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COUNTRY PORTFOLIO EVALUATION UN WOMEN TUNISIA Strategic Note 2022-2025



INDEPENDENT EVALUATION, AUDIT AND INVESTIGATIONS SERVICES (IEAIS)

Independent Evaluation Service (IES)

UN WOMEN

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ANNEX 1. ToR

[Tunisia CPE TOR.docx](#)

ANNEX 2. List of key documents reviewed (not exhaustive)

1. UN Women Strategic Note 2022-2025 with Annexes
2. UN Women Tunisia Annual Work Plans 2022-2025 (Results Management System)
3. UN Women Tunisia Annual Reports 2022-2024 (Results Management System)
4. Summary of UN Women financial plans and reports 2022-2025 (prepared by UN Women Country Office)
5. Summary of UN Women financial plans and reports 2022-2024 (Quantum)
6. UN Women Tunisia previous programme evaluations
 - Regional Evaluation – Men and Women for Gender Equality (Tunisia Case Study). UN Women 2022.
 - Corporate Evaluation – Women’s Economic Empowerment. UN Women 2023.
 - Corporate Evaluation – Women’s Political Participation. UN Women 2024.
 - Regional Evaluation – Women, Peace and Security Programme Phase II. UN Women 2023.
 - Corporate Evaluation – Gender Statistics (2018–2022). UN Women 2023
7. UN Women Tunisia organigram, May 2025
8. UN Women Tunisia List of Publications
9. UN Tunisia Coordination Groups and Membership
10. List of UN Women Tunisia Projects 2022-2025

ANNEX 3: List of Stakeholders consulted

UN Women personnel	FAO
UN Women Representative and Deputy Representative	WFP
Operations Team	UNHCR
Women's Political Participation Team team	ILO
Women Peace and Security Team	UNIDO
Rural Women's Economic Empowerment Team	UNHABITAT
EVAW Team, Dare to Care	UNICEF
GRB team	Donors
Crosscutting (youth mainstreaming officer, Disability inclusion team)	Cooperation of the Spanish Agency for International Development Cooperation (AECID)
Advocacy/communications	UK EMBASSY- FOCAL point
Government Partners	Italian Agency for Development and Corporation (AICS)
National Observatory on EVAW	GOVERNMENT OF FINLAND
National Institute of Statistics	European Union
National Council of Statistics	Embassy for Canada
Ministry of economic, finance and investment support	AGENCE FRANCAISE DE DEVELOPPEMENT (AFD)
Ministry of Women, Family, and the Elderly	Embassy for Norway
Ministry of Youth and Sports	SWEDISH INT'L DEVELOPMENT COOPERATION
Parliamentary women's coalitions	Multi-Donor Trust Fund Office
Independent High Electoral Commission (EMB)	SWISS AGY FOR DEVELOPMENT & COOPERATION
Ministry of Finance	CSO partners
Special police units promote women's access to justice in challenging areas including economic violence, cyber-criminality, and transitional justice.	African Women Leaders Network
School of National Administration	Centre of Arab Women for Training and Research (CAWTAR)
Relevant UN Partners and IFIs	The Arab Institute for Human Rights
UN RCO	Beity Association
UNDP	Cabinet d'Ingénierie de Formation et d'Appui au Développement (CIFAD)
UNFPA	Private Sector partners

ANNEX 4 Tunisia Strategic Note alignment with the Tunisia UNSDCF impact and outcome

UN Women Tunisia contributes to three of UNSDCF Outcomes. It contributes with its broadest formal engagement under Outcome 1 – Human Capital and Social Protection, where it supports all outputs: UN Women promotes gender-responsive social policies that ensure equitable access to education, health, and social protection services, particularly for women and girls in vulnerable situations.

Under Outcome 2 – Inclusive and Sustainable Economic Transformation, UN Women contributes to outputs 2.1, 2.2, and 2.3, advancing inclusive employment policies, women’s entrepreneurship, and access to economic resources.

