

**REPUBLIC OF TUNISIA
UNITED NATIONS SYSTEM
IN TUNISIA**

**UNITED NATIONS DEVELOPMENT
ASSISTANCE FRAMEWORK**

**UNDAF
2007-2011**

FEBRUARY 2006

Forward

The Republic of Tunisia stresses and encourages equality and dignity of human beings. It recognizes the inviolability and inalienability of human rights with no discrimination related to gender, social and/or economic, racial, religious, political or ideological origin. All citizens enjoy the guarantee to exercise all fundamental rights protected by the Constitution. Consequently, there is a commitment on the part of the Government and the United Nations System (UNS) to provide a collective and appropriate response to all engagements made with regard to sustainable development, focusing on the promotion of human rights. Tunisia has also signed and ratified most international conventions and tools protecting human rights. It signed, as many other countries throughout the World, the Millennium Declaration and has committed to reach the Millennium Development Goals (MDO) by 2015.

The United Nations country team in Tunisia supports the country's efforts, under the leadership of the Government, for the promotion of a sustainable social and economic development focusing on the human person and preserving the present and future generations. It commits to assist and support the Government in its permanent search for a better world for its populations. To do this, the country team contributes to this support, in order to fulfill engagements it took by signing the Millennium Declaration, a first time consensus on the human conditions and actions that are required to improve them.

The Country team engages to implement the United Nations' Secretary General's reform initiated since 1997. To this effect, it will partner with all actors working in Tunisia and under the leadership of the Government to achieve considerable progress in human development key domains, including challenges and consolidation, the protection and promotion of human rights based on achievements and with regard to the following tendencies:

- Transition from a successful basic development modal towards an advanced development modal ;
- Demographic transition: increase of the active population and of youth, ageing;
- Globalization: a more sustained economic growth pace, adaptation to changes and flexibility.

This document constitutes the United Nations Development Assistance Framework in Tunisia for the 2007-2011 period.

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Analytical summary: Development challenges and intervention strategies of the United Nations System

The present United Nations Development Assistance Framework (UNDAF) for Tunisia is part of the implementation of the reform program initiated by the United Nations Secretary General in 1997. In Tunisia, the design of the Framework plan was conducted immediately after the launching in November 2005 of the Common Country Assessment document (CCA). Challenges and needs identified by the CCA guided the design of the United Nations Development Assistance Framework for Tunisia for the 2007-2011 period.

Four priority strategic objectives have been determined based on adequacy criteria with national priorities and with the Millennium Development Goals (MDO) as well as on the persistence and scope of challenges. Selected objectives also took in consideration lessons learned from the past experience of the United Nations System's agencies in Tunisia, that is a better coordination and the need for agencies to work on a joint planning.

The first strategic objective is to **ensure equal access to essential and quality social services and promote human rights**. Tunisia's first report on MDO¹ in fact highlights regional disparities and states that "*all development plans have integrated, in their design, regional development strategies mainly focusing on reducing gaps between different regions*". The least served Governorates according to the analysis conducted by the CCA are: Kasserine, Sidi Bouzid, Tataouine, Kairouan and Siliana.

The second strategic objective concerns **youth and adolescents**, the promotion and satisfaction of youth, the protection of children and adolescents.

The third strategic objective has to do with employment, which constitutes the first priority of Tunisian authorities. In spite of the openness context of the national economy, the unemployment rate decreased over the last years from 15.8% in 1999 to 13.9% according to the 2004 survey.

The last strategic objective selected concerns **globalization**. The growing complexity of phenomena related to globalization put burdens on development management, will enable the identification of opportunities as well as major constraints, in relation with the promotion of human rights pertaining to three main axes: economic globalization, intellectual globalization and institutional globalization.

Whenever possible, results expected for 2007-2011 have been quantified based on the Tunisian Government's National Priorities.

For each strategic objective, partners and fields of actions have been indicated.

¹ National report on Millennium Development Goals , Tunisia, United Nations – May 2004

Whenever possible, resources that can be planned during the framework-plan's period have been indicated by agency and sometimes broken down according to cooperation objectives. The institutional framework for the management of the framework plan as well as follow up and evaluation mechanisms and indicators have been indicated.

All agencies of the United Nations System highlight the importance of synergic and complementary actions in order to reach expected results by funding joint projects and programs, and acting in concentration areas. Ongoing efforts in terms of harmonization of procedures will be pursued. Finally, the framework plan aims at developing a real partnership in order to mobilize additional funds and reinforce actions over the five forthcoming years.

