

Tunisia

Improvement Plan

Thematic window: Youth, Employment & Migration

Programme Title: Engaging Tunisian Youth to Achieve the MDGs

PROGRAMME CONJOINT EMPLOI, JEUNES ET MIGRATION (JEM)

TUNISIE

Evaluation Recommendation No. 1

A first priority is for the UN team to decide on who will be the lead agent for the JP second phase. Two possible options include:

- (1) The UN team can choose a leader from among themselves; or,
- (2) The JP can contract an international CTA.

Response from the Joint Programme Management

The JP team agreed that in order to improve the coherence and the efficiency of the JP the lead have to be shared among agencies. As such, it have been decided to review the 3 JP outcomes and to have one lead Agency per outcome as follow:

1. Lead Agency UNDP: Outcome1: À l'horizon 2012, les partenaires publics et privés mettent en place de nouvelles stratégies et mécanismes d'emploi mieux adaptées aux besoins spécifiques des jeunes chômeurs diplômés et non diplômés dans les régions ciblées (Tunis, El Kef, Gafsa). ILO UNDP IOM FAO
2. Lead Agency OIM: Outcome2: Les chômeurs diplômés et non diplômés des régions ciblées (Tunis, El Kef, Gafsa) accèdent mieux à des emplois salariés décents en Tunisie et à l'étranger. ILO UNIDO IOM UNDP FAO
3. Lead Agency UNIDO: Outcome3: D'ici 2012, une proportion des jeunes chômeurs diplômés et non diplômés des régions ciblées créent leurs propres projets. ILO FAO UNIDO IOM

The role of the lead Agency will be to facilitate information sharing and implementation coherence among UN agencies. Following the same coherence goal, UNIDO will be the "speaker" with the Ministry of Vocational Training and Employment

An MoU will be signed among participating UN Agencies reflecting the new JP management and the role and functions of each Agency including the specific role of the National Coordinator.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
1.1 MoU Signé	14/12/11	UN Agencies Representative				
1.2						

Evaluation Recommendation No. 2

The JP's timeline should be extended at no cost to make up for all the time lost due to the political crisis

Response from the Joint Programme Management

The National Steering Committee will approve the request of extension until may 2013. The RC Office will send the request to the MDG-F Secretariat.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
2.1 Request approved	23/11/11	National Steering Committee				

2.2 request sent to the Secretariat	28/11/11	Office of the RC				
2.3						
Evaluation Recommendation No. 3						
The JP stakeholders need to formulate a work plan jointly for its second phase indicating the activities of each agency, under which outcome and the expected outputs. This should be accompanied by a budget plan in effort to find ways of cost sharing and/or reduction of expenses. Activities that are not cost-effective should be substituted by other activities that could provide counseling for entrepreneurs for less cost such as group counseling.						
Response from the Joint Programme Management						
The JP Team reviewed the JP logical framework, M&E framework and a budget plan accordingly. Reduction of expenses and cost/sharing activities were in the aim of the JP team while reviewing the matrices. Pilot group counseling has been included in the new framework (UNIDO /ILO Activity) This new plan will be adopted by the National Steering Committee on November 23.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
3.1 new matrix finalized	18/11/11	All agencies	Comments	Status	Comments	Status
3.2 new budget finalized	18/11/11	All Agencies				
3.3 Approval by the NSC	23/11/11	NSC				

Evaluation Recommendation No. 4						
Project design needs to be revised to include specific objectives that correlate with activities, the desired outputs and outcomes. It should also include assigning the UN team with complementary activities reflecting their competitive edge as to insert that they function as one project rather than several small independent projects. The UN team may need to get technical support for this activity.						
Response from the Joint Programme Management						
The JP Team reviewed the logical framework, M&E framework and a budget plan accordingly. Complementary activities have been added and focus has been made on specific outputs. It has been decided that the M&E specialist posted at the RC Office will be in charge of the logical framework overall coherence. This new plan will be adopted by the National Steering Committee on November 23.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
4.1 new matrix finalized	18/11/11	All agencies	Comments	Status	Comments	Status
4.4. Approval by the NSC	23/11/11	NSC				
4.3						
Evaluation Recommendation No. 5						
The JP needs to develop appropriate monitoring indicators to measure the progress towards achieving its outcomes. This should be done during revision of the project design and could be performed by the same person providing the technical support. In addition, the stakeholders and PC should have a workshop to standardize their M&E approach						

and reports.

