Extending training on psychological issues and reproductive health for marrying couples	short-term	✓	MOHME
	Developing a health training package for caregivers and trainers of children under eight	long-term	✓	MOHME
	Evaluating and raising parents' awareness on early childhood growth and development	long-term	✓	MOHME
	Providing self-care behavior training to employed individuals	mid-term	✓	MOHME
	Providing training related to neonatal health in health facilities	long-term	✓	MOHME
	Providing pregnancy and delivery care training in health facilities	long-term	✓	MOHME
	Raising universal health literacy and self-care	mid-term	✓	MOHME
	Self- and other-rescue training for road accidents	short-term	✓	MOHME
	Developing a comprehensive package for disease screening based on the cost-benefit indicator	short-term	X	MOHME
	Developing a comprehensive package for workforce rehabilitation and recovery services	short-term	X	MOHME
Transforming the role and stance of health insurance	Raising the share of insurance in health system financing	short-term	✓	MOHME
	Enabling the insurance role in controlling expenses and improving the quality of services	mid-term	✓	MOHME
	Extending strategic purchase of health services by insurances	mid-term	✓	MOHME
	Expanding long-term care insurance	mid-term	X	MOHME

Promoting equity in accessing health services	Extending the universal e-health portfolio		short-term	✓	MOHME
	Extending completely the family physician and referral system program		short-term	✓	MOHME
	Extending telemedicine services		short-term	✓	MOHME
	Equitable distribution based on the need for specialized human resources		mid-term	✓	MOHME
	Equitable rise based on the needs of healthcare and medical facilities		mid-term	✓	MOHME
Reforming the structure of health system financing	Raising the share of private insurance in financing health system expenses		mid-term	✓	MOHME
	Reducing the share of direct household expenditure in health system financing		mid-term	✓	MOHME
	Developing echelon franchise for healthcare expenses		mid-term	✓	MOHME
	Subsidizing healthy food intake (subsidy targeting for health promotion)		long-term	✓	MOHME
	Free-of-charge complementary health insurance for crowded families (cross-cutting subsidies)		long-term	✓	MOHME
	Reprioritizing health in government budget		short-term	✓	MOHME
	Raising earmarked taxes for the health sector		short-term	✓	MOHME
	Extending gynecology and obstetrics and treatment of infertility		long-term	X	MOHME
	Regulating the healthcare system for patients with chronic mental diseases		short-term	✓	MOHME
	Extending psychiatric facilities		short-term	✓	MOHME
Extending medical services based on demographic needs	Extending prehospital and hospital emergencies		short-term	✓	MOHME
	Regulating the system to combat bio threats		mid-term	✓	MOHME
	Anticipating necessary mechanisms for nutrition management in crises		mid-term	X	MOHME
	Promoting psychosocial interventions in emergencies		short-term	X	MOHME
	Improving human resources standards in inpatient, outpatient, and emergency wards		short-term	✓	MOHME
	Reducing medical errors		short-term	✓	MOHME
	Extending pediatrics		mid-term	X	MOHME
	Extending complementary and palliative medicine		short-term	X	MOHME
	Extending rehabilitation and recovery medicine		short-term	X	MOHME
	Extending geriatrics		long-term	X	MOHME
	Drafting the national plan to preserve and promote human capital in the health sector		short-term	✓	MOHME

a) Enhancing the quality and quantity of births

Policies	Executive guidelines	Impact duration	Connection with COVID-19	Executive body in charge
Promoting family and reproductive healthcare	Extending pre-marriage genetic screening in health facilities	long-term	X	MOHME
	Extending family counseling facilities	short-term	✓	MOHME
	Extending research related to preserving and enhancing fertility	short-term	X	MOHME
	Extending technologies pertinent to fertility and delivery	short-term	X	MOHME
	Increasing specialized human resources for fertility and delivery services	short-term	X	MOHME
	Early identification and treatment of impotence and infertility	short-term	X	MOHME
	Universal and inexpensive access to prevention of venereal infections	short-term	X	MOHME
	Developing a document on promoting family and women's health	long-term	✓	MOHME
	Developing a national plan on prevention, diagnosis, and treatment of infertility	mid-term	X	MOHME
	Promoting the quality infant and neonatal healthcare	long-term	X	MOHME
Enhancing maternal and child healthcare	Regulating the process of cesarian section	long-term	X	MOHME
	Extending the early screening and identification system of neonatal diseases	long-term	X	MOHME
	Extending the screening of hereditary disorders among children and adolescents	long-term	X	MOHME
	Complete insurance coverage of fetal screening	long-term	X	MOHME
	Providing healthy nutrition subsidies to vulnerable mothers	long-term	✓	MOHME
	Extending the national initiative for integrated maternal healthcare	long-term	X	MOHME
	Developing the national initiative on preventing and controlling illegal and nonmedical abortions	long-term	X	MOHME
	Extending the system of monitoring multilateral growth and development for newborns and children	long-term	X	MOHME
	Raising the number and enhancing the quality of mother- and child-friendly facilities	long-term	X	MOHME
	Expanding breastfeeding counseling facilities within the health network system	long-term	X	MOHME
	Extending and promoting the implementation of integrated child healthcare	long-term	X	MOHME
	Universal coverage of children's growth and development certificate from birth	long-term	X	MOHME
	Insurance coverage of the families of vulnerable and at-risk children	long-term	✓	MOHME

