

MANAGEMENT RESPONSE

Independent Country Programme Evaluation, UNDP Tunisia

Recommendation 1: The new country programme should be more flexible, pursuing greater adaptive management to address the challenge of working in a fluid national context. The results framework of the country programme has remained unchanged despite limited progress in key areas. The country office and stakeholders of the country programme need to more explicitly recognize the dynamism and change of speed of the national context, reflecting it in ongoing environmental scanning, risk analysis and rigorous M&E processes, which are subsequently used to inform midcourse corrections. This requires greater clarity in the country program theory of change, investments in a monitoring and evaluation function that supports the monitoring of key assumptions for success at project and programme level, as well as a greater level of integration of monitoring and evaluation practices.

Management Response:

In an unstable and changing environment, the CO has already undertaken major actions in terms of flexibility and agility (including the elaboration of a series of new projects not initially foreseen in the CPD – Joint Programme on SDGs, New integrated programme on SDG16, Project on Preventing Violent Extremism, Project in support to the national strategy on entrepreneurship, Project in support to the implementation of the sectoral vision on Youth) that will be pursued and integrated in the mid-term review of the current CPD and the process of design of new cycle UNDAF / CPD (2021-2024), notably.¹

Action A :

To integrate the independent evaluation's recommendations alongside the outputs of the two on-going studies on economic inclusion and decentralization in the mid-term review of the country program framework building on the key adjustment that have already been engaged :

Key adjustments that helped to make the CP more relevant and adapted to the major political, social, economic and security changes. Taking into account the recent changes in the PPM, UNDP Tunisia will encourage the development of portfolio of projects documents that will allow for a greater integration and flexibility to adapt to the variable context in the country.

Key actions:

1. To finalize both analyses (the first one is analyzing the necessary programmatic adjustments for the Inclusive

¹ All the undertaken actions are explained in annexe at the end of the document

- Growth and Human Development portfolio in light of the social and economic evolutions in the country; and the second one aiming to strengthen UNDP's action in terms of the new decentralization process engaged in May 2018 following the National Municipal elections and the promulgation of the national law on local collectivities)
2. Based on the analyses' recommendations and the conclusions drawn by the two expertises, the current CPD framework will be reviewed and adjusted.
 3. To elaborate and implement a capacity building plan with a focus on M&E and the theory of change for program and project team.

Action B: To continue to reinforce UNDP's flexibility and responsiveness to the changing environment by building on the recommendations of the above-mentioned analyses and integrate the main findings in the next CPD and the design model of new projects.

Key actions:

1. To integrate the main findings and recommendations resulting from the independent evaluation report and the two economical and social analyses in the new cycle CPD starting 2021-2024

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
(linked to Action A) <ol style="list-style-type: none"> 1. The CPD framework will be reviewed based on the analyses' main recommendations and the field missions of both expert and key partners' feedbacks; 2. To finalize the CPD review 3. To elaborate an M&E capacity building plan at programme and project level, including staffing and training framework with a focus on the theory of change 4. To adjust UNDP's interventions in the economic domain based on the main findings and recommendations from the expert's analysis 	<ol style="list-style-type: none"> 1. Feb. 2019 2. Feb. 2019 3. Feb. 2019 4. Feb. 2019 	Team leaders		
(linked to Action B): To integrate the main findings and recommendations resulting from the	<ol style="list-style-type: none"> 1. 2021 			

