



IEO | INDEPENDENT
Evaluation Office
United Nations Development Programme

ANNEXES
INDEPENDENT COUNTRY PROGRAMME
EVALUATION - TUNISIA

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Annex 1: TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts country evaluations called “Independent Country Programme Evaluations (ICPEs)” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

The ongoing UNDP country programme in Tunisia initially scheduled for completion in 2019 has been selected, along with 14 other UNDP country programmes for an ICPE, to feed into the development of the next country programme. While preparing for this evaluation, the evaluation team was informed that a year’s extension had been granted to the country programme, extending its completion to 2020. IEO considered that the conduct of an ICPE at this stage of the implementation of Tunisia’s country programme would still support the country programme’s efforts in designing its new programme. This decision was further guided by the important transformation taking place in the country since its last independent country level evaluation by IEO in 2012².

The ICPE will be conducted in close collaboration with the Government of Tunisia, UNDP Tunisia country office, and UNDP Regional Bureau for Arab States (RBAS).

2. NATIONAL CONTEXT

The Republic of Tunisia is a sovereign state in North Africa, bordered by Algeria, Libya, and the Mediterranean Sea. The country covers an area of 163,610 square kilometres,³ and has a population of 11.4 million (2017).⁴ It is a lower middle-income country⁵ with a high human development. As a unitary

¹ See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf. The ICPE is conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

² UNDP, [Assessment of Development Results Evaluation of UNDP contribution Tunisia, 2012](#)

³ UN Data – Tunisia Country Profile: <http://data.un.org/CountryProfile.aspx?crName=TUNISIA>

⁴ National Institute of Statistics – Tunisia: <http://beta.ins.tn/en/themes/population>.

⁵ World Bank country classification by income, June 2017.

semi-presidential representative democratic republic, Tunisia is considered the only full democracy in the Arab World.

The Tunisian Revolution in 2011 revealed a series of social and political problems including high unemployment, corruption, a lack of political freedom, persistent inequalities, etc. The Revolution also brought real changes in the political scene. Following the overthrow of the Ben Ali regime, the Constitutional Democratic Rally Party was dismantled, and the number of legalized political parties has grown considerably from three to over 100. In 2014, a new Constitution was approved by the Constitutional Assembly. The Constitution established a semi-presidential regime where both President and Prime Minister wield significant power. It also guaranteed rights for women. In the same year, Tunisia held its first elections under the new constitution.

Despite the dramatic transition that Tunisia has undergone in the political realm, the country is still facing several challenges. For instance, while the 2014 Constitution laid out clear intentions of decentralization, the specific legal framework is still absent, which restrained local autonomy and development. The level of citizen participation in governance remains low, especially on the part of youth, women, and rural residents. Corruption is a persistent problem that is infecting all levels of the country's economy, security, and political system. In addition, there is still a strong need to improve responsiveness and accountability of administration and of institutions to citizen's expectations.

The economy was seriously affected by the revolution in 2011 but was slowly recovered. The World Bank estimated a GDP growth rate of 3 percent in 2018, and 3.5 percent in 2019.⁶ Agriculture sector accounts for about 10 percent of GDP⁷ and 12 percent of employment (2016).⁸ Industry is the most important sector of the country, which contributes slightly more than 26 percent of the GDP,⁹ and employed about 30 percent of the country's active population (2016).¹⁰ Manufacture of textile and wearing apparel accounts for the largest share of the industry sector. In terms of service industry, tourism is the pivot sector that makes significant contribution to the country's GDP and labor market. However, the terrorist attacks in 2015 took a heavy toll on Tunisia tourism, which is still struggling to recover.

Tunisia's Human Development Index value for 2015 is 0.725 – which put the country in the high human development category – positioning it at 97 out of 188 countries and territories. However, when the value is discounted for inequality, the HDI falls to 0.562, a loss of 22.5 percent due to inequality in the distribution of the HDI dimension indices. Despite its resilience to the shocks in 2011 and economic and social progress, several social and economic indicators imply the continued vulnerabilities in Tunisian society. In post-revolutionary Tunisia, due to the political and social instability, as well as the difficult external environment, inequality and poverty persist. As the World Bank estimated, the GINI coefficient of Tunisia in 2013 is 0.361.¹¹ Regional inequalities is still a burning issue in the country. In addition,

⁶ The World Bank Data – Tunisia: <https://data.worldbank.org/country/tunisia>

⁷ The World Bank Data – Agriculture, value added (% of GDP): Tunisia: <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS?locations=TN>

⁸ ILOSTAT database. Data retrieved in January 2018.

⁹ The World Bank Data – Industry, value added (% of GDP): Tunisia: <https://data.worldbank.org/indicator/NV.IND.TOTL.ZS?locations=TN>

¹⁰ ILOSTAT database. Data retrieved in January 2018.

¹¹ World Bank, "World Development Indicators 2013." Washington, D.C.: World Bank. Data retrieved by UNDP Human

unemployment – which was one of the main factors triggering the revolution – remains a challenge to the country. Although the unemployment rate (16 percent in 2016) shows a downward trend since the revolution, youth unemployment (ages 15-24) is high at 36 percent. Similarly unemployment among female labor force remains high; about 22 percent compared to 12 percent in the male labor force.¹²

In terms of gender equality, Tunisia is ranked 117 out of 144 countries in the 2017 Global Gender Gap Index, with a score of 0.651. On UNDP's gender inequality index, it is ranked 58 out of 159 countries in the 2015 index (with a score of 0.289). The gender inequality index reflects gender-based inequalities in three dimensions – reproductive health, empowerment, and economic activity. Gender inequalities in Tunisia are mainly reflected in women's low economic participation. According to the Global Gender Gap Report, although women's literacy rate is 10 percent lower than that of men, there is no significant disparity between male and female enrolment in primary and secondary education. However, women's labor force participation rate is only a third of that of their male counterparts. Women are also significantly underrepresented in legislature, senior government positions, and professional and technical workers. In terms of political empowerment, Tunisia is ranked 55th out of 144 countries in the Global Gender Gap Index. In 2017, slightly more than 31 percent of the parliament seats in Tunisia were held by women, and 23 percent of the ministerial positions were held by women,¹³ ranking the country among the top Arabic countries which have advanced women in decision-making structures. In recent years, the Government of Tunisia is trying to create a supportive policy and legal environment for the advancement of gender equality. For instance, the Parliament has approved an electoral amendment in 2016, ensuring women's greater representation in local politics whereby there is both horizontal and vertical gender parity.¹⁴ In 2017, the country also made historic strides by passing its first national law to combat violence against women.

3. UNDP PROGRAMME STRATEGY IN TUNISIA

Following the completion of the previous UNDP country programme (2007-2011) and given the profound transformations that followed the 2011 events, UNDP and UN Country Team members decided to temporarily suspend the UN joint programming process under the United Nations Development Assistance Framework (UNDAF) and to develop a transition strategy (Tunisia Transition Strategy) implemented for the period 2011-2013 to support the important transition that the country was going through. The transition strategy was extended for another year, through 2014 to enhance alignment with emerging national priorities. The ongoing UNDP country programme 2015-2019/20 continues to support Tunisia's transition in building a democratic system and an inclusive and sustainable growth model conducive to reductions in poverty, inequality and exclusion, particularly at the local level. It provides policy support and institutional capacity development in three priority thematic sectors: (i) sustainable development, (ii) inclusive and effective democratic governance, and (iii) resilience building. The country programme outcomes, outputs and indicative resources are summarized in table 1 below.

Development Report Office in October 2013: <http://hdr.undp.org/en/content/income-gini-coefficient>

¹² ILOSTAT database. Data retrieved in January 2018.

¹³ World Economic Forum, 'The Global Gender Gap Report 2017,' p. 320.
http://www3.weforum.org/docs/WEF_GGGR_2017.pdf

¹⁴ Horizontal parity requires that municipal election lists across Tunisia have equal number of both men and women, while vertical parity requires that men and women alternate within each list.