Extending active patient tracking and monitoring disease risk	Screening genetic patterns among individuals with a family background of disease		short-term	X	MOHME
	Periodical screening of those susceptible to cancer		short-term	X	MOHME
	Extending vaccination for communicable diseases up to the point of universal coverage		short-term	✓	MOHME
	Active patient tracking and following up on the transmission chain of communicable diseases		short-term	✓	MOHME
	Continuous monitoring of disease burden (premature deaths and inability)		mid-term	✓	MOHME
Nutrition policymaking based	Early identification, prevention, and treatment of psychological disorders		short-term	✓	MOHME
	Drafting a national screening plan based on economic evaluation studies		mid-term	X	MOHME
	Extending complementary outreach programs for vulnerable groups		long-term	✓	MOHME
	Nutrition support of pregnant mothers and children with malnutrition		long-term	✓	MOHME
	Extending initiatives to enrich food substances with micronutrients		long-term	✓	MOHME
	Drafting a national document on household access to healthy food basket		long-term	✓	MOHME
	Early identification and treatment of malnutrition for all and children, in particular		long-term	✓	MOHME
	Boosting the safety level and standard of food products and beverages		long-term	✓	MOHME
	Reducing risk factors of greenhouse and agricultural food products		long-term	✓	MOHME
	Providing healthy and nutrient food in the workplace		mid-term	✓	MOHME
	Providing food security through allocating minimal food basket to low-income groups		long-term	✓	MOHME
	Providing micronutrients promoting maternal and neonatal health		long-term	✓	MOHME
	Identifying and introducing healthy and unhealthy foods throughout society		long-term	✓	MOHME
	Drafting a national document of training on life skills and healthy lifestyle		long-term	✓	MOHME
	Extending national mobilization of public training for healthy nutrition		long-term	✓	MOHME
Extending health training and cultural capacity building	Extending training on psychological issues and reproductive health among marrying couples		long-term	✓	MOHME
	Developing a health training program for caregivers and trainers of children under eight		long-term	✓	MOHME
	Evaluating and raising parents' awareness on early childhood growth and development		long-term	X	MOHME
	Providing training related to neonatal health in health facilities		long-term	✓	MOHME
	Providing pregnancy and delivery care training in health facilities		long-term	✓	MOHME
	Raising universal health literacy and self-care		long-term	✓	MOHME

Transforming the role and stance of health insurance	Complete insurance of maternal and neonatal health		long-term	✓	MOHME
	Complete coverage of treatment expenses of impotency and infertility		short-term	X	MOHME
	Complete coverage of pregnancy and delivery care expenses		mid-term	X	MOHME
	Developing a comprehensive package for disease screening based on the cost-benefit indicator		mid-term	X	MOHME
	Developing a comprehensive package of workforce rehabilitation and recovery services		mid-term	X	MOHME
	Raising the share of insurance in health system financing		mid-term	✓	MOHME
	Enabling the insurance role in controlling expenses and improving the quality of services		mid-term	✓	MOHME
	Extending strategic purchase of health services by insurances		mid-term	✓	MOHME
Promoting equity in accessing health services	Extending the universal e-health portfolio		short-term	✓	MOHME
	Extending completely the family physician and referral system program		short-term	✓	MOHME
	Extending telemedicine services		short-term	✓	MOHME
	Equitable distribution based on the need for specialized human resources		mid-term	✓	MOHME
	Equitable rise based on the needs of healthcare and medical facilities		mid-term	✓	MOHME
	Raising the share of private insurance in financing health system expenses		mid-term	✓	MOHME
	Reducing the share of direct household expenditure in health system financing		mid-term	✓	MOHME
	Expanding echelon franchise for healthcare expenses		mid-term	✓	MOHME
Reforming the structure of health system financing	Subsidizing healthy food intake (subsidy targeting for health promotion)		long-term	✓	MOHME
	Free-of-charge complementary health insurance for crowded families (cross-cutting subsidies)		long-term	✓	MOHME
	Reprioritizing health in government budget		short-term	✓	MOHME
	Raising earmarked taxes for the health sector		short-term	✓	MOHME
	Extending gynecology and obstetrics and treatment of infertility		short-term	X	MOHME
	Regulating the healthcare system for patients with chronic mental diseases		short-term	✓	MOHME
	Extending psychiatric facilities		short-term	✓	MOHME
	Extending prehospital and hospital emergencies		short-term	✓	MOHME
Extending medical services based on demographic	Improving human resources standards in inpatient, outpatient, and emergency wards		short-term	✓	MOHME
	Reducing medical errors		short-term	✓	MOHME
	Extending pediatrics		long-term	X	MOHME

