Executive summary

In 2017 there was an increase in social unrest and continuous youth discontent in Tunisia. There was a cabinet reshuffle and despite improved security and an increase in tourism, economic growth slowed, compounded by currency devaluation and hikes in food prices. Jihadists returning to Tunisia remained a concern. Tunisia was globally acclaimed for enacting a new law to protect women and girls including language against forced marriage to rape perpetrators.

The year 2017 was the year of the Tunisian Child and as such, UNICEF Tunisia further advanced children’s rights with the Government and other key partners. The Government, under the leadership of the Ministry of Social Affairs, committed to create a Universal Child Grant in the 10 poorest delegations. Through its regional agreement with the International Policy Center (IPC), UNICEF Tunisia provided technical assistance for the design and conceptualization for this model intervention. The selection of delegations was based on UNICEF-supported evidence on multidimensional poverty as per Multiple Indicator Cluster Survey (MICS) data. UNICEF signed a memorandum of understanding (MoU) with the World Bank (WB) to support this endeavour, with the Bank to provide financial support to the Government and the Bank and UNICEF Tunisia to collaborate on programme design and development for its establishment in the latter half of 2018.

The Government and civil society submitted (respectively) their State and Alternative Reports for the Convention on the Rights of the Child. UNICEF provided support to both processes and facilitated the participation and engagement of children. The National Commission for the State’s report travelled throughout Tunisia to speak with girls and boys who cited poverty, insecurity, outdated and inadequate health and school infrastructure and programmes as well socio-economic discrimination as concerns affecting the fulfilment of their rights. Through UNICEF cooperation with civil society partners, more than 140 adolescents from 20 regions participated in the Alternative report process where children underlined the need to guarantee their safety, security, and social cohesion. They also articulated concerns about insecurity and the expanding informal economy that contribute to more discrimination, coercion and inequalities. In children’s views, these factors have been the cause of the growing social unrest and frustrations among young people in Tunisia.

The four-year project on juvenile justice, European Union (EU) funded, concluded in 2017 with encouraging results: more than 1,000 juvenile justice actors were trained in applying child-sensitive standards when working with children in contact with the law. Tailored guidelines were developed and disseminated for various professionals (police, judges, social workers and child protection delegates) in order to make their interventions toward children in contact with the law in line with international and national standards. The project also contributed to strengthening the capacities of more than 40 civil society organization (CSO) representatives to work on child protection issues. The Ministry of Justice (MoJ) intends to create a unit in charge of justice for children issues within the ministry; an official announcement is forthcoming.
In education, UNICEF Tunisia advocacy, policy dialogue and technical support significantly contributed to the universalization process of the last year of pre-school by 2021 (‘classe préparatoire’) and the development of a national cross sectoral early childhood development (ECD) strategy with a budgeted 5-year operational plan 2017-2021. UNICEF’s support to education reform resulted in the integration of life skills into curricula and the design and production of tools supporting the Ministry of Education's (MoE’s) human resource capacity development for pre and in-service teacher training for primary and secondary teachers. UNICEF’s ‘soft’ partnership with the World Bank influenced its development of a new US$100 million project for 2018, which, if approved, would support the Government of Tunisia to scale up the aforementioned activities currently supported by UNICEF.

An international seminar on the second chance education organized by UNICEF provided opportunities to share international experiences/expertise with Tunisian policy makers, technical experts, and civil society actors. The participation of international experts from EU countries, Canada, Jordan, Morocco and the United Kingdom, which implement similar programmes, was facilitated by UNICEF. The outcomes of the workshop are part of the design and conceptualisation process to develop a Tunisian second chance education program. The inception phase will continue into 2018.

UNICEF launched hygiene promotion activities in partnership with CSO partners under the WASH in Schools component. The activities included the provision of individual hygiene kits, accompanied with participatory live demonstration, peer group discussion, painting and singing songs on hygiene themes. To date, 6,000 children have been reached in 25 schools in areas affected by Hepatitis A outbreak.

UNICEF Tunisia closed its last audit recommendation; secured more than US$11 million of Other Resources and prepared an action plan to respond to its global staff survey results.

**Humanitarian assistance**

In 2017 Tunisia did not experience an acute humanitarian emergency requiring UNICEF Tunisia support. Although epidemics like Hepatitis A are endemic throughout the country. UNICEF’s approach has been to support prevention/risk reduction through its regular program support of hygiene promotion activities carried out in schools in affected areas as part of the WASH in Schools under the education programme. In partnership with two CSOs, Tunisia Scouts and Islamic Relief, hygiene promotion activities aimed to cover 74 schools and 20,000 children. Activities will continue into 2018, including the provision of individual hygiene kits consisting of soap, towel, soap container, toothbrush and toothpaste and IEC materials on hygiene, accompanied with multifaceted hygiene promotion activities including: participatory live demonstration, peer group discussion, painting and singing songs on hygiene themes. To date, 6,000 children have been reached in 25 schools with hygiene promotion by Tunisian Scouts in areas affected by Hepatitis A outbreaks. An additional 4,000 children are expected to be reached as activities continue into 2018 with Tunisian Scouts. With Islamic Relief, UNICEF is targeting 10,000 children in 34 schools to be reached with hygiene promotion.

Recognizing that UNICEF Tunisia will need to update its emergency preparedness, a support mission from the UNICEF Regional Office (RO) was carried out in November to rollout and introduce UNICEF Tunisia staff to the new emergency preparedness platform (EPP), which will be fully implemented globally by March 2018 and formally replaces the early warning early action (EWEA) platform. UNICEF Tunisia will continue work to complete the updating of the required elements of the EPP (risk assessment, scenario development, and priority action...
identification) during the first quarter of 2018. Some of the humanitarian risks pre-identified during the EPP training supported by the UNICEF Regional Office include civil unrest related to protracted socio-economic situation as well as elections (local/municipal elections 2018; national/presidential 2019); recurrent outbreaks of epidemics (Hep A (endemic), and H1N1) and potential displacement from Libya (although this is rated as low given the reduced number of reported refugees).

The business continuity plan (BCP) was partially updated during the second half of 2017 taking into account the onboarding of new managerial personnel. A full updating of the plan will need to be done in the first quarter of 2018 in light of UNICEF Tunisia’s move to new premises. This may include also a light BCP simulation.

Strategic Plan 2018-2021

UNICEF Tunisia provided comments on the UNICEF’s 2018-2021 Strategic Plan (SP) and the new SP has been presented and discussed during a Country Management Team meeting and more broadly with UNICEF Tunisia during the annual management planning revue meeting. The Child Protection related component was presented to external partners during the Child Protection Strategy Review Consultation held in September. An opportunity to further introduce the UNICEF 2018-2021 Strategic Plan to partners in Tunisia will be conducted during the mid-term review of the country programme planned for 2018.

Emerging areas of importance

Accelerating integrated early childhood development (ECD). UNICEF Tunisia advocacy, policy dialogue and technical support significantly contributed to advancing the universalisation of the last year of pre-school by 2021 (‘classe préparatoire’) under the Ministry of Education and the development of a budgeted national cross-sector ECD strategy with a 5-year operational plan 2017-2021 under the Ministry of Women, Family and Childhood (MFFE).

Technical assistance to support the universalisation of the last year of pre-school included the development of a budgeted roadmap for the process, and training in strategic planning and forecasting for 52 planners from regional education bodies. The MoE prepared the first pre-primary curriculum with technical assistance from UNICEF. When implemented, this could benefit approximately 200,000 children aged 5 to 6 years old. UNICEF advocacy has influenced the World Bank to consider including support to the MoE for the universalisation of preschool education as part of its US$100 million education project expected to be approved in early 2018.

The national cross-sector ECD strategy, finalised in 2017 with the technical support of UNICEF and the World Bank, in collaboration with the private sector and civil society actors, aims to ensure that by 2025 all the young children in Tunisia (approximately 1 million children) access quality integrated services through a common, harmonised and functional framework of action to cover all aspects of child development (physical, cognitive, social and emotional/psychological). UNICEF provided technical assistance for a Training of Trainers for 48 Ministry staff to reinforce their capacity to train ECD teachers in all regions of the country. The design and implementation of an information management system and web application began in 2017. The system will enable information to be collected from more than 4,000 ECD centres across the country and will support outreach, monitoring and inform decision-making processes a central and decentralized levels.

UNICEF Tunisia, in collaboration with MFFE, started the process for a knowledge, attitudes and
practices study (KAP) on parenting practices to inform a 2018 model program on parental education. With financial assistance from the European Union, UNICEF will support the development of standards and guidelines, curriculum and teaching materials, and pre-and in-service training for caregivers to be piloted in three model ECD centres in collaboration with MoE, MFPE, civil society and private sector actors. The set-up for these models is planned during 2018.

The second decade of life. Engaging with adolescents has demonstrated their capacity as agents of positive change, including on social norms and promotion of their rights. In partnership with ADO+, a national civil society organization, a theatre piece on the issue of school dropout was developed and performed by Tunisian adolescents for adolescents with support of UNICEF. A total of 1,600 adolescents and a wider audience (parents, civil society, and local authorities’ representatives) were reached through theatre performances held in 12 governorates. After each theatre performance, public discussions were held allowing for exchange of views on issues affecting school dropouts. Through UNICEF’s collaboration with the Arab Institute for Human Rights, citizenship education was promoted through the establishment of 21 youth clubs with a total of approximately 200 adolescents.