Under democratic governance (outcome results 1 and 2), which is the largest programme component, the country programme planned to support democratic institutions and the consolidation of the rule of law. Specifically, the country programme interventions have focused on capacity development of the parliament/parliamentarians, electoral authorities and institutions; review of the security and justice sectors; and support to anti-corruption and decentralization efforts.

The sustainable development programme (outcome 3) envisioned support to the government in implementing new public policies related to human development, poverty reduction, employment creation, particularly for youth and women. Specifically, the programme supported analytical and policy-oriented research and capacity-building in the preparation of the five-year national development plan for 2016-2020, the final MDG report and other national reports. In addition, this programme component has been supporting national evaluation capacity development.

Under resilience-building (outcome 4), UNDP planned to contribute to strengthening national and local capacities to foster climate change adaptation and mitigation. The focus has been on generating analysis of the impacts of climate change, integration of renewable energy and developing information and decision-making support systems.

While the governmental focal point for UNDP remains the Ministry of Foreign Affairs, the country programme collaborates with various government institutions, including the Office of the Prime Minister; Ministry of Justice; Ministry of Interior; Ministry of Health; Ministry of Development, Investment and International Cooperation; Ministry of Vocational Training and Employment; Minister of Industry and SMEs; Ministry of Local Affairs and Environment; Ministry of Energy, Mines and Renewable Energies; Ministry of Agriculture, Water Resources and Fisheries; and Parliament. The country programme also partners with independent bodies such as the Elections Management Body; Truth and Dignity Commission, National Torture Prevention Institution, Anti-corruption Authority as well as private sector and civil society organizations. New partnerships are being developed with the Ministry of Higher Education and Scientific Research, Ministry of Youth and Sports and with universities and research institutions.

Table 1: Country programme outcomes, outputs and budget (as of January 2018)

Country Programme Outcome	Country Programme Output	Budget (US\$ thousands)		
		Planned	Actual	Expenditure
Outcome 1: By 2019, civil, political and administrative institutions are fully operational with respect to observance of universal principles of human rights, democracy and gender equity	Strengthened capacity of institutions safeguarding the rule of law, providing enhanced access to justice and security, especially for the more vulnerable, in accordance with international norms	8.350	24.170	22.177
	Citizen participation and the capacities of institutions and opposition forces strengthened, facilitating enhanced accountability to the people			
Outcome 2: By 2019, the State is organized according to new decentralized regional divisions	A national decentralisation strategy is supported and contributing to an effective local governance system providing better quality services to citizens	14.500	2.696	2.527

meeting Tunisians' aspirations to a democratic governance model based on citizen participation and accountability to the people.	Support is provided to national actors to develop and implement a good governance strategy, including an effective national integrity system			
Outcome 3: By 2019, the Government implements a new model of economic and social development, which is equitable, inclusive, sustainable, resilient and able to generate both wealth and employment.	Planning, monitoring and evaluation mechanisms are strengthened to support effective and equitable public policies Tools for measuring and analysing poverty and vulnerability are maintained and refined to guide the formulation and implementation of effective, efficient and equitable public policies.	3.300	1.333	1.265
Outcome 4: By 2019, regional players manage regional resources efficiently and make optimal, sustainable, and inclusive use of them	Local development plans taking regional potential into account are drawn up in two pilot areas and a strategy for replication in the other areas has been formulated. Viable plans developed at the national and local levels for sustainable management of natural resources Strategies for low-carbon-emission development, based on greater energy efficiency, are supported at the national and local level Frameworks and systems for disaster risk prevention and management are developed, enhancing community and ecosystem resilience	13.989	7.388	7.248
		40,139	35,587	33,217

Source: UNDP Corporate Planning System, January 2018

4. SCOPE OF THE EVALUATION

The ICPE will cover the current programme 2015 – 2019, and will assess UNDP’s contributions to the country, as defined at the outcome level in the country programme document (CPD), as well as in any underlying strategies that may have been developed/adapted during the period under review and were not necessarily captured in the CPD. The ICPE will also examine the uptake and follow up of the recommendations of the previous independent country programme evaluation carried out by IEO in 2010. By doing so, the ICPE will seek to draw lessons from the past and present programmes to assess performance, and to provide forward-looking recommendations as input to the formulation of the next country programme. The ICPE will cover the entirety of UNDP’s activities in the country and includes all interventions and activities implemented by the Country Office during the evaluation period, funded by core UNDP resources, donor funds, and government funds.

The ICPE will also consider UNDP’s performance and contribution within the broader framework of the UNCT and assess UNDP’s role as a catalyst and convener working in partnership with other development partners, civil society, and the private sector. This will be done with a view to supporting the country programme in meeting new requirements set by UNDP’s strategic plan 2018-2021, and requirements set by on-going reforms of the United Nations Development system.

Special efforts will be made to capture the role and contribution of UNV through undertaking joint work with UNDP. This information will be used for synthesis to provide corporate level evaluative evidence of performance of the associated funds and programmes.

5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.¹⁵ The ICPE will address the following three key evaluation questions.¹⁶ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

To address key question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand the country programme interventions, how and under what conditions they are expected to lead to enhanced sustainable development, inclusive and democratic governance, and resilience building. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes.

As part of this analysis, the CPD's evolution will be examined over the period of the current programme but will be extended to also cover the transition period (2011-2014) that followed the 2011 uprising and which led to new Tunisian constitution in 2014. In assessing the CPD's evolution, the appropriateness of the country programme and capacity to adapt to the changing context and respond to national development needs and priorities will also be considered.

The effectiveness of UNDP's country programme will be analysed under key evaluation question 2. This will include an assessment of the achieved outcomes and the extent to which these outcomes have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

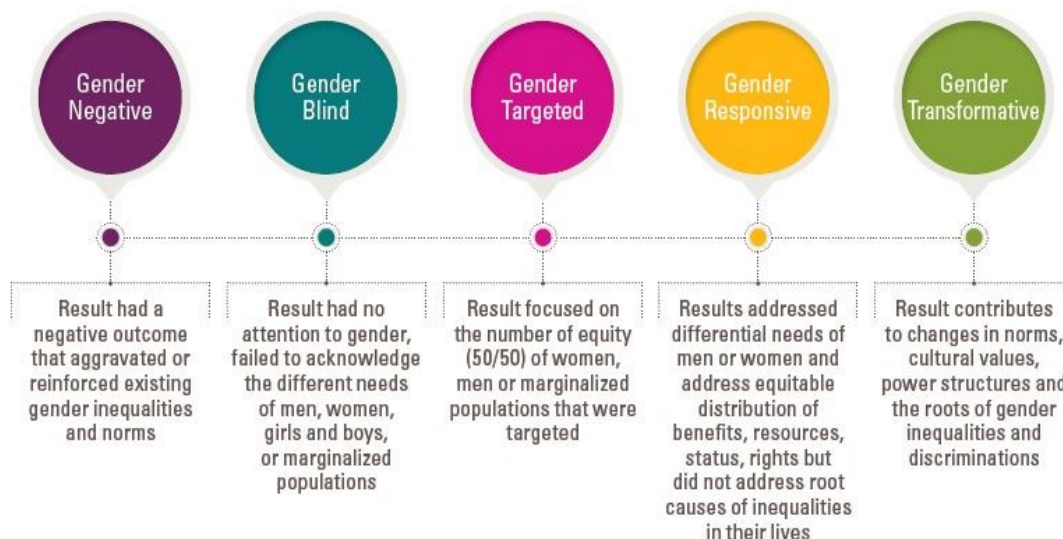
To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under key evaluation question 3. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

In addition, as gender equality is central to UNDP's support to countries to implement and achieve the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, the evaluation will also analyse the extent to which UNDP (country) support was designed to and did contribute to gender

¹⁵ <http://www.uneval.org/document/detail/21>

¹⁶ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

equality. Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. The evaluation will consider the gender marker¹⁷ and the gender results effectiveness scale (GRES). The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.