c) Enhancing older persons' quality of life

Policies	Executive guidelines	Impact duration	Connection with COVID-19	Executive body in charge
Extending health training and cultural capacity	Drafting a national document of training on life skills and healthy lifestyle	long-term	✓	MOHME
	Extending national mobilization of public training for healthy nutrition	long-term	✓	MOHME
	Promoting the culture of physical motion and sport	long-term	X	MOHME
	Raising public awareness on consuming tobacco and narcotics	long-term	✓	MOHME
	Raising universal health literacy and self-care	long-term	✓	MOHME
	Self- and other-rescue training in road accidents	mid-term	X	MOHME
Nutrition policymaking based on population needs	Extending complementary outreach programs for vulnerable groups	long-term	✓	MOHME
	Extending initiatives to enrich food substances with micronutrients	long-term	✓	MOHME
	Drafting a national document on household access to healthy food basket	long-term	✓	MOHME
	Boosting the safety level and standard of food products and beverages	long-term	✓	MOHME
	Reducing risk factors of greenhouse and agricultural food products	long-term	✓	MOHME
	Providing food security through allocating minimal food basket to low-income groups	long-term	✓	MOHME
	Identifying and introducing healthy and unhealthy foods throughout society	long-term	✓	MOHME
	Screening genetic patterns among individuals with a family background of disease	short-term	X	MOHME
Extending active patient tracking and monitoring disease risk factors	Periodical screening of those susceptible to cancer	short-term	X	MOHME
	Extending vaccination for communicable diseases up to the point of universal coverage	short-term	✓	MOHME
	Active patient tracking and following up on the transmission chain of communicable diseases	short-term	✓	MOHME
	Continuous monitoring of disease burden (premature deaths and inability)	mid-term	✓	MOHME
	Early identification, prevention, and treatment of psychological disorders	short-term	✓	MOHME
	Drafting a national screening plan based on economic evaluation studies	mid-term	X	MOHME
	National mobilization of monitoring and controlling biological risk factors of NCDs (obesity, hypertension, diabetes, and hyperglycemia)	long-term	X	MOHME
	National mobilization of monitoring and control of the biological risk factors of NCDs (inactivity, unhealthy food diet, and smoking)	long-term	X	MOHME

Transforming the role and stance of health insurance	Developing a comprehensive package for disease screening based on the cost-benefit indicator	mid-term	X	MOHME
	Developing a comprehensive package of workforce rehabilitation and recovery services	mid-term	X	MOHME
	Raising the share of insurance in health system financing	mid-term	✓	MOHME
	Enabling the insurance role in controlling expenses and improving the quality of services	mid-term	✓	MOHME
	Extending strategic purchase of health services by insurances	mid-term	✓	MOHME
	Extending long-term care insurances	mid-term	X	MOHME
Promoting equity in accessing	Extending the universal e-health portfolio	short-term	✓	MOHME
	Extending completely the family physician and referral system program	short-term	✓	MOHME
	Extending telemedicine services	short-term	✓	MOHME
	Equitable distribution based on the need for specialized human resources	mid-term	✓	MOHME
	Equitable rise based on the needs of healthcare and medical facilities	mid-term	✓	MOHME
	Raising the share of private insurance in financing health system expenses	mid-term	✓	MOHME
Reforming the structure of health system financing	Reducing the share of direct household expenditure in health system financing	mid-term	✓	MOHME
	Expanding echelon franchise for healthcare expenses	mid-term	✓	MOHME
	Subsidizing healthy food intake (subsidy targeting for health promotion)	long-term	✓	MOHME
	Free-of-charge complementary health insurance for crowded families (cross-cutting subsidies)	long-term	✓	MOHME
	Reprioritizing health in government budget	short-term	✓	MOHME
	Raising earmarked taxes for the health sector	short-term	✓	MOHME
Extending medical services based on demographic needs	Extending geriatrics	long-term	X	MOHME
	Extending complementary and palliative medicine	short-term	X	MOHME
	Extending rehabilitation and recovery medicine	long-term	X	MOHME
	Regulating the healthcare system for patients with chronic mental diseases	short-term	✓	MOHME
	Extending psychiatric facilities	short-term	✓	MOHME
	Extending prehospital and hospital emergencies	short-term	✓	MOHME
	Improving human resources standards in inpatient, outpatient, and emergency wards	short-term	✓	MOHME
	Reducing medical errors	short-term	✓	MOHME
	Extending pediatrics	long-term	X	MOHME
	Drafting the national plan to preserve and promote human capital in the health sector	short-term	✓	MOHME

Annex II: Labor Division for Anticipated Tasks in the Skills and Education Sector

a) Trends of job creation and employability

Policies	Executive guidelines	Impact duration	Connection with COVID-19	Executive body in charge
Extending employability skills	Revising the skills training system	short-term	X	TVTO
	Promoting the culture of entrepreneurship and innovation through public education	long-term	X	MOCLSW
	Strengthening the spirit of entrepreneurship and risk taking	long-term	✓	MOCLSW
	Lifelong vocational learning during the working age stressing the equivalence of formal and nonformal education	long-term	✓	MOCLSW
Expanding innovative learning environments	Regulating higher education institutions with focus on required specialized trainings	mid-term	X	MOSRT
Extending technology infrastructure	Regulating and equipping technology facilities in less developed regions	mid-term	✓	MOE

b) Educational quality

Policies	Executive guidelines	Impact duration	Connection with COVID-19	Executive body in charge
Internationalization of educational institutions	Reforming and improving national legislation on absorbing international resources	mid-term	X	MOSRT
	Streamlining the legislation governing the admission of foreign students	short-term	X	MOSRT
	Reducing the gap between the merits of graduates and the global level	long-term	X	MOSRT
Extending skills training	Promoting the qualifications and merits of the graduates of the educational system	mid-term	✓	MOSRT
	Revising educational content	mid-term	✓	MOSRT
	Revising the policymaking of extending the employment of specialized individuals based upon skills	mid-term	✓	MOCLSW
Promoting the system of securing educational quality	Enhancing and promoting the internal and external impact of trainings in terms of employability	mid-term	✓	MOSRT
	Revising student admission and faculty recruitment through scientific and pragmatic approaches	mid-term	X	MOSRT
	Financial support of demand-based researches	mid-term	✓	MOSRT
Qualitative development of research infrastructure				
Promoting the focal merits of human resources employed in educational institutions	Empowering trainers, professors, and staff of educational institutions	mid-term	✓	MOSRT