In Outcome 3 – Environment and Climate Resilience, UN Women contributes to outputs 3.1, 3.7, and 3.8, supporting the integration of gender perspectives in climate policies, the promotion of inclusive green economy initiatives, and the resilience of vulnerable women to environmental risks.

Table 1 The Strategic Note impact and outcome and their alignment with the UNSDCF

Impact 7: Women have income security, decent work, and economic autonomy	Outcome 7.1: In 2025, institutions, conducting effective and risk-sensitive public policies in partnership with economic and social actors, put the country's resources at the service of inclusive, sustainable, resilient socio-economic development that generates decent jobs, particularly for the most vulnerable.	UNSDCF Effect 2
	Outcome 7.2: By 2025, health, education and social protection systems are resilient and ensure equitable access and quality services, especially for the most vulnerable, and effective engagement of the population	UNSDCF Effect 1
Impact 8: Women fully and equally participate in leadership and decision-making and women and girls benefit from gender-responsive governance	Outcome 8.1: In 2025, accountable institutions supported by a harmonized legislative framework and committed populations guarantee the strengthening of the rule of law, the protection of human rights and social cohesion and justice, especially for the most vulnerable, in accordance with international conventions and standards and in complementarity and interdependence with inclusive and sustainable development efforts.	UNSDCF Effect 3

ANNEX 5 Evaluation survey responses

Survey title: UN Women Tunisia Country Portfolio Evaluation (CPE) Staff Survey

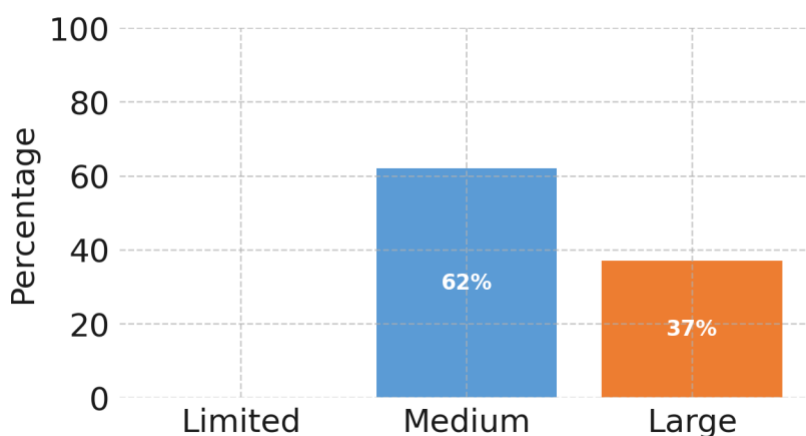
Number of responses: 16

Response period: July-August 2025

Relevance and coherence

Q1. To what extent was the design and implementation of the Strategic Note 2022-2025 responsive to the needs and interests of stakeholders assessed and to the major social disruptions and contextual challenges in Tunisia?

- To a limited extent: 0
- To a medium extent: 62% (10 out of 16 respondents)
- To a large extent: 37% (6 out of 16 respondents)



Elaborations:

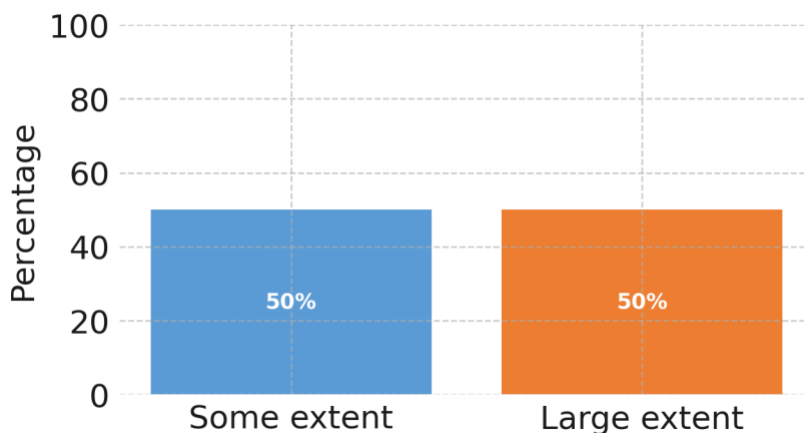
- "Despite the evolving context, the main SP thematic areas and outcome remain relevant and provide the framework for UN Women program in Tunisia."
- "The Strategic Note 2022–2025 showed a solid understanding of gender equality dynamics in Tunisia, especially in areas such as women's political participation and economic empowerment. However, responsiveness to emerging crises—such as the impact of political instability, youth unemployment, and regional disparities—was somewhat limited. Engagement with grassroots women's organizations could be strengthened to ensure that interventions are inclusive and adaptable to evolving challenges."
- "Deux autres dimensions à renforcer : - Prise en compte des femmes en situation de handicap, dont les besoins spécifiques restent souvent absents des programmes généralistes. - Inclusion économique des jeunes des zones rurales, touchés de manière disproportionnée par le chômage et l'exclusion numérique."
- "La Note stratégique 2022-2025 a été élaborée de manière participative, en intégrant les priorités des parties prenantes et en répondant efficacement aux enjeux clés du contexte tunisien. Elle a permis de structurer des interventions pertinentes et d'avoir un impact tangible sur le terrain. Toutefois, face à l'instabilité et aux changements rapides du contexte, une plus grande agilité est aujourd'hui

nécessaire. Une approche inspirée du design thinking, fondée sur l'adaptation continue et les retours du terrain, permettrait de renforcer la réactivité et la pertinence des actions."

- "The Strategic Note was developed through consultations with key national partners, including ministries, civil society, and the media, aiming to address and reflect the pressing gender equality priorities in Tunisia. In terms of contextual challenges, the SN accounts for Tunisia's ongoing democratic transition, socio-economic inequalities, regional instability, and consequences of the COVID-19 pandemic, which disproportionately affected women and led to increased gender-based violence"
- "During the design phase, UN Women Tunisia organized consultations with a range of stakeholders, including civil society and public institutions. However, I believe the consultations could have been broadened further. time constraints limited the scope. In terms of implementation, I believe we have been able to adapt to the evolving context and keep pace with its developments. That said, there are certain limitations linked to the political environment that have inevitably impacted our ability to go further in some areas."
- "Deux autres enjeux mériteraient d'être davantage intégrés dans la conception et la mise en œuvre de la Note stratégique : L'inclusion des femmes et des filles en situation de handicap, dont les besoins spécifiques en matière d'accessibilité, de services et de protection contre les violences restent insuffisamment couverts. L'autonomisation économique des jeunes des régions marginalisées, notamment à travers des programmes de formation adaptés et des passerelles vers des opportunités durables dans les secteurs émergents."

Q2. To what extent are UN Women Tunisia's models and approaches to GEWE relevant to and aligned with the national, regional and international agreements, conventions and frameworks?

- Not Relevant and not aligned: 0%
- Relevant and aligned to some extent: 50% (8 out of 16 respondents)
- Relevant and aligned to a large extent: 50% (8 out of 16 respondents)



Elaborations:

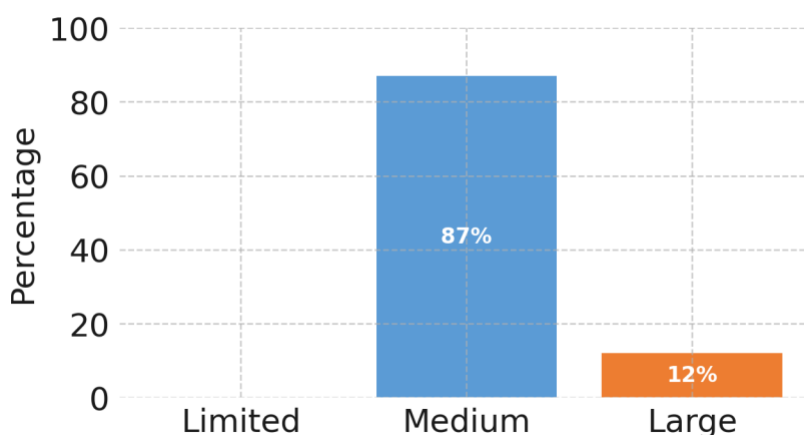
- "UN Women Tunisia's work aligns well with key frameworks such as CEDAW, the Beijing Platform for Action, and the SDGs (especially SDG 5). It also supports national strategies like the Tunisia National Strategy to Combat Violence Against Women. Regional frameworks, like the African Union's Agenda

2063, are also reflected. However, operationalization sometimes faces challenges at the local level due to capacity or resource limitations."

- "Les modèles et approches d'ONU Femmes Tunisie en matière d'égalité de genre et d'autonomisation des femmes (EGWE) s'alignent sur les cadres internationaux tels que la CEDAW, l'Agenda 2030 (ODD 5), ainsi que sur les priorités nationales, notamment la Stratégie nationale de lutte contre les violences faites aux femmes. Cependant, cet alignement reste partiel dans certains domaines comme l'intégration systématique de la budgétisation sensible au genre dans les politiques publiques, ou encore la prise en compte transversale des femmes en situation de handicap et des jeunes filles rurales, qui sont souvent sous-représentées. L'opérationnalisation de ces approches gagnerait à être renforcée par une meilleure coordination intersectorielle et des mécanismes de suivi plus inclusifs."
- "National Alignment: UN Women Tunisia works closely with Tunisian government institutions, such as the Ministry of Women, Family, and the Elderly, and supports the implementation of national policies including the National Action Plan on Economic Empowerment of Rural Women. Their strategies address critical national obstacles like women's limited participation in economic life, political leadership, and protection against violence, which are part of Tunisia's agenda for development and social reforms"
- "Les modèles et approches d'ONU Femmes Tunisie en matière d'égalité de genre et d'autonomisation des femmes (EGWE) s'alignent sur les cadres internationaux tels que la CEDAW, l'Agenda 2030 (ODD 5), ainsi que sur les priorités nationales, notamment la Stratégie nationale de lutte contre les violences faites aux femmes. Cependant, cet alignement reste partiel dans certains domaines comme l'intégration systématique de la budgétisation sensible au genre dans les politiques publiques, ou encore la prise en compte transversale des femmes en situation de handicap et des jeunes filles rurales, qui sont souvent sous-représentées. L'opérationnalisation de ces approches gagnerait à être renforcée par une meilleure coordination intersectorielle et des mécanismes de suivi plus inclusifs."

Q3. How does support for the SN, both for development and implementation, work between RO and CO?

- Not so well: 0%
- Medium: 88% (14 out of 16 respondents)
- Well to a large degree: 12% (2 out of 16 respondents)



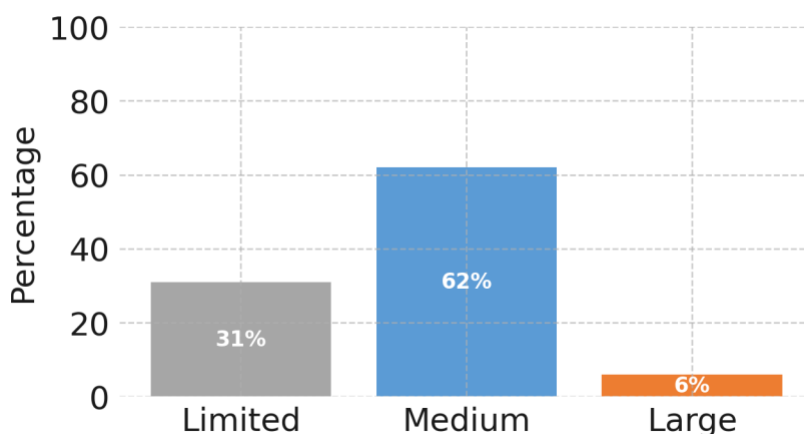
Elaborations:

- "Too new to assess but at least we are receiving the guidance we need for the next one"

- "The Regional Office provides technical guidance and quality assurance during planning stages. However, more sustained, hands-on support during implementation—especially adaptive management in response to contextual shifts—could enhance effectiveness. There is room for deeper collaboration, particularly in knowledge-sharing and capacity development."
- "Le soutien du bureau régional à la Note Stratégique se manifeste principalement à travers des validations techniques et des retours ponctuels, notamment lors des phases de développement. Toutefois, l'accompagnement reste limité durant la mise en œuvre, avec peu de suivi stratégique ou de capitalisation partagée sur les bonnes pratiques régionales. Une meilleure articulation entre le bureau pays et le bureau régional serait souhaitable, notamment via un appui plus structuré en matière de mobilisation de ressources, de plaidoyer régional, et d'intégration des priorités transversales comme le handicap ou les approches intersectionnelles."
- "Le soutien du bureau régional à la Note stratégique, tant pour son développement que pour sa mise en œuvre, s'est fait de manière structurée, notamment à travers des échanges techniques, des validations stratégiques et un alignement avec les priorités régionales. Toutefois, ce soutien pourrait être davantage renforcé, notamment en matière d'accompagnement programmatique et de mobilisation de ressources. Le bureau régional souvent offre la mise en place des projets proches de leur clôture afin d'assurer leur bonne livraison. Toutefois, ces demandes arrivent souvent en fin de parcours, ce qui limite la marge d'action du bureau pays. Il est essentiel d'impliquer le bureau pays dès les phases de conception et de planification, afin de garantir une mise en œuvre alignée sur les priorités nationales et mieux adaptée au contexte local."
- "While coordination around development aspects has been strong, the implementation of the SN has not been closely coordinated or systematically followed up."

Q4. Do you interact /receive support from HQ?

- Not so well: 31% (5 out of 16 respondents)
- Medium: 62% (10 out of 16 respondents)
- Well to a large degree: 6% (1 out of 16 respondents)



Elaborations:

- "if there is no technical support available in RO we go to HQ or for global program. And of course to answer HQ request"

- "Interaction with HQ is typically limited to specific thematic areas or during global reporting processes. While HQ provides valuable tools and strategic frameworks, the level of direct support for country-specific implementation is moderate. Strengthening two-way communication and context-specific guidance could improve impact."
- "L'interaction avec le siège reste limitée, principalement parce qu'aucun besoin spécifique n'a nécessité leur soutien direct jusqu'à présent. Toutefois, en cas de sollicitation, le siège répond généralement de manière réactive. Le soutien pourrait être renforcé à l'avenir pour appuyer les priorités stratégiques du bureau pays, notamment sur les questions transversales comme l'innovation, le handicap ou la digitalisation."
- "we don't know who to approach for each area."

Q5. Please list 3 key priorities for the next CO SN, given the changing context for work on gender equality in Tunisia and globally.

