Final evaluation of the SDG16+portfolio

Supporting peace by promoting a peaceful, just, and inclusive society in Tunisia

Wall Grafitti in Medenine- photo taken during field mission- May 2023

May – June 2023 by: Rania Fazah

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Acronyms

ADDL	*Appui à la Décentralisation et au Développement Local*
ARP	*Assemblée des Représentants du Peuple /* Assembly of the Representation of the People
CLS	*Comité local de sécurité* / Local Security Committee
CNLT	National Commission to Combat Terrorism
CPD	Country Programme Document
CSM	The Superior Council of the Judiciary
CSO	Civil Society Organizations
CNLCT	*Commission Nationale de Lutte contre le Terrorisme*
DAC	Development Assistance Committee
HCCAF	*Haut Comité de Contrôle Administratif et Financier*
HRW	Human Rights Watch
INGO	International Non-Governmental Organisation
INLTP	National Body to Combat Human Trafficking
ISIE	*Instance Supérieure Indépendante pour les Élections*
INLCTP	*Instance Nationale de la Lutte Contre la Traite des Personnes*
INLUCC	*Instance Nationale de Lutte Contre la Corruption*
INPT	*Instance Nationale pour la Prevention de la Torture /* *National Body to Prevent Torture*
INS	*Institut national de la statistique*
LDP	Local Development Plan
MI/ MoI	*Ministère de l'Intérieur /* Ministry of Interior
MoYS	Ministry of Youth and Sports
NEET	Not in Employment, Education or Training
NGO	Non-Governmental Organisation
ODD/ SDG	*Objectif de développement durable* Sustainable Development Goals
ODS	*Office de Développement du Sud*

OECD	Organisation for Economic Co-operation and Development
ONG	*L'Observatoire national de la jeunesse*
OSC	*Organisation société civile*
PEV	*Prévention de l'extrémisme violent*
PIP	*Plan d'initiation de projet /* Project initiation plan
PNMJ	*Politique nationale multisectorielle de la jeunesse /* National multisectoral policy on youth
PNUD/ UNDP	*Programme des Nations Unies pour le développement /* United Nations Development Programme
PVE	Prevention of Violent Extremism
PwD	People with Disabilities
RSS	*Réforme du Secteur de la Sécurité /* Security Sector Reform
SDG	Sustainable Development Goals
ToR	Terms of Reference
UNEG	United Nations Evaluation Group

I- EXECUTIVE SUMMARY

This document presents the main findings of an evaluation conducted to review the portfolio of projects "Supporting peace by promoting a peaceful, just, and inclusive society in Tunisia (SDG16+)". The evaluation adopted a qualitative approach that included 45 interviews with key informants and participants, five focus group discussions with 28 respondents, from 41 bodies, and reviewed over 40 documents for qualitative research, and analysis.

The portfolio was signed with the Tunisian Presidency of the Government to support Tunisia's development agenda. The portfolio document spells out an approach to the achievement of Sustainable Development Goal (SDG) 16 on Peace, Justice and Strong Institutions and sustaining a peace agenda in Tunisia by:

i   Operationalizing key national institutions and processes aimed at promoting democratic governance, consolidating the rule of law and fostering citizenship.

ii   Ensuring that communities, in particular youth, women and vulnerable groups, benefit from and contribute to efforts aimed at promoting local development, strengthening access to justice and security, and social cohesion.

iii   Strengthening the capacities of national and subnational institutions to identify effective solutions towards achievement of SDG 16.

The SDG 16 Programme features an innovative, multidimensional, and integrated programmatic approach being implemented by UNDP worldwide. Its portfolio of projects comprises of several projects, this evaluation covered the following main projects: SDG16+ - Outcome 3 (reporting on SDG16+), supporting decentralization and local development (ADDL), Youth, Security Sector Reform (SSR), Human rights bodies (INPT- INLCTP) (supporting the capacities of human rights institutions), Access to justice.

This evaluation aims to assess the main outcomes of the portfolio, identify underlying factors that affect implementation as well as the intended and unintended impacts of portfolio (positive and negative, including gender), and draw lessons to better define the prospects for future implementation,

The intended users of this evaluation include the United Nations Development Programme (UNDP) SDG16+ portfolio team, the UNDP Tunisia Country Office, UNDP Global, UNDP Evaluation Independent Office as well as the donors to this portfolio. Other relevant users may include the Tunisian government and other partners of UNDP.

The portfolio invested in capacity development targeted towards institutional partners, and to a lesser extent Civil Society Organizations (CSOs). The capacity development took various modalities, from engagement in developing national strategies, participatory planning, monitoring, and reporting techniques, providing experts and guidance, training programs, as well as participatory mechanisms. This led to the production of a series of useful planning material, namely consolidating strategic planning, cartography studies and contingency plans for several institutional partners - specifically during COVID-19, a system to track SDG16 (with the national statistics institute), and questionnaires and tools to measure public perceptions. It also helped strengthen implementation mechanisms across the different components, through digitalization, management reform, and increase of intervention capacities, etc...

This executive summary provides key findings from the evaluation of the SDG16+ portfolio in Tunisia, focusing on relevance, coherence, gender inclusion, efficiency, effectiveness, impact, and sustainability. The evaluation acknowledges the importance of institution-building efforts at both national and local levels to foster SDG16+ objectives. The portfolio invested in strengthening institutions and supporting oversight and operational bodies to raise governance standards and ensure access to justice and social cohesion. The actions were aligned with the government's development plan, with a particular focus on most vulnerable regions as identified by the government.

The evaluation recognizes the portfolio's fitness to context and its ability to adapt to the evolving political situation. The portfolio maintained its focus on objectives while demonstrating flexibility and creativity in its approaches. It continued to support institutions and bodies during the COVID-19 pandemic, ensuring access to justice and the continuity of essential services. The portfolio also aimed to support decentralization efforts in Tunisia, despite challenges posed by the dismissal of local councils. Efforts were made to raise awareness of municipal roles and to promote local development planning based on real community needs. The political changes in Tunisia further complicated the implementation of the portfolio, requiring adaptations to the evolving landscape.

The evaluation highlights the **collaborative framework with national institutional stakeholders**, allowing for their active participation in shaping the portfolio's programs. However, there were concerns about certain stakeholders having excessive influence over the agenda, potentially limiting the portfolio's autonomy. The design of the portfolio was also

criticized for lacking coherence, with projects pre-existing the portfolio, were put together without sufficient synergy.

The evaluation emphasizes the **essential contribution of CSOs** despite growing fears and restrictions. Regulatory amendments have restricted freedom of expression and association impacting the work of CSOs. The portfolio's inclusion of CSOs in its activities was praised as a mean to enhance checks and balances in a difficult context. However, it is crucial to strike a balance between cooperation with institutional actors and preserving the autonomy and diversity of civil society.

The portfolio demonstrated efforts to promote gender inclusion, ensure the inclusion of people with disabilities, and involve youth and vulnerable groups. Specific actions were taken to engage women in various processes, address violence against women, and enhance the rights of people with disabilities. However, the integration of youth in the portfolio's actions was found to be the least developed, requiring better engagement strategies and consistent inclusivity of grassroots movements.

The portfolio's **flexibility and adaptability** were recognized as key factors in managing discontinuations and disruptions beyond the UNDP's control. The evaluation acknowledges the portfolio's ability to navigate through political changes and challenging circumstances.

Efforts were made to improve access to justice and inclusion through rehabilitation for better infrastructure. Courtrooms were equipped with sound systems and digital technology, laptops were provided to administrations, and ramps were installed for better access for people with disabilities (PwDs). Sensitization programs were conducted for court personnel on how to deal with PwDs, including the use of sign language. Delays affected rehabilitation work of Youth centres, Harboub prison and some police stations; thus, limiting the utilization of the premises, and impacted the results of the portfolio. This highlights the need for UNDP to adopt phased / sequential planning of works.

The portfolio also focused on amending regulations and protocols to enhance the rule of law, access to justice, and governance. A code of conduct for police forces was developed to set guidelines for engagement with citizens. Efforts were made to support anti-corruption mechanisms and strengthen the capacity of oversight bodies. However, the freezing of the National Anti-Corruption Authority (INLUCC) posed challenges in implementing the planned support. The portfolio redirected its actions towards quick wins to strengthen the

institutional framework for public accountability at the national and local level through the governance cells.

In the area of preventing violent extremism, channels were opened with civil partners to identify national priorities. The National Commission for the Fight against Terrorism (CNLCT) collaborated with societal actors to consult on national security matters with a focus on social cohesion. However, the COVID-19 pandemic and changes in the political context slowed down the implementation of community work with CSOs. More emphasis could be placed on the gender and youth engagement in this initiative.

Efforts were made to reshape policing on the ground through community policing and improved practices. Local Security Committees (LSC) were established to involve CSOs in developing preventative security approaches. These committees worked closely with local communities, addressing issues such as violence against women and providing identification documents to marginalized populations. Rehabilitation and readjustment of police stations were also undertaken to improve contact with citizens. Challenges remained in terms of internal working modalities, community relations, and addressing core issues such as impunity and excessive use of violence.

The portfolio supported access to legal aid and raised awareness of rights. Stakeholders were trained to improve their response to legal cases involving women who are victims of violence. CSOs were involved in prison activities for reintegration and financial independence of inmates. Manuals and tools were developed with the independent commissions to increase awareness and proper implementation of laws in places of detention and for anti-trafficking efforts.

The transition process in Tunisia faces complex interdependencies between the different problems that result in "wicked problems[1]," which cannot be effectively addressed through institutional reform alone. SDG16+ acknowledges these challenges as an "ecosystem of wicked problems," where solutions are not true or false but rather good or bad.

To address wicked problems, a more focused and problem-solving approach is necessary, with incremental and achievable goals. This approach fosters stakeholders' confidence and motivation to implement difficult changes through a granular approach that includes both

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[1] *Dilemmas in a General Theory of Planning* by Horst W.J. Rittel and Melvin M. Webber. The term 'wicked problem' refers to that class of social system problems which are ill-formulated, where the information is confusing, where there are many clients and decision makers with conflicting values, and where the ramifications in the whole system are thoroughly confusing.

CSOs, women, youth, vulnerable groups, and institutional partners. The changing dynamics impact working with these partners and emphasize the need for a discussion to agree on a common ground.

That said, the portfolio managed to foster influence over national policies, mainly in terms of governance, despite the institutional challenges the country had been facing since July 2021. Less outcomes could be however measured on the level of human rights, which have witnessed a sharp blow given the latest developments in Tunisia. The governance components of the portfolio pushed for a stronger interaction between national, local institutions and youth constituents in addition to CSOs, despite the suspicion with which governmental authorities tend to look at CSOs.

Furthermore, the portfolio engaged with numerous governmental institutions to foster good practices in terms of strategic planning, legislative agendas, inclusive implementation and strengthening of access to justice. Many aspects of the portfolio have finalized the planning phase without reaching the implementation phase, making the actual impact onto a long-term improvement of the governance landscape difficult to assess at the present time. That said, without the portfolio, the country's institutions would have been kept behind on their commitments to SDG16+, namely in terms of institutional capacity, infrastructure, and planning.

Sustainability of results in Tunisia, particularly post-2021, requires multiple programming cycles. While some components have shown potential for institutionalization and functionality, challenges remain. For example, the LSC initiative lacks a formal legal framework, hindering its progress. Providing a clear legal framework for LSC responsibilities and alignment with community policing principles and international standards is crucial.

Community engagement is vital for sustainability and governance practices aligned with SDG16+. Limited engagement of community groups, such as the youth committee and youth hubs, hampers their effectiveness. The Ministry of Youth and Sports' changing partnership approach has affected the youth committee's objectives and made them overly reliant on UNDP. Similarly, youth centres and Local Development Plans (LDP) initiatives can benefit from enhanced youth participation and a systemic approach to consulting with youth and integrating their perspectives into the processes.. Adequate representation of diverse community groups in initiatives like LSC is essential to prevent them from becoming purely administrative mechanisms.

Active engagement of community groups is crucial for checks and balances, long-term viability, and ownership of efforts, contributing to sustainability. The evaluation underscores the importance of fostering ownership and promoting the engagement of community groups to ensure the success of initiatives and the achievement of SDG16+.

In conclusion, the portfolio made significant efforts in various areas related to good governance, access to justice, and security. While there were achievements in terms of infrastructure rehabilitation, regulatory amendments, community engagement, and legal services, challenges such as delays, political changes, sound monitoring and evaluation (M&E) system, and youth participation remained. Continued engagement and long-term commitment are crucial for sustaining progress and addressing systemic issues.

Recommendations to UNDP include:

R1: Managing the learning curve and revisiting design and coordination approaches. This involves streamlining portfolio design, enhancing inclusive planning, strengthening coordination efforts between projects, and fostering long-lasting partnerships.

R2: Adopting participatory people-centred, youth-led approaches. This includes actively engaging youth, women, and vulnerable groups in justice and security discussions, collaborating with local community organizations, providing ongoing capacity-building support for youth, and supporting the organizational development of CSOs.

R3: Focus the work with institutional partners on developing internal practices, processes, and mechanisms. This entails developing operational processes, building on successful institutional programs, and addressing incomplete regulatory frameworks.

R4: Ensuring access to justice. The portfolio should promote judicial independence, initiate dialogue on safeguards against impunity, and enhance accountability in the security sector reform (SSR) and justice components.

R5: Developing a consolidated M&E system. This includes equipping the portfolio with an M&E framework, incorporating gender equality, disability, and human rights indicators, establishing baseline data, and building capacity in qualitative participatory approaches.

By implementing these recommendations, the UNDP can enhance its portfolio's effectiveness, address the complexity of the Tunisian context, and contribute to sustainable development in Tunisia.

II-   INTRODUCTION

In 2018, the Presidency of the Government and UNDP launched a Portfolio of Projects aimed at Sustaining Peace through the promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio) supported by the Netherlands and other donors.

Within the framework of the SDG16+ Portfolio, UNDP Tunisia has provided support to specific interventions contributing directly to specific targets of Goal 16 in areas such as: the reduction of violence (target 16.1.) through the work conducted on community policing and preventing violent extremism; access to justice and rule of law (target 16.3) through interventions targeting courts and prisons; and participatory and representative decision making (16.7) through the support provided to specific institutions (government, parliament, internal security forces and municipalities) to be able to better interact and engage with specific stakeholders such as youth, women and civil society. The portfolio aimed at introducing groundbreaking work in areas such as data collection, participatory analysis, stakeholder engagement and innovation both at the national and sub-national levels. While the action was designed with a national focus, much of the work has been implemented in the South-East of the country, as a first step towards an area-based program approach.

This final evaluation of the SDG16+ portfolio is part of the Country Programme Document (CPD) evaluation plan and will feed into the implementation of the new United Nations Sustainable Development Cooperation Framework (UNSDCF) and UNDP CPDfor the period 2021-2025.

This evaluation will also build on the results of past evaluations of the portfolio and aims to:

- Assess the main outcomes of the portfolio within the contextual changes that impacted Tunisia.
- Draw lessons to better define the prospects for future implementation.
- Identify underlying factors that affect implementation as well as the intended and unintended outcomes of the portfolio (positive and negative, including gender).

To ensure consideration of key elements of the SDG 16 (aiming at the promotion of just, peaceful, and inclusive societies), the evaluation will cover three pillars of the portfolio, as follows: Inclusion; Justice; Peace. The evaluation will assess evidence around relevance, effectiveness, efficiency, coherence, sustainability, and ownership of the current programming.

The evaluation will also assess gender, vulnerability, and human rights as cross-cutting criteria for evaluating the portfolio outcomes in addition to multi-stakeholder support, knowledge management, data collection and reporting around SDG 16. The intersectionality of vulnerabilities (at the heart of SDG16) will be integrated into the analysis. The evaluation will review the risk analysis and the mitigation measures deployed.

III- DESCRIPTION OF THE PORTFOLIO

'Sustaining peace through the promotion of a peaceful, just and inclusive society in Tunisia' was signed with the Tunisian Presidency of the Government to support Tunisia's development agenda. The portfolio document spells out an approach to the achievement of Sustainable Development Goal (SDG) 16 on Peace, Justice and Strong Institutions and sustaining a peace agenda in Tunisia by:

iv   Operationalizing key national institutions and processes aimed at promoting democratic governance, consolidating the rule of law, and fostering citizenship.

v   Ensuring that communities, in particular youth, women and vulnerable groups, benefit from and contribute to efforts aimed at promoting local development, strengthening access to justice and security, and social cohesion.

vi   Strengthening the capacities of national and subnational institutions to identify effective solutions towards achievement of SDG 16.

The SDG 16 Programme features an innovative, multidimensional, and integrated programmatic approach being implemented by UNDP worldwide. Its portfolio of projects comprises of several projects, this evaluation covered the following main projects: SDG16+ - Outcome 3 (reporting on SDG16+), supporting decentralization and local development (ADDL), Youth, Security Sector Reform (SSR), human rights institutions (INPT- INLCTP), transparency and accountability.

Each of these components work with a range of national and local stakeholders ranging from ministries to municipalities, local authorities, police, CSOs, national institutions, national agencies, and national oversight bodies, etc...