Through UNICEF support and in partnership with civil society organizations, more than 140 adolescents participated from 20 governorates as part of the participatory process to elaborate the Convention on the Rights of the Child Alternative Report. Children emphasized the need to guarantee their safety, security, and social cohesion to enable them to reach their full potential. They also articulated concerns about insecurity and the expanding informal economy that contribute to more discrimination, coercion and inequalities which in their view cause the growing social unrest and frustrations among young people seen during the past few months.

As part of a UNICEF-supported campaign for the promotion of dialogue on juvenile justice, which reached nearly 3,000 adolescents and families, communication materials and artistic products were prepared by at-risk adolescents. The products, especially the videos and theatre pieces, were presented in public spaces (such as schools and children’s centres) and successfully used to initiate discussions and relevant debates on prevention of children, including adolescents, coming into contact with the law and promotion of alternatives to detention.

With UNICEF support, 300 adolescent girls enrolled as U-Report ambassadors and benefited from capacity building in digital communication to help them communicate their concerns and initiatives for positive change through active participation in the polls on the U-Report platform, including polls related to hygiene education/practices and the right to education.

**Acronyms**
- C4D – communication for development
- CSBC – communication for social and behavioural change
- CRC – Convention on the Rights of the Child
- DCT- direct cash transfer
- ECD- early childhood development
- EPP – emergency preparedness platform
- EU- European Union
- EWEA- Early Warning Early Action
UNICEF Tunisia provided technical assistance to the MoE to design and produce tools supporting human resource capacity development: an evaluation report and guidance manual on in-service teacher training, including a training plan; new teacher skills standards; draft guidelines for school inspectors; courses targeting school inspectors on curriculum and pedagogical engineering, and inclusive education.

UNICEF provided technical assistance for several ECD capacity development activities, including training of MFFE departmental executives on strategic planning and forecasting, school inspectors trained on curriculum engineering/development, and MFFE staff trained as trainers to support in-service training and information management to monitor preschool services. UNICEF supported national counterparts responsible for the national immunisation program to participate in capacity development workshops for middle income countries focused on planning/forecasting, and innovative financing for immunisation hosted by SD and MENARO respectively.

In terms of child protection, more than 1,000 juvenile justice actors were trained in applying child-sensitive standards on children in contact with the law; tailored guidelines were developed and disseminated for various professionals (police, judges, social workers, child protection delegates etc.). More than 100 professionals from institutions in charge of children in contact with the law were trained on social and behaviour communication tools to promote a protective environment for girls and boys at risk. An MoU signed in November between the Sfax tribunal child judge and local civil society associations (ATL MST SIDA) demonstrates the creation of strong dynamics between government and civil society institutions attributed to UNICEF-
supported capacity development of governmental and civil society counterparts on justice for children.

As part of capacity development to prevent and promote alternative solutions to institutionalisation of children, UNICEF supported nine key national actors to undertake a study tour facilitated by Innocenti Institute to learn best practices and foster knowledge exchange on deinstitutionalization.

**Evidence generation, policy dialogue and advocacy**

Through UNICEF Tunisia policy dialogue and advocacy, the Ministry of Social Affairs (MoSA) committed to start a child grant (e.g. cash transfer) in the 10 poorest delegations in Tunisia. The design and conceptualisation of the model program has been technically supported by UNICEF through its partnership with the International Policy Centre (IPC), using UNICEF-supported data on multidimensional child deprivations and existing social protection mechanisms. Through advocacy and policy dialogue, UNICEF leveraged a partnership with the World Bank, which will financially support the MoSA for the program.

UNICEF advocacy and policy dialogue with government and civil society contributed to elevating justice for children issues. The Ministry of Justice committed to creating a special unit dedicated to justice for children (pending confirmation) and the Ministry of Interior has indicated its intention to establish child police units in densely populated cities to respond to the needs of children in contact with the law. UNICEF strongly advocated for alternative measures to juvenile detention and also called for the application of the relevant legal frameworks regarding children affiliated with violent groups, underlining the importance of upholding the non-discrimination principle.

Members of the National Commission in charge of the Convention on the Rights of the Child report travelled throughout Tunisia to hear the voices of children. The children, who were actively involved in the process, cited poverty, insecurity, outdated and inadequate health and school infrastructures as well as socio-economic discrimination as main concerns affecting the fulfilment of their rights. The members of the Commission appreciated the children’s capacity for analysis and engagement on how their rights could be realized.

UNICEF advocacy continued to influence policy dialogue on the universalisation of preschool education, integration of life skills into curricula, and development of a second chance education programme with government and civil society counterparts.

**Partnerships**

UNICEF Tunisia entered into an MoU in social protection with the World Bank. The collaboration will support the Government in the design, conceptualization and eventual implementation of a model child grant (i.e. cash transfer) programme. Areas of collaboration include exchange of knowledge, provision of technical expertise, communication, policy dialogue and advocacy.

In the education sector, UNICEF mobilized new technical and financial partners (TFP) and led the coordination of the TFP group. This resulted in new funding for UNICEF in 2017, including from the Italian cooperation – AICS, the European Union and the UK government, covering support for early childhood development, education reform and school dropout prevention and remedial education. The ‘soft’ partnership with the World Bank has influenced development of a new US$100 million project for 2018 which, if approved, would support the Government of Tunisia to scale up activities currently supported through UNICEF technical assistance,
including the universalisation of the last year of pre-school and strengthening pre- and in-service training of primary and secondary teachers.

The World Bank is the second partner, following UNICEF that has been engaged in the development of the national multisector ECD Strategy (2017-2021). UNICEF continued its partnership with the Government of Tunisia across various line ministries to achieve results as per the country programme document (CPD). UNICEF Tunisia entered into new implementing partnership agreements with 10 CSO partners (8 SSFAs and 2 PCAs) to achieve results for children across education and child protection with integrated communication for development and communication activities. A platform for NGOs was established to foster exchange and knowledge management on child rights issues; resulting in a more active role of NGOs to contribute to the follow up and reintegration of children in conflict with the law. UNICEF also encouraged the Government to involve private sector actors in the ECD strategy and preschool curricula design process.

**External communication and public advocacy**

In 2017, UNICEF intensified its media and public advocacy. To increase public awareness on child rights, the UNICEF Representative multiplied her advocacy meetings with senior officials in the Government, nongovernment actors, influential private sector actors and trade union leaders in Tunisia as well as international partners.

Public advocacy included awareness-raising on social and geographical disparities affecting Tunisian children: 10 media statements/interviews were conducted, and more than 15 speeches were made during national/regional seminars and meetings with officials. UNICEF supported the MoE’s campaign against school dropout through external media communication.

UNICEF Tunisia Facebook and Twitter accounts had more than 40,000 followers each. Both platforms were used to disseminate news briefs, press releases, and updates on UNICEF Tunisia’s interventions. The U-Report platform was put in place to support child rights and increase child participation. Nearly 1,000 U-Reporters have been registered (58 per cent female and 42 per cent male). Five human interest stories were published on Icon.

A radio program focused on education and child rights, with the participation of children, the UNICEF Representative, EU Ambassador and the Director of Italian Cooperation. As part of interagency efforts to promote and support the Sustainable Development Goals (SDGs), UNICEF, in collaboration with the MoE, organized a videoconference between students from two high schools in two different regions to debate the role of adolescents as agents of change in promoting SDGs in Tunisia.

The celebration of International Children's Day presented a further opportunity to promote children rights and place Tunisian children in the centre of social debates on policies and strategies being developed for them. The Representative made verbal and written statements to the press and media and the Deputy Representative participated in a special edition radio program that was prepared and presented by children. The links documenting these activities are included below:

https://www.facebook.com/notes/unicef-tunisie/journ%C3%A9e-mon-diale-de-lenfance/1558596327566453/
South-South cooperation and triangular cooperation

In the programme areas of social policy and education, UNICEF facilitated South-South cooperation. UNICEF provided technical assistance to the Ministry of Social Affairs for the design and conceptualisation to start a child grant (i.e. cash transfer) in the 10 poorest delegations in Tunisia through a partnership with the International Policy Centre (IPC), a Brazil-based think tank with dedicated expertise in social protection. Experts from Brazil came to Tunisia for in-situ fact finding and knowledge exchange mission as part of developing a model design and conceptualisation for the child grant program. An expert from the Ministry of Social Affairs went to Brazil to work on the design of the model as well. This work will be completed in 2018.

UNICEF facilitated the participation of experts from Morocco and Jordan during the international seminar on the second chance education, where they shared international experiences and expertise with Tunisian policy makers, technical experts, civil society actors and the private sector. Other experts were also mobilized from Belgium, Canada, France, Ireland, Netherlands, Spain and the UK to participate in the seminar. UNICEF Algeria, Djibouti and Morocco also participated to support knowledge exchange. The outcomes of the workshop are part of the design and conceptualization process of a second chance education programme contextualised for Tunisia. The inception phase of the programme will continue into 2018. In December, UNICEF Tunisia provided support to UNICEF Egypt for framing its technical assistance on curriculum engineering by sending one of its education specialists to Egypt to participate in the first diagnosis mission in the country.