independent evaluation report and the two economical and social analyses in the new cycle CPD starting 2021-2024				
<p>Recommendation 2: UNDP should seize the opportunity of the preparation of the next country programme to conduct a strategic review to identify a differentiated and strategic niche for its positioning in the area of job creation with a view to enhance its value proposition in this area of work. In this regard, such positioning should be informed by a thorough analysis and reflection on past success and failures and the positioning of other stakeholders. As noted in this evaluation, while successive projects are credited for their capacity development support and multi-stakeholder approach, interventions have had limited sustainable results in terms of job creation, and have not, at the same time, demonstrated a distinct approach to those of other actors. While supporting the development of entrepreneurship and social and solidarity economy is in line with national priorities to address the challenge of unemployment, particularly of youth, UNDP should seek to be more ambitious and innovative in its value proposition and explore other entry points and modalities for supporting job creation including balancing between supporting self-employment and wage employment options in order to adapt its response to employment aspirations of Tunisians.</p>				
<p>Management Response:</p> <p>Action A : Based on the main findings and recommendations on the expert’s analysis of the necessary programmatic adjustments in the Inclusive Growth and Human Development programme, to shape, design and implement innovative programs in coherence with the new CPD framework</p> <p>The first step to reach this objective has already been realized through the project on Entrepreneurship developed by the UNDP to support the Government of Tunisia in developing a national strategy on entrepreneurship in partnership with the Government of Norway. Indeed, this initiative stems from the observation made that UNDP’s previous entrepreneurship program was implemented at micro level with limited harmony between projects. To overcome this observation, the previous program on entrepreneurship was capitalized upon UNDP suggested to the Tunisian Secretary of State to implement one coherent and harmonized program on entrepreneurship which will support the government in elaborating a national strategy on entrepreneurship. This program has become a reality and will cover the period 2018-2021 with an estimated budget of \$33 millions of which \$18.7 million have already been engaged and allocated to the UNDP by the Government of Norway. The implementation partners are the Ministry of Vocational Training and Employment / Secretary of State’s Office for Vocational Training in the 6 targeted governorates of Tataouine, Medenine, Gabes, Kebili, Tozeur and Gafsa and the Office for Development of the South as activity partners. Other partners include the Agency for employment and self-employment (ANETI) and the Tunisian Solidarity Bank (BTS) and CSOs.</p> <p>Through the above-mentioned national strategy on entrepreneurship, a greater impact on job creation will be strengthened through the integration of new technologies and innovation as vectors to a more adapted, innovative and open environment to entrepreneurship. This step has already been taken by the UNDP and will be capitalized upon by pursuing the already-launched partnership with ITU.</p>				

Key actions:

- To integrate the main findings and recommendations from the expert's analysis in the economic programs to inform the development of an integrated portfolio of projects related to the promotion of inclusive growth, job creation and poverty reduction
- To strengthen the capacities of the country office in this area through the recruitment of at least one international CTA on Entrepreneurship and job creation and one national Team Leader of the Inclusive Growth portfolio
- To dedicate technical focal points to pursue enhancing synergies between projects and agencies.
- To pursue a close collaboration with the ILO and synergies between Agencies for the integration of the national strategy on entrepreneurship that will be elaborated in the national strategy on employment that is also currently under development. This will be done by organizing meetings and workshops with ILO, UN Agencies and key partners.

Action B : To work with all agencies and key implementers to identify where and how UNDP will have an added value and support innovation**Key Actions :**

- To capitalize on the technical focal points by testing a documentation process of the pertinent and applicable good practices
- To pursue developing the partnership with ITU by formalizing the already engaged joint partnership aiming to integrate ICT into the entrepreneurship projects and hence pursue supporting innovation and technology as vectors to job creation.
- To continue to engaging with other agencies and implementers to coordinate and lead participatory reflexions on job creation
- Cross feed the UNDP programs to capture all the other projects realization for employment to ensure harmony and synergies and inform new proposals

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
(linked to Action A)				
1. To integrate the main findings and recommendations in the design of all new projects related to employment and entrepreneurship	1. Dec. 2018 2. Starting from Dec 2018			
2. To strengthen the capacities of the country in this area	3. Starting from Dec			