List of Abbreviations

IAAE	International Agency for Atomic Energy
ADB	African Development Bank
CCA	Common Country Assessment
ILO	International Labor Organization
WB	World Bank
UNDAF	United Nations Development Assistance Framework
UNEC/NA	United Nations Economic Commission for North Africa
UNIC	United Nations Information Center
CMW	Mediterranean Center for the Reduction of Vulnerability
DGOCl	Organizations and International Cooperation General Department
FAO	United Nations Food and Agriculture Organization
HCR	High Commissariat for the Refugees
HDI	Human Development Index
INS	Statistics National Institute
MFA	Ministry of Foreign Affairs
MICS	Multiple Indicators Cluster Survey (UNICEF)
ICT	New Information and Communication Technologies
MIO	Migration International Organization
WTO	World Trade Organization
MDO	Millennium Development Goals
WHO	World Health Organization
NGO	Non Governmental Organization
UNIDO	United Nations Industrial Development Organization
GDP	Gross Domestic Product
UNDP	United Nations Development Program
RNDH	Human Development National Report
UNS	United Nations System
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Organization for Education, Science and Culture
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
HIV/AIDS	Human immunodeficiency syndrome / Acquired immunodeficiency syndrome

SECTION I : From CCA to UNDAF

The design of the United Nations' second development assistance framework for Tunisia falls in the perspective of a new planning and cooperation phase of the United Nations whole system and mainly agencies, programs and funds represented in Tunisia (ILO, FAO, HCR, MIO, WHO, UNIDO, UNDP, UNICEF and UNFPA).

The design dynamics of the Common Country Assessment (CCA) covered an approximate period of twelve months starting in November 2004. It mainly included the creation of a "Task Force" gathering experts and representatives of the United Nations System's agencies represented in Tunisia. The whole process has been closely monitored and coordinated with a steering committee set up for the CCA/UNDAF process. This Committee was made up of Managers of United Nations System's Agencies meeting in the framework of the UN Country Team. It produced a logical framework necessary for the process determining the development assistance framework of the United Nations system (UNDAF).

The UNS' interventions are based on engagements taken by the Government through the ratification of a number of international conventions enabling the achievement of individual and collective human rights as well as engagements of the United Nations' Secretary General concerning international concerns. At the national level, the purpose is to answer questions related to the equal and fair access to social services, a sustainable and healthy environment, youth and adolescents, globalization and employment.

These common engagements of national and international parties will be systematically monitored in order to be able to report on progresses and evolutions pertaining to the achievement of the UNDAF.

SECTION II : RESULTS IN THE DIFFERENT COOPERATION DOMAINS

The UNS aims at supporting country priorities in each of the following cooperation domains:

2.1. Cooperation domain: Equity, Disparity, Life quality

The United Nations System will support Tunisia's efforts in this domain mainly by enabling the national, regional and local institutions as well as the civil society to take in consideration the right of the most vulnerable in the country to profit from the socioeconomic development in the context of the ongoing demographic transition.

In the light of these needs, the UNS hopes that by 2011, access of the population to good quality socioeconomic and environmental services will be improved and their vulnerability reduced. This will be particularly achieved for the poorest populations, women, children and HIV/AIDS vulnerable people, mainly in rural areas and in the most underprivileged regions of the country, contributing to the fair achievement of the Millennium Development Goals throughout the whole national territory.

More specifically, the UNS will support national efforts ensuring an efficient management of good quality social services. UNS' collective response will focus on the achievement of the **three** following important effects:

- *Policies and programs aiming at the prevention and reduction of vulnerabilities and disparities in terms of quality and access are reinforced;*
- *The participation and partnership in the decision making processes at the regional and local levels for all socioeconomic and environmental aspects are ensured;*
- *An improved food and ecological balance for all in the regions.*

2.2 Cooperation domain: Youth and Adolescents

The United Nations System will contribute to this domain by supporting efforts made by the Tunisian Government for the development and promotion of policies targeting youth and adolescents.

Based on these needs, the UNS hopes that by 2011, adolescents and youth will have been empowered for an active participation in society and will have access to good quality socioeconomic services adapted to their needs.

More specifically, the UNS will support national efforts ensuring the efficient management of policies related to youth and adolescence. SNU's collective response will aim at the achievement of the **three** important following effects :

- *the socio-political and legislative environment for the active participation of youth and adolescents consolidates ;*
- *Youth and adolescents are empowered to actively participate in society*
- *Youth and adolescents enjoy socioeconomic services adapted to their needs.*

2.3 Cooperation domain: employment

The cooperation of the United Nations System may focus on capacity building and on methods used to target poor populations. The appropriate choice of the methodology will in fact better target poor and vulnerable communities, and their monitoring through time, in order to evaluate existing policies and formulate new appropriate policies that are more efficient in terms of employment. A more specific action will be made in order to support social coverage, by enhancing the inclusion of neglected categories (jobless, and mainly divorced women).

It will also contribute to reinforcing the capacities of public authorities in their mediation role, which should rely on efficient negotiation mechanisms, a social dialogue based on the transparency and the real autonomy of action on the part of social partners.

It will mainly support the Tunisian Government in reforming Employment Active Policies (EAP), by simplifying, rationalizing and evaluating the EAP's while reinforcing capacities in administrative and financial terms, particularly at the local level. It will support the Government in assessing the different systems used for the protection and promotion of decent and productive jobs, and in improving policies and programs to solve youth unemployment and particularly non graduate youth. Finally the promotion of women employment will also be a priority.