Support to integration and cross-sectoral linkages

Under the education programme’s WASH in Schools component, UNICEF Tunisia and partners launched hygiene promotion activities for 20,000 children in 74 schools, including in areas affected by a Hepatitis A outbreak. The intervention included an integrated approach of communication for development, health, and WASH for hygiene promotion in schools, engaging children, teachers, and the wider community. Schools are the entry point for this multi-sector intervention. Through UNICEF’s partnership with Tunisia Scouts, to date approximately 6,000 children have been reached with hygiene promotion in 25 schools in areas affected by Hepatitis A. Each child was provided with an individual hygiene kit consisting of soap, towel, soap container, toothbrush and toothpaste and IEC materials on hygiene. They also benefitted from multifaceted hygiene promotion activities in schools, including: participatory live demonstration, peer group discussion, painting activities on hygiene themes, and singing songs on hygiene promotion. An additional 4,000 children are expected to be reached by Scouts Tunisia as activities continue into 2018.

UNICEF also launched a partnership with Islamic Relief, designed to reach 10,000 children in 34 schools with hygiene promotion (including distribution of individual hygiene kits and multifaceted hygiene promotion activities as described above). The 34 schools targeted will complement improved WASH Infrastructure planned for these schools and activities will continue in 2018.

The integrated public policy on child protection begun in 2015 was finalised and validated at working level. The participatory development process generated cross-sectoral collaboration and ownership between relevant ministries (MFFE, MoSA, MoJ) and partners, including civil society organisations.

UNICEF organized a visit of 35 adolescent boys and girls from a remote part of Tunisia to the
UNICEF Tunisia office. The visit provided an opportunity for the adolescents to exchange knowledge, views and suggestions with UNICEF staff regarding concerns about the situation of children. Key themes which arose included parenting education, discrimination and social exclusion.

Service delivery

UNICEF Tunisia started the process of supporting the Government of Tunisia in service delivery by including Tunisia as part of the MENA cluster of middle income countries to develop a strategic partnership with UNICEF Supply Division (SD), with a purview to enable the Government to eventually access UNICEF global procurement services. This will enable the Government to purchase vaccines at preferential prices (e.g. GAVI prices) and have access to a wider group of vaccine manufacturers to cover the national immunisation programme needs. Revision of the MoU with the Supply Division began and will likely continue into 2018.

The National Immunisation Programme actors acknowledged their appreciation for being introduced into the global Vaccine Procurement Practitioners Exchange Forum (VPPEF) coordinated by UNICEF Supply Division, which has provided them with an opportunity to learn and exchange as well as identify short and medium responses to the ongoing challenges encountered with vaccine procurements and distribution. The Ministry of Health (MoH) intends to conduct an assessment, to be supported by UNICEF country and regional offices, of its overall vaccines procurement channel through use of new technology.

Human rights-based approach to cooperation

The human rights based approach (HRBA) remained integrated into UNICEF Tunisia’s programmes, particularly focused on child rights regarding access to services, equitable and non-discriminatory treatment as well as protection and promotion of child rights.

The Government and civil society submitted, respectively, their State and Alternative Reports for the Committee on the Rights of the Child. UNICEF provided support to both processes and facilitated the engagement and participation of children. This was the first time in Tunisia that children took part in the reporting process. The National Commission for the State’s CRC report travelled throughout Tunisia to speak with more than 100 girls and boys who cited poverty, insecurity, outdated and inadequate health and school infrastructure as well socio-economic discrimination as concerns affecting the fulfilment of their rights.

Through UNICEF cooperation with civil society partners, more than 140 adolescents from 20 regions participated in the Alternative report process, where children underlined the need to guarantee their safety, security, and social cohesion. They also articulated concerns about insecurity and the expanding informal economy that contribute to more discrimination, coercion and inequalities. In children’s views, these factors have been the cause of growing social unrest and frustrations among young people in Tunisia. The consultations created a dynamic among boys and girls from the various regions by providing the space to move beyond the established ‘geographical’ boundaries. Adolescents called for social unity, cohesion and breaking the vicious cycle of social exclusion, inequality and discrimination. Their views enriched the report and provided insights to inform future planning.

In partnership with the Tunisian League of Human Rights (TLHR), UNICEF Tunisia supported the training of 250 members of civil society on the UNICEF-EU toolkit on integration of child rights. The participants were introduced to approaches to programming for children’s rights and monitoring the implementation of the Convention on the Rights of the Child and its report
recommendations. This capacity building programme enabled civil society to actively participate in their respective reporting and provide feedback on the report. A total of 221 members of the League had their capacity enhanced to enable them to effectively monitor children’s rights in public institutions.

https://www.facebook.com/UnicefTunisie/videos/1479952355430851/

**Gender equality**

UNICEF Tunisia’s current country programme supports gender inclusion interventions in access to justice for children, education curricula reform and adolescent participation. UNICEF Tunisia’s support was critical to generate knowledge and profile the needs of girls in contact with the law, as differentiated from the needs of boys, and use this evidence to advocate and sensitize stakeholders involved in the care of girls in contact with the law.

With UNICEF advocacy, policy dialogue and technical assistance, gender was integrated into the education curricula modules of life skills, citizenship education and inclusive education for pre- and in-service teacher trainings. And with UNICEF Tunisia support, 300 adolescent girls were enrolled as U-Report ambassadors and benefited from capacity building in digital communication to make their voices heard and help them communicate their initiatives and concerns for positive change through active participation in the polls on the U-Report platform, including polls related to hygiene education and practices and rights to education.

A gender programmatic review was initially planned in 2017; however, after further consultation with the UNICEF Regional Office, it was reprogrammed for February 2018, with the objective that the results will inform the Mid Term Review of the country programme.

**Environmental sustainability**

UNICEF Tunisia submitted a project proposal to improve the accessibility of its new premises via the Greening and Accessibility Fund and secured US$5,525. To date, the sanitary block has been built in compliance with standards. UNICEF Tunisia plans to move to the new premises in the first quarter of 2018.

The partnership with an NGO for recycling continued regarding plastic, food and paper waste disposal. The treatment of computerized waste continued to comply with environmental standards. Best practices continued to be shared regarding reducing water wastage, responsible electricity usage and reducing paper waste through best printing practices, including recto verso printing.

**Effective leadership**

The UNICEF Tunisia country management team (CMT) met 12 times (monthly) during 2017. CMT meetings reviewed the country office scorecard and the annual management plan (AMP) priorities in terms of progress, achievements and bottlenecks, and recommended appropriate measures to improve performance, particularly in fund and DCTs management, programme assurance (programme visits and spot checks), and donor reporting. Monthly programme meetings have gradually improved programme performance planning and monitoring, including review of the programme aspects of the scorecard and planning milestones.
Weekly meeting with managers in programmes and operations improved identification of priorities and accountabilities. UNICEF Tunisia revised the table of authority and membership in mandatory office committees to include staff who joined with the purview of mitigating identified management risks. As part of reinforcing partners’ programme performance, UNICEF Tunisia trained all staff, including operations, on results based management (RBM). The training was designed to reinforce internal RBM capacity. UNICEF also carried out RBM training to support more than 20 different partners and increase their understanding of the RBM approach and methods/tools therein. UNICEF Tunisia also trained more than 20 partners on harmonized approach to cash transfer (HACT), enabling improved HACT compliance among partners.

UNICEF Tunisia also assessed it performance against the implementation of agreed priorities in the AMP through an annual review. The main 2017 AMP performance indicators tagged against the RAM were achieved. Out of three results areas identified in the AMP, the result area with little to no progress was the priority on having intersectoral results for adolescents more explicitly elaborated in the country programme. This was an ambitious priority and several of the activities associated for this priority remain ongoing heading into 2018.

The CMT took key decisions to support staff well-being, including restricting weekend mission travel and limiting emails outside of office hours, including weekends.

**Financial resources management**

Total allotted resources increased by 49 per cent, from US$2.4 million in 2016 to US$4.9 million in 2017, mostly due to increased OR in 2017. Ninety one per cent of the total annual allocated budget (regular resources, other resources and institutional budget) was utilized. For grants valid beyond 2017, the programmable amounts and unused balances were carried over to 2018 as per the work plans with partners.

As part of ongoing efforts to reinforce UNICEF Tunisia’s financial management, the score card and indicators, as per the VISION/InSight office dashboard, were reviewed in all monthly CMTs and programme meetings. In February 2017, UNICEF Tunisia closed the last 2015 audit recommendation on archiving. UNICEF Tunisia reinforced internal monitoring with a HACT specialist placed within the PME section who has reinforced monitoring and HACT compliance with regards to better management of direct cash transfers to partners. At the end of 2017, UNICEF Tunisia had no DCTs exceeding nine months, with the majority of transactions kept between three to six months.