c) Educational system evaluation

Policies	Executive guidelines	Impact duration	Connection with COVID-19	Executive body in charge
Supporting practical achievements in research	Absorbing financial resources from the three percent budget line for research	mid-term	X	MOSRT
Reforming the financial structure of educational institutions	Revising universities' financial policies or laws to diversify the income basket Regulating university facilities and assets to implement joint investment plans with private sector entrepreneurs and economic enterprises	short-term mid-term	X X	MOSRT MOSRT
Extending a strategic plan with focus on the demand of the society and industry	Supporting the continuity and development of the graduates' job surveillance scheme to monitor the proportion of employment and education Establishing a comprehensive databank for graduates Continuous revising of educational programs	mid-term short-term short-term	X X X	MOSRT MOSRT MOSRT
Reforming the administrative structure and the organization of educational institutions	Reducing focus through revising management processes and structures Establishing ultra-sectoral institutions from the labor market and educational institutions Mainstreaming policies for streamlining	short-term short-term mid-term	X X ✓	MOSRT MOSRT MOSRT
Extending the system to evaluate educational institutions' performance	Supporting the operational budgeting policy Ranking educational institutions based on their performance Continuous internal and external evaluation of educational institutions	short-term mid-term mid-term	X X X	PBO MOSRT MOSRT

d) Vocational and skills training system

Policies	Executive guidelines	Impact duration	Connection with COVID-19	Executive body in charge
Reforming the structure and content of technical-vocational training	Reforming the technical-vocational training structure to promote the governance role Reforming the content of technical-vocational training based on the regional needs of the labor market Regulating the reeducation system for the workforce and interns	mid-term mid-term mid-term	✓ ✓ ✓	TVTO TVTO TVTO

Annex III: Labor Division for Anticipated Tasks in the Economy and Employment Sector

Policies	Executive guidelines	Implementation period ¹ (transitional / periodical / continuous)	Executive body in charge
Extending entrepreneurship and innovation and the culture of hard work	<ul style="list-style-type: none"> Facilitating the establishment and development of NGOs supporting entrepreneurship Financial support of entrepreneurs through designing and developing capital partnership funds including nongovernmental investment funds and charities sponsoring entrepreneurship Supporting the establishment of growth centers and science and technology parks by the nongovernmental sector Promoting and extending entrepreneurship training based on specific skills Preparing and strengthening media and educational programs to promote the culture of conscientious working, legitimate earning, social discipline, and recognition of investor Developing and operationalizing a national-regional atlas of jobs Developing and strengthening the culture of participation and macro corporate social responsibilities Promoting the culture of social responsibility based on work and production Supporting environment-friendly businesses prioritizing businesses based on renewable energy and green jobs Institutionalizing entrepreneurship through establishing a department to regulate entrepreneurship Providing sustainability for entrepreneurial start-ups through establishing and expanding entrepreneurship consultancy, communication, and services Diversifying start-ups' financing methods through public participation including crowd funding Expanding and developing entrepreneurship trainings in different parts of Iran through stressing regional merits, futurism, and fields pertinent to technology Revising and correcting the subsidy targeted payment system through the payment for work approach Strengthening the infrastructures for intellectual property rights, cyber-regulations protecting private domains, and digital transactions security Financial support of establishing and extending a stock market for ideas and technology market Providing and paying a share of the patent registry expenses, generating technical knowledge, and financial support of manufacturers for purchase of technical knowledge and patent rights Annual understanding of the pitfalls of modern and traditional employment and businesses Establishing and/or strengthening employment and entrepreneurship within the structure of policymaking and planning of executive institutions 	<ul style="list-style-type: none"> continuous continuous continuous continuous continuous transitional continuous continuous continuous transitional continuous continuous continuous continuous continuous continuous periodical transitional 	<ul style="list-style-type: none"> MOCLSW MOCLSW MOSRT MOCLSW MOCLSW MOCLSW MOCLSW MOCLSW DOE MOCLSW MOCLSW MOEAF MOCLSW MOCLSW MOICT Presidential Deputy for Science & Technology Presidential Deputy for Science & Technology MOCLSW MOCLSW

1. A transitional implementation period is a duration which has been anticipated for the implementation of an executive policy or guideline for one round through the anticipated period. The implementation of certain plans is periodical and within specific time intervals, e.g. during a development plan, and certain plans are considered by a policymaker and implemented annually until the ending of the roadmap goal.