Based on these needs, the UNS hopes that by 2011, employment opportunities will increase mainly for youth, women and university graduates in order to have productive and permanent jobs with decent revenues, and also to improve job protection in economic sectors concerned by globalization. More specifically, the UNS will support national efforts ensuring an efficient management of employment policies. UNS collective response will focus on the achievement of the **three** following important effects:

- *More performing job market institutions to create a favorable environment for the creation of jobs. Reinsertion/improved rehabilitation of precarious employments.*
- *Systems for the promotion of employment capable of creating activities and jobs (in number and quality wise) in five underprivileged governorates.*
- *Better management of skill migration, human mobility, and the development impact.*

2.4 Cooperation domain: Globalization

The United Nations System will support Tunisia in its efforts to achieve a diversified and productive system, that can compete and be innovative, to

adapt to the effects of Globalization in order to promote an efficient growth modal. It will mainly support the implementation of an international cooperation policy for a regulated migration of skilled individuals, particularly University graduates. It will reinforce systems aiming at transferring funds generated by immigration to productive activities favoring development, focusing on raising awareness about inequalities between individuals.

Based on these needs, the UNS hopes that by 2011, the capacities of public authorities will be reinforced to continue to respond to the evolution of all citizens' needs and the private sector's expectations generated by the international context.

More specifically, the UNS will assist national institutions in charge of implementing policies based on the human rights and equity approach. The UNS' collective answer will focus on achieving the **two** following important effects:

- *Improvement of the public Administration's efficiency and performance*
- *Reinforcement of partnership modalities aiming at increasing resources allocated to development to complement State resources.*

SECTION III : PROGRAM RESOURCES

A first estimate of costs for the implementation of this program amounts to nearly **51.710 millions US\$** of which almost **70,49 %** must be mobilized. This requires the implementation of a solid partnership in the light of the Millennium Objectives (MDO).

This will include as major partners all UNS agencies represented in Tunisia: ILO, FAO, HCR, WHO, UNIDO, UNDP, UNFPA and UNICEF) and non resident agencies (IAZE, CEA/AN, UNESCO, UNIFEM...), the national authorities as well as members of the civil society at the national and local levels.

Efforts will be made in order to expand the traditional partnership by involving the private sector and other development professional groups.

At the international level, efforts will also be made to involve bilateral traditional partners for the development of the country (France, Italy, Belgium, ...)

This partnership will be expanded to Tunisia's multilateral partners such as the international financial institutions as the World Bank, the African Development Bank (ADB) as well as international NGO's.

A particular attention will be given to south-south partnerships, such as those with sub-regional countries in the framework of the Arab Maghreb Union, the African Union, and NEPAD with whom cooperation programs shall be created and can be consolidated within the UNDAF program.

For the whole process, discussion meetings and thematic or sectoral roundtables will be organized to reinforce partnerships and mobilize resources.

SECTION IV : PROGRAM IMPLEMENTATION

The four selected cooperation domains favour a multi-sectoral approach for the implementation of the program as well as an inter-agency systematic work highlighting a dynamics of exchanges and actions for the execution of UNDAF.

This multi-sectoral approach will be one of the implementation challenges, as it will be necessary to identify effective partners according to the sectors and to target action fields. To this effect, UNS agencies must also identify with the national counterpart, civil society partners for the execution of UNDAF's components, taking in consideration results generated from actions performed previously.

Inter-agency joint programs initiatives will be developed to ensure the implementation of some aspects of UNDAF programs (and may take in consideration, when selected, actions concentration areas) to better demonstrate expected results and the follow up of actions execution. Modalities for the transfer of funds will be chosen for a more efficient implementation and fluidity in the execution of the program. It will be necessary to take in consideration funds granted by multi and bilateral partners as well as specific engagements taken by non-ExCom agencies concerning agreements signed by the Government, in order to harmonize investments.

The Resident Coordinator, along with the Government and other partners, will implement appropriate mechanisms for the efficient execution of the program in the framework of a global strategy based on the achievement of MDO.

SECTION V : FOLLOW UP, EVALUATION AND COORDINATION MECHANISMS

The Country team with the national part set up a steering committee and four thematic groups to coordinate and manage the implementation of UNDAF. They will be responsible for the follow up and execution of UNDAF in order to ensure transparency in UNS' actions. They will be coordinated by representatives of the country's key actors: the Government, the civil society and the international cooperation.

Thematic groups will articulate around a steering committee, in charge of examining the conclusions and recommendations of these groups and to take decisions to achieve effects expected from UNS' interventions after the joint planning cycle.

Members of each thematic group will be networked and will meet as necessary, in order to discuss the progress made at the level of their team and other groups as well. They will transmit their conclusions and recommendations to the steering committee.

Members of the steering committee will also remain in contact. They will receive the conclusions and recommendations of the thematic groups as well as analyses and observations. The steering committee will meet every six months.

Members of the thematic groups and the steering committee will systematically be members of the examination committees to be in charge of approving the programs and projects of each agency. They will participate to field visits and to studies evaluating the effects of UNDAF. When halfway, the steering committee will have to evaluate UNDAF, in order to examine outputs and make recommendations to reinforce them. At the end of UNDAF cycle, the steering committee will define the orientations and operational framework of the final evaluation of obtained effects and will identify the future cooperation trends.

In order to ensure the implementation of UNDAF on the basis of these results, indicators will have been defined highlighting UNS' contribution to the execution of the national priority. Half way reviews will be conducted in order to bring in necessary changes whenever needed with the agreement of national institutions or beneficiaries.

The follow up and evaluation of UNDAF will be performed by United Nations agencies as well as by the Organizations and International Cooperation Department (DGOIC) of the Tunisian Ministry of Foreign Affairs (MFA), which pilots the coordination with the different technical ministries.