Key questions the evaluation endeavors to answer include:

- What were the priorities that the country programme sought to address? To what extent does the country programme include areas of strategic relevance for sustainable development?
- To what extent and with which results has the country programme achieved/is likely to achieve its objectives? What are the challenges and opportunities regarding achievement of objectives?
- How gender-responsive is UNDP's programming? Did programme results align with programme design of gender-transformative, responsive, or targeted interventions?
- Are there any interventions that have been scaled up or have the potential to be scaled up?
- Did UNDP forge partnerships that would enhance the contribution of its programme interventions and outcomes?
- What is the added value of UNDP in Tunisia?
- What are the implications, if any, of the new UNDP Strategic Plan? How responsive has the country programme been in aligning to the new Strategic Plan?
- What strategic adjustments are necessary in the design and approach of the country to enhance its effectiveness and sustainability?

6. DATA COLLECTION

Assessment of data collection constraints and existing data. An assessment was carried out to identify available evaluable data as well as potential data collection constraints and opportunities. The assessment outlined the level of evaluable data that is available. UNDP's evaluation resource centre (ERC) indicated 25 evaluations were planned as part of the country programme, however, the majority of these (23) are

¹⁷ A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

project evaluations. The absence of outcome evaluations is a limitation as progress towards outcomes has not been established. Eight project evaluations have been completed while the remaining are planned to be conducted in 2018 and 2019. Two audit reports conducted by UNDP's Office of audit and investigations are also available, including a recent audit conducted in 2016. With respect to indicators, the CPD lists 20 UNDAF outcome indicators, and 36 output level indicators for the 4 outcome level results and 10 outputs identified. Almost all indicators have an identified target and baseline, and sources of verification. UNDP Results Oriented Annual Report (ROAR) and the corporate planning system associated with it also provide baselines, indicators, targets, as well as partial annual data (2012,2014,2015,2016) on the status of the indicators. There is also good availability of UNDP project and strategic documents and monitoring reports. To the extent possible, the ICPE will seek to use these data to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes.

The World Bank indicators for statistical capacity¹⁸ suggest that Tunisia is equipped with a relatively good national statistics system, that has been performing at the average level of IBRD countries, though a decrease in its scores would place it in 2014 at the average recorded for north African countries and the Middle East. The website of the National Institute of statistics highlights the availability of recent macroeconomic indicators, and the availability of recent surveys. The country's 2016 ROAR also highlights many capacity development initiatives and notably a partnership with the Oxford university to enhance the measurement and availability of multidimensional poverty statistics.

Given the particular context of Tunisia since 2011, it is expected that additional sources of evidence and triangulation will be found in secondary data available through the evaluations and reports of other UN entities and other development partners (Multilateral Development Banks, NGOs, Academia, think tanks, civil society associations, etc).

The Department of Safety and Security of the UN (UNDSS) currently assesses Tunisia at different security levels ranging from low for the Grand Tunis area to moderate in the North west, South, and centre east of Tunisia. The highest risk highlighted for these regions is terrorism (high), and civil unrest for the south of Tunisia. Currently, UN missions are suspended in Djebel Ouergha Area and in the Kasserine Governorate except in Kasserine city (centre west of the country). The evaluation team does not expect that this will cause significant limitations to its ability to conduct the ICPE. The security situation will be continuously monitored and contingencies will be considered to manage this potential constraint.

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and interviews with key stakeholders, including beneficiaries, partners and programme managers. The evaluation questions mentioned above and the data collection method will be further detailed and outlined in the outcome analysis. A multi-stakeholder approach will be followed and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of stakeholders as appropriate.

The criteria for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);

¹⁸ See <http://datatopics.worldbank.org/statisticalcapacity/SCIdashboard.aspx>

- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Maturity (covering both completed and active projects);
- Degree of “success” (coverage of successful projects, projects where lessons can be learned, etc.).

The IEO and the Country Office will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. The following secondary data and others will be reviewed: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports.

All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well substantiated conclusions and recommendations.

In line with UNDP’s gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Tunisia programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. This information will be used to provide corporate level evidence on the performance of the associated fund and programme.

Stakeholder involvement: a participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP’s contribution to the country.

7. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Tunisia country office, the Regional Bureau for Arab States and the government of Tunisia. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Tunisia: The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP’s programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits). To ensure the anonymity of interviewees, CO staff will not participate in the stakeholder interviews during data collection. The CO prepares a management response in consultation with UNDP’s Regional Bureau for Arab States.

UNDP Regional Bureau for Arab States: The UNDP Regional Bureau will support the evaluation through information sharing and participate in discussing emerging conclusions and recommendations.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

Lead Evaluator (LE): IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the final stakeholder presentation, as appropriate, with the country office.

- **Associate Evaluator (AE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis and the final report. Together with the LE, he will help backstop the work of other team members.
- **Consultants:** 2 external consultants (preferably national/regional but international consultants will also be considered, as needed) will be recruited to collect data and help assess the programme and/or the specific outcome areas. Under the guidance of the LE, the consultants will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report.
- **Research Assistant (RA):** A research assistant based in the IEO will support the background research.

8. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process¹⁹. The following represents a summary of the five key phases of the process, which constitute framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the TOR, evaluation design and recruits external evaluation team members, comprising international and/or national development professionals. They are recruited once the TOR is approved. The IEO start collecting data and documentation internally first and then filling data gaps with help from the UNDP country office, and external resources through various methods.

Phase 2: Desk analysis. Further in-depth data collection is conducted, which may include the administering of an “early survey” and interviews (via phone, Skype etc.) with key stakeholders, including country office staff. Based on these, the key evaluation questions and means of data collection will be finalized. Evaluation team members conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection.

Phase 3: Field data collection. The phase will commence in the second part of April 2018. During this phase, the evaluation team undertakes an in-country mission to engage in data collection activities. The estimated duration of the mission is up to 2 calendar weeks, with the tentative dates of 15-29 April 2018. Data will be collected according to the approach outlined in Section 6. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team holds a formal debrief presentation of the key preliminary findings at the country office.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO and the International Evaluation Advisory

¹⁹ The evaluation will be conducted according to the [ICPE Process Manual](#) and the [ICPE Methodology Manual](#)

Panel (IEAP). Once the first draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made and the UNDP country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau. The report will then be shared at a final debriefing via video conference where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Taking into account the discussion at the stakeholder event, the final evaluation report will be published.

Phase 5: Publication and dissemination. The ICPE report and brief summary will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The country office and the Government of Tunisia will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website²⁰ as well as in the Evaluation Resource Centre (ERC). The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.²¹

9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively²² as follows in Table 3:

Table 3: Timeframe for the ICPE process going to the Board in 2019		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE/AE	February 2018
Selection of other evaluation team members	LE/AE	February-March 2018
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	February-March 2018
Phase 3: Data Collection		
Data collection (in country mission) and preliminary findings	LE/AE/consultants	30 Apr – 11 May 2018
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE/AE/Consultant	May-June 2018
Zero draft ICPE for clearance by IEO and Evaluation Advisory Panel	LE	June-Aug 2018
First draft ICPE for Country Office/Regional Bureau review	Country Office/Regional Bureau	Sept-Oct 2018
Second draft ICPE shared with Government	Country office/Government	Oct-Nov 2018
Draft management response	Country Office	Nov 2018
Final debriefing with national stakeholders	Country Office/ LE/AE	Nov-Dec 2018
Phase 5: Production and Follow-up		
Editing and formatting	IEO	Dec-Jan 2019
Final report and Evaluation Brief	IEO	Feb 2019
Dissemination of the final report	IEO/Country Office	Mar 2019

²⁰ web.undp.org/evaluation

²¹ erc.undp.org

²² The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Annex 2: PROJECT LIST UNDER REVIEW

The evaluation covered all the ongoing projects of the current country programme as well as previous projects which were predecessors to ongoing projects