Title	Sustaining peace through the promotion of a peaceful, just, and inclusive society in Tunisia
Portfolio Duration	14 December 2018 – 30 June 2023
Implementing Entity	UNDP Tunisia
Total Budget	28,279,009 USD
Donor	The Dutch Ministry for Foreign Trade and Development Cooperation DRL, INL, Swiss cooperation, Canada, Sweden, UNDP, UK, Spanish cooperation, Catalan cooperation, Balearic Island cooperation, Denmark, UNPRPD
Key Sustainable Development Goals (SDGs) to which the project contributes	SDG 16: Peace, justice, and effective institutions
	SDG 5: Gender equality
	SDG 10: Reduced inequalities
	SDG 11: Sustainable Cities, Communities
	SDG 17: Partnerships for achieving the goals
Expected Outcomes	OUTCOME 1: Key national institutions and processes to promote democratic governance, strengthen the rule of law and promote citizenship are operational
	OUTCOME 2: Communities, especially youth, women and vulnerable groups, benefit from and contribute to efforts to foster local development, strengthen access to justice and security and promote social cohesion
	OUTCOME 3: Government and national and local stakeholders improve their capacity to plan, monitor and act to achieve Target
Related projects	SDG16+ - Outcome 3

	ADDL
	ARP
	Access to Justice
	PVE
	Youth
	RSS
	CSM
	National Instances – INPT- INLCTP
	Accountability and Transparency

IV- EVALUATION APPROACH

The evaluation has applied a methodology aligned to UNDP's revised Evaluation Policy[2], to Evaluation Norms and Standards of the United Nations Evaluation Group (UNEG)[3], including UNDP Procedure for Ethical Conduct in Research, Evaluations and Data Collection and Analysis[4].

Given the primary qualitative nature of the portfolio and the complexity of the context, the evaluation methodology has put the emphasis on a qualitative methodology, and has formulated evaluation questions, calling on the reflective, experienced-based critical thinking of the interviewees. The evaluation has used a non-experimental approach to analyse the contribution of the project interventions towards achieving its results, through qualitative techniques. Thus, it is important to explain that evaluation evidence for this evaluation corresponds to facts reported in project documents, verified through interviews, but has also sought to encourage stakeholder's analytical views and opinions, ensuring diversity.

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[2] UNDP Evaluation Policy (http://web.undp.org/evaluation/guideline/).
[3] UNEG Norms: http://www.uneval.org/document/detail/21, UNEG Standards: http://www.uneval.org/document/detail/22
[4] (http://web.undp.org/evaluation/guideline/).

A- Evaluation Scope

As per the Terms of Reference (ToR), six of OECD/DAC's evaluation criteria have guided the organisation of the Evaluation questions, the Evaluation Matrix, data collection as well as the structure of findings for the present report. These criteria include relevance, intersectionality and coherence, effectiveness, efficiency, and sustainability (and risk). Additionally, the evaluation has reviewed the cross-cutting issues of Gender Marker, and the "Leave No One Behind" approach. The evaluation adopted a rapid outcome assessment approach that focussed on the context and outcomes achieved and provided a forward-looking analysis to assist in planning the portfolio second phase. This evaluation comes to compliment the midterm evaluation that focussed on the performance of the portfolio.

The findings corresponding to the evaluation questions grouped in sets around the above criteria, and elaborated below in section D; around the key thematic issues. The evaluation questions developed for this evaluation are covering the various aspects of each of the evaluation criteria. The interview questions have been formulated so that the data collected feeds the answers to the evaluation questions. The answers provided by interviewees have been compared and the trends in answers triangulated with the information from the reviewed documents, to identify and verify findings.

The evaluation covered the period of the portfolio December 2018 to June 2023, covering the whole of Tunisia with field focus on Tunis the capital and the south due to the vulnerability of the region: Ben Gerdane, Medenine, Tatouine and Zarzis. The evaluation reviewed all the projects of the portfolio, interviews were conducted with interlocutors and partners of SSR, ADDL, Outcome 3, Youth, Justice and *Instances,* etc..

B- Evaluation Methodology

The evaluation offers an assessment of UNDP's SDG16+portfolio "Supporting peace by promoting a peaceful, just and inclusive society in Tunisia", looking at how the action responds to needs, or has impacted the capacity of national institutions and relevant stakeholders included in the portfolio. The evaluation took into consideration the contextual developments in the country and examined the extent to which the portfolio adapted to contextual changes and emerging challenges and opportunities during the implementation.

The SDG16+ portfolio works in a complex political and economic context characterised by political instability, economic distress compounded with structural weaknesses and systemic inequalities across regions in Tunisia. The evaluation adopted a complexity-aware approach to examine the unpredictable, uncertain, and changing nature of Tunisia context, where the change pathways between an intervention and intended outcomes are unclear, and relations of cause and effect are not determined and are yet to be tested. To capture this, the evaluation adopted participatory and iterative approaches to engage stakeholders who bring diverse perspectives into the situation.

The evaluation consultant conducted a thorough document review and held 4 main consultative meetings with UNDP and the Embassy of the Netherlands in Tunisia to elaborate the evaluation focus and questions, assigning data sources and collection methods to each evaluation question.

In accordance with UNDP evaluation principles, the evaluation focused on the implementation process of the SDG16+ portfolio and will ensure that it will achieve the expected impact on gender, human rights, and SDGs.

The evaluation also applied some features of participatory rapid outcome reporting to provide UNDP, donors, national partners, and other relevant stakeholders with the portfolio's contribution to changes observed in policies, structures, behaviours, relationships, or actions of the people, groups, and organisations with whom the portfolio worked directly.

C- Evaluation objectives

This evaluation aims to:

- Measure the implementation of the portfolio against the planned results and their process of achievement,
- Draw lessons to better define the prospects for future implementation,
- Identify underlying factors that affect implementation as well as the intended and unintended impacts of portfolio (positive and negative, including gender).

The intended users of this evaluation include the UNDP SDG16+ portfolio team, the UNDP Tunisia Country Office, UNDP Global, UNDP Evaluation Independent Office as well as the

donors to this portfolio. Other relevant users may include the Tunisian government and other partners of UNDP.

D- Evaluation Criteria & Questions

The evaluation assessed evidence around relevance, effectiveness, efficiency, coherence, sustainability, and ownership of the current programming. The evaluation also looked at gender, vulnerability, and human rights as cross-cutting criteria. The assignment deployed several key evaluation questions as stated hereunder. (Please refer to the Evaluation framework in the Annex for complete list)

The evaluation questions were revised during the inception phase and changed from the TORs to fit the scope of the evaluation, the fragility and complexity of the context, and focus on the forward-looking analytical approach. The below questions focussed more on outcomes, approaches and working modalities, whilst less on performance per logical framework. The reason behind this is rooted in the need of the portfolio management to plan better the portfolio second phase given the political and institutional changes through which Tunisia have been passing.

Relevance:

KEQ1- To what extent has UNDP been able to adapt to changes in the context and adapt the objectives and results of the portfolio to remain relevant to national priorities and respond to emerging needs?

KEQ2- To what extent have the social and environmental risks been identified, monitored and mitigated?

Coherence

KEQ3- To what extent has the portfolio addressed gender, youth and vulnerabilities into its actions? (Leave no one behind)

KEQ4- What measures did the portfolio take to ensure synergies, and non-duplication?

Efficiency

KEQ5-To what extent was resource mobilisation effective in achieving the desired change and responding to contextual reprioritization?

KEQ6-How were the various projects monitored in terms of performance and efficiency?

Effectiveness

KEQ 7- Has the SDG16+ portfolio influenced national policy debates and dialogues on the peaceful, just, and inclusive societies and has it influenced national policies on governance and the protection of human rights?

KEQ8-What are the main effects / benefits that the portfolio has on the national / municipal stakeholders?

KEQ9-How has the portfolio influenced relationship/trust building between state entities and citizens?

Sustainability

KEQ10- To what extent can the effects of the portfolio contribute to longer-term improvement in Tunisia.

E- Evaluation Methods and Tools

The evaluation has used qualitative methods to guide the data collection, which has mostly involved collection and analysis of information. This choice is justified, as already mentioned, given the qualitative nature of the project, and, given the limited availability of quantitative data collected by the portfolio through M&E tools.

The mix method approach has involved the following activities:

- A desk review of documents produced by the portfolio and UNDP, complemented with context and thematic-relevant reports and publications gathered through the consultant's research or shared by interviewees. The analysis of documents has been used to understand its role and strategies, external and internal to the SDG16+ Portfolio, and tailor interview questions to each stakeholder category.

- **An Evaluation Matrix**, expanding evaluation questions into sub-questions, judgement indicators and means of collection to organise the data collected.
- **Key informant Interviews** developed for interviews and tailored to the different respondents' categories. Questions have been refined and adjusted as the evaluation was deepening its understanding of the project.
- **Focus Group Discussions (FGD)**, held with partners and collaborators in the South of Tunisia.

Data analysis was conducted in crossing evaluation interview notes with findings from the written documentation and complemented with additional available reports on Tunisia.

The field aspect of the assignment was composed mainly of individual and collective interviews with staff of diverse institutions, CSOs, and portfolio staff and stakeholders. Data collection took place in Tunis the capital and the south cities of Ben Gerdane, Medenine, Tatouine and Zarzis.

The interviews were held online or in person during the field visit in Tunisia during May 2023. The respondents were distributed along multiple levels of the implemented action:

- Focal points, identified during the kick-off meeting.
- Staff members, identified in coordination with the portfolio focal points.
- Beneficiary institutions and groups from the portfolio, that were identified in coordination with the portfolio focal points.

The interview guides featured key evaluation questions capturing the assignment's main evaluation criteria which followed the OECD/DAC based criteria: relevance, inclusion, intersectionality and coherence, efficiency, impacts and sustainability.

The names of all persons interviewed were anonymized in the report to ensure quotes are used with reference only to the institution or function.

The evaluation used note taking during interviews, and FGD, respondents did not consent to recording. Data entry was done on excel, where data was classified and categorised under thematic titles, trends were identified for analysis.

The Evaluation used several approaches to analyse the data and ensure validity and reliability of the analysis:
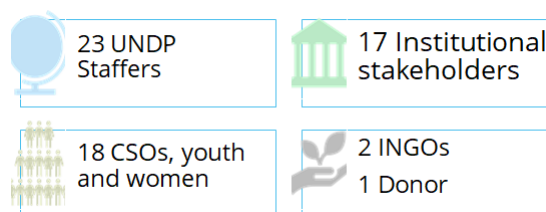
- **Comparing, contrasting, and synthetizing the data**: Interviews, reports, and conversations were classified into categories as per Evaluation questions, and analysed for trends, patterns, relationships, similarities, and differences. They were then grouped by themes that emerge from the analysis. This helped identify convergences and divergences and detect outliers.

- **Variation induction**: In this approach, evaluative findings are constructed based on the variety of collected data that support the conclusion.

- **Triangulation** between various data gathered through interviews, focus group discussions, and data obtained from the desk review to ensure the integrity of findings. Data gathered was analysed qualitatively to directly answer Evaluation questions and explain the results. The Evaluation deployed two forms of triangulation: (1) methodological triangulation; (2) source triangulation, involving at least three lines of evidence including primary and secondary data and at least 6 different sources (beneficiaries, non-beneficiaries, UNDP, national authorities, international actors, and local partners).
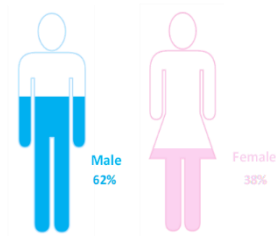
Gender and inclusion dimensions were explicitly incorporated into the scope of the Evaluation and within specific evaluation sub-questions. The Evaluation reviewed gender disaggregated data to ascertain the numbers of women participating in different actions, the proportion of women involved in design, decision making, consultations, and female representation amongst partners and local staff. The Evaluation incorporated the views of marginalised groups especially in the South. During analysis, the evaluation searched for gender considerations in responses. The evaluation however found little gender disaggregated data in the SDG16+ reporting and evaluation matrix.

Output and outcome indicators listed in the Logical Framework aim primarily to measure number of products, stakeholders, interventions, the Logical Framework falls short of capturing how the programme will affect democratic practices and human rights, nor did it design indicators around institutions functioning and processes (outcome 1).

F- Selection of Stakeholders for interviewing

In consultation with the project team, a list of stakeholders targeted for interviewing has been established with a representation of all stakeholder categories, from the portfolio team, local and national level, government and non-government actors, donors, and relevant international organisation representatives.

23 UNDP Staffers

17 Institutional stakeholders

18 CSOs, youth and women

2 INGOs
1 Donor

Male	Female
62%	38%

Male
62%

Female
38%

Moreover, the assessment took in consideration UNDP evaluation principles to focus on the implementation process of the SDG16 portfolio, while keeping on the map the expected impact on gender, human rights, and SDGs.

G- Limitations of the evaluation

The evaluation had an office-based phase and a field phase in the south of Tunisia. However, there have been some limitations listed in the table below.

Limitations	Adaptive Measures
Limited availability and response of some government stakeholders mainly the Justice related sector.	1. Liaised with the SDG16+ Portfolio project team for introduction to stakeholders.
	2. The Governance Team Leader and the SDG16+ Portfolio Team did an intensive follow-up with stakeholders.
	3. The SDG16+ Portfolio provided a substantial mobilisation effort to reach out and arrange interview schedules.
	4. The Evaluation consultant continued conducting interviews even during the analysis and report writing phase.

The evaluation timeframe was extremely tight and restrictive	5. The timeframe for this evaluation was rather tight; a constraint the evaluator was informed about and accepted. However, at various incidents the respondents were late in providing availability, hence data collection was sporadic and stretched over extended periods of time that interfered with data analysis. With flexibility in the schedule of activities and rapid feedback from UNDP, the timeframe was respected.
Limited M&E data	6. Given this limitation, the evaluator has used the information from the project progress reports and other project written products.
	7. The SDG16+ Portfolio team has made itself available to provide complementary briefing sessions.

V-   **CONTEXT:** Tunisia's transition 2.0

Since the launch of the portfolio's action in 2018, Tunisia has undergone significant changes which have had a noticeable impact on the functioning of the three branches of government (legislative, judiciary, executive), as well as on public administration and municipalities. The death of President Essebsi in July 2019 led to an early presidential election in September of the same year. This resulted in a new parliament with seats fragmented amongst political parties, and the election of University Professor Kais Saied, an outsider to the political establishment, as President.

The COVID-19 pandemic and the subsequent strict lockdown measures from March to May 2020, followed by a year-long curfew and restrictions posed significant challenges to the government's ability to effectively manage the crisis. This situation worsened existing socio-economic vulnerabilities.

Forming the first government post-election took longer than expected due to the parliament's fragmentation and disagreement between the President and the political parties. Following the resignation of Prime Minister (PM) Fakhfakh former Minister of Interior Hichem Mechichi formed a new government which was short lived due to disagreements between the President and PM Mechichi , leading the President to dismiss the government, suspend the parliament, and assume executive powers on July 25th, 2021, citing an emergency section of the Constitution.[5] Most Tunisians expressed support for the President's decision, reflecting a severe trust deficit in the political elite and their ability to effectively address pressing issues.

"*Tunisia's transition to democracy remains incomplete and under stress*".[6] The exceptional measures taken by the President since July 2021 and the 2022 constitution altered the separation of powers and checks and balances in Tunisia's political system. The present constitution[7], despite incorporating numerous articles from the 1959 and 2014 constitutions, replaces the hybrid parliamentary system provided for in the 2014 Constitution with a system that concentrates most of the power within the Presidency of the Republic. Under the 2022 constitution, the executive power is exclusively held by the Presidency with a diluted

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[5] Sharan Grewal. Kais Saied's power grab in Tunisia, Brookings, 26 July 2021, available at https://www.brookings.edu/blog/order-from-chaos/2021/07/26/kais-saieds-power-grab-in-tunisia/.

[6] United States Institute for Peace. The Current Situation in Tunisia: A USIP Fact Sheet, 14 December 2022, available at https://www.usip.org/publications/2022/12/current-situation-tunisia.

[7] Presidential Decree No. 2022-691 of August 17, 2022, promulgating the Constitution of the Republic of Tunisia, available at https://legislation-securite.tn/fr/law/105339.

role for the prime minister. The President can also dissolve the government or dismiss its members, whereas this prerogative was previously reserved for the head of government.

Hence, the portfolio's period was concomitant with political sweeping changes that have shifted the balance of power, as the new Constitution, validated through referendum with 30% of voters' turnout, has toned down the mandate of the Assembly of the Representation of the People (ARP). The Parliament now only has a "legislative" function and its ability to hold the executive accountable or vote it out is restricted. The establishment of a new chamber - the "National Council of Regions and Districts'' – is yet to materialise, and its impact on the legislative process is yet to be tested. The voter turnout in the parliamentary elections of December 2022 was relatively low (circa 11%) posing questions about the representativity and relevance of the parliament to the Tunisian public opinion.

In November 2021, the President dissolved the Ministry of Local Affairs and shifted control over municipal councils to the Ministry of Interior.[8] As this move came in a context of severe economic crisis and radical political changes, it raised flags about the pace and efficiency of the decentralisation process as well as the local authorities' further ability to complement the government's efforts in providing essential public services and responding to the socio-economic demands of its citizens.

Embodied by two institutions[9], the judiciary is now more of a function than a "power". In February 2022, President Saied dissolved the Supreme Judicial Council (SJC),[10] an independent and constitutional institution formed in 2016 and replaced it- through decree no. 2022-11- with a temporary body of 21 appointed members, including 9 directly by the president. It remains to be seen to what extent the present structure and composition of the SJC will curb corruption and address the endemic inefficiencies in the judiciary itself. On June 1, 2022, President Saied promulgated decree no. 2022-35, granting himself the power to unilaterally dismiss magistrates, while dismissing 57 judges and prosecutors through a second decree no. 2022-516. While this decision was largely welcomed by a frustrated public opinion, it is unclear at this stage how these developments, including the prerogative[11] of the

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[8] Elizia Volkmann. Tunisia's Interior Ministry takes control of the local government. The National News, 25 November 2021, available at https://www.thenationalnews.com/mena/tunisia/2021/11/25/tunisias-interior-ministry-takes-control-of-local-government/.
[9] Superior Council of the Judiciary (CSM) and the Constitutional Court
[10] Tarek Amara. Tunisian president dissolves Supreme Judicial Council, Reuters, 6 February 2022, available at https://www.reuters.com/world/africa/tunisian-president-dissolves-supreme-judicial-council-2022-02-06/.
[11] In the new Constitution 2022

President to appoint all nine members of the yet to be established Constitutional Court, are going to enhance the independence and impartiality of the judiciary[12].