The UNS will provide technical assistance to these members when necessary. The UNS and the DGOIC will perform quarterly reviews about the implementation of UNDAF.

ANNEXES

ANNEXE I

**MATRICES OF THE UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF) FOR TUNISIA
2007-2011**

Matrix n°1

UNDAF THEMATIC DOMAIN: DISPARITIES, EQUITY AND LIFE QUALITY		
NATIONAL PRIORITIES OR GOALS: Higher success chances for pupils and students, an adequate base to build the Knowledge economy, development active pole region, a modern agriculture and better revenues for farmers, a renewed solidarity approach, better living conditions, a better quality of life in more pleasant cities, women: from equality to active partnership		
UNDAF EFFECTS n°1 : between now and 2011, access of the population to good quality socioeconomic and environmental services will be improved and their vulnerability reduced. Particularly for the poorest populations, women children and STD and HIV/AIDS vulnerable people , mainly in rural areas and the underprivileged regions of the country, contributing to the fair execution of Millennium Development Goals throughout the whole territory.		
Mobilizing Resources (in Million US Dollars) 2007-2011 Proper Resources : 6.670 Resources to Mobilize: 20.440		
Programs Effects	Products	Role of Partners
1. Reinforcement of policies and programs aimed at preventing and	1.1 National capacity building in terms of identifying poor and vulnerable , apprehending their specific needs, analysis and monitoring of vulnerability and marginalizing phenomena . (ILO, UNAIDS, UNDP, UNFPA, UNICEF)	The Government will continue to promote and develop, jointly with civil society, social oriented national programs to reduce disparities and vulnerabilities. Concerned National Ministries and institutions will continue to reinforce national programs fighting
	1.2 National capacity building in terms of planning, mobilizing resources, implementation, monitoring/evaluation and the quality assurance of policies and programs. (ILO, FAO, UNAIDS, UNDP, UNFPA, UNICEF)	

<p>reducing vulnerabilities and disparities in terms of access to services (ILO, FAO, MIO, UNDP, UNFPA, UNICEF)</p>	<p>1.3 Contribution to improving quality and implementation of socioeconomic and environmental services adapted to the needs of poor and vulnerable groups. (ILO, MIO, WHO, UNAIDS, UNDP, UNFPA, UNICEF,)</p>	<p>poverty (PRD, PDU, PDRI...) to limit disparities at the level of regions, areas and gender, and will contribute and actively support programs jointly implemented with UNS' different agencies.</p>
<p>2. Participation and partnership in the decision making process at the regional and local levels are guaranteed for all that have to do with the socioeconomic and environmental services (ILO, FAO, MIO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)</p>	<p>2.1 Implementation of mechanisms at the regional and local levels reinforcing the participation of populations, the civil society, the private sector and all local structures in the definition and implementation of programs and strategies aiming at the local development and improvement of services (ILO, MIO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)</p> <p>2.2 Reinforce the capacities of regional and local actors (beneficiaries, civil society, political and private structures, universities) in terms of development and implementation of policies and programs aimed at improving the quality and access to socioeconomic and environmental services (ILO, FAO, MIO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)</p> <p>2.3 Support the formulation and implementation of programs to improve services in at least four underprivileged Governorates (ILO, FAO, MIO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)</p>	<p>Concerned ministries and other institutions implement a more efficient local governance system to reinforce the participation of the population and the civil society to decision making processes and to improving services.</p>
<p>3. Improved food and ecological balance for all</p>	<p>3.1 Reinforce the capacities of regional and local actors in terms of planning and the integrated management of the sustainable development's different components (ILO, FAO, WHO, UNIDO, UNDP, UNFPA)</p>	<p>Continue the agricultural policy in the framework of a market economy where the Government is in charge of developing infrastructures, implementing incentive measures, to increase production and</p>

<p>in underprivileged regions (IAAE, ILO, FAO, WHO, UNIDO, UNDP, UNESCO, UNFPA)</p>	<p>3.2 Reinforcement of sustainable production systems by improving productivity and the competition ability of priority industries with focus on underprivileged areas. (ILO, FAO, WHO, UNIDO, UNDP, UNFPA)</p>	<p>promoting a national nutrition plan jointly with professional organizations and the private sector.</p> <p>Reinforce policies and programs aimed at improving the management of natural resources in partnership with institutions and the civil society.</p>
<p>Coordination mechanisms and programs management modalities : Thematic groups and a steering committee will be set up. Inter -agency joint programs will be developed and possibly implemented in concentration areas.</p>		