Response from the Joint Programme Management

The JP Team reviewed the logical framework, M&E framework. Complementary activities have been added and focus has been made on specific outputs and outcomes with measurable indicators. It has been decided that the M&E specialist posted at the RC Office will be in charge of the follow up of the JP M&E framework.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
5.1 new M&E matrix finalized	18/11/11 22/11/11	All agencies Specialist M&E RC Office	Comments	Status	Comments	Status
5.2. Approval by the NSC	23/11/11	NSC				
5.3. M&E Follow up	Continuous	All agencies Specialist M&E RC Office				

Evaluation Recommendation No. 6

The JP needs to be decentralized and streamlined enabling its stakeholders at the central and regional level to work in sync towards achieving the JP outcomes.

Response from the Joint Programme Management

The proposed interagency MoU strength the action of the UN Agencies at the local level and joint implementation with the *Comités Locaux de Développement de Régions* (Comités PRE). Every three month an interagency joint mission will be done. As such, the aim is that the grassroots work will be strengthened and the local stakeholder empowered.

Furthermore, the work with the selected focal points (2) from the regional government El Kef and Gafsa will be reinforced according to the reviewed logical framework.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
6.1 MoU Signé	14/12/11	Representatives from the 5 Agencies	Comments	Status	Comments	Status
6.2. Local workshop at the regional level to explain the changes	15/01/12	JP Team Ministries and decentralized structures Local stakeholders				
6.3 Joint interagency mission	Every three months	JP Team Ministry of Vocational Training and Employment				

Evaluation Recommendation No. 7

The JP needs to develop criteria that define the target group as stated in the JPD, i.e., the neediest and whose opportunities for employment is the lowest.

Response from the Joint Programme Management						
The JP team will review the criteria accordingly in consultation with stakeholders at the central and regional level						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
7.1. Local workshop at the regional level to explain the changes	15/01/12	JP Team Ministries and decentralized structures Local stakeholders	Comments	Status	Comments	Status
Evaluation Recommendation No. 8						
The JP needs to include activities that respond to poor unemployed women and women migration. Emphasis should be in providing women with employment activities appropriate to their cultural setting and social challenges.						
Response from the Joint Programme Management						
The JP team will review the criteria accordingly in consultation with stakeholders at the central and regional level						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
8.1. Local workshop at the regional level to explain the changes	15/01/12	JP Team Ministries and decentralized structures Local stakeholders	Comments	Status	Comments	Status
Evaluation Recommendation No. 9						
An advocacy and communication strategy needs to be incorporated in the revised project design.						
Response from the Joint Programme Management						
The JP Team will ask for external support to strength this flaw in the JP. In the meanwhile the RC office asked the MDG-Secretariat for good practices and lessons learned that can be replicated and adapted to develop the advocacy and communication strategy in Tunisia.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
9.1 Develop TdR for an external consultant	10/12/11	All Agencies RC Office	Comments	Status	Comments	Status
9.2 Launch the consultancy	15/01/11	Selected Consultant				
Evaluation Recommendation No. 10						
Entrepreneurship activities need alignment with government policies to encourage job creation. For instance, government providing low interest loans for the establishment of cooperatives or associations can carry this out. Pilot projects of cooperatives should include capacity development in management, finance and marketing; this includes training of TOTs to provide these services to beneficiaries.						
Response from the Joint Programme Management						
Activities has been reviewed in the new matrix. As for example, a cooperative will be established in Gafsa for the Carpet sector ILO/UNIDO according to the recommendations of the midterm review. New forms of financing low interest loans for entrepreneurship are being study by UNIDO. Furthermore, a round table to support the financing of						

young entrepreneurship will be celebrated in collaboration with public and private sector and UNIDO, ILO and FAO support.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
10.1 new matrix finalized	18/11/11	All agencies				
10.2 Cooperative establishment	15/01-15/02/2011	UNIDO/ILO				

Evaluation Recommendation No. 11

SME development and circular migration pilot projects should be revised to be more cost-effective interventions. In doing so effectively would require PPP at the central and local levels to identify policies and programmes that are more sustainable and compatible with the market demands and political context.

Response from the Joint Programme Management

SME development and circular migration pilot projects has been revised as requested by the mid-term report. As for example, a round table to "Access to finance for youth entrepreneurs" will be celebrated in collaboration with public and private sector and UNIDO, ILO, IOM and FAO support. PP partnership building.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
11.1 new matrix finalized	18/11/11	All agencies				
11.2. PPP round table	01/02/12	ONUDI, ILO, FAO, IOM				

Evaluation Recommendation No. 12

Project activities should be continuous as to maintain their effectiveness to reach the desired output, in other words there should not be big gaps between activities aiming at the same outcome.