Extending employment-based businesses	• Supporting the establishment and extension of businesses within tourism, handicraft, healthcare, ICT, sports, and education sectors and completing the chain value for businesses in these sectors	continuous	MOCLSW
	• Strengthening and extending business consultancy centers and employment clinics	continuous	MOCLSW
	• Enforcing tax and insurance discounts to encourage entrepreneurs from the private sector and cooperatives in recruiting vulnerable and special groups (youths, female heads of households, university graduates, the disabled, recovered substance users, released prisoners, etc.)	continuous	MOEAF
	• Establishing and extending insurance micro institutions to prevent vulnerability of micro and small enterprises vis-à-vis different emergencies and economic recession	continuous	MOEAF
	• Preparing insurance legislation for economic enterprises vis-à-vis harms induced by economic recession and emergency	transitional	MOEAF
	• Completing the value chain in job creating businesses through strengthening pre- and post-links of production, increasing enterprise added value, and linking to the global value link	continuous	MOCLSW
	• Extending the information base of the unified business window to accelerate and facilitate the reception of licenses to set up, extend, and renew economic activities	continuous	MOEAF
	• Identifying and introducing new and modern jobs	continuous	MOCLSW
	• Supporting and strengthening business networks to create sustainability for domestic and micro businesses	continuous	MOCLSW
	• Reengineering support and empowering household heads covered by support institutions instead of direct financial support of special groups of people	transitional	MOCLSW
	• Organizing and extending microfinancing funds and synergizing institutions supporting small and micro businesses (establishing a general model for microfinancing) and emphasizing the establishment or transformation of a bank to a specialized financial institution within this sector	continuous	MOCLSW
	• Operationalizing the modern implementation of a scheme for domestic jobs (work from rather than inside home)	continuous	MOCLSW
	• Extending and strengthening crowd funding methods to operationalize and develop micro activities and start-ups	continuous	MOEAF
	• Operationalizing the necessary incentives to preserve employment during and after the COVID-19 pandemic	transitional	MOCLSW
	• Revising the organizational structure (public-private participation) of employment general services and increasing the coverage and extension of services including specialized consultancy and job direction, data gathering, insurance services, etc. to enhance the quality of job seeking centers and employment services bureaus	transitional / periodical	MOCLSW
Regulating job seeking (employment general services, labor market information	• Extending and diversifying specialized and modern job seeking instruments	continuous	MOCLSW
	• Establishing and strengthening a comprehensive labor market information system at the national and provincial levels through an approach of increasing the precision and comprehensiveness of information and facilitating access and surveying the labor market input and output	continuous	MOCLSW

Regulating salary and wage system (labor income)	• Setting up gradually the work wages in lieu of the hour wages system within services compensation systems	continuous	MOCLSW
	• Helping economic enterprises to implement the services compensation system based upon productivity	transitional / periodical	MOCLSW
	• Revising the rules and regulations on labor market through reducing the indirect expenses of labor market in economic units	transitional	MOCLSW
	• Reengineering supports and empowering household heads covered by support institutions instead of direct financial support of special groups	periodical	MOCLSW
	• Revising and reforming the targeted subsidy payment system through an approach of payment for work	transitional	MOCLSW
	• Operationalizing the flexible wages system with a sectoral-regional approach based upon workforce productivity	transitional	MOCLSW
	• Supporting start-ups through paying portions of nonwage expenses including the share entrepreneur insurance and...	continuous	MOCLSW
	• Reforming the system of salaries and wages based upon promoting productivity in governmental and nongovernmental sectors	periodical	MOCLSW
	• Systematizing workforce wages from economic, social, and legal aspects and considerations especially in government enterprises	periodical	MOCLSW
	• Revising the existing rules and regulations regarding the provision of operationalization pretexts and/or extending part-time, transitional, participatory, remote, and freelance work and other new modes of work	transitional / periodical	MOCLSW
Extending the different modes of employment (part-time, participatory, remote, freelance, etc.)	• Implementing a general employment scheme (implementing community projects for economic, social, and environment management infrastructures and/or local community participation)	economic recessions and unprecedented events	MOCLSW
	• Determining the flexible minimal wage for those covered by the general employment scheme (implementing community projects for economic, social, and environment management infrastructures and/or local community participation) during the temporary stage of the scheme	continuous	MOCLSW
	• Diversifying and extending the insurance industry by increasing the coverage of micro and domestic jobs, agriculture, and services especially in rural areas	continuous	MOEAF
Formalizing nonformal jobs	• Enforcing and extending financial protection, insurance, and taxation policies to encourage insurance of the nonformal workforce	continuous	MOEAF
	• Designing a protection system for the nonformal workforce through individual unemployment savings account	transitional	MOCLSW
	• Determining the flexible minimal wages for the new workforce of young groups (with no social security insurance history) for one financial year to further encourage the employment of a new workforce	periodical	MOCLSW
	• Regulating insurance incentives through revising and amending the Single-Article Exemption of Employers' Premium Share Act (workshops with fewer than five staff)	transitional	MOCLSW
	• Adapting social protection systems compatible with technological changes and conditions and modern technology	periodical	MOCLSW
	• Expanding skill trainings for the nonformal workforce	continuous	MOCLSW
	• Revising technical and vocational training based on the needs of enterprises	periodical	MOCLSW
	• Strengthening general entrepreneurship and employment services to reform the job seeking system and facilitate the workforce movement	continuous	MOCLSW
	• Sustaining micro and small enterprises through networking, integration, ...	continuous	MOEAF
	• Identification and different financial protection of nonformal businesses vis-à-vis various emergencies such as COVID-19	transitional	MOEAF