Moreover, the Presidential exceptional measures taken since July 2021 included abolishing all the independent institutions established by the 2014 constitution (commonly referred to as "Independent Commissions- Instances"), except for the Independent High Authority for Elections (Instance Supérieure Indépendante pour les Élections - ISIE) whose members were replaced in May 2022.

Through decree 2023-9, published on March 8, 2023, the President dissolved all municipal councils elected in 2018.[13] The decree stipulated that, until new councils are elected, the day-to-day management of the municipalities will be entrusted to special delegations composed of civil servants under the supervision of the governor of each region. It remains to be seen to what extent the new municipal electoral law will alter the mandate and prerogatives of the local councils, the mayors, in terms of their prerogatives to manage resources of their own councils and the level of independence from the central authorities and the governors or delegates.

In the meanwhile, the country continues to face an acute financial crisis, resulting amongst other things into shortages of basic commodities such as flour, sugar, butter and gas.[14] The growing inflation, weak economic growth and stagnant high unemployment, with a staggering 38.1% among the 15-24-year-old Tunisians[15] are particularly prominent given the regional disparities, notably in the southeastern provinces of Gabès, Médenine et Tataouine, known to be heavily deprived regions, and where the action is concentrated.

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[12] Human Rights Watch. Tunisia: President Intensifies Attacks on Judicial Independence Ignoring Court Order to Reinstate Fired Judges, Prosecuting Them Instead, 27 February 2023, available at https://www.hrw.org/news/2023/02/27/tunisia-president-intensifies-attacks-judicial-independence.

[13] RFI. Tunisie: les autorités annoncent la dissolution des conseils municipaux, 10 mars 2023, available at https://www.rfi.fr/fr/afrique/20230310-tunisie-les-autorit%C3%A9s-annoncent-la-dissolution-des-conseils-municipaux.

[14] AFP. Tunisie : pénuries alimentaires sur fond de crise financière, 8 September 2022, available at https://www.middleeasteye.net/fr/reportages/tunisie-penuries-alimentaires-crise-financiere-kais-saied-fm-reformes-ugtt.

[15] Olfa Lamloum, Mariam Abdel Baky (2022). Unemployed Working-Class Neighbourhood Youth:Survival and resistance strategies in Libya, Tunisia and Morocco, International Alert, Friedrich Ebert Stiftung, p. 9, available at https://www.international-alert.org/wp-content/uploads/2022/09/Unemployed-working-class-_ang_web.pdf.

VI- MAIN FINDINGS:

A- Relevance

A.1- Institution-Building efforts on both national and local levels are needed to foster SDG16+

All stakeholders agree on the crucial importance of solidifying the institutions' capacity in terms of promoting social cohesion, justice, human rights, and security. The portfolio extended its action to both national (ARP, Ministries, Security Forces, INS) and local institutions (municipalities) to strengthen innovative, multidimensional, and integrated programmatic approaches.

In addition, the actions aimed at supporting different oversight and operational bodies that are considered key to raise governance standards and guarantee access to justice and social cohesion. Among these bodies, the portfolio has worked with the Ministry of Youth, Ministry of Interior, Ministry of Justice, and on local levels with the various communes (municipalities); in addition to the INLUCC (National Body to Combat Corruption),which was frozen in 2022, the HCCAF (High Committee of Administrative and Financial Control), the INPT (National Body to Prevent Torture), the INLTP (National Body to Combat Human Trafficking) and the CNLT (National Commission to Combat Terrorism).

The portfolio heavily invested in institutional-building tools, developing national strategies, digital platforms, planning, monitoring, and reporting techniques, training programs, as well as participatory mechanisms. Locally, interventions were focussed on the regions of Médenine, Tataouine and Gabès (south-eastern Tunisia), as per the government five-year development plan 2016-2020 placing these regions as geographical priorities. These regions were less targeted by international cooperation programs in the past.

A.2- Alignment to Country Programme outcomes, SDGs, and national development priorities

The SDG16+ portfolio objectives are aligned to the existing international framework, i.e. in line with the government priorities of Tunisia for the past period, and signed by the Presidency of the government, and on a bilateral level with various ministries and national stakeholders. The assessment of this portfolio is part of the CPD evaluation plan and will

feed into the implementation of the new United Nations Sustainable Development Cooperation Framework (UNSDCF) and UNDP CPD for the period 2021-2025.

The SDG16+ Portfolio has provided support to specific interventions contributing directly to specific targets of Goal 16 in areas such as: the reduction of violence (target 16.1.) through the work conducted on community policing and preventing violent extremism; access to justice and rule of law (target 16.3) through interventions targeting courts and prisons; and participatory and representative decision making (target 16.7) through the support provided to specific institutions (government, parliament, internal security forces and municipalities) to be able to better interact and engage with specific stakeholders such as youth, women and civil society.

Furthermore, Tunisia has been one of the pioneer countries reporting on SDG16 specifically since 2014; this includes some ground-breaking work in areas such as data collection, participatory analysis, stakeholder engagement both at the national and sub-national levels. "Outcome 3" closely associated the National Statistics Institute (INS - *Institute National de Statistique)* to produce aggregated data on measures of SDG indicators, including tabulation of public perception surveys, which were helpful for the digital tracking platform of SDGs achievements (see E7 above) Concretely, between October and December 2021, UNDP supported the INS to conduct a survey on "General Perception Survey of inhabitants towards security, freedom and local governance in Tunisia", which was released in July 2022. The data collection phase "generated 17,000 responses in accordance with the national sample".[16] enhancing the availability of data regarding SDG16 progress and further consolidating the online tracking platform of its relevant indicators.

The portfolio also aimed at anchoring best practices pertaining to measuring SDG16 achievements based on produced knowledge. A pilot was launched towards the end of 2022 in Médenine in the form of an initiative called Data for All (data4all) providing "the Southern Development Office (ODS) an online platform for monitoring and reporting".[17] Such tools hold the potential to enhance the performance level, as training workshops were also organized for the relevant public institutions to familiarize themselves with these new

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[16] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Interim Report 2022, p. 46.
[17] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Interim Report 2022, p. 50.

instruments. Yet the platform is not yet finalized and will need to follow through to ensure sustainability of the tool use.

A.3- Fitness to context while consolidating the steep learning curve

In an evolutive political context that has significantly affected activities, the SDG16+ portfolio has been challenged to keep focus on its objectives while remaining coherent to contextual variations.

The evaluation found the portfolio has not lost the concentration on overall objectives, while employing flexibility and creativity, both in the modality and the action. The modality involved consultative and analytical approaches. Pragmatism has been an important ingredient to maintain the relevance to the context, as, without the ability to identify the tiny spaces where progress could be made, the portfolio could have well stayed stuck for a long time, while waiting for the political lockdown to be eased.

The extension of the support to municipalities, independent commissions, courts in the south, security, and police stations during COVID 19 lockdowns, allowed these bodies to continue to serve the Tunisians, ensure access to justice in courtrooms and respect of rights in detention centres. This represents a good example of this attitude. The efforts of UNDP to support institutional partners in developing contingency plans in the aftermath of the COVID-19 pandemic to address vulnerabilities within each institution, enabled these institutions to anticipate and mitigate potential risks, enhance crisis communication, and coordination towards ensuring the continuity of essential services, and safeguarding the well-being of citizens.

Furthermore, the original plan to support the creation of the Constitutional Court and the National Independent Commissions, as envisaged under the Constitution of January 2014 "*could not be realised due to lack of institutional progress and other contextual factors*"[18] and instead shifted towards promoting "*human rights and constitutional guarantees*"[19]. As the government was replaced in 2021, the work dynamics were also impacted with changes that the portfolio had to adapt with. One respondent indicated how "*the political changes caused the course of action to be highly unpredictable*", especially in the access to justice component and the prevention of torture.

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[18] UNDP. Supporting the Tunisian Population's Access to their Rights, Final Report, October 2017-December 2022, p. 9.
[19] *Idem*

Ultimately, the portfolio had to deal with what was characterised as "*force majeure*" situation, given the multiple transformations targeting the country's core governance structure, institutional power distribution, and checks and balances which led to revisiting, and renegotiating some of the operations and reallocation of the necessary resources. Overall, this portfolio represented a *learning curve* for the UNDP, which was able to adapt to an uneasy political landscape.

A.4- Interrupted decentralisation efforts despite first concrete steps to engage local actors.

The portfolio aims at supporting decentralisation dynamics in Tunisia, despite uncertain times now that local councils have been dismissed by the President. These efforts had started prior to the portfolio, when decentralisation enshrined under Chapter 7 of the 2014 Constitution, the adoption of the Local Authorities Code and the holding of municipal elections in 2018. These efforts are concentrated around the ADDL project (*Appui à la Décentralisation et au Développement Local* / Supporting decentralisation and local development). Among the project's goals was to raise awareness on municipal and regional prerogatives given the poor public perception about the role of municipalities, and services provided to citizens.

Currently, and due to changes post July 2021, municipal affairs are executed by the central government, which as specified by a respondent, "*is not convinced that the municipality has a role to play*". Yet "*given the long history of distrust between the government and the people, the municipalities could play a role in social cohesion between the regions and the central government*". People feel that municipalities reflect their composition and their aspirations, especially so in the areas visited in Medenine, Tataouine, and Ben Gerdane. Additionally, the portfolio prompted local and regional authorities to ensure the participation of CSOs and citizens to governance and local development processes. Civil society and citizens participation was a prerequisite of the process and it ensured that the LDP remained relevant to the needs and priorities expressed by the communities.

B - Coherence

B.1- Genuinely collaborative framework with national institutional stakeholders

The UNDP is a serious and respected partner in Tunisia, while consulting regularly with institutional partners to incorporate their needs in the portfolio; doors of all relevant national institutions were open to collaboration. This inclusive approach was confirmed by many of the interview respondents and saluted by those among the governmental circles. The portfolio was keen on associating whenever possible the relevant institutions on each of the designated levels of the portfolio, allowing government agencies to better tailor the programs to their needs. For instance, a respondent noted how the close work with governmental partners allowed to identify emerging issues such as conflict prevention, antitrafficking and anticorruption as priorities, to be added to the original topics of human rights, prevention of torture and access to justice, which the UNDP portfolio was targeting.

But this also came with the risk of allowing for specific national actors to be too influential over the portfolio's agenda, with some respondents, namely from civil society, and INGOs considering the UNDP could have been less permissible on that matter. A UNDP staffer mentioned how national stakeholders would "*want to build their identity distance*", and not necessarily understand the participatory approach as an added value in the national inter-agency dynamic. The UNDP "*has much learned from this*" according to the same respondent, namely the need to "*create additional spaces of dialogue between various national stakeholders*" to foster more balanced relations and ability of stakeholders to address matters on equal footing.

This prompted several institutional stakeholders to focus the cooperation with UNDP on provision of equipment, plans and strategies, or training needs, to protect a system and practices they are keen on preserving. As such, a significant portion of the reported activities[20] are connected to capacity building, documents production and infrastructure rehabilitation. Several projects under the portfolio offer technical assistance, capacity building, development of SoPs or codes of conducts, and rehabilitation of infrastructure as pre-requisites to ensure meeting essential requirements of access to justice. These, however, remain first steps that need to be materialised through institutional commitment

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[20] narrative reports shared with the consultant.

(buy-in), changes in practices, internal processes, and attitudes to ensure meaningful realisation of rights and justice.

B.2- Combining silos into one design with clear intersectionality and sequencing

Many remarks were made by respondents on the design of the portfolio, despite its ambitious and holistic perspective. Among factors leading to the lack of apparent synergy is the fact that many projects listed under the portfolio preceded the portfolio, attaching them to the portfolio a posteriori. If, on one side, this allows optimising the consistent and ongoing efforts of the projects to enhance connections during implementation, on the other it was still considered by some respondents as a flaw in the design as the projects seem to have been randomly supplemented without further coherent connections. As stated by a few of the UNDP staffers, "*synergies and coherence were not built into the design and were left to the implementation phase, with at times rough experiences*".

Despite having been burdened with the response to the Covid-19 pandemic, the ADDL project was initially envisaged to tackle the challenge of local development, eventually opening discussions on local planning based on real needs from the communities, an approach to enhance participation of local stakeholders (municipalities and communities). This exercise has also fostered discussions around topics not envisaged in the portfolio such as waste management or the impact of climate change, job creation, which needed to be introduced in the development agendas; and clearly indicates the need for additional synergies amongst UNDP various portfolios.

B.3- Essential contribution of CSOs despite growing fears and restrictions

Since 2011, Tunisian civil society has flourished and been growingly active in all walks of the public sphere, showing a promising potential to be additionally present as policy development partners in the country. However, a recent regulatory amendment has impacted CSOs, namely Decree 54 issued on September 13, 2022, on combating crimes related to information and communication, which has "*exacerbated the fragility of the situation for freedom of expression in Tunisia*".[21] The new framework restricts freedom of speech and association for activists by facilitating their prosecution for publishing information and their

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[21] Aymen Zaghdoudi. A new blow to freedom of expression in Tunisia, Access Now, 28 March 2023, available at https://www.accessnow.org/a-new-blow-to-freedom-of-expression-in-tunisia/, Cf. also Article 19. Tunisia: Decree-law No 54 of 2022, a Legal Analysis, January 2023, available at https://www.article19.org/wp-content/uploads/2023/03/Analysis-of-decree-law-54-English.pdf.

opinions online. Funding restrictions and further bank scrutiny against CSOs are also feared to represent an additional limitation to civil society scope of action.

On another hand, CSOs' presence in the remote areas, where they are most needed, is overall limited. The portfolio conducted a six-month mapping of civil society in Médenine and realised the limited number of actors on access to justice. Limitation in spread is accompanied by limitation in capacity, reach, and funding. The direction of systematically including CSOs in the portfolio activities constitutes a welcomed support to enhance checks and balances in a difficult context. One respondent shared the thought that "*the governors and municipality bureaucrats are antagonists of associations and do not want them to progress*", adding to the difficulty CSOs would have in cooperating with regional and national authorities without being co-opted. Some governmental interlocutors even went further to indicate that CSOs funded by donors perpetuate "foreign agendas", and funding should be channeled through governmental entities. A risk would be for the latter to cherry pick the civil society partners they would choose to collaborate with in a discretionary and selective manner, favouring "*those with national orientations*", as expressed by one respondent, a euphemism hinting to pro-governmental NGOs rather than the most outspoken against the authorities' decisions in a context of access to justice and human rights and security.

The inclusion of CSOs in projects under the portfolio (such as the community policing initiative, the local Development Plan local committees, Tarabot actions) is crucial for fostering inclusive governance and democratic participation. However, it is imperative to strike a balance between CSO cooperation with institutional actors while preserving the autonomy and diversity of civil society. This trade-off poses challenges as it may inadvertently lead to restrictions imposed by institutional stakeholders on the involvement of CSOs - posing broad unclear criteria.

Criteria such as "national orientation," when undefined, may limit the diversity of perspectives and voices represented in projects. Similarly, the requirement for "political non-affiliation" can unintentionally exclude organisations that advocate for marginalised groups. Furthermore, the notion of engagement in "suspicious" activities necessitates a careful examination to ensure that it does not lead to undue surveillance or stifling of legitimate civic engagement in an atmosphere that is already characterised by increasing restrictions to the civic space post July 2021.

C. Gender, Inclusion, & Vulnerabilities

The portfolio included various intersectional determinants to favour greater participation into policy development mechanisms, on both local and national levels, aiming at involving youth, women, People with Disabilities (PwD), and vulnerable communities.

C.1 SDG16+ developed processes to include women and ensure their participation through various portfolio actions.

The gender and human rights perspective has effectively been considered by the portfolio. When it comes to the participation of women the portfolio has included specific requirements for participation, including actions implemented to engage women in Local Security Committees (LSC), local development plans (LDP). Feedback of women respondents confirmed fair inclusion of women perspectives and issues in several processes and discussions. The portfolio also put violence against women issues at the heart of several interventions further highlighting the focus on women issues. The evaluation however could not establish enough evidence around the use of gender-based markers in monitoring and evaluation of the portfolio.

C.2 The portfolio took measures and prompted institutional partners and CSOs to ensure the inclusion of People with Disabilities

The portfolio has included actions to respect and enhance PwD rights, in the project access to justice actions physical ramps were installed to ensure ease of access to justice facilities; awareness on sign language was targeted to law enforcement and judicial corps; involvement of disabled persons organisations (DPOs) into LSC, SSR initiatives, and LDP committees. UNDP also led conscious and targeted efforts to ensure support for DPOs in Tamkeen grants.

C.3- Shaping a path for stronger youth, and vulnerable groups contributions to SDG16+: room for improvement to widen participation

The Youth Policy component was launched, based on a multisectoral approach, in partnership with the Ministry of Youth and Sports (MoYS). As a result, a Youth Committee was formed, designed as an "*appropriate tool for consulting young people and sharing*

constructive and informative reflections", as per the 2021 interim report.[22] This type of committee could address a recurrent challenge pertaining to youth engagement in target areas and sectors. Different focus groups carried out by the UNDP in 2022 confirmed "*a lack of interest among young people in participating in activities within youth centres in their free time, a disaffection with the political and public sphere, a lack of knowledge of decentralisation and a rejection of forms and frameworks of formal political participation at the local level, a lack of trust in public institutions".*[23] Discussions with respondents also conveyed the unfair presumption that "*youth equates trouble*", irrespective of gender.