Matrix n°2

UNDAF THEMATIC DOMAIN : YOUTH AND ADOLESCENTS		
NATIONAL PRIORITY AND GOALS: Reinforce the integration of and participation of youth and adolescents in the development process (Planning, decision making, implementation, evaluation), youth and adolescents : actors and beneficiaries of development		
UNDAF Effect n°2 : Between now and 2011, adolescents and youth will have been habilitated for an active participation in society, and will have access to good quality services, including basic healthcare services, reproductive healthcare services adapted to their needs and rights.		
Mobilizing resources (in million US dollars) 2007-2011 Proper Resources : 1.830 Resources to Mobilize : 2.330		
Programs Effects	Products	Role of Partners
1. A consolidated socio-political and legislative environment for the active participation of youth and adolescents (ILO, FAO, MIO, UNDP, UNFPA, UNICEF)	1.1 Reinforced country's efforts in terms of implementing integration mechanisms for youth and adolescents (ILO, FAO, MIO, WHO, UNDP, UNFPA, UNICEF)	A better coordination between ministries in collaboration with civil society, mainly youth associations favoring their better integration and growing participation in the decision making and development process.
	1.2 Contribution to the implementation of a process favoring the participation of youth and adolescents in debates concerning the various aspects of the country's socioeconomic development (ILO, FAO, MIO, WHO, UNDP, UNFPA, UNICEF)	
2. Youth and adolescents are empowered to actively participate in society. (ILO, FAO, MIO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)	2.1 Contribution to sensitizing youth and adolescents about MDG and to reinforcing their capacities in terms of planning human development projects. (ILO, FAO, MIO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)	The civil society, the media, and concerned national institutions contribute to the permanent awareness raising of youth about MDG and human development preaching a participatory approach both at the level of design and execution of development projects and programs.
	2.2 Contribution to the settlement of a process favoring and encouraging associations involving youth and adolescents in association life (ILO, FAO, MIO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)	

3. Youth and adolescents will benefit from socioeconomic services adapted to their needs (ILO, FAO, MIO, WHO, UNDP, UNFPA, UNICEF)	3.1 Contribution to the capacity building and to reinforcing the national capacities in terms of knowledge and the qualitative analysis of youth needs and rights « prevention and care of HIV/AIDS/STD and risky behaviors, reproductive healthcare, education, employment, access to credits, etc..” (ILO, FAO, MIO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)	A better availability and dissemination of statistical data issued by concerned Ministries and institutions to the different acting partners. The Government, with the close collaboration of civil society and media will continue to reinforce national programs on healthcare and risky behaviors. Media will contribute to the dissemination of messages aimed at improving information related to HIV/AIDS and STD.
	3.2 Contribution to improving access of youth and adolescents to information and to sexual and reproductive healthcare information (ILO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)	Ministries and concerned institutions will implement programs and strategies aimed at empowering families to detect and treat risky behaviors.
	3.3 Contribution to improving access to information, prevention, healthcare and assistance related to HIV/AIDS and STD (ILO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)	As for protecting children, particularly those with special needs, concerned institutions will reinforce mechanisms aimed at coordinating intervention and care taking modes, and preventing danger situations.
	3.4 Contribution to the development of programs, strategies and good quality services (ILO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)	Concerned ministries are responsible for the implementation of educational system’s reforms. Concerned Ministries and institutions will support the creation of dialogue forums managed by youth and adolescents.
	3.5 Contribution to the settlement of pleasant multi-disciplinary counseling areas for youth and adolescents (ILO, MIO, WHO, UNAIDS, UNDP, UNFPA, UNICEF)	
Coordination mechanisms and programs management modalities : Thematic groups and a steering committee will be set up. Inter -agency joint programs will be developed and possibly implemented in concentration areas.		

Matrix n°3

UNDAF THEMATIC DOMAIN: EMPLOYMENT		
NATIONAL PRIORITY OR GOAL : Employment, better success chances for pupils and students, a higher pace in terms of creation of companies and new impulse to exports, an adequate base to build the knowledge society , a higher growth and a bigger integration in the world economy, a modern agriculture , women: from equality to active partnership		
UNDAF EFFECT n°3 : between now and 2011, increase job opportunities mainly for youth, women and higher education graduates in order to obtain productive and permanent jobs with decent suitable revenues.		
Mobilizing resources (in million US dollars) 2007-2011 Proper Resources: 1.310 Resources to mobilize: 3.950		
Programs effects	Products	Role of Partners
1. More efficient job market's institutions to create an environment favorable for the creation of productive and decent jobs Improved reinsertion/rehabilitation of precarious jobs (ILO, FAO, MIO, UNDP, UNFPA)	1.1 Education and training system with the capacity to develop skills to enhance employment chances for job seekers. (ILO, MIO, UNDP, UNFPA)	Ministries, institutions and concerned social partners will continue to ensure the flexibility of legislations and improve the performance of institutions while preserving social cohesion and protection. Concerned ministries and institutions will favor synergy between the education and training systems. Ministries, institutions and concerned social partners will continue to reinforce Employment Active Policies (PAE) to further help jobless and first job seekers, mainly youth and women, to integrate the job market.
	1.2 Reinforce the capacities of employment services in terms of information, orientation, prospecting, placement and follow up. (ILO, MIO, UNDP, UNFPA)	
	1.3 Improve partnerships with civil society, NGO's and institutions representing the private sector to promote employment and create sources of revenues. (ILO, MIO, UNDP, UNFPA)	
	1.4 Reinforce the system used for the follow up, reconversion, professional reinsertion and a reinforced social protection . (ILO, MIO, UNDP, UNFPA)	
2. Job promotion programs and funds capable of creating activities and	2.1 Design of specific programs for the promotion of employment in rural areas, including operational artisans jobs, small jobs, services, exports, particularly for women (ILO, FAO, MIO, UNIDO, UNFPA)	Concerned ministries will further improve the employment promotion system for needy families, youth, women and the disabled, especially in the five underprivileged Governorates.