The Government and CSO partners were trained on the UN’s Harmonized Approach to Cash Transfer (HACT). This served to reinforce partners’ understanding of HACT compliance and procedures therein. UNICEF Tunisia adopted the new eZHACT web platform that now manages all financial flows. When the new platform was implemented, UNICEF Tunisia encountered some technical problems which were resolved with the support of the UNICEF Regional Office and UNICEF NY Headquarters. UNICEF Tunisia regularly updated its cash requirements and maintained the global benchmark throughout 2017.

UNICEF Tunisia continued to manage local disbursements for UNICEF Libya. Combined local disbursements increased by 26 per cent during 2017, from 4.3 million Tunisian Dinars to 5.2 million Tunisian Dinars.

**Fundraising and donor relations**
In 2017 UNICEF Tunisia secured funding for the implementation of its education programme activities. Three new agreements for multi-year funding were signed for a total amount of more than US$18.6 million for the education programme. Agreements were signed with the Italian Development Cooperation (AICS) and the European Union for the implementation of the programme ‘Quality education for better success of children in Tunisia’ (respectively US$5.46 million and US$6.48 million). An MoU with the UK Foreign and Commonwealth Office (FCO) was signed for the implementation of the project ‘Reducing out of school adolescents and school dropouts in Tunisia’ (US$6.7 million; funding receipt pending at year end).

Relations with other potential donors were initiated to finance child protection activities. Proposals were submitted to Japan, Netherlands and the UNICEF Spanish National Committee. An MoU between UNICEF Tunisia and the World Bank was signed; its main objective is to reinforce UNICEF and World Bank collaboration on the design, conceptualisation and eventual implementation of the model child grant programme (i.e. cash transfer). In order to ensure the quality and timely submission of donors’ reports, a reports officer is under recruitment and the PME unit has been reinforced with additional staff capacity.

UNICEF Tunisia improved its Other Resources – Regular (ORR) absorption capacity in 2017 compared to 2016 absorption levels: in 2016, only US$2.2 million (or 50 per cent) of ORR was used against a planned ORR use of US$4.4 million; whereas in 2017, out of the planned ORR of US$4.7 million, nearly US$4.2 million (or 89 per cent) in ORR was used. This can be attributed to better planning of ORR use vis-a-vis workplans with partners. Approximately US$13 million of ORR was carried over to 2018, including more than US$10 million in new funding received during the fourth quarter of 2017 as per multi-year funding agreements with donors.

**Evaluation and research**

UNICEF Tunisia’s 2017 IMEP was implemented as planned and the results will be critical to inform the Mid Term Review (MTR) of the country programme in 2018.

In 2017 UNICEF Tunisia launched the MICS6 survey process to complete two evaluations: the formative evaluation of the health programme component and the impact evaluation of the juvenile justice project. At the end of 2017 draft evaluation reports were reviewed and quality assured by the UNICEF Regional Office. The final evaluation reports of the two evaluations are planned to be available on 31 January 2018 as per global guidelines.

The formative health evaluation will inform the MTR of the programme for a better positioning of UNICEF support in the health sector in Tunisia. A management response to the evaluation will be conducted during the first quarter of 2018 as required in accordance with organizational policy guidance. Lessons learned from the impact evaluation of the juvenile justice project will be critical to continue the partnership with the Government to address the needs of children to access justice. The MICS survey process was effectively launched and it is being conducted in accordance with the 25 quality assurance steps recommended by the global MICS team. The results will be available by mid-2018.
Efficiency gains and cost savings

UNICEF Tunisia actively participated in inter-agency procurement activities to develop and maintain long term agreements (LTAs) with suppliers. These LTAs will secure favourable prices and services in addition to reducing transaction times for commonly procured goods and services.

The use of Skype calls and webinars contributed to reducing communication and travel costs. The total cost of trips decreased in 2017 by 1.2 per cent compared to 2016; international travel costs decreased by 9.3 per cent, as per new policies on international travel, while local travel costs rose by 12.6 per cent due to increases in field programme visits. The total cost for both fixed and mobile use decreased by 3 per cent in 2017 compared to 2016, as web-based communication (Skype, Webinars) facilitated conference calls with international partners and other UNICEF offices.

When possible, UNICEF Tunisia staff travelled together for field trips to maximize the use of cars and reduce petrol consumption. Fuel expenditure decreased in 2017 by 18 per cent compared to 2016. The office reduced electricity consumption by 29 per cent by limiting the use of air conditioners, turning lights off when not necessary and encouraging colleagues not to stay beyond eight hours.

UNICEF Tunisia spent substantial time negotiating favourable rates with Individual and Institutional contractors for consultancies ensuring that UNICEF gets the best possible rates.

UNICEF Tunisia continued to provide local administrative support to UNICEF Libya in Tunis, including facilitating entry visas and diplomatic cards for UNICEF Libya staff based in Tunis. The UNICEF Tunisia HR focal point provided support to UNICEF Libya for recruitments as requested/needed. Although the current arrangement is on a case-by-case basis, it is envisaged that a formalized common services agreement will be put in place during 2018 for UNICEF Tunisia and UNICEF Libya, when both offices are housed in the same premises.

Supply management

In 2017, a total of US$1,347,919.57 was spent on procurement of goods and services. This included US$875,838 (65 per cent) on institutional contracts (mainly for the education programme) and US$290,160 (22 per cent) on individual contractor services. The remaining US$58,735 (4 per cent) on was spent on procurement of goods and programme supplies US$123,178 (9 per cent).

<table>
<thead>
<tr>
<th>Type of Contract</th>
<th># of Contracts issued in 2017</th>
<th>Total Amount of contracts (US$)</th>
<th>%</th>
<th>International/Local</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Institutional contracts</td>
<td>43</td>
<td>875,838.00</td>
<td>65 %</td>
<td>6/37</td>
</tr>
<tr>
<td>2 Individual contracts</td>
<td>15</td>
<td>290,168.00</td>
<td>22 %</td>
<td>6/9</td>
</tr>
<tr>
<td>3 Procurement of goods</td>
<td>4</td>
<td>58,735.43</td>
<td>4 %</td>
<td>2/2</td>
</tr>
<tr>
<td>4 Programme Supply</td>
<td>2</td>
<td>$123,178.14</td>
<td>9%</td>
<td>1/1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>64</strong></td>
<td><strong>1,347,919.57</strong></td>
<td>100%</td>
<td><strong>15/49</strong></td>
</tr>
</tbody>
</table>
Programme supplies consisted of local procurement of 10,000 individual hygiene kits, related IEC materials and U-Report promotional materials (T shirts, hats flyers, buttons) as well as water testing equipment for MICS 6. UNICEF Tunisia does not have its own warehouse, therefore supplies are handed over to implementing partners upon reception of goods as per programme partnership agreements.

UNICEF Tunisia recruited a national procurement officer and brought colleagues throughout the year on stretch assignment to strengthen procurement processes for compliance and best practices. Jointly with UNICEF Libya, a supply-admin assistant was recruited to support the two offices as part of the common services.

As part of efforts to optimize effective use of resources, UNICEF’s supply unit continued to play an active role in the work of the UN Procurement Working Group by initiating procurement officer meetings and sharing long-term agreements and vendor database information at interagency level.

As part of regional and global efforts to explore support for middle income countries for Supply Division (SD) Procurement Services, UNICEF Tunisia facilitated dialogue with MoH and SD to revise/amend the existing MoU with UNICEF. The revised MOU, which will be finalized in 2018, would include the acquisition of vaccines through SD procurement services as related to the national immunisation schedule.

**Security for staff and premises**

In 2017 there were no major security incidents affecting staff safety and security, programmes and office premises. However, considering the potential future security-related risks affecting the country, neighbouring countries and the wider region, a National Security Officer was recruited and joined UNICEF Tunisia in the fourth quarter. This position also supports UNICEF Libya staff based in Tunis.

The office premises were 100 per cent MOSS compliant.

The United Nations Department of Safety & Security (UNDSS) conducted a facility safety and security survey (FSSS) for the new common UNICEF Tunisia/UNICEF Libya premises. Most of the recommended actions were put in place, including the installation of anti-blast film on all windows, X-Ray Machine, CCTV cameras and access control system. The installation of bollards (steel posts to road/front parking access) is planned for 2018.

The telephone tree is now regularly updated. In 2017, the business continuity plan was partially updated. A full revision is needed in light of the office move to the new premises. This should happen in the first quarter of 2018. Staff renewed their BSTIF and ASTIF when required. All new staff members are provided with UNDSS security briefing. Staff members are regularly kept informed of security risks though UNDSS daily bulletin, office briefing and sharing of DO issued memos on security. In 2018 all staff will be equipped with headsets.

**Human resources**

In January 2017, UNICEF Tunisia piloted the performance management training on behalf of DHR. The training focused on promoting the culture of giving and receiving constructive
feedback. Supervisors were provided with individual coaching sessions to reinforce the culture of feedback and to enable them to discuss career development with their supervisees.

Two lateral moves were completed to fill the positions of HACT specialist and supply/procurement officer. A P4 ECD specialist position was filled through talent pool direct selection.