The *Nwassal Souti* campaign launched by the portfolio hence aimed at "*involving the Youth Committee representing all the governorates of Tunisia in the phase of diagnosis and expression of their expectations in relation to a multisectoral, inclusive and participatory National Youth Policy*".[24]

A noticeable shortcoming regarding the integration of the youth component, is the fact that the established youth committees "*were not included in any other actions*" such as Tarabot (PVE), ADDL or SSR, a missed opportunity for greater intersectionality on that level as noted by several respondents.

The evaluation found youth to be the least integrated group into the portfolio's actions. The portfolio has started primary steps into youth engagement, facilitated discussions with some youth bodies but the process still needs further conceptualisation, resources, and focus on working processes, proper engagement strategies to ensure real participation "not tokenism" as indicated by several respondents. That said, there could have been more consistent inclusivity of grassroot movements and youth mainstreaming approach; criteria for inclusion of youth could be enforced to ensure better youth engagement across projects.

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[22] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Interim Report 2021, p. 43.
[23] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Annual Report 2022, p. 32.
[24] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Annual Report 2022, p. 32.

D- Efficiency

D.1- Flexibility and adaptability were the beacon guiding the management of the portfolio through high winds and tides, coupled with discontinuations and disruptions largely out of the UNDP sphere of control.

The portfolio faced whipping changes in the context starting July 2021, coupled with the Covid-19 pandemic. Many of the portfolio's intervention spaces were reoriented towards the provision of Covid-19 solutions and measures. Masks had to be provided to inmates and administrative personnel in prisons, hearings in courts had to be replaced by remote sessions. This situation shifted the priorities, as one respondent indicates. For example, the INTP (National Body to Prevent Torture) was supported extensively to fulfil its mandate of prison monitoring, conducting visits amidst the pandemic, while providing safety related materials and equipment. Some respondents acknowledged this form of adaptation as positive praising UNDP's flexibility in terms of delivered outputs and the work dynamics which would consolidate the grounds for further collaboration and enhanced trust levels with institutional partners "*UNDP was there when we needed them most*" an institutional partner indicated.

Indeed, flexibility had to be observed as many institutional changes occurred during the portfolio's period. The freezing of INLUCC and dissolution of the Municipal Councils, the Parliament, the Supreme Judiciary Council, and the Ministry of Local Affairs, amongst others sent shock waves into operations and cooperation with institutional stakeholders. These significant partners with whom important bridges had been established were removed, and years of cooperation were put to an end, while in some cases even rolled back.

Over the course of the implementation, several projects' staffers rotated; respondents indicated that with changes in staffing, some components were altered, and some relations with CSOs changed. The Youth Committee that was formed in 2021, to enhance consultation with young people and sharing of "constructive and informative reflections". Its efforts were slowed down due to contextual and staffing changes. Youth work is increasingly focussing on the existing institutional structures, while the "youth committee" has been inactive for some time. The evaluation suggests that UNDP further investigate the parameters, expectations and functioning of this committee, to better engage the youth when UNDP phases out of it. The same can be said with respect to the youth hubs, where some respondents spoke of a "ambiguous" structure of youth in terms of composition and role.

D.2- Projects in the portfolio were to a large extent dancing solo, in terms of planning, management and M&E.

All projects preceded the portfolio, as a result, the UNDP established multiple steering committees to oversee their respective projects. The projects also had different monitoring and planification committees, which included relevant stakeholders, whether national or local representatives, in addition to civil society organisations.

Hence, despite the existence of a steering committee for the portfolio, headed by the presidency of the government, the portfolio struggled somehow with fomenting an overall structure moving from a traditionally bilateral approach with each separate institution to a more multi stakeholders' mechanism. Many respondents mentioned how their projects were running in parallel, as in "*silos mode*", even fostering a sense of "*competition, every team pulling strings towards their program*". On the other hand, institutional stakeholders highly valued the portfolio's ability to provide credible support, through a team who possess a wide range of competencies and professional aptitudes.

Moreover, project teams had to deal with an important information gap pertaining to the lack of mapping in the target areas of many aspects such as identification of main governmental stakeholders' distribution and resources, CSOs scope and reach, information sharing mechanisms, etc. especially in the South.

D.3- The Monitoring and Evaluation system deployed for the portfolio is rather fragmented and needs to develop measurable indicators and periodic data gathering

The limited use of M&E tools: poor indicators, absence of baseline, and undefined targets has led to a lack of systematic data collection, and poor evidence to describe and monitor the change process. The fact that there exists little baseline data at the start of the portfolio makes it more difficult to measure progress. Many of the planned projects also lack concrete indicators, which would have allowed for "*more synergies and alignment among them*" and built a better monitoring system.

M&E and reporting have suffered from the context of project fragmentation, (lack of systematic coherent framework to collect M&E data timely) the results frameworks is not measurable (especially its indicators that are tied to end results not to benchmarks of progress) and suffers fragmentation both in terms of tools and targets, M&E was not planned

for in the design phase, the components also had different monitoring and planification committees.

M&E data collection has mainly taken place at the activity level and not so much at the outcome level for several reasons: 1. The indicators of the portfolio are insufficient, and inadequate, they focus more on projects and less on the portfolio, and there are limited consolidated / unified indicators to report upon across the portfolio. 2. The theory of change is insufficiently developed. 3. The project design lacks the systematic tools allowing to collect regular and systematic information. 4. The multiple projects with various outputs, timelines and amendments necessitated the need to adjust to a frequently and rapidly changing context. 5. Qualitative data, success stories, outcomes evidence are not sufficiently neither systematically collected.

D4. The recruitment of local-based coordinators who have connections to local actors and authorities facilitate working dynamics:

By recruiting local-based coordinators who have connections to local actors and authorities, the portfolio benefited from their local knowledge, networks, and cultural understanding to foster better working dynamics, enhance community engagement, and contribute to the overall success of the projects and portfolio. The local coordinators are better able to navigate complex dynamics, build trust, and effectively address community needs. UNDP staffers indicated that coordination amongst the various components of the portfolio has progressed thanks to the presence and role of the local coordinators.

E- Effectiveness & Impact

E.1- Rehabilitation for better infrastructure was a cornerstone on the path towards good governance at regional and local levels, with partial longer-term outcomes.

Output 1.4: Key rule of law and human rights institutions are able to fulfil their essential roles and responsibilities.
Output 2.2: Improved access to justice in target regions.

On the Access to Justice component, court rooms in Médenine were equipped with sound systems and digital technology, laptops were handed to administrations and ramps were installed for better access to PwDs. The Harboub prison in the same area is undergoing rehabilitation efforts. On the battle against trafficking, support to INLCTP regional outreach efforts will "*facilitate access for the beneficiaries, preserve their anonymity by setting up a circuit specific to victims, and take into consideration the specific needs of certain victims, in particular people with disabilities and women sometimes accompanied by their children and babies*"[25].

On preventing torture, a mobile office was set up for the INPT in the form of a minibus, which "*strengthens the logistical capacity for the INPT to carry out in-depth and long-term visits to places of deprivation of liberty and above all to benefit from a space that guarantees the confidentiality of the work, in particular interviews with the beneficiaries*".[26] The evaluation could not meet with beneficiaries to gauge the impact of such actions, human rights monitoring reports however highlighted that the presence of INPT during Covid-19 epidemic has played a deterrent effect. INPT corroborated the evidence around their ability to better access vulnerable groups and ensure protection thanks to the support of the UNDP SDG16+ portfolio.

Output 1.2. The institutional framework for public accountability is effectively operational.

Some efforts were also set on guaranteeing access to information with the allocation of dedicated tasks to an Access to Information Officer at the municipal level to make sure all relevant public information and tender decisions are published and address any information requests from citizens.

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[25] UNDP. Supporting the Tunisian Population's Access to their Rights, Final Report, October 2017-December 2022, p. 6.
[26] UNDP. Supporting the Tunisian Population's Access to their Rights, Final Report, October 2017-December 2022, p. 18.

Output 1.5: The Ministry of the Interior has a strengthened capacity and legal and institutional framework for good governance and human rights in the security sector.
Output 2.3: Implement a Tunisian community policing approach in target regions and municipalities.

Access to police stations has been improved thanks to the rehabilitation of 19 police stations to split administrative from criminal functions to improve contact with citizens. Police stations in Tunisia serve both administrative and criminal functions; administratively, the stations provide personal identification and civil status documents necessary for all citizens; on the criminal functions police stations serve as primary investigation and detention cells. Police stations host both functions in the same localities which puts citizens who are requesting civil documentation in direct contact with citizens accused of illegal actions or crimes; such mixing has stigmatised the police stations and made civilians refrain from accessing services.

Output 1.3: The Government establishes monitoring and coordination tools and mechanisms to support the implementation of a national approach to the decentralization process and conducts effective training and communication, strengthening ownership by stakeholders and the population.
Output 2.1: The capacities of local and regional partners are strengthened to fulfil their roles and responsibilities, and to promote sustainable local development.

Municipalities received attention through the provision of some rehabilitation works to some public spaces in municipalities (cultural centre in Houmet Souk, the central square in Medinine...) in addition to technical and logistical support to develop Local Development Plans (LDP). The 2022 interim report highlights that such support was "*provided to 12 target local authorities (namely, Ben Guerdane, Djerba-Ajim, Djerba-Midoun, Djerba-Houmt Souk, el Hamma-Gabès, Gabès, Médenine, Tataouine, Tataouine South, Remada, and Zarzis , and Zarzis North)*",[27] with an emphasis placed on building their capacity in terms of revenue collection, communication and collaboration with young people and women, and international good practices in local development. The LDP building exercise presented a platform to engage local community actors (CSOs, unions, local business community, women) in the planning exercise and including their voices for the first time; this participatory approach resembled breakthrough into a process that has been historically led by the central bureaucratic

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[27] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Interim Report 2022, p. 36.

establishment; with LDP local development priorities and projects are identified with the communities and people, and not only by the bureaucrats.

The portfolio included several rehabilitation components as a prerequisite to ensure conducive conditions for access to justice and inclusion. Delays in rehabilitation efforts, due to COVID19 and late delivery, made utilisation of premises limited during the portfolio lifetime. The rehabilitation components did not progress in speed to accompany the utilisation process, the portfolio would benefit from a phased planning approach where sequencing would have been factored in to ensure the delivery of benefits to citizens, both in terms of material structures, utilisation, and process / practices. The infrastructures built during this portfolio period will be utilised for a longer period that stretches beyond the life of the current portfolio period**.**

E.2- Amending regulations & protocols presents a foundational step to enhance overall rule of law, access to justice and governance.

Output 1.5: The Ministry of the Interior has a strengthened capacity and legal and institutional framework for good governance and human rights in the security sector.
Output 2.3: Implement a Tunisian community policing approach in target regions and municipalities.

The portfolio has contributed to developing a code of conduct for police forces to set guidelines around engagement with citizens, and piloting LSC models as a step towards proof of concept for "regularisation & institutionalisation" of practice.

Output 1.2: The institutional framework for public accountability is effectively operational.

The portfolio addressed national anti-corruption mechanisms through supporting the INLUCC, in continuation to the UNDP support since 2013 to step up the capacity-building aspect of this oversight independent commission. The portfolio contributed to amending several anti-corruption rules, and connected this work with the governance cells, which have been established by the authorities in 2016 under Decree 1158, to strengthen the preventive approach to corruption and enhance integrity and good governance in line with the National Anti-Corruption and Good Governance Strategy (2016 – 2020).

That said, the anticorruption efforts were slowed with the freezing of the INLUCC which left the project with "*unclear results*", as per a UNDP staffer, who emphasised the challenges the project is facing to implement a large part of its agenda in this component. In its 2022 interim report, the UNDP noted that "*the changing context post July 25, 2021, and the impossibility of concretizing the support initially planned around the new National Strategy for Good Governance and the fight against corruption*".[28]

Mitigating these effects, the portfolio has redirected its actions "*towards the realisation of a series of quick-wins to contribute to the expected result, which is to strengthen the institutional framework for public accountability at the national and local level*[29]*", in particular through pre-requisite national actions, such as supporting* the needed administrative and financial organisational decree 2023-297 in April 2023, of the HCCAF allowing for oversight should the appropriate practices be properly embedded in the system.

The support to the HCCAF, is built around governance cells to further develop anti-corruption framework policies - as required by the Prime Minister's Circular No. 26 of 25 September 2017 – and became part of the portfolio. The governance cells' main role focus on preventing corruption and promoting governance principles such as access to information, disseminating a culture of accountability, transparency, integrity, and good practices, aligned with respective codes of conducts. The portfolio aimed at consolidating the HCCAF capacity of issuing timely and quality oversight reports, in addition to setting up "an online mechanism for monitoring the implementation of the recommendations contained in these reports".[30] The action also helped the HCCAF to develop a "common and shared strategic vision with the other control bodies it supervises, to improve and modernize the control and audit function within the public sector".[31]

E.3- Opening channels with civil partners to better identify national priorities aimed at preventing violent extremism.

Output 1.6: The capacity of the National Counter-Terrorism Commission is strengthened to effectively lead national efforts to prevent violent extremism.

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[28] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Interim Report 2022, p. 24.

[29] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Interim Report 2022, p. 24.

[30] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Interim Report 2022, p. 25.

[31] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Interim Report 2022, p. 25.

Output 2.4: Local authorities engage in efforts to prevent violent extremism with government, civil society and local authorities.

Under the "Tarabot – Cohesion to prevent violence" component, the UNDP supported the National Commission for the Fight against Terrorism (CNLCT) in order to strengthen the national authorities' capacities in defining national priorities aimed at preventing violent extremism. The CNLCT was created in 2015 under the aegis of the Presidency of the Government and handed the mandate to promote collaboration and the coordination of national programs aligned with the National Strategy for the Fight against Extremism and Terrorism (SNLCET), which was adopted at the end of 2016.

One of the main achievements of this component was setting up successful channels with various societal actors from outside the security apparatus to consult on national security matters, with a "greater focus on social cohesion". The opening of the CNLCT to civil society organizations, the media and academic circles has promoted collaborative relationships to engage in a common vision of the challenges related to the PVE. That said, one respondent mentioned how the Covid-19 pandemic and the changes in the political context "slowed down the implementation of the community work which was planned with CSOs". Furthermore, the creation of a collaborative framework on PVE between governmental and non-governmental institutions does not necessarily guarantee productive and fruitful consultations, as a respondent highlighted the "fear" of speaking truth to power, especially in such sensitive topics in an "unstable" political environment where violent extremism is being used as a pretext to silence political opponents.

Moreover, these consultations aimed to develop knowledge production tools such as studies, statistical records, and surveys like the one conducted on the state of social cohesion in Médenine. Tarabot also contributed to a stronger institutional anchoring at the local level with the creation of a network of correspondents to serve as CNLCT relays for the coordination of local PVE initiatives. More effort could be brought on the gender and youth dimensions as it seems women and youth are not particularly associated with this initiative.

E.4- Reshaping policing on the ground, shaping good practices to foster security, and social cohesion: uneasy enforcement

Output 1.5: The Ministry of the Interior has a strengthened capacity and legal and institutional framework for good governance and human rights in the security sector.

Output 2.3: Implement a Tunisian community policing approach in target regions and municipalities.

Some improvement was observed at the level of police use of violence in some visited localities but was tied to a large extent to the personal attitudes of the officers in charge and the level of their personal convictions of the policing practices. UNDP worked to address an endemic tense relation between civilians and police. Historically, excessive use of violence, and police impunity are two major challenges in Tunisia that are at the core of the tension and distrust between people (specifically youth) and the police. Evaluation respondents amongst the international stakeholders and CSOs, corroborated these two challenges, citing incidents such as Ben Arous Court House Attack, Kamal Matmati case, the "Hasebhom" - hold them accountable - campaign 2015, the controversial Security Officer Protection Law, and most recently the clashes with the police in Zarzis post the migrants' boat incident in September 2022.[32]

UNDP pursues efforts supporting the establishment of community policing as of 2015 in order to "*facilitate the evolution of a police force oriented towards public service within the framework of respect for individual and collective rights*".[33] This resulted in the establishment of 19 *Comités Locaux de Sécurité* (Local Security Committees, LSC) with nineteen (19) pilot stations rehabilitated and equipped in ten (10) governorates of the country with a concentration in the south governorates ten (10) of which in Médenine.

Promoting the concept of community policing, aiming at involving civil society organisations in the development of "preventative security approaches" and the implementation of outreach and trust building campaigns would help improve the contact with citizens. The LSC have succeeded in working in proximity with local communities, catalysed by the Covid-19 pandemic. LSC were highlighted as key mechanisms for coordination among the relevant stakeholders and to support the delivery of social and health services to the local population. The LSC have also worked on campaigns on violence against women, and the provision of personal identification documents to hard-to-reach populations, PwD, and the elderly, amongst others. Furthermore, some LSC (Ben Gherdane) have played a role in mitigating the

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[32] InfoMigrants. Protesters clash with police over disappeared Tunisian migrants, 13 October 2022, available at https://www.infomigrants.net/en/post/43959/protesters-clash-with-police-over-disappeared-tunisian-migrants.

[33] UNDP. Les Comités Locaux de Sécurité : une réponse des autorités locales tunisiennes face au COVID, 4 May 2020, available at https://www.undp.org/fr/tunisia/stories/les-comit%C3%A9s-locaux-de-s%C3%A9curit%C3%A9-une-r%C3%A9ponse-des-autorit%C3%A9s-locales-tunisiennes-face-au-covid.

rise of tensions in situations of social unrest, and in dealing with cases of youth fights and access to certain "sensitive" areas.