Outcomes 2015-2019/20	Projects
1. By 2019, civil, political and administrative institutions are fully operational with respect to observance of universal principles of human rights, democracy and gender equity.	Support for security sector reform
	Support to transitional justice
	Electoral Assistance
	Support to Parliament; Consolidation of democratic transition
	Promoting citizenship and strengthening social cohesion – Tamkeen
	Strengthening civil society engagement in public accountability
	Promoting human rights and access to justice
	Support for women victims of violence
	Prevention of violent extremism
2. By 2019, the State is organized according to new decentralized regional divisions meeting Tunisians’ aspirations to a democratic governance model based on citizen participation and accountability to the people.	Establishing national integrity system
	Strengthening public accountability
3. By 2019, the Government implements a new model of economic and social development, which is equitable, inclusive, sustainable, resilient and able to generate both wealth and employment.	Inclusive growth and human development
	Support for integrated and sustainable local development
	Job creation and entrepreneurship
1. By 2019, regional players Manage regional resources efficiently and make optimal, sustainable, and inclusive use of them.	Support for implementation of Biodiversity Strategic Plan 2010-2020
	Support to climate change planning and adaptation: 2 nd National Communication, National adaptation plan, NDC implementation
	Local governance of drinking water in rural areas
	NAMA in support of solar sector
	Carbon pricing support
	Addressing climate change in coastal areas
	National and local capacity building for disaster risk reduction

Annex 3: LIST OF PEOPLE CONSULTED

Government of Tunisia

Abdelhamid, Mnassa, Director, National Agency for Energy Conservation

Abdelkefi, Hazar Belli, Assistant Director, Ministry of Local Affairs and Environment

Abdouli, Adel, Director of the Littoral Observatory, Coastal Protection and Planning Agency

Adel, Beni Amor, Head of Civil Protection for Brigade, Ain Drahem

Aissa, Ghribi, Technician, Municipalities of Ain Drahem and Tataouine

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Aloui, Hamda, Assistant Director, Ministry of Local Affairs and Environment

Ayed, Belgacem, President of the General Committee for Sectorial and Regional Development, Ministry of Development, Investment and International Cooperation

Azzouz, Nabil, General Secretary of the municipality of Ain Drahem

Barbouch, Akram, Ministry of Development, Investment and International Cooperation

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Braiki, Badreddine, Ministry of Presidency (Presidence du Gouvernement)

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Challouf, Afef, Ministry of Energy, Mines, and Renewable Energy

Dachraoui, Moez, General Director, National Office of Civil Protection

Dermech, Ltaief, Architect

Elfehri, Walid, Advisor for Public Services, Ministry of Presidency (Presidence du Gouvernement)

El Mansri, Mohamed Tlili, President, Independent High Authority for Elections

Feki, Neila, Vice-President, National Commission against Terrorism

Gabbouj, Ridha, National Project Director, Ministry of Agriculture, Hydraulic Resources and Fisheries

Ghourabi, Abdennaceur, Director of Regional Development, Office of Development of the South

Ghrab, Faouzi, General Director, Ministry of Development, Investment and International Cooperation

Hadj Mohamed, Naima Ben, Ministry of Vocational Training and Employment

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Hammami, Mokhtar, President, Authority of Foresight and Accompanying the Decentralization Process, Ministry of Local Affairs and Environment

Hamza, Housseem, Mission Manager of the MARHP Cabinet, Ministry of Agriculture, Water Resources and Fisheries

Hamzaoui, Kalthoum, General Director of Multilateral Cooperation, Ministry of Development, Investment and International Cooperation

Harrouch, Hamdi, General Director, National Agency for Energy Conservation

Hassen, Thabet, Ministry of Development, Investment and International Cooperation

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Haythem, Belghrissi, Chief Engineer, National Institute of Meteorology

Hedi, Chebili, Director, Ministry of Local Affairs and Environment

Hedi, Shili, Assistant Director, Ministry of Local Affairs and Environment

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Jaballah, Mounir, Director for the Promotion of Private Investment, Ministry of Development, Investment and International Cooperation

Jannet, Nazek Ben, Director, FNNT, Ministry of Local Affairs and Environment

Jaouadi, Hedi Agrebi, General Director, National Institute of Meteorology

Jarray, Fethi, President, National Authority for the Prevention of Torture

Jeddo, Mohammed Ben, General Director, Ministry of Local Affairs and Environment

Jrad, Slim, General Director, National Commission against Terrorism

Kaddour, Khaled, Minister of Energy, Mines, and Renewable Energy

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Loussaief, Samia, Ministry of Development, Investment and International Cooperation

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Masmoudi, Faical, Ministry of Development, Investment and International Cooperation

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Najet, Araissi, Ministry of Development, Investment and International Cooperation
Nasri, Amar, General Director of Communal, Regional and District Programs, Ministry of Local Affairs and Environment
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Romdhane, Jihene Ben, Assembly of People's Representatives
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Soumaya, Ben Rached, Head of Service, National Institute of Meteorology
Tabib, Chawki, President, National Anti-Corruption Authority
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Triki, Walid, Deputy Regional Director of Development, Office of Development of the South
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UNDP Tunisia

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Lixi, Alice, Human Rights Officer, UN OHCHR

Bouyahia, Hajer, Human rights officer, UN OHCHR

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Ghadhab , Fehmi, National Programme Officer, UNODC

Fayala, Rym, Assistant Representative, UNFPA

Ben Yahia, Chokri, Programme officer, UNFPA

Skhiri, Héra, Country Programme Manager, UN Women

El Khili, Gabriel, Programme Specialist, UNESCO

Leandro Salazar, Programme officer/chargé, UNESCO

Lando, Lorena, Chief of Mission, IOM

Bouzekri, Samir, Social Policy Specialist, UNICEF Tunisie

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Zekri, Said, Charge de programme national, Embassy of Switzerland,

Breivik, Reidun, political advisor, Consulate of Norway

Kado, Aiko, first secretary, chief of economic and cooperation section, Embassy of Japan

Ennar, Mourad, Senior Programme Manager, Embassy of the United Kingdom

Varrenti, Mario Giuseppe, Head of Section - Governance, European Union Delegation to Tunisia

Civil Society, Private Sector, Research Institutes, and Think Tanks

Largueche, Dalenda, General Director, Center for Research, Studies, Documentation and Information on Women

El Byr, Bochra Ben Moussa, Executive Director, CONNECT

Mbarek, Abdallah Ben, General Secretary, CONNECT

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Cheikh, Myriam, AJEM
Lassaad, Akrouf, Association Jeunesse et Science, Djerba
Elouati, Sami, Association Jeunesse et Science, Djerba
Adel, ADMD
Moez, Bouhamda, ADMD
Ayari, Ghada, Association des Architectes de Djerba
Soufien, Hadj Dahmen, TUNARUZ
Tenzekhti, Manel, Djerba Solidarite et Development
Ben Yedde, Khoulood, Djerba Solidarite et Development
Abdelkarim, Tounsi, Aljuba
Massoud, Bel Hadj, Association Development Center
Nesreen, Association for the Protection of Djerba Island

Annex 4: LIST OF DOCUMENTS CONSULTED

In addition to the documents names below, the evaluation reviewed all available programme/project documents, annual work plans, decentralized evaluations, briefs, and other material related to the programmes/projects under review.

Efraim Benmelech and Esteban F. Klor, "What Explains the Flow of Foreign Fighters to ISIS?", NBER Working Paper No. 22190, April 2016.

Freedom House, "World Freedom in the World 2018", summary report, 2018

Human Rights Watch, Tunisia, "Parliament Shouldn't Undercut Transitional Justice", 23 March 2018. See <https://www.hrw.org/news/2018/03/23/tunisia-parliament-shouldnt-undercut-transitional-justice>

ICTJ, "Conference Explores Uncertain Path Forward for Tunisia's Specialized Criminal Chambers", May 2018. See <https://www.ictj.org/news/conference-explores-uncertain-path-forward-tunisia%E2%80%99s-specialized-criminal-chambers>

Jochen Kluge, Susana Puerto, David Robalino, Jose Manuel Romero, Friederike Rother, Jonathan Stöterau, Felix Weidenkaff, Marc Witte, "Interventions to improve the labour market outcomes of youth: a systematic review", Campbell Collaboration International Development Coordinating Group, 2017.