<p>job opportunities (in terms of number and quality) in diverse underprivileged Governorates. (ILO, FAO, MIO, WHO, UNIDO, UNDP, UNFPA)</p>	<p>2.2 Partnerships in the framework of the decentralized cooperation : Jobs and placements creating activities . (MIO, UNIDO)</p>	<p>Concerned Ministries will develop incentive measures for immigrating Tunisian competencies similar to measures applied to fully exporting companies to learn from their experience.</p>
<p>3. Better management of the migration of competencies, human mobility and impact on development. (ILO, FAO, MIO, UNIDO, UNDP, UNFPA)</p>	<p>3.1 Reinforce national capacities in terms of prospecting and placing competencies (national and international). (ILO, FAO, MIO, UNFPA)</p>	<p>Concerned ministries and institutions will develop programs and promotional incentive measures to place competencies abroad, particularly young University graduates.</p>
	<p>3.2 Support the creation of partnerships in different Governorates aiming at reinforcing the stability of local qualified people and the return of immigrating competencies. (ILO, MIO, UNIDO, UNDP, UNFPA)</p>	
<p>Coordination mechanisms and programs management modalities : Thematic groups and a steering committee will be set up. Inter -agency joint programs will be developed and possibly implemented in concentration areas.</p>		

Matrix n°4

UNDAF THEMATIC DOMAIN : GLOBALIZATION		
NATIONAL PRIORITY AND GOALS: A higher growth and a bigger integration in a globalized economy, a modern agriculture and better revenues for farmers, an administration serving citizens and preparing a new economy, higher revenues and more protection for consumers, Tunisians abroad: communion and supporting development, a more intense integration in our international environment		
UNDAF EFFECT n°4 : from now until 2011, public authorities will be able to further respond to the needs of all citizens and the private sector generated by the international context .		
Mobilizing resources (in million US dollars) Proper Resources: 5.450 Resources to mobilize : 9.820		
Programs Effects	Products	Role of Partners
1. Improve the efficiency and performance of the public administration. (ILO, FAO, MIO, UNIDO, UNDP)	1.1 Reinforce the institutional and human capacities of public structures in terms of strategic planning, monitoring/evaluation, quality assurance. (ILO, FAO, MIO, UNIDO, UNDP)	Concerned Ministries and national institutions will favor the promotion of e-governance and will improve administrative procedures. Concerned Ministries will design a development strategy based on the export of services and will define needs for the constitution of institutional frameworks in the perspective of future negotiations with the WTO.
	1.2 Adapt legal frameworks and implementation of assistance programs for a better compliance to international conventions and standards particularly in terms of protection environment (ILO, FAO, MIO, UNIDO, UNDP)	
	1.3 Reinforce national innovation capacities aiming at modernizing services addressing citizens (ILO, MIO, UNIDO, UNDP)	
2. Reinforce partnership modalities aiming at increasing resources assigned to development by complementing State resources. (ILO, FAO, MIO, UNIDO, UNDP)	2.1 Contribution to the mobilization of additional and non competing resources supporting national priorities, mainly the Development Public Assistance (ILO, MIO, UNDP)	Concerned Ministries and national institutions will improve the economic business climate to attract foreign investments and increase national private investments. Concerned Ministries and national institutions will encourage Tunisian competencies living abroad to develop investment programs in the country.
	2.2 Support the reinforcement of mechanisms enabling Tunisians abroad to contribute more to national development processes (ILO, FAO, MIO, UNDP)	
	2.3 Support to the reinforcement of an incentive environment providing efficient services for a bigger contribution of the private sector mainly SME's, for investment and sustainable growth offering more job opportunities. (ILO, FAO, MIO, UNIDO, UNDP)	

Coordination mechanisms and programs management modalities : Thematic groups and a steering committee will be set up. Inter-agency joint programs will be developed and possibly implemented in concentration areas.

Annex II
UNDAF Monitoring and Evaluation Framework

Matrix n°1

UNDAF THEMATIC DOMAIN: DISPARITIES, EQUITY AND LIFE QUALITY			
NATIONAL PRIORITIES OR GOALS: Higher success chances for pupils and students, an adequate base to build the Knowledge economy, development active pole region, a modern agriculture and better revenues for farmers, a renewed solidarity approach, better living conditions, a better quality of life in more pleasant cities, women: from equality to active partnership			
UNDAF EFFECTS n°1 : between now and 2011, access of the population to good quality socioeconomic and environmental services will be improved and their vulnerability reduced. Particularly for the poorest populations, women children and STD and HIV/AIDS vulnerable people , mainly in rural areas and the underprivileged regions of the country, contributing to the fair execution of Millennium Development Goals throughout the whole territory.			
Programs Effects	Reference Indicators and foundations	Verification sources	Risks and hypotheses