As LSC bring together ISF, CSOs, local authorities and citizens, including women and young people, they also carry the objectives to diagnose, prevent and address security issues, including violence against women. On GBV, the development of community policing is aimed at strengthening care to women victims of violence. As such, the portfolio underwent capacity-building activities to heads and deputy brigades of specialized units as well as on matters of investigation in crimes of cyber violence. The level of LSC activities is still however "*dependent on the personal aspirations and commitment of the head of brigade*" as a respondent in Ben Gherdane indicated. Moreover, the field study pertaining to the population's perception as to the safety feeling in the target municipalities was not achieved by the time of the present assessment as per the portfolio's 2022 Final Report.[34]

On another level, a code of conduct for police forces, to "*counter police use of heavy-handed tactics*" was developed, as explained by a respondent, whose drafting started prior to the portfolio, but was brought forward by the portfolio's action. Considered "*revolutionary*" by a respondent, it was eventually endorsed and published in the Tunisian Official Gazette early 2023, and yet to be implemented and materialised through actual training, and sensitisation. Such improvements hold the potential of changing the practices of security forces, holding them accountable, and improve the perception of the population.

That said, several challenges remain mainly under two main headings: 1. the internal working modalities and processes, and 2. the relations with the community (including CSOs). The LSC will have to convince the community of its genuine mission, as many respondents expressed doubts about their role in enhancing trust and fostering acceptance and credibility amongst local communities and specifically the youth. One interviewee considered the LSC "*as a privileged club where only "approved" members are admitted and where initiatives are planned by the members without going back to the community*". Another regretted LSC were *"not adopting a human security approach*" in a proper sense, but rather working on outreach and "*marketing campaigns*"; while another described the bodies to fall shortly from including e "*diverse groups of marginalised population*". Respondents also regret that LSC are not sufficiently targeting sensitive areas (such as North of Bengardane). Moreover, procedures and protocols to ensure internal accountability are yet to be enforced.

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[34] UNDP. Supporting the Tunisian Population's Access to their Rights, Final Report, October 2017-December 2022, p. 18.

Many respondents were sceptic towards addressing core issues such as impunity and the use of excessive violence within the current political and security environment. Evaluation respondents have echoed the importance of continued engagement in the long-term process, as a key aspect of credibility, allowing to advance in areas now stuck at the higher level.

The evaluation suggests that UNDP engages in efforts to clarify expectations around what LSC are and what functions they do. Different LSC actors have different understanding and expectations, which can create confusion and frustration in terms of what is considered a good result out of LSC. It is premature to observe concrete impact of such important investment in the field of community policing, given the skewed relationship between police and local communities. For LSC to fulfil their *raison-d'être, they need to be clearly and formally (legally) designated as formal actors on the local stage, with internal processes and working modalities set.*

E.5- Safeguarding judicial rights through legal services, toolkits, and awareness

Output 1.4: Key rule of law and human rights institutions are able to fulfil their essential roles and responsibilities.
Output 2.2: Improved access to justice in target regions.

The portfolio supported access to legal aid in target areas, "*to inform, mobilise and raise awareness among populations, particularly women, on their rights and to help them navigate the judicial system to access said rights*".[35] The project trained "*50 stakeholders, including judges, police officers, doctors, child protection services, social workers and CSOs, who now have a better understanding of the provisions of law n°2017-58 which is fundamental to improving their response to legal cases involving women who are victims of violence*".[36] It also strengthened CSOs involvement in prisons, where reinsertion activities were developed for male inmates in Médenine and Tataouine prisons to help them reach financial independence. Respondents indicated satisfaction vis-à-vis increased access to Justice through the online hearings. Another component allowed for clerks, judges, and court personnel to be sensitised on how to deal with PWD and were introduced to sign language to enhance the ability of PwD to access court proceedings.

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[35] UNDP. Supporting the Tunisian Population's Access to their Rights, Final Report, October 2017-December 2022, p. 12.
[36] UNDP. Supporting the Tunisian Population's Access to their Rights, Final Report, October 2017-December 2022, p. 13.

Additionally, manuals were developed and published with the INTP in the form of a "Prisoners' Guide" and a "Tunisian Penitentiary Law Manual" to increase awareness and resort to appropriate conduct and protocols in places of detention. Manuals and tools for INLCTP were also produced that could support the proper implementation of the anti-trafficking law and provide protection and services to victims of trafficking despite the sensitivity of the topic. Both of which are considered good first steps in a long journey, as they raise awareness and create a common narrative around how national actors address key human rights issues.

E.6- Benefits of youth related projects are yet to be collected; more efforts are needed to ensure youth participation in youth activities as well as other actions of the portfolio.

Output 1.7: A multisectoral youth policy is defined and its implementation is supported and monitored.
Output 2.6: Young people have access to improved services offered by youth centres and direct support for initiatives that foster their talent and creativity.
Output 2.7: Strengthen civil society in target regions and support the implementation of interventions that contribute to sustainable local development and the achievement of SDG16.

The evaluation identified two distinct features of youth engagement: First engagement across the portfolio projects - reflected under finding C.3; Second through activities carried out specifically for the youth such as youth centres, the youth hubs, the youth committee, and Tamkeen funded projects as detailed below.

The renovation of youth centres and safe spaces for youth engagement in three regions in Tataouine, Medenine and Gabes was envisaged as means to foster creativity, innovation and social transformation dubbed as "second generation youth centres''. Tamkeen supported 13 projects by CSOs on political participation, and access to employment; two innovation challenges and funded two entrepreneurs to provide proof of concept of how youth centres can engage with entrepreneurs.

The youth component also started and nurtured a youth committee to cooperate with the Ministry of Youth to develop and implement the Sectoral Vision; as well as support the committee in developing advocacy statements addressed to Youth Ambassador of Netherlands, UNDP Administrator Achim Steiner, and Minister of Youth in Tunisia.

YOUTH SURFING IN DJERBA- PHOTO TAKEN
DURING FIELD MISSION- MAY 2023

Despite the portfolio's youth efforts, many challenges were noted. A respondent indicated that the committee work was disrupted" indicating that the committee was composed of up to 100 active and committed youth who currently feel disengaged; urging UNDP to rejuvenate the youth committee efforts. It is unclear to the evaluation the reasons behind this, data suggested that UNDP further investigate the parameters, expectations and functioning of this committee. Moreover, the youth centres are not yet operational; works are still to be concluded by the end of June 2023. Respondents observed that the "*youth centres did not provide youth centred approaches*" and rather were geared through "*old fashioned approaches, in terms of pedagogy, management and monitoring*", that heavily embedded within the official structures of the MoYS and the local administration of the youth centres.

Youth centres have not attracted much crowd, given that they are bound by official working hours that concludes activities at 5 pm, which limits their socialisation potential. As a result, a respondent has noted "*there is no increase in the number of youths who go to the centres*", while one respondent indicated that the centres don't seem "*adapted to be a place for learning and hobbies*". A respondent concurred saying these centres "*are not designed to tailor to the needs of the youth, in terms of providing youth with the space to lead*". An international stakeholder indicated that "*successful initiatives on the community level should be driven by international aid agencies and grassroots organisations — to change the status quo*"[37.] The

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[37] Mohamed Arous. To Support Youth, Tunisia Needs a New Approach to Development, United States Institute for Peace, 14 September 2022, available at https://www.usip.org/blog/2022/09/support-youth-tunisia-needs-new-approach-development.

evaluation analysis of the youth centres based on a field trip in BenGerdane corroborates the concerns around the youth inclusive approaches, and the need for a flexible community youth development approach that empower youth through active participation in designing, planning, and implementation, and not only target youth as users of services.

The "Hubs for Peace and Youth" were established to "*promote youth civic engagement at the local level as a multi-stakeholder platform for dialogue and consultation*"[38] and "*bringing together representatives of the local community, institutions responsible for affairs in relation to young people and civil society, young people, and the local media*".[39] The evaluator could not conduct any interviews around the hub; respondents indicated that the youth hubs have not reached their potential at this stage, and youth participation is quite limited.

The *Tamkeen* project provided an interesting entry-point with objectives to disseminate democratic culture, especially among young people, promoting citizen engagement and the use of dialogue as a means of pacifying relations between actors to strengthen social cohesion. Thirteen (13) grassroot initiatives were supported through the *Tamkeen*.

The portfolio final report describes how an "*innovative legal services laboratory in Medenine combines digital tools to facilitate obtaining legal assistance and navigating complex legal and administrative procedures. The mobile justice model aims to bridge the gap between citizens and the formal justice system by integrating community agents as the first point of contact for people facing legal challenges*".[40] However, due to the limitations in data collection faced by the evaluation the above could not be corroborated.

The youth projects are envisaged as useful tools to "maintain contact with young people Not in Employment, Education or Training" (NEET) as well as the integration of young people with specific needs, young women, and marginalised categories".[41] Indeed the evaluation finds these hubs could be contributing to shaping a path for stronger involvement of youth, women, and vulnerable groups in the target areas, yet they remain far from being active or operational.

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[38] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Annual Report 2022, p. 49.
[39] *Idem*
[40] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Annual Report 2022, p. 48.
[41] *Idem*

E.7- Progress in digitalization

The support for digitalization of some Justice system functions helps optimise time efficiency for court proceedings while securing the accuracy of data for all court stakeholders. One respondent indicated that verdicts could be handed in a 6-month timeframe compared to 3-4 years before, thus enhancing the timeliness to access Justice components.

The portfolio was ambitious to enact a series of digitization initiatives within the institutional-building support, such as the development of a digital platform among the ARP's MPs and staff (more than 6.000 beneficiaries trained to the digital modules out of the expected 6.500).

On a local level, the project provided a dashboard to support oversight of community police, the digitization of services for obtaining building permits online by municipalities of the governorates of Medenine, Tataouine and Gabes and the development of a platform on local development planning covering 350 municipalities with the MoI According to the action's final report, "the 350 municipalities have been trained in the use of this tool"[42], which should "promote coordination between all the partners working on the theme of local development as well as sharing their experience".[43]

Despite the dissolution of the 2018 ARP, the action portfolio-built bridges between legislative work and CSOs through multiple digital platforms. Respondents confirmed the tools are now in place and it can be rejuvenated if the new parliament decide to resort to them during new legislative processes. Despite the precarious situation of the new parliament, UNDP could explore venues (assess) of engagement with the new parliament.

Output 3.1: A platform for accelerating the implementation of SDG16 is established.

On another level, the portfolio also supported the implementation of the platform[44] to track SDGs "allowing coordination at the national, regional and local levels through the establishment of equivalent coordination committees". Despite the partial achievement (63% of the SDGs indicators are now available on the platform according to the action's final report), this tool constitutes a valuable source of open and transparent information, in addition to a database which will foster policy dialogue and discussions at different levels.

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[42] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Annual Report 2022, p. 27.
[43] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Annual Report 2022, p. 27.
[44] Available at https://www.tunisiaodd.tn/

That said, the establishment of the platform dedicated to local development and planning is yet to be implemented despite having been designed and finalized. It hasn't impeded the ability of both Medenine and Tataouine municipalities to launch their own local development plans based on the portfolio's support.

E.8- CSOs remain a key factor in enhancing governance, a foundational ingredient in the recipe of checks and balances based on which governance and the rule of law prevail

Output 1.8: The capacity of public institutions to work with civil society is strengthened and aligned with national development imperatives, including the 2030 Agenda.
Output 2.7: Strengthen civil society in target regions and support the implementation of interventions that contribute to sustainable local development and the achievement of SDG16.

UNDP enhanced the role of CSOs through different approaches, funding short-scale projects, convening and empowering them to participate in multi stakeholders' approaches. UNDP built on its confidence level with the government to enable CSOs to participate in national and local processes alongside institutional stakeholders and ensure community engagement in LSC and LDP. UNDP's role in nurturing the civic space in Tunisia is a key dimension in realising the outcomes of SDG16+.

The portfolio strengthened capacity-building of several CSOs across the components, by strengthening their technical expertise and their capacities to assist vulnerable populations and promote human rights. Grassroots initiatives, led by women and youth, were provided support in the target areas to foster social cohesion and address local challenges. The portfolio also pursued involvement of CSOs with public stakeholders and succeeded in ensuring them a seat around the table, as relevant partners in policy development mechanisms at both the national and local levels - examples are their involvement with the LDP and the LSC.

As such, the support of the portfolio to CSOs is considered crucial and efficient by many of the respondents. "*Without the UNDP, there would be no active CSOs*" stated one NGO executive, expressing gratitude for empowering them and giving them "*access to government*". That said, other observations suggest the UNDP to work with CSOs on a longer scope of activities, "*not just projects that run over 3-4 months*", which are considered too short for a sustainable impact. Additionally, some civic actors voiced dissatisfaction for being appreciated for the "*knowledge shared*" and then being left out during the design and implementation of relevant

projects. Respondents also spoke of unclear grants selection criteria, stringent and long payment processing times, and increased focus on supporting the institutional actors VS the CSOs.

UNDP's role in supporting CSOs and their initiatives should be further elaborated into systemic organisational development efforts to strengthen the limited structural and technical capacities of CSOs. This will not only happen through project-based funding, but on structural organisation development that begins with assessment of organisational capacity, to identification of capacity needs (not only training), to assisting in building their advocacy and implementation functions that will enable them to assume an active role in their communities and influence policies, thus capitalising on UNDP's convening power to bring various stakeholders together and facilitate collaboration, enable trust and empower CSOs to contribute meaningfully.

E9-The complex interdependencies among dimensions of Tunisia transition create "wicked problems", which the broader evidence base suggests unpacking them into more granular and specific problems.

SDG16+ works on an "ecosystem of wicked problems[45]" characterised by components that are intertwined and not easily solved, where every wicked problem can be a symptom of another problem, often manifest resistance to resolution."[46] The main hypothesis underpinning the portfolio is that: Tunisia transition is bound by achieving two outcomes built on the presumption of institutional reform: outcome 1: strengthening key national institutions and processes to promote democratic governance, strengthen the rule of law and promote citizenship are operational; and outcome 3: Government and national and local stakeholders improve their capacity to plan, monitor and act to achieve target.

The above-mentioned components (institutional strength, rule of law, corruption, violence) rather fit the definition of "wicked problems[47]" and need to be unpacked into more granular and specific problems that an intervention strategy will target and solve. Ambition needs to be scaled down to a realistic level—with incremental, precise, and achievable goals with

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[45] K. Menkhaus, "State Fragility as a Wicked Problem", Institute for National Strategic Security, National Defense University, PRISM, Vol. 1, No. 2 (03/2010), pp. 85-100. Independent Commission for Aid Impact, Review of UK Development Assistance for Security and Justice, Report 42 – March 2015, p. 10.

[46] *Dilemmas in a General Theory of Planning* by Horst W.J. Rittel and Melvin M. Webber.

[47] the term 'wicked problem' refers to that class of social system problems which are ill-formulated, where the information is confusing, where there are many clients and decision makers with conflicting values, and where the ramifications in the whole system are thoroughly confusing.

inclusive planning, implementation, and decision-making mechanisms. This is especially important in the context of a four-year strategy. The other advantage of taking a more focused, problem-solving approach—with more realistic ambitions that can be achieved and evidenced in the nearer-term—is that this is often critical to building stakeholders' confidence and motivation to stick with difficult changes in their own behaviour; this is where outcome 2 can contribute into this granular approach, "Communities, especially youth, women and vulnerable groups, benefit from and contribute to efforts to foster local development, strengthen access to justice and security and promote social cohesion"; despite not indicating how exactly.

Wicked7.org modelled several approaches to tackle wicked problems, UNDP can experiment with some of them to identify window of opportunity and interventions approaches that can tackle the complexity of wicked problems[48].

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[48] https://www.wicked7.org/wp-content/uploads/2021/04/w7guidelines.pdf

F- Sustainability:

F.1- Engagement with Tunisian institutional partners passed through stresses most of which are politically driven or outside the UNDP control, sustainability requires buy-in and alignment with national priorities.

The Portfolio manifested close cooperation, willingness, and commitment, of both the UNDP and government agencies. At times challenges were faced with the significant political changes that the country underwent since 2021 have shifted Govt's interests and national priorities, as a result some planned actions were not pursued for lack of buy-in specifically related to the work with the parliament, and the independent commissions, and local governance / decentralisation. Hence the roles and expectations of UNDP and the institutional partners need to be clearly discussed and agreed upon or renegotiated when need be. This is true both at the strategic and the implementation levels.

The changing dynamics of working with institutional partners in Tunisia emphasises the importance of finding a middle ground that respects the institutional partners' independence and their ability to select what they think fits them in working with UNDP while at the same time uphold their commitment to SDG16+. Through interviews with institutional respondents, they highlight the significance of aligning with the national agenda and priorities while acknowledging that progress can be limited without a clear buy-in and convergence of interests between national institutions and international partners. This interplay between institutional agendas and international collaboration, will always require both parties to strike a balance into designing the next portfolio, highlighting the necessity of establishing a clear intersection of interests for meaningful progress. UNDP is required to closely explore and assess areas of potential progress, and to focus its interventions in the near future on specific "opportunities".

F.2- Sustainability of results is often achieved over several programming cycles, even more so, in unstable and unpredictable contexts, such as in Tunisia post 2021.

Several components have planted the seed for being institutionalised and functional such as community policing according to respondents. Ownership of such components is a key factor in its sustainability. That said, several challenges warrant sustainability. LSC continue to constitute informal structures as their role and structure still await a formal legal framework it can operate under. According to interviews and the interim 2022 report, some

progress was made on that level as "*the working group formed by the various general directorates* […]*, was able to develop a draft of the text which frames the composition, prerogatives, and operation of the LSC. Emphasis has been placed on the monitoring and evaluation of the work of the LSC to which a specific section has been dedicated as well as the working tools have been proposed in the appendices to enable the LSC themselves and the supervisory authority, to be held accountable for their actions*".[49]

As such, it appears crucial to provide a clear legal framework stipulating the responsibilities and prerogatives of LSC members, which are to be aligned with the standard principles for community policing, in addition to international human standards for law enforcement. Considered as "*democracy in action*"[50] Community policing usually involves the active participation of security services, local government, civic and business leaders, public and private agencies, schools, hospitals, religious institutions, and residents. The implementation of community policing necessitates "*fundamental changes in the working modalities, structure, and management of police organisations, and equitable fair representation of community stakeholders*"[51], attaching importance to community-oriented tasks such as problem-solving and conflict mitigation through partnership and collaboration, fostering trust and legitimacy in police action, while allowing for community engagement and accountability. The evaluation urges UNDP SSR to facilitate discussions amongst all stakeholders around expectations related to LSC and its working modalities, to ensure that the model responds to needs and expectations of all involved.