- "Women economic empowerment / Governance (GRB) / GBV"
- "Expand economic empowerment initiatives, particularly in rural and underserved regions, with a focus on decent work, access to finance, and skills training. Strengthen youth and intersectional gender programming, addressing issues facing young women, women with disabilities, and those in marginalized communities. Enhance digital transformation and innovation in gender equality work, including use of technology for GBV prevention, remote services, and digital inclusion for women."
- "NA"
- "Renforcer la prévention des violences basées sur le genre et l'accès aux services dans les espaces publics physiques et numériques : Consolider une réponse multisectorielle, coordonnée et centrée sur les survivantes face aux violences faites aux femmes et aux filles, en renforçant les capacités des collectivités locales, des OSC et des prestataires de services. Adapter les interventions au contexte numérique en pleine évolution, en intégrant les enjeux de cyberviolences, de harcèlement en ligne et de protection des données personnelles. Intégrer l'égalité de genre dans les politiques climatiques nationales, en promouvant le leadership des femmes dans les solutions vertes, l'économie circulaire, l'agriculture durable et la gouvernance environnementale."
- "EVAW WEE Private Sector Engagement"
- "Women's Equal Access to Economic Opportunities and Decent Work, Women's Participation for Inclusive Peacebuilding, social cohesion, and preventing violent extremism, Inclusive Governance, Women's Political Participation, and Leadership"
- "violence, women's rights, feminicide"
- "1. Renforcement de la gouvernance inclusive et paritaire Promouvoir la participation équitable des femmes aux processus politiques et de prise de décision. Appuyer les institutions nationales pour intégrer l'égalité des sexes dans les réformes politiques et constitutionnelles. Renforcer la participation des jeunes femmes et des femmes rurales. 2. Autonomisation économique des femmes dans un contexte de transition verte et numérique Soutenir l'accès des femmes à l'emploi formel, à l'entrepreneuriat et au financement. Intégrer les femmes dans les politiques de développement durable, notamment l'économie verte et numérique. Réduire les inégalités salariales et l'accès limité aux droits sociaux. 3. Lutte contre les violences basées sur le genre et promotion des droits humains Renforcer les mécanismes multisectoriels de prévention et de prise en charge des violences. Appuyer la mise en œuvre de la loi 58 (contre les violences faites aux femmes) avec des données et des ressources. Promouvoir les droits sexuels et reproductifs dans un climat de régression des droits."
- "Renforcer la résilience des femmes face au changement climatique à travers une double intégration genre-climat : intégrer systématiquement l'égalité de genre dans les politiques, plans et financements"

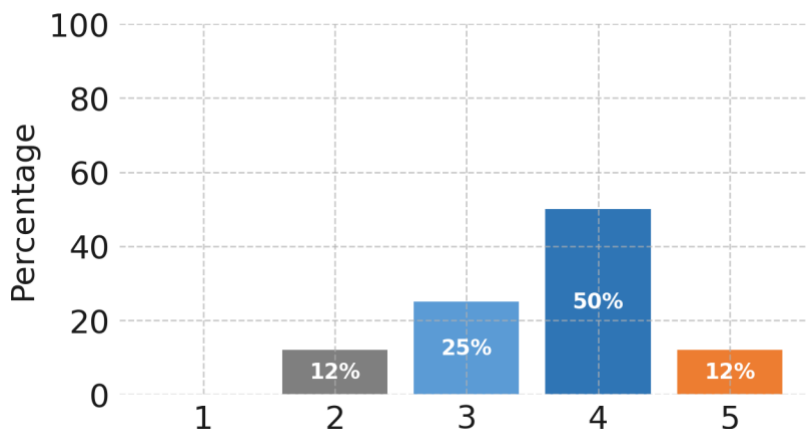
liés au climat, tout en assurant que les politiques d'égalité prennent en compte les vulnérabilités environnementales. Promouvoir le leadership des femmes dans les solutions vertes, l'économie circulaire, l'agriculture durable et la gouvernance environnementale, afin de garantir une transition écologique juste et inclusive. Renforcer la prévention des violences basées sur le genre et l'accès aux services dans les espaces publics physiques et numériques : consolider une réponse multisectorielle, coordonnée et centrée sur les survivantes face aux violences faites aux femmes et aux filles, en renforçant les capacités des collectivités locales, des OSC et des prestataires de services. Adapter les interventions au contexte numérique en pleine évolution, en intégrant les enjeux de cyberviolences, de harcèlement en ligne et de protection des données personnelles."