The Education Chief and Deputy Representative were onboarded in early 2017; a health UNV officer, a C4D officer and security officer (NOB) were recruited in the last quarter of the year. Temporary appointments were recruited during 2017 for a child protection officer and an operations manager and for four general services staff (procurement assistant, programme assistant, senior executive assistant and administrative assistant.)

Individual national and international consultants in C4D, child protection, external communication, adolescents, health, and education (Infrastructure) were contracted. UNICEF Tunisia benefited from various stretch assignments, including three in child protection, two in health, one in WASH, three in procurement and one in ICT. UNICEF Tunisia staff went on stretch assignments to UNICEF Burundi and UNICEF Libya. UNIEF Tunisia offered three local internships in education, social policy and the Representative’s Office.

The joint consultative committee (JCC) met six times (four regular meetings and two ad Hoc), focusing on staff well-being and issues identified in the Global Staff Survey. Upon receiving the 2017 Global Staff Survey report, a task force was set up with the staff association, HR, OPS and PME to analyse the results and prepare a draft office improvement plan. The results and subsequent plan were discussed and validated with all staff and the plan has been reviewed to assess progress during all staff meetings, JCC meetings and at the AMP annual Review.

**Effective use of information and communication technology**

There was a considerable improvement in the overall office ICT infrastructure in 2017. All laptops were upgraded to the latest UNICEF standards, and migrated to Windows 10 to be ready for ICT-related change management initiatives.

UNICEF Tunisia’s ICT systems have leveraged the ‘Lightweight, Agile ICT Infrastructure’ (LIGHT) standard, consequently reducing the infrastructure footprint. Office Data is now hosted at the Morocco Country Office Light Service Centre and cloud based Office 365 services. The use of LIGHT has enhanced users’ mobility and access to corporate applications. This will result in power and hardware cost savings, in addition to improving business continuity and reducing local ICT support complexity.

UNICEF Tunisia uses One-Drive and Team-site for file sharing tools, allowing staff members to securely upload, access and share files at no cost and from any location.

UNICEF Tunisia manages Facebook and Twitter accounts with more than 40,000 followers registered for each. Both platforms were used to disseminate news briefs, press releases and regular updates on UNICEF Tunisia’s interventions to enhance the visibility of vulnerable children in Tunisia.

The U-Report platform was put in place to support child rights and improve child participation. More than 1,000 U-Reporters had been registered as of the end of 2017. The link to the U-Report platform is accessible on the UNICEF Tunisia Facebook page and via the Twitter account.
ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By 2019, public authorities develop, monitor and evaluate, in a participatory manner, evidence-based and equity-focused social policy reforms that target childhood and are gender equality sensitive.

Analytical statement of progress
The commitment of the Government of Tunisia to invest in equity for children increased in 2017 with the decision taken by the Prime Minister’s Office to design and pilot a child grant programme covering all children living within the 10 poorest delegations of the country. Tunisia was included among the eight countries of MENA region in the regional assessment of social workers as a contribution to the upcoming reform of social assistance in Tunisia. With regard to child-focused data and knowledge, Tunisia has taken significant steps towards implementation of the MICS6. Thirty out of 50 children-related SDGs indicators, including fundamental learning skills for children and water testing, will be updated/generated thanks to the MICS6 and approximately 160 child-centred indicators will be made available for policy makers.

Lessons learned from the two external evaluations (health programme component and juvenile justice project) completed in 2017 will inform UNICEF Tunisia’s support in those areas as well national strategies and policies. In 2017 boys and girls increasingly had a voice in policy processes. A total of 928 children, including adolescents, were registered as U-Reporters in Tunisia, with a response rate to the different polls of approximately 50 per cent. Twenty five adolescents were trained on children’s rights and the analyses of children’s situations thanks to the alternative report of the CRC process conducted by the civil society. This involved 150 boys and girls and 130 representatives of NGOs contributing to assess the situation of child rights in Tunisia.

UNICEF Tunisia conducted evidence-based advocacy meetings with several ministries and the cabinet of the Prime Ministry to secure the commitment of the Government to pilot the cash transfer programme. UNICEF support was also instrumental to complete the steps for the realisation of the MICS survey. UNICEF Tunisia leveraged international expertise to conduct independent evaluations.

The CRC report process was launched and completed by the National Commission with technical assistance from UNICEF to ensure adherence to the CRC committee requirements. A participatory process was adopted involving the relevant stakeholders from governmental institutions, civil society and children and adolescents. The report was submitted to the CRC committee on 26 October 2017. In the same context, a support was provided to SC to prepare the alternative report. Children and adolescents participated actively in the preparation of both of these reports through national and regional consultations. Adolescent participation in policy dialogue was made possible thanks to UNICEF support to set up the U-report platform as well as to strengthen capacities of civil society organizations for outreach campaigns to promote U-report in Tunisia.

The Government of Tunisia declared 2017 the year of children. The commitment of additional partners was secured and UNICEF concluded an MoU with the World Bank (WB) to join the
effort to support the Government to increase its investment for a better social protection framework for children in Tunisia. UNICEF will pursue its efforts to support the design and implementation of the child grant programme in partnership with the WB. The MICS6 process will be completed in 2018 and UNICEF Tunisia will take steps toward dissemination of results and used to update its sitan and inform its MTR and the UNDAF MTR. The results of the health component evaluation will be discussed with partners in early 2018 and will inform child-friendly health policies. UNICEF Tunisia will continue to support adolescents and children to ensure their voices are heard, especially in response to the challenges around out of school children, violence against children, and children in contact with the law.

OUTPUT 1 National institutions have increased capacity to develop in a participatory manner renovated social policies to provide social protection for children

Analytical statement of progress
A steering and a technical committee composed of various ministries and of the trade and business unions were put in place by the Government for the implementation a monetary allowance programme for all children in the 10 poorest delegations of the country. The programme design will be finalized under the leadership of the Ministry of Social Affairs, with the technical support from IPC and UNICEF Tunisia and in close collaboration with WB and other donors.

This progress was made thanks to UNICEF support provided through various strategies, including advocacy, knowledge generation and technical assistance. Political dialogue conducted by UNICEF with the Government and other technical and financial partners such as the World Bank and the delegation of the European Union was instrumental to establish the steering and technical committees. A desk review analysis of the existing vulnerabilities faced by children in Tunisia was conducted by UNICEF to inform the identification of the 10 poorest delegations as well as the policy brief paper on the financial resources needed to implement the child grant in those delegations. The policy brief was instrumental in securing the buy in of the Ministry of Finance to support the pilot initiative and express the request to conduct a study to develop a cost estimation of a universal child grant scheme, and model as well examine fiscal space for its financing.

Within the framework of South-South cooperation, UNICEF Tunisia collaborated with IPC to design the cash transfer model for the 10 poorest delegations of the country. UNICEF Tunisia also advocated to include Tunisia in the list of eight country case studies chosen to be part of regional assessment of social workers. This analysis will provide important insights on the reform of social assistance in Tunisia.

OUTPUT 2 Monitoring and evaluation systems focusing on the disparities and needs of the most vulnerable children are used at central, regional and local level to improve the outcomes of strategies and policies for children

Analytical statement of progress
Under the leadership of the Ministry of Development, Investment, and International Cooperation (MDICI), the Government has committed the country to be part of the 6th round of Multiple Indicators Cluster Survey (MICS6). A common understanding of the Memorandum of Understanding drafted last year was reached and the MoU was signed by the three parties in early 2017 for the implementation of the MICS in Tunisia. In addition to MDICI and UNICEF, the
National Statistics Institute (NSI) signed the MoU as implementing agent. A steering committee was set up to ensure the oversight of the entire MICS6 process in Tunisia. The MICS6 survey process progressed as planned and the field training of interviewers will take place in early 2018.

The commitment of the Government to participate to the MICS6 round was obtained thanks to advocacy of UNICEF Tunisia around the need to update the situation of children in the Country and report on SDGs related to children. Capacity building of the key stakeholders of the survey in NSI was supported through participation in face to face global or regional workshops as well as technical discussions conducted remotely when necessary with the support of UNICEF Regional Office and Headquarters. UNICEF brought high level technical expertise to support the sensitive steps of the survey process such pre-test training. Quality assurance of the entire MICS survey is being conducted by UNICEF.

In addition to the MICS survey process, knowledge and evidence generation trough evaluations was done thanks to the formative evaluation of the health component of the country programme and the impact evaluation of the Juvenile Justice project, conducted independently.

For both processes (MICS6 and Evaluation) UNICEF support was instrumental to ensure both a participatory approach involving all key stakeholders as well as risk informed implementation processes.

OUTPUT 3 Health actors have improved capacities to develop and monitor quality, and equitable maternal programmes and health programmes for children and adolescents

Analytical statement of progress
2017 was the third year of implementation of the joint UNICEF, UNFPA and WHO support program to the Ministry of Health for child and maternal health. UNICEF supported the rise in competence of the national key actors at strategic and operational levels, including NITAG, National Immunization Program, and Central Medical Store UNICEF advocated for introduction of PCV in the routine immunization schedule (EPI); provided access to preferential prices through UNICEF coordinated grouped purchase and/or innovative financing models; and supported optimization of the supply and cold chain.