F.3- Sustainability cannot be achieved without a solid engagement of community groups to contribute to checks and balances.

"*The youth committee that was established by UNDP still needs nurturing and backup, so are the youth hubs*. Respondents clearly indicated that limited community groups engagement will impact sustainability of governance practices to achieve SDG16+ and people centred approaches. For example, in 2022, the MoYS has changed its engagement modality with the youth committees due to the change of partnership approach, this affected the youth committee's objectives and role, and made them overly reliant on the UNDP to meet with the MoYS when needed. The opportunities they engage in modalities pertaining to checks

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[49] UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Annual Report 2022, p. 28.
[50] US Department of Justice, Bureau of Justice Assistance. Understanding Community Policing: A Framework for Action, Monograph, August 1994, p. 4, available at https://www.ojp.gov/pdffiles/commp.pdf.
[51] US Department of Justice, Bureau of Justice Assistance. Understanding Community Policing: A Framework for Action, Monograph, August 1994, p. 4, available at https://www.ojp.gov/pdffiles/commp.pdf.

and balances, through deeper consultations, closer policy coordination and implementation co-operation, could drastically shrink under such context. The limited numbers of youth attendance, despite a 50% increase rate between 2021 and 2022[52], in their dedicated centres could be an indication as to their appreciation of the role they could play under the present mechanisms.

Youth centres programmes are led by the MoYS, from a viewpoint of respondents, MoYS programmes fall short on ensuring youth meaningful participation in planning, and implementation, and often target youth as users, (see finding E6) which also casts a shadow over the extent to which youth engagement in the current youth centres model is sustainable.

For LSC, ensuring adequate representation of diverse community groups plays a pivotal role in driving sustainability, the risk otherwise being that the community policing initiative falls back to an administrative mechanism led by representatives of government. Concerns raised by CSOs and international stakeholders, shed light on the reliance of the mechanism on the police structure and the central government representative (the delegate); similarly, is the case of youth centres and LDP initiatives where institutional partners presume the upper hand.

The evaluation cannot stress enough the importance of active engagement of community groups in promoting checks and balances, ensuring the long-term viability of initiatives, and fostering ownership of efforts which contributes to sustainability of efforts.

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[52] UNDP. Supporting the Tunisian Population's Access to their Rights, Final Report, October 2017-December 2022, p. 20.

LESSONS LEARNED

L1- **Local governance programming is a building block to ensure development, inclusiveness and enhance democracy and access to justice and conflict prevention efforts**. UNDP Local Governance work with municipalities and national government institutions, (police) and civil society presents an opportunity to identify and prioritize basic services projects and address the local needs, prevent violent conflict, and ensure that programmes are locally owned and driven. It is at the local level where the societies are deeply affected by crisis and adversities, and where the resilience of communities is ultimately built.

L2- People centred approaches ensure the engagement of local stakeholders including citizens and civil society in planning and contribute to achieving lasting improvements to communities. The investment in time, resources and know how in facilitating community discussions, negotiations and buy-in from stakeholders result in ownership of projects and proper implementation and help control for the regression of improvements during crisis. UNDP contributed to developing capacities, systems, tools and processes for local planning, programming, implementation, and management. Still the evaluation found that in some projects this approach was not front and centre; and the focus was more centred on responding to government institutional needs.

L3- In times of Crises, such as COVID 19, followed by the political and constitutional changes in Tunisia, economic and financial crises have highlighted the need for **flexible programme design and appropriate risk assessment and planning to ensure adaptability to changes and develop scenarios for programme implementation.** SDG16+ portfolio faced abrupt disruption of work with the parliament, the municipalities, the national commission against corruption, and fundamental changes in roles, functions and structures that could happen in context of instability and transition as the case of Tunisia. Moreover, structural and institutional weaknesses at government level coupled with political tensions can jeopardise UNDP SDG16+ operations, and changes the government buy in with every change of government.

L4- UNDP's work in governance, rule of law and human rights remains needed during times of crisis. SDG16+ has supported improvements in infrastructure, upgrading of government facilities and conditions that are more conducive to human rights, despite not being able to push some rights-based approaches, long term engagement strengthen government institutions acceptance to UNDP work, and cements relations of trust and support in the long term.

L5- substantial effort went towards **rapid adoption of digital tools** to ensure the continuity of government services such as virtual courts ensuring fair access to justice, police services, and monitoring of prisons to guard human rights of the most vulnerable. Some projects used technology to move activities, especially training online. Digital transformation remains limited in Tunisia which presents a challenge and an opportunity for future UNDP SDG16+ programming. The key concern remains balancing supply (accessibility, network, infrastructure, equipment, digital security…) with the demand (digital literacy, access, and inclusion) and controlling the risk of exacerbating existing inequalities and widening the 'digital divide'.

CONCLUSIONS

The evaluation highlights the SDG16+ portfolio significant impact on capacity development and institution-building efforts at both national and local levels in Tunisia. The portfolio's engagement with institutional partners and CSOs facilitated the development of local planning and contingency plans, particularly during the challenging times of the COVID-19 pandemic. Despite the changing political landscape and regulatory restrictions, the portfolio demonstrated flexibility and adaptability in achieving its objectives.

The evaluation emphasizes the importance of striking a balance between cooperation with institutional actors and preserving the autonomy and diversity of civil society. Efforts were made to promote gender inclusion, involve youth and vulnerable groups, and enhance the rights of people with disabilities. However, it also acknowledges the need for better engagement strategies and consistent inclusivity of grassroots movements to strengthen the portfolio's impact.

While the portfolio made progress in certain areas, challenges remained, particularly in terms of addressing wicked problems and achieving long-term sustainability. The governance components of the portfolio positively influenced national policies, especially in terms of governance processes, but measuring outcomes in the realm of human rights posed difficulties due to recent developments in Tunisia. Sustainable results post-2021 necessitate multiple programming cycles and formal legal frameworks for certain initiatives, like the Community-Led Security (LSC) initiative.

In conclusion, the SDG16+ portfolio in Tunisia has played a role in strengthening institutions, promoting access to justice, and fostering good governance practices. By collaborating with various stakeholders, including governmental authorities, CSOs, women, youth, and vulnerable groups, the portfolio managed to make notable progress despite the country's institutional challenges. However, to achieve long-term sustainability and effectively address wicked problems, a continued focus on community engagement and ownership is necessary to ensure the success of initiatives and the realization of SDG16+ objectives in Tunisia.

RECOMMENDATIONS

The evaluation acknowledges the complexity of the Tunisian context. The interdependencies among dimensions of Tunisia structures have created "wicked problems" that are difficult to manage and overcome. The recommendations below are particularly relevant as the UNDP prepares its next portfolio of projects for Tunisia because many of the conditions are similar and might even worsen. Despite some positive changes in some areas, Tunisia today remains in a transition: many of the "wicked problems" are still present. The extent of its current "transition" will again only be evident with the benefit of hindsight. With this ongoing "context uncertainty" in mind—the recommendations aim to promote learning that could assist the UNDP in navigating uncertainty going forward.

R1- The portfolio should manage its learning curve and revisit design and coordination approaches to its action through:

a. Streamlining Portfolio Design: to minimise the number of standalone "silo" projects to consolidate the portfolio design, by identifying common goals, synergies, and overlaps among projects and finding opportunities for collaboration and integration. These can also include thought through intersections with the other UNDP economic and environment portfolios.

b. Enhancing Inclusive Planning: to address grassroots needs and contextual factors. This involves associating stakeholders from diverse backgrounds and community groups, incorporating their perspectives and insights into planning, decision-making, and assessing their needs to reach more tailored and effective project outcomes. The past phase provides good lessons learned for how "wicked problems" might be broken down into more manageable increments with clearer results and local-level buy-in, though the evaluator recognizes that this remains challenging at national level.

c. Strengthening coordination between various portfolio projects. Through establishing clear lines of communication and enhancing collaboration mechanisms, joint planning in same geographic areas, and designated locally based project coordination roles can facilitate seamless coordination. Staff rotation and recruitment occurrences would need to ensure better transition handovers.

d. Enhancing long lasting and significant partnerships. The portfolio should count on the significance of community engagement in achieving better SDG16+ results. This hinges on

more efforts towards nurturing their growth and addressing challenges related to evolving roles and meaningful engagement. By fostering partnerships, redefining roles, and strengthening capacities, CSOs can work towards long-term actions to address social challenges.

R2- The portfolio needs to further adopt participatory people-centred, youth-led approaches and include youth, women, and vulnerable groups in justice and security discussions pertaining to local contexts through:

a. Actively reaching out to youth, women, and vulnerable groups through targeted efforts, the creation of safe and inclusive spaces where these groups can freely express their perspectives, concerns, and recommendations, alongside fostering an environment that encourages open dialogue and ensures that their voices are heard and respected.

b. Collaborating with local community organisations, youth groups, women's associations, and NGOs working with vulnerable populations to facilitate their participation and incorporating their inputs in discussions, joint planning, implementation, and decision-making processes.

c. Providing ongoing capacity-building support for youth and redefining the role of youth centres to address social challenges effectively.

d- engaging in organisational development of CSOs by (i) organisational strengthening of functions and competencies, (ii) allocating resources to support CSOs working on rights-based approaches, and people centred approaches to enable them to effectively carry out actions aimed at promoting rights and addressing systemic violence, and exclusion. (iii) Funding longer term projects to ensure participation of CSOs into multi stakeholders processes.

The portfolio recognizes NGOs and grassroots movements as the natural partner of any SDG16+ oriented action, namely when aiming at carving a path in a rough environment for youth and women and vulnerable groups. As such, it underscores the need for a balanced approach that strengthens institutional support while empowering and nurturing the CSOs to ensure their self-sufficiency and sustained impact.

R3- The portfolio needs to ensure strengthening internal practices, processes, and mechanisms through:

a. Aligning portfolio's future outputs with outcomes in terms of changes in practices and processes.

b. Developing system and operational processes to enable changes in practices, and internal processes, alongside the pursuit of infrastructure rehabilitation.

c. Building on successful institutional programs to enhance best practices and rights-based culture.

d. Enhancing incomplete or unaddressed regulatory frameworks fostering rule of law to better determine institutional mission statements and prerogatives.

R4- Access to Justice: As the portfolio endured a challenging context under this component, it should play a greater role to maintain the justice-based compass with the relevant stakeholders, through:

a. Promoting Judicial Independence to ensure fair and impartial administration of justice, partly through cooperating with other international actors.

b. Initiate open dialogue around needed safeguards to address impunity, and enhance accountability in all portfolio components, mainly SSR and justice.

R5- Develop a consolidated M&E system for the portfolio through:

a. Equipping the project with an M&E framework with change-level indicators, clear targets, and data collection tools to ensure periodic collection of data.

b. Including Gender Equality, Disability and Human Rights indicators to strengthen project ability to report on these dimensions, as well as to set targets and objectives related to these cross-cutting issues.

c. Producing baseline data ahead of implementation to enable more accurate measurement of progress.

d. Develop M&E capacity in qualitative participatory approaches, such as outcomes harvesting, MSC, and utilise rubrics.

ANNEXES

Annex 1: Evaluation Interviews Respondents

Count	Entity	Respondent/Project	Male (M) Female (F)
1	UNDP CO	Resident Representative	F
2	UNDP CO	Deputy Resident Representative	F
3	UNDP CO/SDG16+ portfolio	Chief Technical Advisor, Access to Justice Project	M
4	UNDP CO/SDG16+ portfolio	National M&E Expert, Access to Justice Project	M
5	UNDP CO/SDG16+ portfolio	Expert in Support of Human Rights Institutions, Project *"Appui aux Instances (INPT + INLCTP)"*	M
6	UNDP CO/SDG16+ portfolio	Expert in Institutional support, Project *"Redevabilité publique"*	M
7	UNDP CO/SDG16+ portfolio	Chief Technical Advisor and M&E Expert, Project *"Tarabot – Cohésion sociale pour prévenir la violence"*	M
8	UNDP CO/SDG16+ portfolio		F
9	UNDP CO	M&E specialist	F
10	UNDP CO/SDG16+ portfolio	Justice Expert, Access to Justice Project	F
11	UNDP CO/SDG16+ portfolio	Regional Coordinator, Outcome 3 - SDG16+ Portfolio	M
12	UNDP CO/SDG16+ portfolio	Expert in planning, monitoring and reporting, Outcome 3 - SDG16+ Portfolio	F
13	UNDP CO/SDG16+ portfolio	Former Coordinator of the SDG16+ Portfolio	M
14	UNDP CO/SDG16+ portfolio	Southern Region Coordination Assistant, Outcome 3 - SDG16+ portfolio	M
15	UNDP CO/SDG16+ portfolio	Project Assistant, Outcome 3 - SDG16+ portfolio	F
16	UNDP CO	Team Leader, Governance Cluster	M
17	UNDP CO	Team leader, Climate Change, Environment, Energy and Disaster Risk reduction Cluster	M
18	UNDP CO/SDG16+ portfolio	Chief Technical Advisor, Project *"Appui à la Décentralisation et au Développement Local (ADDL)"*	M
19	UNDP CO	Team Leader - Inclusive Growth and Human Development Cluster	F

	Entity	Respondent	
20	UNDP SDG16+ portfolio	National Expert in Legal Reform and M&E Expert, Project Security Sector Reform (SSR)	M
21	UNDP SDG16+ portfolio		F
22	UNDP SDG16+ portfolio	Project Associate – Governance, Youth Project	F
23	UNDP CO	Finance specialist	M
DONOR			
	Entity	**Respondent**	
24	Embassy of the Kingdom of the Netherlands (Donor)	First Secretary - Security and Rule of Law	F
Institutional Stakeholders			
	Entity	**Related UNDP Project**	
25	Presidency of the Government	SDG16+ portfolio	F
26	*Haut Comité de Control Administratif et Financier (HCCAF)*	*Redevabilité publique*	M
27	Ministry of Interior	SSR	M
28	*LSC- la Garde Nationale* – Ben Guerdane	SSR	M
29	Ministry of interior - Directorate General of Municipal Programs, Regional Councils and District Councils	ADDL	F
30	Tataouine Municipality	ADDL/SSR	M
31	Médenine Municipality	ADDL/SSR	M
32	Office de Développement du Sud (ODS)	ADDL/Outcome 3	M
33	Institut National de la Statistique (INS)	Outcome 3	F
34		Outcome 3	F
35	Observatoire national de la jeunesse (ONJ)	Youth project	M
36	Ministry of Youth	Youth project	M
37	Youth Center, Jmila	Youth project	M
38	*L'Instance nationale de Prevention de la torture (INPT)*	Access to Justice/Instances	M
39	*L'Instance nationale de lutte contre la traite des personnes (INLCTP)*	Access to Justice/Instances	F
40	Office of the United Nations High Commissioner for Human Rights (OHCHR)	Access to Justice	M
Civil Society/other			
	Entity	**Related UNDP Project**	

41	USIP	SSR	M
42			M
43	USIP - Tamasok Association	SSR	M
44			M
45	Membre du Comité Jeunes	Youth project	M

FGD Participants:

	FGD	PARTICIPANT	Male (M) Female (F)
1	FGD Associations SSR	Civil pole for sustainable development	F
		Civic activist - Medenine	M
2	FGD Associations Justice	Development and strategic studies- Tatouine	M
		Media	F
		Youth and education- Houmet Elsouk- Jerba	F
		Jleij for marine environment	F
		Najah Mounir- Jerba	F
3	ADDL FGD LDP Houmet Souk	Engineers Order	F
		UTICA	M
		CSO	F
		CSO -Disability	M
		Municipality official	M
		Municipality official	M
4	LSC – Ben Gerdane	Chief of police in BenGerdane	M
		Member of the police force	M
		Member of the police force	M
		Member of the police force	F
		President of the general assembly for persons with mobility needs	M

		Deaf association	F
		Deaf association	F
5	LSC Zarzis	Zarzis Delegate	M
		Zarzis Police Chief	M
		Women, Children and Youth Association	F
		Centre for women protection "listening centre"	F
		Reproductive health- the national court- family & scouts	F
		Teacher / CSO Improvement of school education	M
		Teacher- National organisation for Tunisian childhood	M
		Arts and theatre NGO	M

Annex2: Key Evaluation Questions

Main Evaluation Criteria	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/ Tools	Indicators	Methods to Analyse Data
Relevance	To what extent has UNDP been able to adapt to changes in the context and adapt the objectives and results of the portfolio to remain relevant to national priorities and respond to emerging needs?	What are the major national needs / issues that the SDG portfolio attempted at responding to? & how these intersect with National priorities (validate with Gov stakeholders) How did UNDP change its approach / actions to respond to the major changes (COVID19 lockdowns in 2020 – economic challenges 2019 -2022 - political instability 2021-2022)	UNDP staff gov stakeholders CSOS municipalities	Literature review (program documents reports, publications) - Semi-structured Interviews with program staff, partners, & authorities,	the evaluation will examine whether the elements of the portfolio are in line with local and national priorities, needs, context, power dynamics, and whether the management was able to adapt to changes (social, economic, political, and	Synthesis, Comparison analysis

		What Opportunities emerged with the change in the context?			health) & deal with risks & what mechanisms were put in place to ensure inclusive adaptive management	
		What would you do differently next time around?				
	Risk mitigation: To what extent have the social and environmental risks been identified, monitored and mitigated?	What measures / monitoring system did the portfolio put in place to monitor social, economic, political, and health risks What measures were used to mitigate these risks?	UNDP staff National stakeholders CSOs			

| Inclusion | To what extent has the portfolio addressed gender, youth and vulnerabilities into its actions? (leave no one behind) | What measures were put in place to ensure inclusion of:

a- women,

b- youth,

c- people in underserved communities / locations

d- people with disabilities

e- Others (the least the last and the lost)

Are there groups / people that were supposed to be included / reached and did not?