Introducing flexibility into the regulations on the labor market and social security	<ul style="list-style-type: none"> Revising and/or amending the Labor Act and/or pertinent directives and protocols through reducing the inevitable expenses of employment and dismissal, flexible working hours, flexible wages for sectors and different regions and newcomers to the labor market, facilitating the implementation of apprenticeship, decreasing dismissal expenses, consolidating triateralism, strengthening syndicates for workers and employers, and enhancing work health and safety 	transitional / periodical	MOCLSW
	<ul style="list-style-type: none"> Forming independent organizations and promoting the quality of their performance through reforming Chapter VI of the Labor Act 	transitional / periodical	MOCLSW
Protection of the unemployed	<ul style="list-style-type: none"> Revising social security regulations by reducing insurance premium, increasing insurance coverage, reducing stewardships, and preventing the reentry of pensioners to the labor market 	transitional / periodical	MOCLSW
	<ul style="list-style-type: none"> Drafting a bill to protect the unemployed to create a support network of the low-paid unemployed youths 	transitional	MOCLSW
	<ul style="list-style-type: none"> Revising and amending the rules and regulations on unemployment insurance through reducing the payment timeframe, regulating and diversifying the required trainings for those covered, reducing payments gradually, not imposing the expenses on unprecedented events in the implementation of laws and moving from unconditional payment to conditional payment to keep job seekers active in the economic cycle 	transitional / periodical	MOCLSW
	<ul style="list-style-type: none"> Developing protection programs to remove the need of the return of pensioners to the labor market 	transitional	MOCLSW
	<ul style="list-style-type: none"> Eliminating the criminal records for noneffective offenses to remove the employment barriers of released inmates and providing different financial, insurance, and taxation incentives to employers who recruit released inmates, recovered substance users, and special groups 	transitional	MOCLSW
Improving the taxation system for the qualitative and quantitative enhancement of employment	<ul style="list-style-type: none"> Providing the grounds for granting taxation credit 	transitional	MOEAF
	<ul style="list-style-type: none"> Facilitating the pretext for green taxation on employment-based green businesses 	transitional	MOEAF
	<ul style="list-style-type: none"> Promoting administrative health indicators within tax offices 	continuous	MOEAF
	<ul style="list-style-type: none"> Informing people on the means of received expenses-income 	continuous	MOEAF
	<ul style="list-style-type: none"> Increasing the speed and quality of addressing taxation objections 	continuous	MOEAF
	<ul style="list-style-type: none"> Effecting necessary measures for stability within the taxation system 	continuous	MOEAF
	<ul style="list-style-type: none"> Performing necessary measures for taxation on the total income 	transitional	MOEAF

Increasing the role and effectiveness of government budget credits within job creation	<ul style="list-style-type: none"> Determining credit and facility resources required for employment schemes within one completely transparent and specific note and line 	continuous	PBO
	<ul style="list-style-type: none"> Determining the optimal allocation management of the aforesaid resources under the authority of labor market management (this management could be within the Supreme Council of Employment and any institution or entity with secretariat responsibility for the Council) 	transitional	PBO
Diversifying financing methods	<ul style="list-style-type: none"> Strengthening and expanding investment guarantee funds for cooperatives and small industries 	continuous	MOCLSW
	<ul style="list-style-type: none"> Utilizing modern instruments to guarantee all or part of the collaterals demanded by banks 	transitional	MOEAF
	<ul style="list-style-type: none"> Establishing a public fund to secure credit for small businesses and support start-up entrepreneurs 	transitional / continuous	MOCLSW
	<ul style="list-style-type: none"> Directing the funds required by large economic enterprises through the capital market 	continuous	MOEAF
	<ul style="list-style-type: none"> Increasing the power of banks to provide facilities through increasing capital and delegating assets and surplus property and non-instrumental companies 	periodical	MOEAF
	<ul style="list-style-type: none"> Effective use of the domestic resources of government companies to develop private sector investment and job creation opportunities 	transitional	MOEAF
	<ul style="list-style-type: none"> Equipping borrowed foreign financial resources through the credit lines of foreign trade banks and development banks in the interest of the private sector and/or infrastructural plans 	transitional	MOEAF
	<ul style="list-style-type: none"> Reforming and revising the financing of investment schemes through national development funds and protecting job creating businesses with high added value 	transitional	MOEAF
	<ul style="list-style-type: none"> Identifying and reforming disruptive rules and regulations by pertinent executive institutions 	transitional	MOEAF
	<ul style="list-style-type: none"> Amending economic legislation incongruent with facilitating businesses 	transitional	MOEAF
Encouraging domestic and foreign investment	<ul style="list-style-type: none"> Expediting and facilitating receipt of licenses, renewing and extending business activities especially syndicates in the unified window database of businesses 	transitional	MOEAF
	<ul style="list-style-type: none"> Facilitating and removing legal and administrative barriers of reliable and well-known foreign companies' participation and investment 	continuous	MOEAF
	<ul style="list-style-type: none"> Legal support for foreign parties to international contracts and foreign investment for the transfer of technical knowledge and parts of research and development activities related to inside Iran and conducting them with domestic companies 	transitional	MOEAF
	<ul style="list-style-type: none"> Utilizing foreign capacities to develop economic lobbying in target countries 	continuous	MFA
	<ul style="list-style-type: none"> Developing and completing infrastructures especially within the public domain and areas and regions with potential and those less developed and in rural areas 	continuous	PBO
	<ul style="list-style-type: none"> Completing half-finished economically justifiable development plans through extending private-public participation 	continuous	PBO
	<ul style="list-style-type: none"> Effective utilization of the capacities of nongovernmental public agencies in the investment cycle 	continuous	MOEAF
	<ul style="list-style-type: none"> Absorbing the resources and capitals of Iranians overseas through providing incentive and facilitating the entry and exit of their capital resources 	continuous	MOEAF
	<ul style="list-style-type: none"> Implementing policies encouraging foreign investment and expanding the operations of multinational companies (joining the global value chain) 	continuous	MOEAF