Specifically, UNICEF supported the development of national capacity to conduct advocacy at regional (MENA) and global levels for immunization financing, purchasing and a sustainable supply of new vaccines for the national immunization schedule. UNICEF facilitated national immunization actors to meet with vaccine manufacturers to overcome vaccine procurement-related issues. UNICEF supported the development of an Action Plan built on comparative approaches and experience sharing within similar socioeconomic and health contexts of MENA middle income countries to design sustainable and equitable immunization financing and evidence-based policies.

UNICEF strengthened supply chain management and connected technical links between the national immunization program and relevant global information sharing networks including, Vaccine Procurement Practitioners Exchange Forum (VPPEF), vaccines manufacturers and vaccine procurement managers.

The UNICEF Regional Office developed and introduced MOH Tunisia immunization actors to a new electronic tool for comprehensive assessment of whole cold chain inventory (storage
facilities, transport equipment, well trained HR, IT real time monitoring system, etc.). The tool will be launched in 2018, with national actors having the full control over the process, supported by dynamic, interactive and updated training opportunities.

This coordinated support, phased over a two year period, will improve coverage and equity of routine immunization in Tunisia.

UNICEF commissioned a mid-term formative evaluation by an external consultant of the Joint Maternal and Neonatal Health Program – PCSMNN, implemented by Ministry of Health, UNICEF, WHO and UNFPA. This evaluation focused on the achievement of the program's expected objectives and the organization's contribution at the strategic level to the overall improvement of the health system. The final report will be reviewed by all the stakeholders and validated during T1 2018.

**OUTPUT 4** National, regional and local partners have the capacity to put in place effective participation mechanisms for children, regardless their age, gender, social group and region

**Analytical statement of progress**

U-Report was launched in 2017 thanks to the commitment of the counterparts, including national government, civil society and young people. A steering committee was set up and social mobilization events were conducted with youth (youth summer camps and Tunisians Scouts) to promote U-Report subscription. As of December 2017, a total of 928 U-reporters, 54 per cent female and 46 per cent male, were registered in the platform. The largest group (50 per cent) of U-Reporters were between 15 and 19 years old, followed by the 20 to 24 age group (who represent 19 per cent of the total).

Adolescents’ awareness of challenges affecting the full realization of their rights was increased thanks to their participation to the four polls generated through the U-Report platform. An average of 50 per cent response rate to the polls was achieved, enabling the adolescents to express their opinion and views on the challenges underpinning the realization of their rights. As an illustration, 36 per cent of U-Reporters declared that there was no water at school, 70 per cent stated there was no soap to wash hands, 64 per cent declared that the toilets at school were not clean, and 89 per cent stated that there was no education programme on hygiene at school. Data collected was used to organize hygiene promotion activities in partnership with MoE and MoH and the Tunisian Scouts.

Through U-Report, nearly 140 adolescents and 130 representatives of NGOs contributed to preparing the alternative report of CRC implementation by civil society to assess the situation of child rights in Tunisia. Twenty five teenagers were trained on children’s rights and how to do the analysis of children’s situations. The adolescents strengthened their skills to write reports and acquired the methodology to organize and facilitate reflection sessions with youth in their respective regions in order to choose the themes to work on in their governorates. They organized local meetings in their respective regions, reaching 138 adolescents to raise concerns and different insights about children's rights. The main issues the adolescents addressed were inclusive education, participation, leisure and violence against children. Approximately 300 adolescent girls were empowered to champion the development of innovative approaches based on new technologies to address community problems related to SDG issues. They developed mobile apps that aim to put recyclable waste sellers and consumers in contact with each other in order to reduce pollution and to connect users to
companies working on recycling plastic materials, reducing waste and contributing to the green economy.

UNICEF Tunisia supported this progress by increasing partnerships with civil society to promote adolescent participation. UNICEF strengthened capacities of NGOs at national and local level to increase adolescent participation. Agreements with four NGOs (ADO+, Technovation, Scouts, IADH) were concluded to support adolescents’ participation.

OUTPUT 5 Programme Support – Social Policy and Health

Analytical statement of progress
All of the managers of the PSSE outcome had different reporting lines and none of them reported to anyone else within the same programme. The programme did not have a designated programme coordinator to whom staff responsible for different outputs might report when necessary. The health officer position in support of the health output under the programme remained vacant throughout the year. As a mitigation measure, UNICEF Tunisia brought in two staff on stretch assignment and hired a Health UNV to support the implementation of the health component of the programme. This challenge will be addressed during the mid-term review of the country program.

OUTCOME 2 By the end of 2019, the Government is implementing renewed policies and strategies to ensure universal access to better quality basic education for children (girls and boys) from pre-school age to 16 years old, with special attention to vulnerable groups and targeted disadvantaged regions

Analytical statement of progress
In 2017, most of the efforts of the Ministry of Education (MoE) were directed toward the implementation of the 2016-2020 education plan, with a focus on the following goals: improving the quality of education, expanding access to pre-primary education and reducing school dropout. These efforts were combined with the Ministry of Family, Women and Childhood’s (MFFE) important work to improve the policy framework for early childhood development (ECD).

Improvement of the quality of education was becoming more effective with the new general curriculum developed by the MoE and technically validated in 2017. An important feature of this new curriculum is the in-depth integration of the life skills, which was done in light of the life skills and citizenship education (LSCE) framework. The new curriculum is expected to be validated in 2018, and will benefit approximately 2 million children between 5 and 18 from the last year of pre-school to the end of secondary, as well as 140,000 teachers. The MoE also started defining the new teacher standards and the analysis and first improvement actions to the existing pre- and in-service teacher training system based on the new general curriculum.

As part of the efforts to improve the policy framework and planning for early childhood development (ECD), a cross-sectoral ECD strategy and a costed operational plan for 2017-2021 were developed under the leadership of MFFE with the participation of MoE, Ministry of Social Affairs, and the Ministry of Religious Affairs. The MoE produced the first pre-primary curriculum and reference book for the skills required for pre-school educators. MoE also established a costed roadmap for the universalisation of the last year of pre-school (‘classe préparatoire’) aimed at expanding access to pre-primary education from a current 85 per cent coverage (according to MoE statistics) to 100 per cent by 2021.
One of the consequences of a decrease in education quality is school dropout. This is an important challenge for the education system in Tunisia. MoE efforts have been directed toward raising the issue in the public debate through a communication campaign that created conditions for implementation of interventions to reduce school dropout. The effort has been effective as measured by the number of press articles, TV and radio debates on the issue, but the proportion of out-of-school children and those who drop out each year has not yet changed.

UNICEF contributed to mainstreaming life skills in the new general curriculum. Tunisia is considered a pioneer country in the MENA region and is generating interest from other countries that would like to engage in process of curriculum reform. This has been possible thanks to the LSCE MENA framework launched by the UNICEF MENA Regional Office. UNICEF advocacy to bring more partners to support the education sector resulted in fostering participatory approaches involving different ministries and bringing in additional technical and financial partners. A productive dialogue with the World Bank Group resulted in a possibility to scale up the work currently supported by UNICEF for teacher training as well as universalization of the last year of pre-primary school. In addition to supporting the supply-side conditions for optimal ECD, UNICEF also started a knowledge, attitudes and practices (KAP) study on parenting from 0 to 6 years old to better understand the demand-related barriers to ECD and inform a 2018 pilot program to improve parent’s practices in favour of ECD.

Although the new general curriculum is still pending political endorsement, enablers are in place for the achievement of this outcome by the end of the programme cycle. The new Minister of Education (appointed in September 2017), has identified the improvement of the teacher training system as one of the top four priorities, which gives more depth and sustainability to the technical work supported by UNICEF. Additional technical and financial partners are showing more interest to support the implementation of the education reform in Tunisia and the Minister has triggered coordination mechanisms around government priorities.

Further work is already planned in 2018 to improve pre-primary professional development opportunities for educators, as well as to develop standards for improved pre-primary education services. Two important out-of-school and school dropout interventions will build on the results of the 2017 communication campaign to prevent school dropout and respond to out of school challenges. UNICEF developed terms of reference with the MoE to start the prevention pilot program in six schools in 2018. A concept note was developed and an international seminar was organized with MoE, Ministry of Technical Training and Employment and the Ministry of Social Affairs to prepare the design of a second chance education model. The design and testing of the model will happen in 2018. In the coming years, these efforts should result in better learning outcomes for a higher percentage of the girls and boys, both at the pre-primary level and later in their lives.

OUTPUT 1 National and local partners have strengthened capacities to lead, in a participatory manner, a reform of the education system based on respect of the rights of the child, equity, inclusion, quality of education and governance of the system.