Explain how the above-mentioned measures lead to more inclusion | UNDP staff

National stakeholders

CSOS

municipalities | Review of program documents reports, publications)
- Semi-structured Interviews with program staff, partners, local authorities, CSOs, and key informants | the evaluation will examine how did the level of inclusion of different groups | Categorisation

Comparing

Synthesis

triangulation |

		How did the project / portfolio impacted: Changes in gender Marker data Gender scoring SWAP				
Intersectio nality and coherence		What measures did the portfolio take to ensure synergies, and non duplication : - Internally between projects - With other organisations, -with development partners, - with UN agencies, with national stakeholders	UNDP staff National stakeholders Other UN agencies	Literature review (program documents reports, publications) - Semi-structured Interviews with program staff, partners, local authorities,	The evaluation will examine the level of coordination and synergy	Categorisat ion Comparing Synthesis triangulatio n

		How has the project influenced the cooperation (and synergy) between national actors (amongst themselves) Sectoral working groups? amongst regional(local) actors?	UNDP National stakeholders			
Efficiency	To what extent was resource mobilisation effective in achieving the desired change and responding to contextual reprioritization?	How did the portfolio mobilise (new resources) / reallocate existing resources to respond to changing needs, priorities, and context? What would you do differently the next time around?	UNDP staff National stakeholders	Review of program documents reports, publications) - Semi-structured Interviews with program staff Steering committee COPIL	Level of engagement in planning and implementation & quality assurance	Categorisation Comparing Synthesis triangulation
		Explain the governance mechanism of the portfolio and the projects (Steering Committee – COPIL –) and how did it impact management adaptability				

	How were the various projects monitored in terms of performance and efficiency	What types of monitoring were used?				
		What M&E tools and mechanisms were in place to ensure adequate monitoring of portfolio implementation? What are the gaps				

| **Effects medium & longer term (Impacts)** | Has the SDG16+ portfolio influenced national policy debates and dialogues on the peaceful, just, and inclusive societies and has it influenced national policies on governance and the protection of human rights? | What are the main effects / benefits that the portfolio has on the national / municipal stakeholders?

Probe: (policies/SOPs/ mechanisms/ tools/ capacities/ behaviour (application) engagement/relationships…)

In what ways have national stakeholders benefited the most from the portfolio? Probe: (policies/SOPs/ mechanisms/ tools/ capacities/ behaviour (application) engagement/relationships…)

How has the portfolio influenced relationship/trust building | UNDP staff

gov stakeholders

CSOS

Municipalities

Justice

LSC

Youth centres | Review of program documents reports, publications)
- Semi-structured Interviews with program staff

Steering committee

COPIL | The questions will gather evidence about the changes in capacity, behaviour, relationships and mechanisms. the questions will explore changes is awareness, and attitudes, regarding access to security, justice / human rights, and engagement of youth | identify main outcomes on 4 levels:

Policy

Capacity

Behaviour,

Relationships |

		between state entities and citizens? (i.e. judicial, security, executive, youth, other independent actors and civil society)? How has the portfolio influenced the police respect of human rights; (policies/SOPs/ mechanisms/ tools/ capacities/ behaviour/ engagement/relationships...) How has the portfolio influenced research informed national strategies/policies How has the portfolio influenced inclusive local		Questions will gauge national / local authorities. responsiveness, and inclusion of youth and women in their mechanisms and actions.

		development (capacities/ behaviour/ engagement/ relationships…) How has the portfolio influenced engagement and empowerment of youth - Relation between youth and local authorities (mechanisms/ tools/ capacities/ behaviour/ engagement/ relationships…) How has the portfolio influenced engagement with civic society? How has the portfolio influenced the access to justice and in what ways (how)			

		How has the portfolio influenced human security and prevalence of violence in the society				

Sustainabili ty	To what extent can the effects of the portfolio contribute to longer-term improvement in Tunisia	To what extent will the tools / procedures / continue to be used beyond the life of the portfolio? To what extent will the portfolio contribute to longer-term improvement realisation of SDG16+ in Tunisia in terms of reduction of violence, respect of human rights, inclusive community, accountability, and access to justice? Did the portfolio develop institutional and management capacities needed to sustain portfolio benefits.	UNDP staff gov stakeholders CSOS Municipalities Justice LSC Youth centres	Review of program documents reports, publications) - Semi- structured Interviews with program staff Steering committee COPIL	The questions will explore what evidence exists to suggest that the benefits of the portfolio will continue after portfolio closure and contribute to long-lasting effects in Tunisia	

		DO local institutions show ownership of the portfolio results (systems, structures, personnel, plans, budgets) to support them in realisation of SDG				
		Are local structures and institutions committed to continue producing and using results after the end of funding.				
		Are local structures and institutions strongly involved in all stages of implementation				
		What are the main challenges to sustaining benefits beyond the life of the portfolio				

		What would be the situation if the portfolio did not exist? What would be missing?				
		Conducive factors Restrictive factors Have UNDP engaged in analyses of risks and potential trade-offs.				
		what recommendations for improvements in future engagement / What would you change if you want to implement again				

Annex 3: Literature review:

Name of document	Type of document
Evaluation ToR	ToR
Portfolio Proposal	Program proposal
Project document ODD16+	Project document
Project document ADDL	Project document
Project document ARP	Project document
Project document Justice	Project document
Project document Tarabot	Project document
Project document Tamkeen	Project document
Project document RSS	Project document
Project document African Union Treaties	Project document
Project document CSM	Project document
Project document INPT- INLCTP	Project document
2018 Annual Report	Report
2019 Annual Report	Report
2020 Annual Report	Report
2021 Annual Report	Report
2022 Annual Report	Report

UNDP. Supporting the Tunisian Population's Access to their Rights, Final Report, October 2017-December 2022,	
Sense making report	Report
SSR evaluation report	Evaluation
Mid-term evaluation report	Evaluation
UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Interim Report 2021, p. 43	Report
UNDP. Supporting the Tunisian Population's Access to their Rights, Final Report, October 2017-December 2022, p. 6	Report
UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Annual Report 2022, p. 48	Report
UNDP. Sustaining Peace Through the Promotion of a Peaceful, Just and Inclusive Society in Tunisia (SDG16+ Portfolio), Annual Report 2022	Report
UNDP. Les Comités Locaux de Sécurité : une réponse des autorités locales tunisiennes face au COVID, 4 May 2020, available at https://www.undp.org/fr/tunisia/stories/les-comit%C3%A9s-locaux-de-s%C3%A9curit%C3%A9-une-r%C3%A9ponse-des-autorit%C3%A9s-locales-tunisiennes-face-au-covid	Research article for context
An infographic illustrating President Saied's controversial political moves since summer 2021 and the steps U.S. officials have taken to discourage authoritarian backsliding. https://www.washingtoninstitute.org/policy-analysis/timeline-tunisias-constitutional-crisis-and-us-response	Research article for context
After Ten Years of Progress, How Far Has Tunisia Really Come? SARAH YERKES, NESRINE MBAREK https://carnegieendowment.org/2021/01/14/after-ten-years-of-progress-how-far-has-tunisia-really-come-pub-83609	Research article for context
UNDP Evaluation Policy (http://web.undp.org/evaluation/guideline/	Guidelines
UNEG Norms: http://www.uneval.org/document/detail/21,	
UNEG Standards: http://www.uneval.org/document/detail/22	

Sharan Grewal. Kais Saied's power grab in Tunisia, Brookings, 26 July 2021, available at https://www.brookings.edu/blog/order-from-chaos/2021/07/26/kais-saieds-power-grab-in-tunisia/	Research article for context
United States Institute for Peace. The Current Situation in Tunisia: A USIP Fact Sheet, 14 December 2022, available at https://www.usip.org/publications/2022/12/current-situation-tunisia	Research article for context
Presidential Decree No. 2022-691 of August 17, 2022, promulgating the Constitution of the Republic of Tunisia, available at https://legislation-securite.tn/fr/law/10533	Research article for context
SARAH YERKES, MAHA ALHOMOUD, One Year Later, Tunisia's President Has Reversed Nearly a Decade of Democratic Gains 2022 https://carnegieendowment.org/2022/07/22/one-year-later-tunisia-s-president-has-reversed-nearly-decade-of-democratic-gains-pub-87555	Research article for context
Elizia Volkmann. Tunisia's Interior Ministry takes control of the local government. The National News, 25 November 2021, available at https://www.thenationalnews.com/mena/tunisia/2021/11/25/tunisias-interior-ministry-takes-control-of-local-government/	Research article for context
Tarek Amara. Tunisian president dissolves Supreme Judicial Council, Reuters, 6 February 2022, available at https://www.reuters.com/world/africa/tunisian-president-dissolves-supreme-judicial-council-2022-02-06/	Research article for context
Human Rights Watch. Tunisia: President Intensifies Attacks on Judicial Independence Ignoring Court Order to Reinstate Fired Judges, Prosecuting Them Instead, 27 February 2023, available at https://www.hrw.org/news/2023/02/27/tunisia-president-intensifies-attacks-judicial-independence	Research article for context
RFI. Tunisie: les autorités annoncent la dissolution des conseils municipaux, 10 mars 2023, available at https://www.rfi.fr/fr/afrique/20230310-tunisie-les-autorit%C3%A9s-annoncent-la-dissolution-des-conseils-municipaux	Research article for context
OHCHR. Arrest of perceived political opponents and civil society in Tunisia, Geneva, 14 February 2023, available at	Research article for context

https://www.ohchr.org/en/press-briefing-notes/2023/02/arrest-perceived-political-opponents-and-civil-society-tk	
AFP. Tunisie : pénuries alimentaires sur fond de crise financière, 8 September 2022, available at https://www.middleeasteye.net/fr/reportages/tunisie-penuries-alimentaires-crise-financiere-kais-saied-fm-reformes-ugtt	Research article for context
Olfa Lamloum, Mariam Abdel Baky (2022). Unemployed Working-Class Neighbourhood Youth:Survival and resistance strategies in Libya, Tunisia and Morocco, International Alert, Friedrich Ebert Stiftung, p. 9, available at https://www.international-alert.org/wp-content/uploads/2022/09/Unemployed-working-class-_ang_web.pdf	Research article for context
Aymen Zaghdoudi. A new blow to freedom of expression in Tunisia, Access Now, 28 March 2023, available at https://www.accessnow.org/a-new-blow-to-freedom-of-expression-in-tunisia/. Cf. also Article 19. Tunisia: Decree-law No 54 of 2022, a Legal Analysis, January 2023, available at https://www.article19.org/wp-content/uploads/2023/03/Analysis-of-decree-law-54-English.pdf	Research article for context
Sarah Yerkes. Corruption, not Terrorism, is Tunisia's biggest threat, Carnegie Europe, 8 December 2017, available at https://carnegieeurope.eu/strategiceurope/74952	Research article for context
Business News Tunisia. Chawki Tabib démis de ses fonctions à la tête de l'Inlucc, 24 August 2020, available at https://www.businessnews.com.tn/chawki-tabib-demis-de-ses-fonctions-a-la-tete-de-linlucc,520,101410,3	Research article for context
Audrey Pluta. Impossible "Reform" of the Tunisian Security Sector? The Role of Unions, International Organizations, and Activist Groups in Policing. Arab Reform Initiative, 7 April 2023, available at https://www.arab-reform.net/publication/impossible-reform-of-the-tunisian-security-sector-the-role-of-unions-international-organizations-and-activist-groups-in-policing/	Research article for context
InfoMigrants. Protesters clash with police over disappeared Tunisian migrants, 13 October 2022, available at https://www.infomigrants.net/en/post/43959/protesters-clash-with-police-over-disappeared-tunisian-migrants	Research article for context

K. Menkhaus, "State Fragility as a Wicked Problem", Institute for National Strategic Security, National Defense University, PRISM, Vol. 1, No. 2 (03/2010), pp. 85-100. Independent Commission for Aid Impact, Review of UK Development Assistance for Security and Justice, Report 42 – March 2015, p. 10	research article for context
US Department of Justice, Bureau of Justice Assistance. Understanding Community Policing: A Framework for Action, Monograph, August 1994, p. 4, available at https://www.ojp.gov/pdffiles/commp.pdf	research article for context

Annex 4: Interview Protocols:

	Interview Protocol – UNDP team members
Intro	Introduce yourself – name and position? Can you describe the work you have been involved with in this portfolio? Can you describe the main components of the portfolio?
Relevance	What are the major national needs / issues that the SDG portfolio attempted at responding to?
	& how these intersect with National priorities (validate with Gov stakeholders)
	How did UNDP change its approach / actions to respond to the major changes (COVID19 lockdowns in 2020 – economic challenges 2019 - 2022 - political instability 2021-2022)
	What Opportunities emerged with the change in the context?
	What would you do different the next time around?
	What measures / monitoring system did the portfolio put in place to monitor social, economic, political, and health risks
	What measures were used to mitigate these risks?

Inclusion	What measures were put in place to ensure inclusion of: a- women, b- youth, c- people in underserved communities / locations d- people with disabilities e- Others (the least the last and the lost) Are there groups / people that were supposed to be included / reached and did not? Explain how the above-mentioned measures lead to more inclusion?
	Can you elaborate how did your work impacted: Changes in gender Marker data Gender scoring SWAP
Coherence and coordination	What measures did the portfolio take to ensure synergies, and non duplication : - Internally between projects - With other organizations, -with development partners, - with UN agencies, - with national stakeholders

	How has the project influenced the cooperation (and synergy) between national actors (amongst themselves) Sectoral working groups? amongst regional(local) actors?
Efficiency	How did the portfolio mobilize (new resources) / reallocate existing resources to respond to changing needs, priorities, and context? What would you do differently the next time around?
	Explain the governance mechanism of the portfolio and the projects (Steering Committee – COPIL –) and how did it impact management adaptability
	What types of monitoring were used?
	What M&E tools and mechanisms were in place to ensure adequate monitoring of portfolio implementation? What are the gaps
Effects and Outcomes / changes in lives of people	What are the main effects / benefits that the portfolio has on the national / municipal stakeholders? Probe: (policies/SOPs/ mechanisms/ tools/ equipment/ capacities/ behaviour (application) engagement/relationships…)
	In what ways have national stakeholders benefited the most from the portfolio? Probe: (policies/SOPs/ mechanisms/ tools/ equipment/ capacities/ behaviour (application) engagement/relationships…)
	How has the portfolio influenced relationship/trust building between state entities and citizens? (i.e. judicial, security, executive, youth, other independent actors and civil society)?

	How has the portfolio influenced the police respect of human rights; (policies/SOPs/ mechanisms/ tools/ equipment/ capacities/ behaviour/ engagement/relationships...)
	How has the portfolio influenced research informed national strategies/policies
	How has the portfolio influenced inclusive local development (capacities/ behaviour/ engagement/ relationships...)
	How has the portfolio influenced engagement and empowerment of youth Relation between youth and local authorities (mechanisms/ tools/ capacities/ behaviour/ engagement/ relationships...)
	How has the portfolio influenced engagement with civic society,
	How has the portfolio influenced the access to justice and in what ways (how)
	How has the portfolio influenced human security and prevalence of violence in the society
Sustainability	To what extent will the tools / procedures / continue to be used beyond the life of the portfolio? To what extent will the portfolio contribute to longer-term improvement realisation of SDG16+ in Tunisia in terms of reduction of violence, respect of human rights, inclusive community, accountability, and access to justice?

	Did the portfolio develop institutional and management capacities needed to sustain portfolio benefits.
	DO local institutions show ownership of the portfolio results (systems, structures, personnel, plans, budgets) to support them in realisation of SDG Are local structures and institutions committed to continue producing and using results after the end of funding. Are local structures and institutions strongly involved in all stages of implementation
	What are the main challenges to sustaining benefits beyond the life of the portfolio
Lessons Learned and Recommendations	What would be the situation if the portfolio did not exist? What would be missing?
	Conducive factors Restrictive factors Have UNDP engaged in analyses of risks and potential trade-offs.
	what recommendations for improvements in future engagement / What would you change if you want to implement again?

	Interview Protocol – Partners: Gov / CSO / international partners
Intro	Introduce yourself – name and position?
	Can you describe the work you have been involved with in this portfolio?
	Can you describe the main components of the portfolio?
Relevance	What are the major national needs / issues that the SDG portfolio attempted at responding to?
	& how these intersect with National priorities (validate with Gov stakeholders)
	How did UNDP change its approach / actions to respond to the major changes (COVID19 lockdowns in 2020 – economic challenges 2019 -2022 - political instability 2021-2022)
	What Opportunities emerged with the change in the context?
	What would you do different the next time around?
Inclusion	What measures were put in place to ensure inclusion of:
	a- women,
	b- youth,
	c- people in underserved communities / locations
	d- people with disabilities
	e- Others (the least the last and the lost)
	Are there groups / people that were supposed to be included / reached and did not?
	Explain how the above-mentioned measures lead to more inclusion?