Promoting the role and effectiveness of trade policies within job creation	<ul style="list-style-type: none"> Utilizing the capacities of free zones to expand export production and trade services and advanced technology transfer 	continuous	MOEAF
	<ul style="list-style-type: none"> Diversifying the entry points of import goods aimed at reducing dependence on restricted and specific countries 	continuous	MOEAF
	<ul style="list-style-type: none"> Active participation in regional institutions (ECO, OIC, D8) to advance Iran's economic and trade goals 	continuous	MOEAF
	<ul style="list-style-type: none"> Utilizing Iran's foreign capacities to develop economic lobbying in trade partner countries 	continuous	MFA
	<ul style="list-style-type: none"> Revising the reform of Iran's tariff system proportionate to domestic conditions through supporting goods which play a fundamental role in completing high-employment business chains 	periodical	MOIMT
	<ul style="list-style-type: none"> Facilitating membership in WTO through removing tariff and nontariff obstacles and ineffective subsidies 	transitional	MOIMT
	<ul style="list-style-type: none"> Expanding trade insurances and strengthening them to secure domestic and foreign investment 	continuous	MOEAF
	<ul style="list-style-type: none"> Expanding highways, freeways, and railways especially in transit corridors 	continuous	MORUD
	<ul style="list-style-type: none"> Expanding Iran's trade infrastructures with neighboring countries through banks, transport, insurance, e-trade 	continuous	MOEAF
	<ul style="list-style-type: none"> Developing electronic systems through border customs 	continuous	MOEAF
Regulating workforce migration (from rural to urban areas and overseas and vice versa)	<ul style="list-style-type: none"> Identifying unauthorized foreign nationals and regulating them 	continuous	MOCLSW
	<ul style="list-style-type: none"> Effective increase of penalties for employers who employ unauthorized foreign nationals 	transitional	MOCLSW
	<ul style="list-style-type: none"> Identifying and planning to deploy the workforce to the labor market of target countries 	continuous	MOCLSW
	<ul style="list-style-type: none"> Using Iranian workforce for job opportunities and investments outside Iran created by investment outside Iran and joint economic commissions with other countries 	continuous	MOIMT
	<ul style="list-style-type: none"> Identifying and planning to deploy the workforce to the labor market of target countries 	transitional	MOCLSW
	<ul style="list-style-type: none"> Implementing an insurance record exchange for the Iranian workforce overseas 	transitional / continuous	MOCLSW
	<ul style="list-style-type: none"> Issuing an occupational record for Iranians overseas 	continuous	MOCLSW
	<ul style="list-style-type: none"> Identifying and recruiting domestic and foreign talents and providing different incentives to absorb the elite in the domestic labor market and preventing brain drain 	continuous	Presidential Deputy for Science & Technology

Regulating NEEs and their employment	<ul style="list-style-type: none"> Implementing intervention policies to prevent the rise in the number of NEEs including identifying the decrease in school dropout at all general education levels and in rural areas, in particular, and implementing training courses 	continuous	MOE
	<ul style="list-style-type: none"> Extending and strengthening methods of job seeking and occupational adaptation 	continuous	MOCLSW
	<ul style="list-style-type: none"> Informing school students regarding the role of skills training in facilitating entry to the labor market and unemployment rates of different university majors 	continuous	MOE
	<ul style="list-style-type: none"> Implementing policies to enhance the quality of education and offering market-oriented skills through reforming the orientation of Iran's education system from higher education to market-oriented skills training to enter the labor market 	transitional	MOSRT
	<ul style="list-style-type: none"> Increasing the skills required by the labor market (life skills, social skills, and entrepreneurship) for the target community 	continuous	MOE
	<ul style="list-style-type: none"> Revising the quality of technical and vocational training based on the needs of the labor market and modern developments of the future 	periodical	MOCLSW
	<ul style="list-style-type: none"> Promoting the competencies of the disabled to encourage entry to the labor market and promoting youths' health level (especially during COVID-19) 	continuous	MOCLSW
	<ul style="list-style-type: none"> Enforcing policies on labor market entry such as reducing the disparity in accessing general and higher education among the provinces and between rural and urban areas 	periodical	MOE
	<ul style="list-style-type: none"> Raising women's wages beyond the threshold level in order to incentivize and raise the participation rate 	periodical	MOCLSW
	<ul style="list-style-type: none"> Reducing the nonwage expenses of using female workforce for employers and its transfer to the government 	periodical	MOCLSW
	<ul style="list-style-type: none"> Implementing extensively internship and skills training schemes 	continuous	MOCLSW
	<ul style="list-style-type: none"> Establishing different financial, taxation, and insurance incentives extensively for the youth to encourage employers in recruiting unemployed youths seeking jobs 	periodical	MOCLSW
	<ul style="list-style-type: none"> Supporting voluntary work in enterprises through skills training 	continuous	MOCLSW
	<ul style="list-style-type: none"> Providing the grounds for establishing diversity in nonpetroleum export to prevent dependence on petroleum resources 	continuous	MOIMT
Enhancing economic resilience vis-à-vis external shocks	<ul style="list-style-type: none"> Preventing and controlling economic corruption through reforming financial systems 	continuous	MOEAF
	<ul style="list-style-type: none"> Providing the grounds to increase the quality of natural disaster risk management 	continuous	MOEAF
	<ul style="list-style-type: none"> Enforcing various incentives in the migration of the workforce and the elite, in particular 	emergencies	Presidential Deputy for Science & Technology
	<ul style="list-style-type: none"> Enforcing the incentives to reduce the expenses of economic enterprises vis-à-vis economic shocks and extrinsic risks 	emergencies	MOIMT
	<ul style="list-style-type: none"> Reviving, optimizing, and renovating damaged businesses exposed to intrinsic risks and natural disasters 	emergencies	MOIMT
	<ul style="list-style-type: none"> Strengthening civil defense¹ 	continuous	MOI
	<ul style="list-style-type: none"> Implementing temporary plans related to public employment in facing natural disasters 	emergencies	MOCLSW
	<ul style="list-style-type: none"> Promoting occupational skills and continuous learning of the staff vis-à-vis technology changes 	continuous	MOCLSW
	<ul style="list-style-type: none"> Predicting and enforcing effective and appropriate financial, monetary, and hard currency policies to control inflation, and manage debt, budget deficit, and market instability vis-à-vis extrinsic shocks 	emergencies	MOEAF