Analytical Statement of Progress
UNICEF provided expertise to support the Ministry of Education (MOE) to design and produce the following tools: a new general curriculum for both primary and secondary education approved at the technical level and pending final approval from the Minister; methodological and
conceptual guidelines for the development of programmes following a curricular approach, the MENA LSCE framework and inclusive education; a methodological manual on in-service teacher training, including a training plan; new teacher skills standards; an evaluation report of the in-service teacher training system; technical tools for classroom and teaching practices observations incorporated into the new pre-service teacher training system; and draft guidelines for inspectors for school and classroom inspection.

MOE human resources capacity has been strengthened. Forty school inspectors completed courses on curriculum and pedagogical engineering, as well as on inclusive education. Thirty six people (12 inspectors, 12 school advisors and 12 teacher trainers) completed courses on mentorship in the classrooms and teaching practices observation.

UNICEF, as the secretariat of the education sector group, supported the organization of four coordination meetings, including one chaired by the Minister of Education, and also drafted the technical and financial partners agreement and facilitated the dialogue between the Education Commission and the MoE.

UNICEF Tunisia received a new contribution from the EU for provision of technical assistance to education reform amounting to approximately US$6.4 million. With UNICEF’s advocacy efforts, a new US$100 million project was leveraged from the World Bank which will build on the UNICEF-supported strengthening of the teacher training system by taking it up to scale.

The Tunisian Government has declared 2018 the Year of Education. UNICEF plans include new curriculum and programme development with MoE; development of in-service training plans and modules on didactical practices in the classroom; and training of MoE’s planners in education planning and monitoring at the central and decentralized level.

**OUTPUT 2** The education system has improved capacities to deliver quality pre-school education services that reflect international standards and promote inclusion of all children, girls and boys, including the most vulnerable in targeted areas

**Analytical statement of progress**
UNICEF provided a combination of national and international technical expertise to support the first cross-sector ECD strategy in Tunisia for the period 2017-2021, which was developed under the leadership of the Ministry of Family, Women and Children (MFFE) in coordination with other involved ministries (including MoE, Social Affairs and Religious Affairs) and supported by an operational plan and M&E guidelines. UNICEF support also resulted in a budgeted roadmap to support MoE in planning the universalization of kindergarten (5-year-old children) by 2021. The first pre-school curriculum for the last year of pre-school (‘classe préparatoire’) was validated by MoE and new guidelines on the expected skills and standard practices for pre-school educators were produced.

With UNICEF support, 52 local executives were trained in strategic and prospective planning; 20 inspectors were trained in curriculum engineering and then developed the new preschool curriculum; and 46 MFFE trainers in pre-school education benefited from participation in six training modules. Fifty-eight MFFE employees were trained in the implementation of an information system that strengthens the monitoring of pre-school services; 200 regular users and more than 54,000 transactions were registered in the database for all governorates in Tunisia.
The Tunisian Government has declared 2018 as the Year of Education. UNICEF received new contributions to support ECD, including US$6.4 million from the EU and US$5.4 million from the Italian cooperation in late 2017. Thanks to UNICEF’s advocacy efforts, a new US$100 million project was leveraged from the World Bank that will build on UNICEF’s work to support strengthening the universalization of pre-school education.

The procurement process completed in 2017 will permit to develop the standards for the establishment of three ECD centres of excellence in 2018. A KAP study on parenting education from 0 to 6 years old initiated in 2017 will be completed in 2018, and a parenting education programme design will follow after the completion of the KAP in mid-2018. Also in 2018, the pre-school educator's training manual will be developed and a Training of Trainerswill be conducted on the use of the new curriculum. Monitoring and evaluation tools will be developed for implementation of the ECD strategy as well as coaching programmes for the focal points of various ministries responsible for monitoring and reporting on the implementation of the strategy. The six modules developed for the MFFE trainers in 2017 will be used to train more than 90 additional new preschool educators.

**OUTPUT 3** The education system is able to limit school drop-out and failure by using a participatory, decentralized, child-centered approach (girls and boys); and improving the quality of education

**Analytical statement of progress**

UNICEF Tunisia’s support to prevent and reduce children school dropout is built around three areas: (1) development and implementation of a model for prevention and remedial education; (2) improvement of WASH in schools; and (3) social mobilization and advocacy. In 2017, an intra-school model to prevent adolescent school drop-out was designed and implementation will begin in early 2018. A mapping of international experiences about second chance education was completed, as a basis for the design of a remedial programme to enable adolescents who have already dropped out to get back to some form of education or training. A communication campaign on preventing adolescent school dropout at both national and regional level resulted in increased public awareness on the issue and direct interest from adolescents to get back to school.

With UNICEF support, approximately 6,000 children were reached with hygiene promotion by Tunisian Scouts in 25 schools in areas affected by Hepatitis A (out of a planned 40 schools). Each child was provided with an individual hygiene kit consisting of soap, towel, soap container, toothbrush and toothpaste and IEC materials on hygiene. They also benefited from multifaceted hygiene promotion activities in schools, including participatory live demonstration, peer group discussion, painting activities on hygiene themes, and singing songs on hygiene promotion. An additional 4,000 children are expected to be reached as activities with Tunisian Scouts continue into 2018. Through its partnership with Islamic Relief, UNICEF is targeting an additional 10,000 children in 34 schools to be reached with hygiene promotion, including distribution of individual hygiene kits and multifaceted hygiene promotion activities as described. The 34 schools targeted for this activity will complement improved WASH Infrastructure planned for these schools.

A prevention and remedial education model was designed that will benefit children with learning difficulties and at risk of dropping out when it is implemented in the pilot schools. Thanks to UNICEF support, three ministries (namely MoE, Social Affairs, and Employment), civil society
and the private sector have concluded that they need to join their efforts in designing an educational response for the 100,000 adolescents who are currently out of school. The stakeholders have increased their knowledge on how to design the ‘second chance school/education’ models by learning and exchanging experiences and practices from 10 international experiences from various countries. UNICEF Tunisia was a key convener of the discussion about adolescents’ school dropout at national level and contributed to setting up a coordination and monitoring committee composed of three ministries (MoE, Ministry of Vocational Training and Employment, and Ministry of Social Affairs). Within the framework of communication for preventing children from dropping out of school campaign, UNICEF Tunisia contributed to building civil society capacities in addressing out of school challenges in the country.

OUTPUT 4 National and local partners, including civil society, have the knowledge and skills to transfer skills to adolescents and young people, girls and boys, in targeted areas, to better prepare them to succeed in their lives.

Analytical statement of progress
Life skills have been integrated in the development of the general curriculum and the curriculum for kindergarten (see outputs 1 and 2 above). A new SSFA with AIHR was signed to promote the citizenship education and youth clubs, using the U-Report platform. A new workplan was developed with members of the Citizen Education Task Force for 2017/2018 in coordination with six UN agencies. A curriculum on life skills education was finalized and validated (in line with the integration of life skills in educational reform).

A MENA conceptual and programmatic LSCE framework was launched on 10 October, 2017 in Amman, Jordan, with many countries and partners from the MENA region.

§ Reflection on life skills in Tunisia is an integral part of the various axes of educational reform, in the context of programmes and in the initial and in-service training of teachers.
§ The launching of U-Report in Tunisia this year

Outlook:
§ Printing and sharing of the experimental curricula developed in 2016

OUTPUT 5 Programme Support - Education

Analytical statement of progress
The overall capacity of the education section was strengthened with the addition in January 2017 of the Chief Education position. To enhance its capacity and increase the implementation of the WASH in Schools component, UNICEF contracted a consultant with a background on infrastructure to support the WASH component of the programme. A consultant was also been contracted to support the second chance education programme. A candidate was selected for the ECD specialist P4 position and will start in March of 2018. The selection process for a P2 Reports Officer is well advanced.
OUTCOME 3: Cross sectoral support

Analytical statement of progress
In early 2017, UNICEF Tunisia organized the staff Results Based Management (RBM) training within the framework of mainstreaming RBM in UNICEF’s programmes launched at regional level. All staff members attended the RBM training, which was facilitated by two regional RBM facilitators. One recommendation of that training was to extend it to UNICEF Tunisia implementing partners. In response to requests from the implementing partners to strengthen their capacities in HACT implementation, training was successfully conducted in 2017. Implementing partners were introduced to the result based approach as well as the theory of change. The HACT training was an opportunity to trigger a discussion on a better use of HACT modalities with the country programme. Some recommendations were made aimed at fostering the use of DCT modality and they will be implemented in 2018. Steps were taken to improve internal capacities in programme budget monitoring and programme assurance activities, with regular briefings organized with programme staff. There is still a need to strengthen sectoral programme staff capacities in scorecard monitoring.

During 2017, external communication, advocacy and C4D focused on three programmatic priorities: ending and preventing all forms of violence against children; ensuring no child is left behind in terms of education and preventing children dropping out from schools; and ensuring effective participation of children and adolescents. Evidence-based advocacy was consolidated in 2017 to make the situation of children visible, raise awareness and empower decision-makers. Challenges such as the normalization of violence, inequality in coverage by preschool services, child poverty, out-of-school children, regional and social inequalities were highlighted.