Katrin Sold, "The Tunisian Startup Act". June 2018. See: <http://carnegieendowment.org/sada/76685>
Lahcen Achy, Op-Ed September 20, 2011 Al-Hayat

Mohamed Ali Litfi, "Tunisian women win at polls but long road remains", AL Monitor, 23 May 2018 See: <https://www.al-monitor.com/pulse/originals/2018/05/tunisia-municipal-elections-women-role-politics.html>

UNDP IEO, [Assessment of Development Results: Tunisia](#), 2012

UNDP Tunisia, "The Tunisia Transition Strategy", 2012

UNDP, 'Country Programme Action Plan between the Government of Tunisia and UNDP 2015-2019,' 2015.

UNDP, "Country programme document for Tunisia 2015-2019", (DP/DCP/TUN/2), 2014

UNDP, "Strategic plan 2018-2021", 2017

UNDP, "Arab Human Development Report 2016: Youth and the Prospects for Human Development in a Changing Reality", 2016.

UNDP, "Strategic plan 2014-2017", 2013

UNDP, Audit of UNDP country office -Report No. 983, August 2012

United Nations, United Nations System Assistance Framework for Tunisia 2015-2019, 2014

Wafa Ben-Hassine, "Tunisian Civil Society's Unmistakable Role in Keeping the Peace". Atlantic Council. January 2018 See: <http://www.atlanticcouncil.org/blogs/menasource/tunisian-civil-society-s-unmistakable-role-in-keeping-the-peace>

World Economic Forum," The Global Gender Gap Report 2017", 2017

Annex 5: STATUS OF COUNTRY PROGRAMME OUTCOME INDICATORS

As reported by the Country Office in the Results Oriented Annual Reports

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
Outcome 1: By 2019, civil, political and administrative institutions are fully operational with respect to observance of universal principles of human rights, democracy and gender equity					
% of the victims (M / F) supported by the program, having effectively seized traditional justice mechanisms.	0%	50%	Target reached or surpassed Type: Quantitative Data: 100 Comment: 100% of the victims seized traditional justice mechanisms. (Source: Progress report from SCO partners in the transitional justice project phase II) ²⁴	Target reached or surpassed Type: Quantitative Data: 100 Comment: Target reached in 2015	Target reached or surpassed Type: Quantitative Data: 100
Existence of a multi-year action plan for the reform of the judicial and penitentiary system.	No	Yes	Target reached or surpassed Type: Qualitative Data: Multi-year action plan for the reform of the judicial and penitentiary system developed with the Support of the Transitional Justice Project (Phase II).	Target reached or surpassed Type: Qualitative Data: Multi-year action plan for the reform of the judicial and penitentiary system developed and implemented.	Target reached or surpassed Type: Qualitative Data: Multi-year action plan for the reform of the judicial and penitentiary system developed and implemented.
Existence of a law relating to the National Commission for Human Rights, in accordance with international standards (status A).	No	Yes	No change Type: Qualitative Data: The new government that took office in February 2015 decided to withdraw the bill approved by the Council of Ministers in November 2014 and develop a new one. ²⁵	Significant progress Type: Qualitative Data: Draft law on the National commission for Human Rights adopted in the Council of Ministers and submitted to the Assembly of People's Representatives (ARP) in May 2016.	Significant progress Type: Qualitative Data: Draft law on the National Commission for Human Rights developed in 2016 in accordance with international standards with the technical support of UNDP. Its promulgation has not yet materialized as it is still being discussed at the level of the Assembly of People's Representatives.
	No	Yes	No change	No change	No change

²³ "Indicator," "baseline," "target" and "status / progress" were extracted from Corporate Planning System.

²⁴ The 2019 target will therefore be updated.

²⁵ The support initially planned for 2015 is postponed to 2016, the year of endorsement of the bill, which is a priority for the Government.

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
Existence of SOPs for a national / local PPR crisis center.				Type: Qualitative Data: The establishment of a national / local crisis preparedness, prevention and response (PPR) center is no longer on the agenda of national priorities, which are now more focused on the generalization of the police concept. proximity ²⁶ .	Type: Qualitative Data: N/A (Cf. Update of 2016). This indicator is no longer applicable for the current cooperation program
Number of community policing devices implemented in the pilot areas	0	2	Target reached or surpassed Type: Quantitative Data: 6 Comment: 6 pilot police stations set up in 6 pilot areas. The 2019 target will be reviewed.	Target reached or surpassed Type: Quantitative Data: 7 Comment: 7 pilot police stations set up in 7 pilot areas.	Target reached or surpassed Type: Quantitative Data: 8 Comment: 8 pilot police stations set up.
Number of local safety committees set up	2	8	Significant progress Type: Quantitative Data: 6 Comment: 6 local security committees set up	Significant progress Type: Quantitative Data: 6 Comment: 6 local security committees set up.	Target reached or surpassed Type: Quantitative Data: 8 Comment: 8 local security committees set up
% of parliamentarians benefiting from capacity building actions	0%	100%	Some progress Type: Quantitative Data: 38 Comment: 38% of parliamentarians benefited from capacity building actions through the parliamentary support project in 2015.	Significant progress Type: Quantitative Data: 56 Comment: 56% of parliamentarians benefited from capacity building since the start of the programme in 2015..	Significant progress Type: Quantitative Data: 92 Comment: 92% of parliamentarians benefited from capacity building since the start of the programme in 2015..
Number of government and civil society focal points persons trained on democratic governance issues	0	1000	Some progress Type: Quantitative Data: 60	Some progress Type: Quantitative Data: 120	Some progress Type: Quantitative Data: 200
Number of people reached by citizenship promotion initiatives.	37000	87000	Some progress Type: Quantitative Data: 38000	Some progress Type: Quantitative Data: 47472	Significant progress Type: Quantitative Data: 66492
	0	20	Significant progress	Target reached or surpassed	Target reached or surpassed

²⁶ This indicator is therefore no longer applicable for monitoring the results of the ongoing program (2015-2019). A request will be made to RBAS for its deletion of the CPD monitoring framework

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
Number of social accountability initiatives - including for justiciability of rights - implemented			Type: Quantitative Data: 18	Type: Quantitative Data: 56	Type: Quantitative Data: 82
Outcome 2: By 2019, the State is organized according to new decentralized regional divisions meeting Tunisians' aspirations to a democratic governance model based on citizen participation and accountability to the people					
Existence of a preliminary draft framework law on decentralization.	Principle enshrined in the 2014 Constitution. Unclear legal framework.	Preliminary draft framework law on decentralization in place.	Some progress Type: Qualitative Data: Two draft laws drawn up in 2015 for this purpose: The first relates to municipal and regional elections and the second to the code of local authorities. ²⁷	No change Type: Qualitative Data: No change given the national context prevailing in 2016. Given the postponement of local elections, the decentralization project was also postponed.	Significant progress Type: Qualitative Data: Draft Code of Local Government developed through an inclusive and participatory process (363 articles), under discussion at the level of the Assembly of People's Representatives (ARP).
% of members (M / F) local councils in pilot governorates trained	0%	50%	Significant progress Type: Quantitative Data: 30 Comment: 30%, all regional development directors (RDDs) attached to the 6 southern governorates ²⁸	No data	Some progress ²⁹ Type: Quantitative Data: 63 Comment: 63% members of municipal councils / commissions and municipal teams trained (71% men and 29% women).
Existence of a system for assessing the perception of the quality of municipal and administrative services in pilot governorates.	Participatory system of evaluation of the quality of municipal and administrative services non-existent.	Participatory system of evaluation of the quality of services in place.	Some progress Type: Qualitative Data: Survey of quality and local governance of public services conducted by the NSI and related results disseminated to representatives of national authorities. ³⁰	Some progress Type: Qualitative Data: System currently being set up in three municipalities in Djerba, southern Tunisia (Houmt Souk, Midoun and Ajim).	No change Type: Qualitative Data: System currently being set up in three municipalities in Djerba, southern Tunisia (Houmt Souk, Midoun and Ajim)
	0	10	No change	No change	No change

²⁷ Denounced by the Civil Society, the government opted for a national consultation in the 5 regions of Tunisia to collect comments on these 2 bills (last quarter 2015). After their review by a ministerial council, these 2 bills will be submitted to the ratification of the Tunisian parliament by April 2016

²⁸ who have acquired new skills in results-based planning and new knowledge related to the Sustainable Development Goals (SDGs).