1. Civil defense: The collection of unarmed activities which reduce the vulnerability of human resources, buildings, installations, equipment, and channels in the face of hostile and destructive enemy operations and/or reducing the risks caused by human-made disasters (the Fourth NDP Act).

Annex IV: List of the Scholars Participating in the Current Study

No.	Full name	Education	Institutional affiliation
1	Gholamali Farjadi	PhD in economics	Retired Faculty Member of the Higher Institute of Research in Management and Planning
2	Hassan Taeae	PhD in economics	Retired Professor of Alameh Tabatabayi University and former MOCLSW Deputy of Development and Entrepreneurship
3	Majid Koosheshi	PhD in demography	Faculty Member of the School of Social Sciences, University of Tehran
4	Esfandiar Jahangard	PhD in economics	Faculty Member of the School of Economics, Alameh Tabatabayi University
5	Mohammad-Reza Adolahi	PhD in economics	Head of the Macroeconomics and Modeling Group and Faculty Member of the Parliament Research Center
6	Saeed Eessazadeh	PhD in economics	Faculty Member of the School of Social Sciences and Economics, University of Hamedan
7	Amir Khalessi	PhD in economics	Head of PBO Macroeconomic Affairs
8	Saleh Ghavidel	PhD in economics	Faculty Member of Islamic Azad University, Firoozkooh
9	Mahmood Mahmoodzadeh	PhD in economics	Faculty Member of Islamic Azad University, Firoozkooh
10	Mohammad Messgarpoor	PhD in health economics	Faculty Member of Baghiatolah University of Medical Sciences and Vice-President of the Health Management Research Center
11	Karim Parastooyi	PhD in nutrition	Faculty Member of Baghiatolah University of Medical Sciences and President of the Health and Nutrition Research Center
12	Seyed Morteza Hosseini Shokooch	PhD in health economics	Faculty Member of Baghiatolah University of Medical Sciences and Head of the Economics and Health Management Group
13	Heshmatolah Assadi	PhD in health and medical services management	Faculty Member of Shahed University
14	Mohammad Mohammadian	PhD in human resources management (health)	Human Resources Deputy of the Supreme University of National Defense
15	Taha Nassiri	PhD in health policymaking	Faculty Member of Baghiatolah University of Medical Sciences
16	Fatemeh Rahmati	PhD in health education	Faculty Member of Baghiatolah University of Medical Sciences and Research Director of the Health Research Center
17	Hossein Amini	PhD in epidemiology	Science Assessment Director of Baghiatolah University of Medical Sciences
18	Lida Shamss	PhD in health policymaking	Faculty Member of Shahid Beheshti University of Medical Sciences
19	Mojtaba Satkin	PhD in psychology	Psychologist and member of the Family Counseling Center
20	Mohammad Akbari	PhD in health economics	Health Researcher of Shahid Beheshti University of Medical Sciences and Assistant to the Advisor of the Minister of Health
21	Mohammad-Javad Mahmoodi	PhD in economics	Former Director of Asia and Pacific Demographic Studies Center Head of the Supreme Council of Cultural Revolution Demography Group
22	Gholamreza Gerayinejad	PhD in economics	Faculty Member of Islamic Azad University and Deputy of Futurism Development and Research Center
23	Mehdi Essmayili	PhD	Technical-vocational expert and researcher and university and technical-vocational high school instructor
24	Mehdi Navidadham	PhD in cultural management and planning	Expert of Pedagogy and Advisor of the Minister of Education
25	Rooholah Aboojafari	PhD in science and technology policymaking	Head of the Knowledge-Based Economics Group of the Technology Studies Research Center
26	Mohammad Mohammadi	MS in civil engineering	Entrepreneur
27	Abolghassem Naderi	PhD in economics	Faculty Member of the University of Tehran School of Psychology and Counseling
28	Vahab Karimi	PhD in sociology	Advisor of PBO Scientific, Cultural, and Social Affairs
29	Javad Mohsseninia	MA	Member of the Futurism Development and Research Center
30	Abbas Sadri	PhD	Director of the ISESCO Regional Office in the IRI

31	Alireza Amini	PhD in economics	Faculty Member of the School of Economics and Accounting, Islamic Azad University, Central Tehran
32	Aladdin Ozooji	PhD in economics	Instructor of University of Tehran School of Management and former Deputy of PBO Macroeconomic Affairs
33	Majid Hosseinpour	MA in economics	Deputy of MOCLSW Bureau of Employment Development and Policymaking
34	Shadi Rohani	PhD in economics	Research Expert of Higher Education Research and Planning Institute