<ol style="list-style-type: none"> 3. To dedicate technical focal points to pursue enhancing synergies between projects and agencies 4. To advocate for the integration of the national strategy on entrepreneurship to the national strategy on employment with a close collaboration with the ILO and other involved agencies and stakeholder 	2018			
<p>(linked to Action B)</p> <ol style="list-style-type: none"> 1. capitalize on the technical focal points by testing a documentation process of the pertinent and applicable good practices 2. To pursue the already engaged joint work with the ITU and transform the informal agreement into a formalized partnership 3. To pursue the already engaged steps to regular consultations and sharing sessions with other UN agencies and diversified stakeholders 4. To cross feed UNDP programs to capture all the other projects' achievement for employment and inform new proposals 	<ol style="list-style-type: none"> 1. Dec 2018 2. Feb. 2019 3. Jan. 2019 4. Feb. 2019 			
<p>Recommendation 3: UNDP should review the current level and nature of partnerships developed with civil society to ensure it is placed at the strategic level required in Tunisia's middle-income country context. UNDP's strategy in its engagement with civil society organizations has focused on supporting the emergence and organizational capacity development of civil society groups in local governance and development. While this level of engagement is relevant for capacity development, UNDP should re-examine the strategic fit of this approach given the growing influence of larger and established civil society actors in public debates, with whom partnerships were not developed. There are important synergies, at technical rather than financial levels, that could be explored with existing civil society actors. UNDP should seek opportunities to more systematically consider synergies with existing civil society actors across its portfolio, with due regards to the need to maintain its positioning as a neutral partner.</p>				
<p>Management Response:</p> <p>Action A : To capitalize on the work already achieved with the small-scale CSOs by facilitating the collaboration, exchange and partnerships between small and larger established civil actors of civil society in public debates, based on the existing</p>				

mapping of CSOs in support of OTCS (Tunisian organization for social cohesion – ID NUM of reports : 00092161)

Key Actions

1. To maintain the “Forum de la société civile” organized in the Tamkeen project which gathers, on a yearly basis, the main key CSO partners while ensuring a networking process between the small CSO and larger ones by ensuring the latter’s active participation (ID Num for last reports : 00092161)
2. Based on the already existing mapping, to identify the most relevant NGOs based on the needs for advocacy in support of public policies, debates and strategies
3. To ensure that large sectorial NGOs with a strong influence on the national policies and strategies are clearly identified in the design process of new projects to ensure a good balance between small and larger CSOs.
4. To integrate in the new projects a civil society capacity building framework (mainly in the fields of advocacy and public decision making)
5. To develop and integrate a criteria check-list in the LPAC
6. To train UNDP team on tool to measure the CSO’s capacity improvement This tool will allow to evaluate de CSOs capacities on different axes such as vision and planning abilities, Financial abilities, project management abilities, advocacy
7. To continue investing in emerging actors in order to contribute to the reinforcement of social cohesion

Action B : To continue positioning UNDP as a key partner in high level strategic reflections with the Tunisian Government and support appropriation of the win-win partnership and actions by capitalizing on the work already engaged with the Ministry of Youth in order to contribute to create links between Ministries and civil society members through win-win actions (based on the model of what has already been done with INLUCC (National institute against corruption) – ID num 00101282) and as developed with other ministries

Key actions :

- To support the Ministry of Youth in the implementation of its sectorial vision on youth, by associating the civil society organizations with youth centers through formalized partnerships (release of calls for proposals, elaboration of a multi-sectorial national youth policy...)
- To support the Ministry of Higher Education in the conception and implementation of a joint project for the strengthening of social cohesion through the Universities by associating the student syndicates and the Tunisian organizations (the implementation of mitigation committees in the universities and a mechanism to prevent conflicts)
- To support the National Institute Against Corruption in the implication of civil society in the fight against corruption through joints calls to proposals between UNDP and the institute targeted on local and national associations

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
(linked to Action A)				