Response from the Joint Programme Management

The JP Team drafted an inter agency MoU in order to resolve this gap at the implementation stage. Even though the JP team considers that the gap was due mainly to the context of the revolution in Tunisia first, and the difficult times spent by the provisional government later. Nevertheless and in order to strength collaboration among UN agencies a MoU has been drafted to reinforce the continuity of activity implementation. At the same time action has been taken to smooth activity continuation at the local level.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
12.1 MoU Signé	14/12/11	Representatives from the 5 Agencies				
12.2. Local workshop at the regional level to explain the changes	15/12/11	JP Team Ministries and decentralized structures Local stakeholders				
12.3 Joint interagency	Every three months	JP Team Ministry of				

mission		Vocational Training and Employment				
Evaluation Recommendation No. 13 Training sessions should be conducted in Arabic also all project documents that are to be shared with the national counterparts should be translated to Arabic, including the mid-term evaluation report;						
Response from the Joint Programme Management Suggestion acknowledged.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
1.1 Training and documents to be translated into Arabic when needed	continuous	All UN Agencies National Counterparts	Comments	Status	Comments	Status
Evaluation Recommendation No. 14 The role of the programme coordinator (PC) needs to be clarified and supported. It is essential that he receive support such as attending workshops on management, monitoring, etc. In addition, hiring an assistant as included in his TOR. Another option is to assign two focal points in each of the selected regions (El-Kef and Gafsa) to assist him in overseeing the JP activities.						
Response from the Joint Programme Management New TOR has been elaborated in order to reinforce the role of the National Coordinator. A new recruitment process was launched. In the proposed interagency MoU the role and functions of the National Coordinator has been clarified. Furthermore, the work with the selected focal points (2) from the regional government will be reinforced according to the reviewed logical framework.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
14.1 MoU Signé	14/12/11	Representatives from the 5 Agencies	Comments	Status	Comments	Status
14.2. New National Coordinator's TOR drafted	15/10/11	JP Team Ministry of Vocational Training and Employment				
14.3. Recruitment of the new National Coordinator launched	07/12/11	JP Team Ministries and decentralized structures Local stakeholders				
14.4 Joint interagency mission	Every three months	JP Team Ministry of Vocational Training and Employment				

Evaluation Recommendation No. 15							
The JP needs to pursue partnerships with the private sector to encourage their involvement, as they can make important contributions such as assisting in identifying effective training programmes for the youth that would correspond to the local job market demands and/ or offering internship programmes.							
Response from the Joint Programme Management							
Proposal acknowledged and reviewed in the new matrix. A round table on "Access to finance for youth entrepreneurs" will be celebrated in collaboration with public and private sector and UNIDO, ILO, IOM and FAO support. The event will include sessions on challenges and opportunities for boosting private investment in the region. The participation of Tunisian private investors will strongly encouraged							
Key actions	Time frame	Person responsible	Follow-up		Secretariat		
15.1 new matrix finalized	18/11/11	All agencies	Comments	Status	Comments	Status	
15.2. PPP round table	01/02/12	ONUDI, ILO, FAO, IOM					
Evaluation Recommendation No.16							
There is a need for new economic policies that redistribute economic development ventures and investments to the interior regions. This can include providing incentives to lure large companies to open/relocate to the interior regions and to hire from the local youth population. Pilot projects should also be aligned with these new policies							
Response from the Joint Programme Management							
Suggestion acknowledged. A round table on "Access to finance for youth entrepreneurs" will be celebrated in collaboration with public and private sector and UNIDO, ILO, IOM and FAO support. The event will include sessions on challenges and opportunities for boosting private investment in the region. The participation of Tunisian private investors will strongly encouraged.							
Key actions	Time frame	Person responsible	Follow-up		Secretariat		
16.1 new matrix finalized	18/11/11	All agencies	Comments	Status	Comments	Status	
16.2. PPP round table	01/02/12	ONUDI, ILO, FAO, IOM					
Evaluation Recommendation No. 17							
The JP needs to improve its monitoring and evaluation (M&E) methods; there are two options on how this can be carried out: (1) hiring an expert to oversee the M&E activities of the JP; or (2) providing the PC with training in M&E. Moreover, the UN team should have a standard M&E methodology; consequently, it would be very useful to have a monitoring and evaluation workshop for the JP team.							
Response from the Joint Programme Management							
The JP Team reviewed the logical framework, M&E framework. Complementary activities were added and focus was made on specific outputs, outcomes and measurable indicators. The M&E specialist at the RC Office is in charge of the coherence of the new matrix.							
Key actions	Time frame	Person responsible	Follow-up		Secretariat		

17.1 Reinforce the M&E of the JP	Continuous	M&E Specialist at the RC Office	Comments	Status	Comments	Status
Evaluation Recommendation No. 18 The JP needs to place stronger emphasis on capacity development of policy makers, managers and staff of participating institutions.						
Response from the Joint Programme Management Proposal acknowledged and reviewed in the new matrix.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
18.1 new matrix finalized	18/11/11	All agencies	Comments	Status	Comments	Status