<p>1. Reinforcement of policies and programs aimed at preventing and reducing vulnerabilities and disparities in terms of access to services</p>	<p>Quality data broken down, produced and disseminated Proportion of partner/concerned institutions having implemented a monitoring and evaluation operational system (assistance in decision taking) Number of analysis, monitoring and evaluation reports produced and distributed Adopted legislative and regulating texts favoring the fight against disparities and to prevent vulnerabilities. Proportion of pertinent issues to reduce disparities and vulnerabilities discussed at the level of consultative or decision structures (CIM, CMR, Parliament, Economic and Social Council, etc...) Number and type of provisions favoring decentralization adopted New programs and strategies launched (in favor of target regions and groups) Number of partner/concerned institutions (governmental or non governmental) trained for the analysis, planning, cost evaluation, budgeting, quality assurance, mobilizing resources, monitoring and evaluation ... Proportion social services of created or upgraded in concerned regions Proportion of economic services created or upgraded in concerned regions, Proportion of environmental services created or upgraded in concerned regions, Proportion of allocated budget and resources mobilized for concerned regions and populations, Proportion of the most vulnerable populations with access to basic services</p>	<p>Evaluation reports of UNS' Agencies Partners' reports Civil society's Reports University studies World Bank Report Human Development World Report UNGASS' monitoring report</p>	<p>Unschool ed and unemployed youth may not be taken in consideration by the new social protection system (Medical insurance) Non distribution of reports Slow pace in the decentralizing process Non availability of indicators Mobilizing resources from stakeholders. Importance related to local investments required for infrastructure</p>
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<p>2. Participation and partnership in the decision making process at the regional and local levels are guaranteed for all that have to do with the socioeconomic and environmental services</p>	<p>Number of regional officers trained in regional planning Proportion of upgraded initial training programs integrating community and participatory approaches and equity and vulnerability issues... Proportion of regional and local associations actively participating to regional consultations (Plan or others ...) or to regional development councils Number of local associations created in concerned regions Proportion of socioeconomic and environmental services having established liaison structures with the citizens Number of consumers protection associations in the social, economic and environmental domains ... Number of local councils sensitized about the participation issue ... Proportion of people representing beneficiary groups in local development committees and associations</p>	<p>Evaluation reports of UNS' Agencies Partners' reports Civil society's Reports University studies Tunisia's reports at the international committees for children's and women's rights. 11th plan Evaluation report</p>	
<p>3. Improved food and ecological balance for all in underprivileged regions</p>	<p>Environmental management systems introduced in at least one of the four pollution areas surveyed by the Mediterranean Action Plan in Tunisia. Number of food industry companies complying with hygiene prescriptions and good manufacturing practices Number of regional actors trained in terms of sustainable development planning and integrated management . Proportion of interventions within the production system responding to sustainable development criteria in underprivileged regions.</p>	<p>Evaluation reports of UNS' Agencies Partners' reports Civil society's Reports</p>	

Matrix n°2

UNDAF THEMATIC DOMAIN : YOUTH AND ADOLESCENTS			
NATIONAL PRIORITY AND GOALS: Reinforce the integration of and participation of youth and adolescents in the development process (Planning, decision making, implementation, evaluation), youth and adolescents : actors and beneficiaries of development			
UNDAF Effect n°2 : Between now and 2011, adolescents and youth will have been habilitated for an active participation in society, and will have access to good quality services, including basic healthcare services, reproductive healthcare services adapted to their needs and rights.			
Programs Effects	Reference Indicators and foundations	Verification sources	Risks and hypotheses
1. A consolidated socio-political and legislative environment for the active participation of youth and adolescents	Number of initiatives taken in favor of the integration and participation of youth and adolescents Participation of youth and adolescents in the media, forums, etc.. Number of opinion surveys targeting youth achieved and disseminated Number of research studies pertaining youth quality of life ... Number of independent electronic and printed media Number of dialogue forums involving youth and adolescents Implementation rate of recommendations formulated by the UNS Number of initiatives aimed at promoting a positive image of youth and adolescents	Evaluation reports of UNS' Agencies Partners' reports Tunisia's reports at the international committees for children's and women's rights.	Continue the tendency of last years in terms of youth promotion policies. Conclusions and recommendations of the different recent studies on youth are implemented
2. Youth and adolescents empowered to actively participate in society.	The content of media programs and the education system in raising youth and adolescents' awareness about MDG Number of associations and clubs created and managed by youth and adolescents Number of services/structures managed by youth Quality of youth participation in debates pertaining to development issues	Evaluation reports of UNS' Agencies Partners' reports	

<p>3. Youth and adolescents will benefit from socioeconomic services adapted to their needs</p>	<p>Number of research studies and reports about the needs and rights of youth and adolescents Rate of youth having information and access in terms of sexually transmissible diseases "HIV/AIDS/STD" Rate of youth with access to healthcare services adapted to their needs Rate of youth adopting preventive behaviors with regard to HIV/AIDS/STD Number of associations and NGO's active in the fields of prevention against risky behaviors (including drug addiction) and those operating in school environments Number of pleasant multi-disciplinary areas for youth and adolescents Number of counseling units in schools</p>	<p>University studies Evaluation reports made by UNS' agencies Partners' reports UNGASS' report</p>	
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Matrix n°3

UNDAF THEMATIC DOMAIN: EMPLOYMENT

NATIONAL PRIORITY OR GOAL: Employment, better success chances for pupils and students, a higher pace in terms of creation of companies and new impulse to exports, an adequate base to build the knowledge society , a higher growth and a bigger integration in the world eco nomy, a modern agriculture, women: from equality to active partnership

UNDAF EFFECT n°3 : between now and 2011, increase job opportunities mainly for youth, women and higher education graduates in order to obtain productive and permanent jobs with decent suitable revenues.