<ol style="list-style-type: none"> 1. To maintain the “Forum de la société civile” organized in the Tamkeen project which gathers, on a yearly basis, the main key CSO partners while ensuring a networking process between the small CSO and larger ones by ensuring the latter’s active participation (ID Num 00092161) 2. Based on the already existing mapping, to identify the most relevant NGOs based on the needs for advocacy in support of public policies, debates and strategies 3. To ensure that large sectorial NGOs with a strong influence on the national policies and strategies are clearly identified in the design process of new projects to ensure a good balance between small and larger CSOs. 4. To integrate in the new projects a civil society capacity building framework (mainly in the fields of advocacy and public decision making) 5. To develop and integrate a criteria check-list in the LPAC 6. To train UNDP team on tool to measure the CSO’s capacity improvement 7. To continue investing in emerging actors in order to contribute to the reinforcement of social cohesion 	<ol style="list-style-type: none"> 1. 2019 2. Starting 2019 3. Starting 2019 4. Starting 2019 5. 2019 6. 2019 7. 2019 			
<p>(linked to Action B)</p> <ul style="list-style-type: none"> - To support the Ministry of Youth in the implementation of its sectorial vision on youth, by associating the civil society organizations with youth centers through formalized partnerships (release of calls for 	<ol style="list-style-type: none"> 1. 2019-2020 	<p>Tamkeen</p>		

<p>proposals, elaboration of a multi-sectorial national youth policy...)</p> <ul style="list-style-type: none"> - To support the Ministry of Higher Education in the conception and implementation of a joint project for the strengthening of social cohesion through the Universities by associating the student syndicates and the Tunisian organizations (the implementation of mitigation committees in the universities and a mechanism to prevent conflicts) - To support the National Institute Against Corruption in the implication of civil society in the fight against corruption through joints calls to proposals between UNDP and the institute targeted on local and national associations 	<p>2. 2019-2020</p> <p>3. 2019</p>			
<p>Recommendation 4: UNDP should consider adopting a more proactive coordination role and to engage in strategic partnerships with actors contributing to the same objective in order to enhance coherence and harmonization and optimize collective contribution where relevant. UNDP Tunisia has developed effective partnerships with Tunisia’s national authorities, which has enabled it to position itself as an important development partner in Tunisia in several sectors of relevance to Tunisia’s development plan, and more particularly in the area of democratic governance. UNDP is engaged with the relevant national authorities in the implementation of its country programme and is recognized for bringing a positive contribution to development challenges. However, leveraging existing capacities further through strategic partnerships is likely to grow as an imperative for UNDP’s positioning in Tunisia, particularly given anticipated declining resource mobilization capacities.</p>				
<p>Management Response: Based on interagency partnership already established notably through the SDG Joint Program,</p> <ol style="list-style-type: none"> 1. To continue engaging in joint UN interventions 2. To continue ensuring exit strategies and a generalization strategy of UNDP interventions on an institutional level 3. On the UN level, to continue to promote integrated approaches through the SDG Joint Program and joint processes through the Task Forces to mobilize other partners than UN. 4. To continue and capitalize on the aid coordination platform. 5. To enlarge the partnerships to Private sector and Islamic Banking (ex: Conect, UTICA, World Bank and EU, BCtA) as already begun. 				
<p>Key Action(s)</p>	<p>Time Frame</p>	<p>Responsible</p>	<p>Tracking</p>	

		Unit(s)	Status	Comments
To continue supporting the implementation of an aid coordination platform	2019-2020			
To review and document annual grants with exit strategies	2019-2020			
To follow-up on the implementation of a fund mobilization strategy with innovative and diversified partners (through the programmes: SDG, PVE, Environment) such as international financial institutions; and ensure a dedicated focal point at the UNDP level.	2019-2020			

ANNEXES:

Recommendation 1 :

Major actions were undertaken in terms of flexibility and agility (including the elaboration of a series of new projects not initially foreseen in the CPD – Joint Programme on SDGs, New integrated programme on SDG16, Project on Preventing Violent Extremism, Project in support to the national strategy on entrepreneurship, Project in support to the implementation of the sectoral vision on Youth that will be pursued and integrated in the review of the CPD and the new cycle CPD :