OUTPUT 1 Children and adolescents (girls and boys), in need of protection from violence, abuse, exploitation and neglect, benefit from improved and equitable prevention and appropriate measures to address them, in line with international conventions and treaties on human rights and gender equality

Analytical statement of progress
Two important capacity building activities benefiting UNICEF Tunisia’s national partners were conducted in 2017. Approximately 50 national counterparts, including implementing partners from civil society, participated in both RBM and HACT trainings. The UNICEF programming approach was introduced to national counterparts along with essential concepts of RBM. The HACT training contributed to mainstreaming the utilization of the approach and to triggering a discussion on bottlenecks and constraints of the implementation of HACT in Tunisia. Recommendations from that workshop will be followed up on to ensure a better use of the HACT approach by the implementing partners. Quality Assurance of Terms of References, donor reports, CSO agreements were essential during the year to ensure that programme implementation respects programming principles of RBM. The transition to eZHACT went smoothly thanks to the support and guidance provided to country programme colleagues by the Quality Assurance Unit.
OUTPUT 2 Support for outreach and advocacy activities in support of the program

Analytical statement of progress
The launch of sector reforms, the building of Tunisia’s new political foundations and the harmonization of laws with the new Constitution represent a precious opportunity to ensure that the rights guaranteed by the Constitution are implemented and to establish and institutionalize young people’s engagement, citizenship, participation and protection in the change that the country is experiencing.

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UNICEF Tunisia advocacy efforts focused on encouraging the establishment of an independent national monitoring mechanism for children’s rights in Tunisia to remedy the gaps that remained between existing legal texts and their application.

UNICEF Tunisia supported the Government’s efforts to reduce school dropout and school failures. A school dropout campaign was implemented during 2017. Based on the survey results on the perception of children and parents regarding this phenomenon, two audiovisual spots were produced and broadcast on public and private TV and radio channels. An urban display was made in all districts, articles and human interest stories were produced and disseminated, a large campaign was launched on social media and a theatre play was prepared by teenagers and presented in 12 governorates followed by discussions between young people, parents and representatives of the Ministry of Education.

UNICEF Tunisia was among the 23 countries that organized a participatory workshop with a group of adolescents about State of the World’s Children 2017: ‘Young people’s experiences in the digital age’. Adolescents’ views on how digital technologies are affecting their lives were collected and materials were produced including video testimonials of adolescents on this issue. The testimonials were shared and integrated in a special report: ‘Young and Online: Children’s perspectives on life in the digital age - SOWC 2017.’

To help promote the participation of children and adolescents, UNICEF Tunisia increased its communication and advocacy interventions to promote the U-Report tool. The partnership platform was also strengthened with civil society and young people themselves for its better use U-Report:

https://www.facebook.com/UnicefTunisie/photos/pcb.1528310737261679/1528300347262718/?type=3&theater
UNICEF Tunisia established an agreement with the International Neapolis Festival For Kids’ Theatre for the second consecutive year. The 2017 session (17-24 December) was dedicated to debates on children’s rights and promotion of the U-Report platform.

OUTCOME 4 Special Purpose

Analytical statement of progress
2017 began with a staff retreat and the development of the annual management plan, including a capacity building on performance management. The country management team (CMT) met monthly to review the key management indicators and provide guidance on key strategic issues, including the approval of the 2017 annual management plan (AMP). Minutes of the CMT were shared to all staff. The AMP and the scorecard are important internal office management tools to ensure that human, material and financial resources are effectively deployed to ensure meaningful and sustainable achievement of strategic results for children and women. The office achieved 100 per cent implementation from regular resources and 97 per cent on other resources and 100 per cent of institutional budget. Regular all-staff meetings were held the day after JCC and RMT meetings and served as a platform for open and transparent feedback on JCC and RMT decisions. The JCC met four times during 2017 and the minutes were shared with staff. Following staff survey, a workplan was prepared and a task force was established to follow up implementation of actions.

The new deputy representative and the chief of education section arrived in 2017 and the programme budget review (PBR) was approved to enhance the capacity of the operations section, including the establishment of an OPS manager at P3 level. The office reached 99 per cent completion rate for 2016 performance evaluations. Eleven recruitments for FT and TA staff were completed in 2017 and the vacancy rate was 22 per cent as of 15 December 2017. The increasing number of staff as well as the increasing demand for performance management led to the establishment of a full time GS position dedicated full time for HR. The office staff increased from 25 in 2016 to 27 in 2017. The gender balance in the office is 48 per cent female staff, with 38 per cent of NOs as of December 2017. In 2017, the focus was to attract female applicants and foster an environment to retain current female staff.

On the Supply and Procurement side, a full time NOB officer was recruited through a lateral move and a TA GS6 and brought extra support on stretch assignment to manage the increase in the volume towards the last quarter of the year. The procurement volume for goods, services and Procurement Services amounted to US$1,347,919.57. UNICEF Tunisia will need to enhance the effectiveness of its procurement planning and delivery. With support from the Regional Office and UNICEF Morocco and a stretch assignment, UNICEF Tunisia migrated to the LIGHT office and Windows10.

OUTPUT 1 Governance and systems

Analytical statement of progress
The 2017 annual management plan (AMP) was finalized in February 2017. Management conducted regular meetings to review, discuss, decide and take action on key financial, human resources, supply, and administration and security issues to facilitate and provide support for
programme implementation.

2017 started with a staff retreat and the development of the AMP, including a capacity building on performance management. The Country Management Team (CMT) met monthly and held two ad hoc meetings to discuss the results of the staff survey and outcome of RMTs. The CMT reviewed the AMP priorities and the UNICEF Tunisia scorecard in terms of progress, achievements, and challenges encountered, and recommended appropriate measures to improve the performance. Mandatory monthly programme meetings improved the monthly programme performance monitoring. Regular all-staff meetings were held, including after RMTs, and served as a platform for open and transparent feedback on CMT decisions. Weekly meetings with all section heads were held, focusing on weekly plans. The office achieved 100 per cent percent implementation from regular resources and 97 per cent percent on other resources and 100 per cent percent of institutional budget.

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UNICEF Tunisia regularly updated the table of authority to include new staff as well as to reflect new corporate roles. Mitigations were also ensured against all identified management risks. The business continuity plan was updated.

**OUTPUT 2 Financial Resources and Stewardship**

**Analytical statement of progress**

The agenda of all monthly CMTs and programme meetings includes the review of the scorecard and indicators, as per the VISION/InSight office dashboard. The reinforced monitoring mechanism has improved the monitoring and liquidating of DCTs, with no outstanding DCTs over 9 months. UNICEF Tunisia only had one open TA as of 31 December 2016 and six open POs.

Operating expenses were reduced through a series of actions and activities. UNICEF Tunisia continued to benefit from special airfare tariffs under the LTAs signed as part of the 'Delivering as One' of the UN System, which resulted in significant savings in travel. Whenever possible, field missions were combined among programme staff, allowing for cost savings, including fuel
and other travel administration costs. Some of these savings are also attributed to ongoing greening efforts. UNICEF also started using other UN agencies’ LTAs in the area of printing and management of events.

UNICEF Tunisia continued to provide administrative support to UNICEF Libya in Tunis, including facilitating visa entry documentation and diplomatic cards for UNICEF Libya staff based in Tunis. Support was also provided in managing petty cash expenses and local payments through the UNICEF Tunisia payment system and its bank accounts. HR support also was made available for recruitments as requested/needed.

OUTPUT 3: Children and adolescents (girls and boys), in need of protection from violence, abuse, exploitation and neglect, benefit from improved and equitable prevention and appropriate measures to address them, in line with the international conventions and treaties on human rights and gender equality

**Analytical statement of progress**
Considering the Programme expansion, the PBR accepted the establishment of four new FT posts for 2018 (1 IP – OPS Manager, 1NO Finance, GS6HR, GS5 Admin).

Eleven recruitments were conducted in 2017, as follows:
- 2 IP FTs: (Chief Education and ECD Specialist);
- 2 IP TAs (OPS Manager and Child Protection)
- 2 NOs through lateral move (HACT and Supply)
- 2 NOs FTs C4D and Security)
- 3 GS TAs (Executive Assistant, Supply Assistant and Programme Assistant).

UNICEF Tunisia benefited from stretch assignments in the area of Child Protection, Health, WASH, Procurement and ICT. Two UNICEF Tunisia staff went on stretch assignments to Burundi and Libya. Each SM reflected his or her training plan in their respective ACHIEVE (PER). Mandatory training courses were completed by all staff and monitored by HR.

UNICEF Tunisia contracted with Deloitte to support staff and strengthen their competencies on management and leadership. The office managed 100 per cent completion of 2017 ACHIEVE preparations.

The staff association continued to work closely with management to bring together the staff and to promote staff welfare and wellbeing, including parties for children and farewells for retirees. A staff retreat focused on team building and motivation. The JCC met six times (four regular and two ad hoc sessions). JCC minutes were shared with all staff. Weekly stand up meetings and periodic all staff meetings were organized, contributing to enhanced office transparency and accountability.

All staff and long term consultants were issued a UN badge for accessing the office. An attendance record system is now in use. All new staff and consultants received a security briefing. The office phone tree, staff contacts and wardens’ lists were regularly updated.
Evaluation and research

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Lessons learned

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Programme documents

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