²⁹ Two studies prepared with the support of UNDP in support of the parliamentary committees in charge of its examination and finalization (a study on the chapter on the participatory nature of the functioning of the code and another one, more comprehensive on financial and regional taxation issues) and local). A political consensus has just been reached for the endorsement of the law by March 2018, and before the holding of local elections, now scheduled for May 2018.

³⁰ Treatment and refinement of the results of this pilot survey are being undertaken to ensure wider dissemination to the public.

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
Number of missions and evaluation reports of public policies.			Type: Quantitative Data: 0 Comment: No progress in 2015. Pending the finalization of the Five-Year Development Plan and the identification of public policies to be evaluated.	Type: Quantitative Data: 0 Comment: No changes in 2016.	
Existence of a draft national strategy for good governance	Draft National Strategy for Good Governance Non-existent	Draft National Strategy for Good Governance in place	Significant progress Type: Qualitative Data: Draft National Strategy against Corruption developed in close collaboration with the National Instance of Fight against Corruption. ³¹	Target reached or surpassed Type: Qualitative Data: National anti-corruption strategy elaborated, validated and signed in the margins of the national congress on the fight against corruption ³²	Target reached or surpassed Type: Qualitative Data: National Strategy for Good Governance and Fight Against Corruption elaborated with the support / technical advice of the UNDP to the National Instance of Fight against Corruption (INLUCC) and validated, with its action plan, in December 2016. ³³
Existence of a bill on the anti-corruption body.	Draft law on the anti-corruption body non-existent	Existence of a draft law on the anti-corruption body.	Some progress Type: Qualitative Data: Coordination needed between the different independent bodies, for this purpose. ³⁴	Significant progress Type: Qualitative Data: Bill drawn up and transmitted to the Government for discussion in Council of Ministers.	Target reached or surpassed Type: Qualitative Data: Organic Law on the Constitutional Instance of Good Governance and the Fight Against Corruption elaborated with the technical support / advice of the UNDP, adopted by the Assembly of the Representatives of the People (ARP) and published in the Official Journal of the Republic of Tunisia (JORT).
Number of sectoral anti-corruption plans	0	3	No change Type: Quantitative Data: 0 Comment: No sectoral plans planned for 2015. The choice of pilot sectors will have to be made within the framework of the national anti-corruption strategy in 2016.	Some progress Type: Quantitative Data: 0 Comment: 4 identified sectors namely: police, health, municipal services and customs. Diagnosis of the health sector started in 2016.	Significant progress Type: Quantitative Data: 2 Comment: 2 sectoral plans (Customs and Health) developed for the pilot sites.
			No change	No change	Significant progress

³¹ Its refinement and operationalization will be carried out with the Government and the Assembly of People's Representatives, installed in 2015.

³² by the Head of Government, the President of the National Instance of Fight Against Corruption (INLUCC), the Vice-President of the Provisional Court Judiciary and the President of the National Union of Tunisian Journalists (SNJT)

³³ Steering Committee for the strategy put in place and implemented in 2017 on the basis of a 2018-2019 biannual budget note

³⁴ Work has been initiated internally by the project to support a National Integrity System, in collaboration with the Council of Europe, for the elaboration of a draft law relating to the Mechanism of struggle against corruption.

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
Existence of an independent observatory of corruption.	Independent observatory of corruption non-existent	Independent Observatory of Corruption in place	Type: Qualitative Comment: Preliminary reflection conducted with 18 Civil Society Organizations ³⁵	Type: Qualitative Data: The setting up of this observatory is no longer on the agenda. ³⁶	Type: Qualitative Comment: This indicator will be redesigned on the basis of the new institutional architecture to be put in place (see new organic law creating the new Constitutional Instance of Good Governance and the Fight Against Corruption (IBOGOLUCC)). ³⁷
% of members of oversight bodies benefiting from capacity building activities.	10%	100%	Some progress Type: Quantitative Data: 37 Comment: 37% of magistrates and administrators of the Court of Auditors have increased their capacity for strategic planning in the context of the preparation of the Court's new Strategic Plan (2015-2019).	No data	Significant progress Type: Quantitative Data: 37 Comment: 37% of magistrates and administrators of the Court of Auditors have increased their capacity for strategic planning in the context of the preparation of the Court's new Strategic Plan (2015-2019). ³⁸
Outcome 3: By 2019, the Government implements a new model of economic and social development, which is equitable, inclusive, sustainable, resilient and able to generate both wealth and employment.					
Existence of a draft strategic vision document developed on the basis of a process respectful of human rights	Vision Tunisia 2030 formulated in 2010 not validated, Water 2050, white papers..	Vision Tunisia 2040 or 2050 in place.	No change Type: Qualitative Data: Not started yet. Pending the finalization of the Five-Year Development Plan planned for Q1 2016.	No change Type: Qualitative Data: No change on this indicator.	No change Type: Qualitative Data: No progress made.
Existence of a draft five-year development plan developed on the basis of a process respectful of human rights.	Draft five-year development plan developed ³⁹ .	Five-year development plan developed and adopted.	Significant progress Type: Qualitative Data: Five-year economic and social development plan covering the period 2016-2020 almost finalized (completion rate of 80% in November). ⁴⁰	Target reached or surpassed Type: Qualitative Data: Economic and Social Development Plan 2016-2020 developed in a participatory and inclusive approach, based on human rights. ⁴¹	Target reached or surpassed Type: Qualitative Data: Five-year development plan 2016-2020 developed with UNDP technical assistance / advice in 2016 and endorsed by the PRA in April 2017 as law. Implementation in progress.
	0	4	No change	No change	No change

³⁵ including 15 Tunisian and 3 international, with representatives of the ARP, INLUCC and the government around the opportunity of setting up an independent Observatory of corruption.

³⁶ This indicator should be removed from the results and resources framework. A request has been made to RBAS for this purpose.

³⁷ In this perspective, assistance was provided by UNDP for the design and implementation of two observation, collection, analysis and research mechanisms around the phenomenon of corruption. These are (i) the research center attached to the current National Instance of Fight Against Corruption and (ii) the call center and the registration of grievances).

³⁸ This indicator is no longer relevant for the current program. A request will be made to RBAS for withdrawal from 2018 as part of the follow-up of the new PS 2018-21.

³⁹ on the basis of a non-existent human rights process

⁴⁰ Its finalization and distribution is scheduled for Q1 2016. The strategic orientation note of the Five-Year Development Plan was finalized in September 2015.

⁴¹ The plan, presented on the sidelines of the November 2016 international investment conference, is expected to be validated by parliament by the end of 2016.