Coherence and coordination	What measures did the portfolio take to ensure synergies, and non-duplication : - Internally between projects - With other organizations, - with development partners, - with UN agencies, - with national stakeholders
	How has the project influenced the cooperation (and synergy) between national actors (amongst themselves) Sectoral working groups? amongst regional(local) actors?
Efficiency	How did the portfolio mobilize (new resources) / reallocate existing resources to respond to changing needs, priorities, and context? What would you do differently the next time around?
	Explain the governance mechanism of the portfolio and the projects (Steering Committee – COPIL –) and how did it impact management adaptability
	What types of monitoring were used?
	What M&E tools and mechanisms were in place to ensure adequate monitoring of portfolio implementation? What are the gaps ?
Effects and Outcomes / changes in lives of people	What are the main effects / benefits that the portfolio has on the national / municipal stakeholders? Probe: (policies/SOPs/ mechanisms/ tools/ equipment/ capacities/ behaviour (application) engagement/relationships…)

	In what ways have national stakeholders benefited the most from the portfolio? Probe: (policies/SOPs/ mechanisms/ tools/ equipment/ capacities/ behaviour (application) engagement/relationships...)
	How has the portfolio influenced relationship/trust building between state entities and citizens? (i.e. judicial, security, executive, youth, other independent actors and civil society)?
	How has the portfolio influenced the police respect of human rights; (policies/SOPs/ mechanisms/ tools/ equipment/ capacities/ behaviour/ engagement/relationships...)
	How has the portfolio influenced research informed national strategies/policies
	How has the portfolio influenced inclusive local development (capacities/ behaviour/ engagement/ relationships...)
	How has the portfolio influenced engagement and empowerment of youth Relation between youth and local authorities (mechanisms/ tools/ capacities/ behaviour/ engagement/ relationships...)
	How has the portfolio influenced engagement with civic society,
	How has the portfolio influenced the access to justice and in what ways (how)
	How has the portfolio influenced human security and prevalence of violence in the society

Sustainability	To what extent will the tools / procedures / continue to be used beyond the life of the portfolio?
	To what extent will the portfolio contribute to longer-term improvement realisation of SDG16+ in Tunisia in terms of reduction of violence, respect of human rights, inclusive community, accountability, and access to justice?
	Did the portfolio develop institutional and management capacities needed to sustain portfolio benefits.
	DO local institutions show ownership of the portfolio results (systems, structures, personnel, plans, budgets) to support them in realisation of SDG Are local structures and institutions committed to continue producing and using results after the end of funding. Are local structures and institutions strongly involved in all stages of implementation
	What are the main challenges to sustaining benefits beyond the life of the portfolio
Lessons Learned and Recommendations	What would be the situation if the portfolio did not exist? What would be missing?
	Conducive factors Restrictive factors Have UNDP engaged in analyses of risks and potential trade-offs.
	What recommendations for improvements in future engagement / What would you change if you want to implement again?

Annex 5 – Result Framework – Updated till December 31, 2022

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
OUTCOME 1: Key national institutions and processes to promote democratic governance, strengthen the rule of law and promote citizenship.	**1.1 Number (#) of UNDP supported institutions and processes that are operational**	**5: ARP, INLUCC, Justice Reform, CSM, INPT**	**12 - ARP, IBOGOLUCC, INAI, Justice reform, Constitutional Court, CSM, IDH, INPT, Community policing, CNLCT, youth policy**	**11 - INAI, INPT; INLCTP; Justice reform; Community policing; NCLB, HCCAF**
Output 1.1 Parliament has the capacity and mechanisms to legislate, oversee and represent effectively and responsibly, including through systematic citizen participation in its work.	1.1.1 # of new beneficiaries (MPs and administrative staff) trained 1.1.2 # mechanisms to involve civil society in parliamentary work	1.1.1 4,965 beneficiaries trained (2019) 1.1.2 - 1 mechanism for involving civil society in the work of the parliament developed	1.1.1 - At least 6,500 beneficiaries trained 1.1.2 - 3 mechanisms (Digital platform + MP mobile application + SC mobile application developed)	1.1.1 - 6 047 beneficiaries trained 1.1.2 3 1 Digital Platform + MP mobile application + SC mobile application developed
Output 1.2 The institutional framework for public accountability is effectively operational.53	1.2.1 # of organisational tools and feasibility studies available to national bodies 1.2.2 Updated national strategy	1.2.1 - 8 (2019) 1.2.2 - National strategy available -	1.2.1- At least 10 1.2.2- The national strategy for good governance and the	1.2.1. 0 1.2.2 National strategy available

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53 Following the specific context of the institutional framework of the fight against corruption and in particular the National Anti-Corruption Unit (INLUCC), the Project Initiation Plan implemented in 2021 calls for a review of the results framework of output 1.2

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
	and action plan developed.	action plan 2019-2020 developed.	fight against corruption is updated and the 2019-2020 action plan is developed	Action plan 2019-2020 developed.
	1.2.3 % of members of organisations benefiting from the skills development plan consider that their training meets the needs identified	1.2.3 - 0	1.2.3- At least 75%.	1.2.3. 0
Output 1.3 The Government establishes monitoring and coordination tools and mechanisms to support the implementation of a national approach to the decentralization process and conducts effective training and communication, strengthening ownership by stakeholders and the population.	1.3.1 # A local development and planning platform established, A methodology for implementing LDPs identified. 1.3.2 of the representatives of the target local authorities feel they know their prerogatives.	1.3.1 - Platform not available, Methodology under development 1.3.2 - Information not available	1.3.1 One local development and planning platform established. 1.3.2 100%	1.3.1 Platform not yet concluded, but being operationalized. 1.3.2 50% of elected representatives and 46% of the administration are aware of their prerogatives as defined in the Local Authorities Code
Output 1.4 Key rule of law and human rights institutions are able to fulfil their essential roles and responsibilities.	1.4.1 % of representatives of rule of law and human rights institutions who find capacity	1.4.1 Non-existent	1.4.1 At least 75%.	1.4.1 Data not available

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
	building activities useful			
Output 1.5 The Ministry of the Interior has a strengthened capacity and legal and institutional framework for good governance and human rights in the security sector.	1.5.1 Degree of implementation of the mainstreaming strategy[54]	1.5.1 Project of the generalisation of the available strategy (2018) 1.5.1.1 National strategy and action plan developed. 1.5.1.2 One (1) training programme integrating a community policing approach targeting internal security forces (ISF)	1.5.1 Central unit to manage the implementation of the strategy; completion of the trial phase in the governorate of Medenine.	1.5.1.1 A legal text relating to Local Safety committees is finalised. 1.5.1.2 Training programme available and provided by a mobile training team and project experts.
Output 1.6 The capacity of the National Counter-Terrorism Commission is strengthened to	1.6.1[5556] Degree of development of the Strategy 2021-2025.	1.6.1- 0	1.6.1 2 strategy under consultation with the civil society, youth and researchers	1.6.1: 1 – The new strategy is validated and sent for

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[54] Indicator 1.5.2. of the initial Results Framework deleted following validation by the Steering Committee in December 2020. The reason for the deletion is that this indicator, which refers to the number of localities where the community policing approach is implemented, is already included in output 2.3.

[55] New indicators validated by the Steering Committee in December 2020 that replace the original ones deemed irrelevant for the interventions, namely: 1.6.1. An integrated EPI plan available and implemented 1.6.2 Creation of a tripartite national platform on EPI between the State, civil society and the private sector and implementation of joint initiatives by its members.

[56] Scale indicator 1.6.1: 0= no strategy, 1= strategy under development, 2= strategy developed and sent for validation; Final target: 2

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
effectively lead national efforts to prevent violent extremism	1.6.2 % of members of the NCCT and its permanent secretariat who are able to apply their learning on EPI.	1.6.2 Not available	1.6.2 Not available	signature to the president 1.6.2 Not available
Output 1.7 A multisectoral youth policy is defined, and its implementation is supported and monitored.	1.7.1 A multi-sectoral youth policy is available	1.7.1 Non-existent. Sectoral vision of the Ministry of Youth and Sports available, one of the objectives of which is the development of the multisectoral policy	1.7.1 A multi-sectoral youth policy is available	1.7.1 Main elements to inform the national youth policy have been finalized, but the policy itself was not produced. (Youth Committee, development strategy and roadmap), The effort is streamlined through the initiative of Nwassel Souti
Output 1.8 The capacity of public institutions to work with$ civil society is strengthened and aligned with national development imperatives, including the 2030 Agenda[57]	1.8.1 Degree of implementation of the capacity building plan for the departments responsible for relations with the Institutions, civil society and human rights	1.8.1. 0	1.8.1 3	1.8.1 % not available

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[57] New product whose introduction was validated by the Steering Committee in December 2020. Indicator 1.8.1 follows the following scale: 0= no strategy, no action plan), 1= vision developed, 2= strategy developed, 3 = action plan

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
	1.8.2 Degree of development of a shared civil society vision	1.8.2. 0	1.8.2. 3	1.8.2 3
OUTCOME 2: Communities, especially youth, women and vulnerable groups, benefit from and contribute to efforts to foster local development, strengthen access to justice and security and promote social cohesion.	**2.1: % improvement of the social cohesion index for the South-East region (Gabes, Medenine and Tataouine). Target= 20% improvement compared to 2017 results.**	**2.1 Index not available. 2017 NSI survey data available**	**2.1 Social cohesion index available with 2020 data.** **2021. 20% improvement compared to 2017**	**2.1 The results of the third GPS survey that will be used to inform this indicator are being disseminated (July 2022)**
Output 2.1 The capacities of local and regional partners are strengthened to fulfil their roles and responsibilities, and to promote sustainable local development.	2.1.1 % of elected officials in the target localities, disaggregated by sex and age, for whom the effectiveness of local planning training is observed	2.1.1 0%	2.1.1 100%	2.1.1 93,2%
	2.1.2. Number of municipalities and regions with a local or regional development plan	2.1.2 0	2.1.2 9 municipalities & 3 regions	2.1.2 2 municipalities and lunch of 8 local development plans for 8 municipalities in the south-eastern region of Tunisia and 0 regions

developed. The target at the end of the portfolio period is 3

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
	2.1.3 % of actions that fall under the regions' and municipalities' budget and are part of the local/regional development plan implemented (or started to be implemented) for each of the targeted local authorities	2.1.3 0%	2.1.3 60%	2.1.3 No data
Output 2.2 Improved access to justice in target regions	2.2.1 # of legal aid applications supported	2.2.1 4 applications for legal aid were supported	2.2.1. 200	2.2.1 Global achievement in 4 governorates: 214% (No fewer than 428 people received legal assistance provided under the ADELA Project carried out by ASF in 4 governorates: Kasserine, Gafsa and Sidi Bouzid, and with the support of the UNDP as part of the project to improve access to justice in the Médenine governorate. A total of 102 people in Médenine (out of a total of 428 people)

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
				benefited from legal aid provided by the CDIS and local associations as part of the grant provided the UNDP to ASF as part of this project). If we consider Médenine alone the completion rate is: 51 %
Output 2.3 Implement a Tunisian community policing approach in target regions and municipalities.	2.3.1 # of localities where the community policing approach is implemented 2.3.2 Proportion of the population who feel safe walking alone in the target municipalities	2.3.1 16 localities have implemented the community policing approach 2.3.2 Information not available	2.3.1 20 2.3.2 60%	2.3.1 19 LSC 2.3.2 Information not yet available (survey on progress)
Output 2.4 Local authorities engage in efforts to prevent violent extremism with government, civil society and local authorities[58]	2.4.1 Degree of development of the regulatory framework of the network of regional correspondents of the NCLT. [59]	2.4.1 - 0	2.4.1.- 2	2.4.1- The regulatory framework is yet to be produced.

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[58] New indicators added following validation by the Steering Committee in December 2020. They replace the original indicator 2.4.1 which reads "Number of regions and municipalities with available ENP action plans under implementation

[59] Indicator 2.4.1. The final target is 2 on a scale defined as follows: 0=no framework, 1=framework under development,

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
	2.4.2 # of multi-stakeholder initiatives involving local authorities implemented (ciumulative).	2.4.2 7 civil society initiatives implemented	2.4.2 6	2.4.2 6 initiatives from the civil society were implemented with local authorities
Output 2.5 Regional implementation plans for the National Action Plan on Women, Peace and Security are developed and implemented in target regions.	2.5.1 % of actions identified in regional plans implemented	2.5.1 - 0 (Plan not yet available)	2.5.1 - Médenine 50% Tataouine 50% Gabès 50%	In 2021, taking into account the delays for implementation and the fact that support for this intervention was already largely provided by UN Women, it was decided not to launch this project and to replace this product with the local dimension of actions to strengthen public accountability (see output 1.2.).
	2.5.2 Proportion of women who feel safe walking alone in the target areas	2.5.2 Information not yet available	2.5.2 Available baseline data for the three regions	
Output 2.6 Young people have access to improved services	2.6.1 Number of renovated youth centres	2.6.1 - 0	2.6.1 - 5	2.6.1- 1

2=framework developed and sent for validation)

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
offered by youth centres and direct support for initiatives that foster their talent and creativity.	2.6.2 Evolution of the attendance rate	2.6.2 - (2019) Medenine Ejjmila: 136 (129H/7F); (2019) Gabès Métouia: 114 (49H/65F); (2019) Remada: 200 (120H/80F)	2.6.2 -+50%	2.6.2- (2022) Medenine Ejjmila : 84 (78H/6F) ; (2022) Gabès Métouia : 151 (53H/98F) ; (2022) Remada : 234 (158H/76F)
	2.6.3 Number of young people integrated in a capacity building process on citizenship and dialogue for the prevention of violent extremism (male / female)	2.6.3 - 0	2.6.3 - 3500 (at least 40% are women)	2.6.3 39 young people (17 of whom are young women)
Output 2.7 Strengthen civil society in target regions and support the implementation of interventions that contribute to sustainable local development and the achievement of MDG 16.	2.7.1 Number of CSO initiatives supported (cumulative)	2.7.1 0	2.7.1 - 70	2.7.1 - 31 • 13 (Tamkeen)[60] • 14 (SSR) • 2 (youth) • 2 (justice)
	2.7.2 Number of young people supported (cumulative)	2.7.2 189 young people (48% female) - Tarabot	2.7.2 - 9,000 (at least 40% are women)	2.7.2 359 220 youth (50% women) – Peace Hubs,

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[60] Associations locales appuyées dans le cadre du projet Appui à la contribution de la société civile pour la réalisation de l'ODD5 et l'ODD16

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
				137 youth (74% women) - ADDL 2 youth (50% femmes) - Youth
OUTCOME 3: Government and national and local stakeholders improve their capacity to plan, monitor and act to achieve Target 16+.	**3.1 # of national and sub-national plans that incorporate the indicators and targets of SDG 16 and the lessons learned from the implementation of innovative solutions**	**3.1. 0**	**3.1 SDG16 integrated into at least one local and regional development plan**	**3.1. ODD16 integrated in the LDP 2022-2025 and the regional development Plan - Médenine**
Output 3.1 A platform for accelerating the implementation of SDG16 is established	3.1.1 Existence of the platform	3.1.1 No	3.1.1 - +300 members of the platform identified and mobilized around the policy dialogues	3.1.1 100
	3.1.2 Availability of the integrated action plan	3.1.2 No	3.1.2 2 action plans available. (1 at national level and 1 at the level of the Medenine governorate)	3.1.2 1 Action plan for Medinine available

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
Output 3.2: Inclusive monitoring, reporting and accountability mechanisms for Goal 16 at the national level are in place.	3.2.1 # of functional monitoring and reporting mechanisms	3.2.1 ODD 16 Platform set up for the preparation of the ODD16 baseline study in Tunisia Contribution to the global report on ODD16 prepared by Tunisia	3.2.1 - 3 mechanisms put in place (1 at national level, 1 at regional level and 1 at local/municipal level through the development of Policy Briefs) 3 progress reports on SDG16 (at national, regional and municipal level)	3.2.1 0 mechanisms 2 progress reports and 2 spotlight reports
	3.2.2 Existence of an established and completed indicator framework for SDG16, which includes disaggregated data.	3.2.2 List of available indicators	3.2.2 80% of the selected indicators are available	3.2.2 62.6% of SDG16 indicators are available[61]
Output 3.3 Innovative initiatives related to peacekeeping and the achievement of SDG 16 and/or related to other SDGs implemented.	3.3.1 # of innovative initiatives related to peacekeeping and the achievement of SDG16 and related to the implementation of other SDGs.	3.3.1. 0	3.3.1 - 3 at national level (Public Innovation Laboratory à l'ENA ; e-participation platform; use of social media to monitor SDG16) - 1 regional (Public Innovation Laboratory around justice in Medenine) - 12 at the municipal level: jointly supported by the Tamkeen project.	3.3.1. Public Innovation Laboratory inaugurated. Justice Innovation Laboratory in Medenine 13 projects at the municipal level in progress

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[61] UNSDG (data availability for at least one year since 2015)

RESULT	INDICATORS	BASELINE DATA (2018)	TARGETS - 2022	PROGRESS TILL 31/12/2022
Output 3.4 Participatory mechanisms are established at national and subnational levels to identify and mobilize resources and partnerships to address emerging crises and conflicts.	3.4.1 # of newly identified potential crises and conflicts at national and sub-national levels for which preventive solutions are being implemented	3.4.1. 0	3.4.1- 4 - 1 national mechanism (*Centre de médiation en espace universitaire*) - 10 local mechanisms operational (3 new ones)	3.4.1. 7 operational hubs in 7 regions (Ben Guerdane, Djerba Ajim, Gabes, Medenine, Tataouine, Remada et Zarzis)
Output 3.5 Knowledge and best practices related to achieving SDG 16 are collected, codified and disseminated.	3.5.1 # of knowledge and support packages generated	3.5.1. 0	3.5.1 - 10 (1 online portal on SDG16/governance launched; 3 annual reports and 1 final report; 1 mid-term evaluation report; 1 lesson learned document; 4 blogs of CTAs and partners)	3.5.1. 1 portal in Médenine launched. 3 Annual reports 1 Mid-term evaluation 1 blog about the theatre forum