1. Initially being a project created to support the reporting mechanism of Tunisia's 5-Years National Development Plan, UNDP took the lead after the Tunisian government affirmed its engagement in the 2030 Agenda and enhanced it to an SDG Joint Program with the 17 UN Agencies, signed with the Government of Tunisia (Ministry of Foreign Affairs and the Ministry of Investment, Development and International Cooperation), which aims to support Tunisia's engagement in the realization of the 2030 Agenda. The Joint program covers the period from April 2018 to April 2021 with an estimated budget of \$2 million (UNDP ID : 00109700). To capitalize on the MAPS approach and to ensure the adjustment of this tool to the Tunisian context a scoping pre-MAPS mission took place in 2017 and a MAPS mission in July 2018 aiming to initiate a reflexion on the application tools to this approach. Also, a Funding Windows fund has been awarded to the Joint Program and will be received in 2019. Currently supporting the mid-term review of the 5-Years National Development Plan places the UNDP in alignment with the new strategic plan of the 5-Years National Development Program and with UNDAF framework.
2. One of the conclusions from the annual reviews in 2016 and 2017 concerned the SDG 16 project which was, at that time, framed in a sectorial approach. UNDP therefore turned to an integrated methodology for project designing including in the following themes = Anti-corruption, access to justice, Security reform, support to parliament, Public Accountability, social cohesion, PVE, decentralisation (Women, Peace and Security, Sustaining Peace (agreement already signed – prodoc to be sign on the 14th of December) – UNDP Project ID : 00112467²
3. A scaling-up strategy for 3 pilot employment projects has been launched : *Renforcement de l'écosystème entrepreneurial dans le Sud Tunisien*, Project ID 96897 and 99759, Award ID 91960, 2016-2017; *Création accélérée d'emplois et appui à l'entrepreneuriat*, Project ID 89676, Award ID 79787, 2014-2016 ; *Appui au relèvement économique, développement du secteur privé et cohésion sociale pour une croissance inclusive en Tunisie*, Project ID 77839, Award ID 61449, 2011-2013³. These projects have been evaluated, documented and framed by the national strategy in entrepreneurship recently approved by the GoT with a confirmed \$5 million fund (Norway funding)⁴. On the basis of these three projects, a review and a scaling up strategy has been done with an

²² Document for reference : Prodoc PEV 20180521 / Prodoc_Sustaining_Peace_SDG16_UNDP_Tunisia v20181003 / Specific agreement SDG 16 /

³ Documents for reference : Prodoc projet création accélérée d'emplois signé / FR_TUN_Document de projet_Renforcement_Ecosystem_Entrepreneurial_VDef signed / 00061449_PRODUC signé 00077839

⁴ Document for reference : Prodoc Entreprenariat Version 20181109_VF

- important advocacy effort with the GoT and Ministry of Employment which has enabled us to support it in the design and implementation of the Entrepreneurship strategy. It is currently apposed for signature (Entrepreneurship for Development, project ID 112528, Award 114537, 2018 – 2021).
4. In the framework of the Tamkeen project, UNDP capitalized on initiatives aiming to support civil society, especially youth, to design a new project scaling up youth initiatives in conflict management (mediation, dialogue) with both Ministry of Higher Education and Ministry of Youth (under national institutional management). This vision has been presented before the Council of Ministers and lead to the elaboration and validation of a Joint Programme. Current negotiations are underway with the BAD, Swiss cooperation, UE to allow for a scale up and to ensure its further appropriation by national institutions.
 - Guide méthodologique des associations : 1^{ère} version du guide ID num (projet ANC 64078 OUT PUT 84472) actualisation ID num 00092161 (projet Tamkeen).
 - Réseau des associations 00092161.
 5. Prodoc jeunesse, signed by April, 20th, 2018
Assessment was done on the main drivers of extreme violence (Project ID 103135, Award ID 99940) which demonstrated that it's a rising national priority. RCO and UNDP developed a joint framework on PVE and signed the national strategy against terrorism and PVE with the President of the Tunisian Republic in 2016. After which, the UNDP in concertation with other UN agencies, launched an evaluation to determine the key driver to extreme violence. Based on this study a UN common framework on PVE was established and the UNDP developed a project on PVE with a focus on the South areas which were pointed out as most at risk.