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
Number of national periodic reports on the Sustainable Development Goals (SDGs)			Type: Quantitative Data: 0 Comment: Discussions are ongoing on this subject. A report on SDG 16 is being prepared for Q1 2016. Tunisia selected among the pilot countries for this SDG. Similar work will be done in 2016 for some other SDGs.	Type: Quantitative Data: 0 Comment: SDGs integrated in Tunisia's 2016-2020 Five-Year Development Plan. The first progress report on the SDGs is expected to come out in early 2018	Type: Quantitative Data: 0 Comment: Reporting on the SDGs not yet committed at national level due to lack of data needed to measure progress on the implementation of the Five-Year Development Plan and its contribution to achieving the goals of the 2030 Agenda. ⁴²
Existence of draft regulatory texts organizing the coordination of public policies including monitoring of reforms and aid.	Draft regulatory texts organizing policy coordination including monitoring of reforms and aid assistance non-existent.	Institutional mechanism including proposed decrees and application decrees.	No change Type: Qualitative Data: Official request for support from UNDP in the area of coordination of development assistance not yet received from the Government (MDICI).	No change Type: Qualitative Data Request for support received from the Presidency (General Authority for Public Program Monitoring / IGSP) on July 14, 2016 for this purpose.	Some progress Type: Qualitative Data: The Presidency has put the issue of coordinating international development assistance back on the table by engaging in internal reflection on the existing UNDP-supported situation. An independent evaluation of these mechanisms is planned for 2018 to inform the organization of the national coordination of policies related to the coordination of external financing.
Existence of an integrated management platform for aid management.	Segmented sectoral data base that are not exploited.	integrated management platform for aid management and reporting produced.	No change Type: Qualitative Data: No progress on this indicator because of the postponement of the signing of the local development project document.	No change Type: Qualitative Data: Result dependent on national priorities. No formal request for support received to date for the establishment of an integrated aid management platform.	Some progress Type: Qualitative Data: Request for support received in June 2017. Reflection initiated with the key ministerial departments for the establishment of a national architecture for the coordination and monitoring of development aid and external financing.
Level of analytical quality of reports produced by statistical data structures	Essentially descriptive reports.	Analytical-level reports prepared for use in the five-year plan and sectoral policy and planning documents	Some progress Type: Qualitative Data: The first analysis report produced by the National Institute of Statistics as part of this outcome is the analytical report of the results of the Multidimensional Poverty Index. It is under preparation, and to be finalize in the current Q1 of 2016.	Some progress Type: Qualitative Data: A good quality of analysis has been observed on the report of the results of the Multidimensional Poverty Index and indicates a certain improvement of the analytical capacities of the INS. ⁴³	Some progress Type: Qualitative Data: An analysis report on income poverty and a methodological note for the calculation of poverty were produced by the National Institute of Statistics, main institutional provider of statistics and data, with the technical and financial support of UNDP. ⁴⁴
			Significant progress	Significant progress	Target reached or surpassed

⁴² A work of identification of missing data has been initiated by the Ministry of Development, Investment and International Cooperation with the support of UNDP to inform the development of these data.

⁴³ A statistical capacity building project for the national statistical data provider is planned as part of the implementation of the ongoing DPC.

⁴⁴ A new partnership has just been concluded with PARIS21 for the development, in 2018, of a National Strategy for Statistical Development (SNSD).

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
Existence of a Multidimensional Poverty Index (MPI)	Indicator on Income poverty.	MPI developed and monitored regularly.	Type: Qualitative Data: Very advanced work undertaken by the INS with the support of UNDP and Oxford University as part of the Inclusive Growth and Human Development project. MPI developed, it is being refined, but not yet published officially.	Type: Qualitative Data: A Multidimensional Poverty Index (MPI) disaggregated by region / governorate, age and sex was well finalized by the end of 2015 and informed the development of the 2016-2020 Five-Year Development Plan ⁴⁵	Type: Qualitative Data: In order to keep the MPI developed in 2015 up to date, UNDP supported the National Institute of Statistics in the design of a survey on living conditions and consumption which will serve as a tool for the regular updating of MPI.
Existence of a methodological basis for determining a HDI at Regional level.	HDI by region developed without methodological consistency.	Methodological basis for determining a Regional Development Index in place.	No change Type: Qualitative Data: Not started yet. The process will begin after the finalization and publication of the Multidimensional Poverty Index planned for Q1 in 2016.	Target reached or surpassed Type: Qualitative Data: Methodological basis for the calculation of the Regional Development Index (IDR) reviewed and harmonized in the framework of the preparation of Tunisia's 2016-2020 Five-Year Development Plan.	No change
Outcome 4: By 2019, regional players manage regional resources efficiently and make optimal, sustainable, and inclusive use of them					
Existence of a coordinating mechanism and a local coordination structure ensuring the participation of civil society and the private sector.	Existence of non-institutionalized pilot initiatives.	Coordination mechanism and a local coordinating structure ensuring the participation of existing civil society and the private sector.	Some progress Type: Qualitative Data: Support for 6 multi-stakeholder platforms in 6 governorates of the country, in the framework of the regional consultations of the process of elaboration of the next development plan.	Some progress Type: Qualitative Data: Coordination structures being set up in 8 municipalities	Some progress Type: Qualitative Data: 8 coordination structures set up in 8 municipalities (Medenine, Tataouine, Soukra, Kairouan, Gabès, Béja, Sidi Bouzid and Jendouba)
Existence of development plans that integrate the environmental dimension and support the economic inclusion of women and youth.	Development plans that integrate the environmental dimension and support the economic inclusion of women and youth non-existent.	Development plans that integrate the environmental dimension and support the economic inclusion of women and youth available for each of the pilot territories.	Some progress Type: Qualitative Data: 6 regional development plans elaborated and integrating the socio-economic and environmental dimension and focusing on the	No change Type: Qualitative Data: No changes	Significant progress Type: Qualitative Data: UNDP continued its support for strengthening regional and local development planning. Three key initiatives were launched in 2017 and are expected to bear fruit in 2018, alongside the capacity building of

⁴⁵ However, the document remains officially unpublished. .

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
			inclusion of women and young people.		stakeholders ⁴⁶ .
Number of financing tools for local level development.	2	5	No change Type: Quantitative Data: 2 Comment: Signature of the local development project document postponed	No change Type: Quantitative Data: 2 Comment: Integrated / Modular Support Program for Local Development signed and committed.	No change Type: Quantitative Data: 2 Comment: A project document is being finalized to provide the target municipalities with funding for local development projects (project complementary to the UNDP project Madinatouna).
Number of new businesses supported by UNDP.	22	250	Some progress Type: Quantitative Data: 54	No change Type: Quantitative Data: 54	Some progress Type: Quantitative Data: 94 Comment: 40 new enterprises supported under the "SME in Action" program by December 2017. The 2019 target was overestimated given the nature of the pilot interventions undertaken by UNDP.
Number of jobs created through UNDP initiatives	0	750	Some progress Type: Quantitative Data: 531	No change Type: Quantitative Data: 531	Some progress Type: Quantitative Data: 545
			Significant progress	Target reached or surpassed	Some progress

⁴⁶ 1- Coastal planning work has begun with local partners to improve local development planning. It is expected that this work will culminate in 2018 in an integrated coastal zone management strategy and two coastal management plans integrating the economic, social and environmental dimensions.

2- A climate risk assessment in two territories (Jerba and Ghar El Melh) has also been developed with a view to developing an emergency response plan and assisting in better local planning for development.

3- Work to integrate disaster risk reduction into local development plans was initiated in 2017 in two pilot cities (Ain Drahem and Tataouine) through the development of a draft safeguarding plan municipal support for better organization in the event of a crisis and the evaluation of the capacities of the two municipalities in order to address the development planning gap by integrating the risk dimension (environmental or other).

4. Training on climate change-sensitive development planning has enabled 60 local actors to acquire knowledge / develop knowledge in this area.