Programs Effects	Reference Indicators and foundations	Verification sources	Risks and hypotheses
<p>1. More efficient job market's institutions to create an environment favorable for the creation of productive and decent jobs Improved reinsertion/rehabilitation of precarious jobs</p>	<p>Indicators for the quality of services offered by employment agencies, rate and deadlines for the placement of graduates Indicators of the training quality Number of contracts with the civil society, NGO's and in stitutions representing the private sector Number of trainers and trainees Number of sustainable and innovative micro -companies Number of granted micro-credits Number of programs aimed for the rehabilitation and reinsertion of precarious employments</p>	<p>Research surveys on employment (INS) Employment agencies for job seekers Evaluation reports of UNS' Agencies Partners' reports Reports and periodical bulletins published by employment agencies</p>	<p>Constraints related to the mobility of competencies at the international level Relative flexibility of immigration barriers and the mobility of people in countries hosting Tunisian labor force</p>

<p>2. Job promotion programs and funds capable of creating activities and job opportunities (in terms of number and quality) in diverse underprivileged Governorates.</p>	<p>Number of projects in rural areas creating jobs and mainly for women, youth and adolescents. Number of concluded partnerships/number of jobs created Placement rate of job seekers Number of beneficiaries from programs creating revenues</p>	<p>Periodical report on achievements and systems promoting employment</p> <p>11th plan evaluation reports</p> <p>UGTT Reports</p>	
<p>3. Better management of the migration of competencies, human mobility and impact on development.</p>	<p>Placement rate of candidates for immigration at the international level Number of partnerships concluded and the number of created projects Implemented prospective strategy in terms of volume and specialization</p>	<p>Evaluation reports of UNS' Agencies</p> <p>Partners' reports</p>	

Matrix n°4

UNDAF THEMATIC DOMAIN: GLOBALIZATION			
NATIONAL PRIORITY AND GOALS: A higher growth and a bigger integration in a globalized economy, a modern agriculture and better revenues for farmers, an administration serving citizens and preparing a new economy, higher revenues and more protection for consumers, Tunisians abroad: communion and supporting development, a more intense integration in our international environment			
UNDAF EFFECT n°4 : from now until 2011, public authorities will be able to further respond to the needs of all citizens and the private sector generated by the international context.			
Programs Effects	Reference Indicators and foundations	Verification sources	Risks and hypotheses
1. Improve the efficiency and performance of the public administration.	Grading of countries concerning e-Government (year 2004 : 23.2) Governance indicators Number of trained officers and number of removed administrative rigidities Capacities developed in terms of information systems and networks; SME's performance monitoring unit implemented ; Reinforced capacity of the industrial security department. Number of regulations implemented in compliance with international standards mainly related to international conventions and agreements. Technical centers' laboratories reinforced and accredited.	Inside politics Evaluation reports of UNS' Agencies Partners' reports	Difficulty in enforcing regulations
2. Reinforce partnership modalities aiming at increasing resources assigned to development by complementing State resources.	Rate of development funding by resources other than public and the rate of private investments. The volume of foreign currency imported by Tunisians living abroad designed for the funding of national development Improved incentive framework and institutions to support investment and partnership Number of projects created by Tunisians living abroad and the volume of transfers Number of partnership agreements associating Tunisians living abroad and foreign companies.	Tunisian Central Bank's reports Transparency international Partners' reports	

ANNEX III
Monitoring-Evaluation Schedule for the Program Cycle

		Year 1	Year 2	Year 3	Year 4	Year 5
Country team's S-E activities	Surveys / studies		Survey on Program effect n°	Survey on Program effect n°	Survey on Program effect n°	Survey on Program effect n°
	Monitoring system	Meetings of thematic groups (Quarterly) Meetings of the steering committee (bi-yearly)	Meetings of thematic groups (Quarterly) Meetings of the steering committee (bi-yearly)	Meetings of thematic groups (Quarterly) Meetings of the steering committee (bi-yearly)	Meetings of thematic groups (Quarterly) Meetings of the steering committee (bi-yearly)	Meetings of thematic groups (Quarterly) Meetings of the steering committee (bi-yearly)
	Evaluations					
	Review	Program's bi-yearly reviews	Program's bi-yearly reviews	Program's bi-yearly reviews	Program's bi-yearly reviews	Program's bi-yearly reviews
Planning reference	UNDAF's evaluation landmarks			Design of UNDAF's evaluation's terms of reference	Execution of UNDAF's evaluation	
	S6E Capacity building		Design of a training plan for all national institutions in charge of S-E	Implementation of the training program	Support to INS sectoral surveys	
	Information usage	MDG Report, State budget, Government strategic note, Implementation plan of the five-year plan, Finance Law	MDG Report, State budget, Government strategic note, Implementation plan of the five-year plan, Finance Law	MDG Report, State budget, Government strategic note, Implementation plan of the five-year plan, Finance Law	MDG Report, State budget, Government strategic note, Implementation plan of the five-year plan, Finance Law	MDG Report, State budget, Government strategic note, Implementation plan of the five-year plan, Finance Law
	Partners' activities	CAW of the WB				