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
Number of projects supported in recovery and economic empowerment and local development, focusing on youth and women.	250 of whom 61 women	400, 33% of whom are women..	Type: Quantitative Data: 507 Comment: 507 including 185 women. Target 2019 will be updated based on the results achieved.	Type: Quantitative Data: 740 Comment: 740 including 312 women	Type: Quantitative Data: 775 Comment: 775 including 312 women
Number of beneficiaries of voluntary actions.	0	500 young people, 50% of whom are women.	No data	No data	Some progress Type: Quantitative Data: 13 Comment: 13 voluntary associations working on climate change issues have been identified to support training and activities in the Ghar El Melh and Djerba target areas for the benefit of local populations.
Existence of an institutional framework for an integrated and sustainable management of natural resources.	Review of the legal and institutional framework of the Water, Environment and Forest Codes in progress, 2nd national communication, National Strategy on the Green Economy currently being formulated.	Institutional framework for integrated and sustainable management of natural resources strengthened and improved.	Some progress Type: Qualitative Data: Update of the biodiversity strategy and action plan started in 2015. Finalization planned for 2016. ⁴⁷	Some progress Type: Qualitative Data: A critical analysis of the new provisional legal documents, the "Code of Territorial Planning and Town Planning" and the "Code of the Environment", was carried out. ⁴⁸	Significant progress Type: Qualitative Data: UNDP accompanied the Ministry of Local Affairs and the Environment in the preparation of the legal dossier for the ratification of the integrated coastal zone management protocol for the purpose of presenting it in 2018 for consideration / endorsement of the Parliament. ⁴⁹
			No change	Some progress	Significant progress

⁴⁷ Technical assistance in the preparation of national information requirements for the alignment of the National Action Plan to Combat Desertification (PAN LCD). The LCD PAN alignment is planned for 2016 in collaboration with UNEP..

⁴⁸ Entry points for integrating the climate risk aspect into the new legal texts have been identified. A formulation in legal terms of a structured and justified proposal so that these provisional documents are in adequacy with the consideration of the risks related to CC and the recommendations of the ICZM protocol was elaborated

⁴⁹ The National Strategy for Biodiversity in Tunisia 2018-2030 and its action plan have been updated and submitted to the United Nations Convention on Biological Diversity. This strategic document, developed with UNDP technical support / advice, consolidates national efforts for the sustainable management of natural resources, and serves as a decision support tool for advocacy for the mainstreaming of biodiversity. biological diversity in national and local sectoral planning.

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
Existence of decision support tools for better management of natural resources.	National information system on water resources in progress	Action Plan and Strategy to Combat Desertification and the Preservation of Biodiversity in Line with UN Strategies, Third National Communication Submitted		Type: Qualitative Data: A Natural Disaster Risk Assessment (DRR) at Ain Drahem was conducted and informed the development of a guidance note outlining potential strategic directions for DRR intervention ⁵⁰	Type: Qualitative Comment: The National Strategy for Biodiversity in Tunisia 2018-2030 and its action plan have been updated and submitted to the United Nations Convention on Biological Diversity. This strategic document, developed with UNDP technical support / advice, consolidates national efforts for the sustainable management of natural resources, and serves as a decision support tool for advocacy for the mainstreaming of biodiversity, biological diversity in national and local sectoral planning..
Number of CSOs whose capacities related to the sustainable management of natural resources to volunteerism are strengthened.	75	150	No change Type: Quantitative Data: 75	Some progress Type: Quantitative Data: 93 Comment: natural resources, among which, an initiative working for the management of natural resources and for the adaptation of the regions of Hariza and Chaab Chenini to climate change had the trophy of adaptation to climate change in the Mediterranean. ⁵¹ .	Significant progress Type: Quantitative Data: 106 Comment: 13 new voluntary associations working on climate change issues were identified in 2017 and their capacities strengthened to support training and activities conducted in Ghar El Melh and Djerba target areas for the benefit of local populations
Existence of a low carbon development strategy.	Non-existent	Low carbon development strategy in place.	Significant progress Type: Qualitative Data: Draft low carbon development strategy developed	Some progress Type: Qualitative Data: Draft low carbon development strategy developed but not yet endorsed / validated ⁵² .	Some progress Type: Qualitative Data: Preparatory work for the development of a national low-carbon development strategy has been initiated. The development of socio-economic and energy scenarios by 2050 will begin in early 2018 on the basis of the terms of reference developed in 2017.

⁵⁰ . This note represents an important decision-making tool for local planning in the commune of Ain Drahem (pilot region). It highlights the consideration of sound management and the preservation of natural resources as a foundation for the development of the region.

⁵¹ This prize represents a recognition of local efforts of Tunisian civil society to global action against climate change

⁵² UNDP supported the implementation of the Paris Agreement and the Tunisian NDC through the organization of exchange and consultation workshops between the various stakeholders (public institutions, the private sector, civil society and the media) with a view to establishing a roadmap defining the role of each of these actors in the implementation of the Paris Agreement and the Tunisian NDC, which is rightly considered as the strategy for combating climate change by 2030 and where the energy transition for low carbon development is an integral part of it.

In addition, and in order to enhance the efforts made to combat climate change at the regional and international levels and thereby mobilize the necessary funding for the implementation of future strategies, the project has supported Tunisian participation in COP22 at through the organization of two high level side events, one of which had the objective of presenting the energy transition

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
Existence of strategies for controlling energy in two pilot regions	Carbon emission diagnostic of the city of Sfax	2 strategies for the control of energy in place in two pilot regions.	No change	No change Type: Qualitative Data: Resource mobilization efforts were initiated to begin the preparation of a local energy transition strategy for the island of Djerba, identified as a pilot region.	No change Type: Qualitative Data: Resource mobilization efforts have been pursued to begin the preparation of a local energy transition strategy for the island of Djerba, identified as a pilot region. Given the mobilization difficulties encountered in 2017, the development of this strategy is now a 2018 target.
Existence of a plan of action for the reduction of the energetic precariousness	Inexistent	Action plan for reducing energy precariousness in place.	No change	Some progress Type: Qualitative Data: The action plan itself is not yet in place. However, a mission to set up a system for monitoring and evaluating the impact of energy transition policies on sustainable development in Tunisia was initiated in November to inform the development of this plan.	Some progress Type: Qualitative Data: UNDP has strengthened capacities and supported the National Agency for Energy Management in the identification and definition of fuel poverty indicators in Tunisia as part of the strengthening of the information system ENERINFO and the work of retrospectives and prospective on the impact of the energy transition policy on sustainable development.
Existence of an institutional and regulatory framework allowing better prevention and management of disaster risks.	Inadequate institutional and regulatory framework, 1st Hyogo National Report 2005-2015 submitted	Draft institutional and regulatory framework allowing better prevention and management of disaster risks in place.	No change	No change Type: Qualitative Data: No changes	Some progress Type: Qualitative Data: 7 pilot cities were identified and 2 targeted as a priority in 2017 (Tataouine in the South and Ain Drahem in the North) to benefit from capacity-building in disaster risk reduction and to inform the work on the institutional and planned national level for 2018.
			No change	Significant progress	Some progress

policy in Tunisia and the other the presentation of the Five-Year Development Plan as a driving force towards a low carbon economy, thus confirming Tunisia's commitment to the green development path.

In addition, the BP has launched a study to, among other things, take stock of the mitigation policies undertaken and planned up to 2030. In this framework, an update of the socio-economic scenario as well as GHG emissions in the case of baseline and mitigation scenarios is planned

Indicator ²³	Baseline	Target	Status/Progress		
			2015	2016	2017
Existence of a coordination platform and early warning mechanisms, within the framework of disaster risk management.	National Commission and Regional Commissions.	Early warning mechanism in place and tested in 2 pilot regions.		Type: Qualitative Data: Early warning mechanism in place and tested in a pilot region (Ain Drahem).	Type: Qualitative Data: The establishment of a weather monitoring system at the municipality of Ain Drahem has been initiated with technical and logistical support from UNDP in 2017.. ⁵³
Number of innovative strategies for adapting to the risks of climate change.	4	6	No change Type: Quantitative Data: 4	No change Type: Quantitative Data: 0 Comment: No changes	No change Type: Qualitative Data: No change. UNDP plans to support a feasibility study of innovative adaptation tools and approaches in 2018. This delay is inherent in the delays in the process of recruiting the required expertise.

⁵³ This was done through the acquisition of a weather station and the integration of Ain Drahem as a pilot city in the framework of a partnership for a twinning project between Météo France and the National Meteorological Institute on the establishment of a national monitoring system. This initiative will be the first step in the preparation, in 2018, of a multi-risk early warning system (SAP) for the municipality. At the same time, emergency response planning was initiated in Ghar El Melh and Tataouine. in anticipation of the preparation of an EWS for these two cities in 2018