- "1. Strengthening Women's Economic Empowerment through Inclusive and Sustainable Development Contextual Rationale: Tunisia faces persistent gender gaps in labour force participation, wage equality, and access to economic resources. Global priorities emphasize decent work, digital inclusion, and climate-resilient livelihoods for women. Strategic Actions: Promote women's access to green and digital economies. Support reforms in labour laws and social protection systems to benefit informal and vulnerable women workers. Partner with private sector and government to foster gender-responsive economic recovery plans and investments. 2. Advancing Gender-Responsive Governance and Legal Reforms Contextual Rationale: Tunisia has made constitutional advances on gender equality, but implementation gaps remain. Global shifts are highlighting the need to protect civic space and advance women's political participation amid rising authoritarianism and populism. Strategic Actions: Strengthen capacity of institutions to implement and monitor gender-equality commitments. Support women's political leadership and civic participation, especially at local levels. Advocate for accountability in the enforcement of laws on gender-based violence (GBV), anti-discrimination, and political representation. 3. Enhancing Protection and Response Mechanisms to Gender-Based Violence Contextual Rationale: GBV remains a widespread issue in Tunisia, exacerbated by economic hardship, digital threats, and displacement. Global momentum continues to focus on integrated, survivor-centred approaches and addressing GBV in all spheres, including online and in humanitarian settings. Strategic Actions: Expand quality, multisectoral services for GBV survivors, including psychosocial, legal, and economic reintegration support. Scale up digital safety initiatives and online GBV prevention. Strengthen national data systems and coordination among stakeholders for GBV prevention and response."
- "Minorities"
- "Strengthening Women's Economic Empowerment and Access to Decent Work enhancing Women's Leadership and Political Participation Addressing Gender-Based Violence (GBV) and Promoting Bodily Autonomy "
- "Strengthening women's economic empowerment in the green and digital economy, enhancing women's leadership and participation in governance, combatting gender-based violence and promoting social norm change"
- "Care economy, stem and green economy"
- "Strengthen multi-sectoral GBV prevention and response services. Safeguard progress on legal and institutional frameworks protecting women's rights. Protect women human rights defenders and promote safe civic participation."
- "WEE / GBV and Governance "

Effectiveness

Q6. How successful has the Tunisia CO been in convening platforms on gender mainstreaming with government and local partners? On a scale from 1 (not successful) to 5 (very successful)?

- 1: 0
- 2: 12% (2 out of 16 respondents)
- 3: 25% (4 out of 16 respondents)
- 4: 50% (8 out of 16 respondents)
- 5: 12% (2 out of 16 respondents)



Elaborations:

- "The situation since 2022 is too challenging to play our convening role between CSOs and government"
- "UN Women Tunisia has made commendable efforts in bringing together government institutions, civil society organizations, and local actors to advance gender mainstreaming. These platforms have led to increased visibility of gender issues in national planning and have strengthened inter-institutional dialogue. While coordination mechanisms exist and are active, their sustainability and institutionalization within government structures remain a challenge. Continued support is needed to move from dialogue to systemic policy shifts."
- "Le bureau pays a largement réussi à organiser des plateformes de dialogue et de coopération avec le gouvernement et les partenaires locaux pour intégrer la dimension de genre. Nous avons dépassé la phase d'appropriation des approches par les acteurs nationaux et locaux, et nous visons désormais à renforcer la standardisation des bonnes pratiques et la capitalisation des expériences pour assurer un impact durable et une diffusion à plus grande échelle."
- "enhance the GTG's capacity to fulfil its mandate aligned with global standards and procedures on gender mainstreaming, Co leading on the Gender Coordination Group with technical and financial partners , partnerships with government stakeholders including ministries and national institutions on gender-responsive laws, policies, and budgeting"

Q7. Please list 3 specific results UN Women Tunisia contributed to through UN coordination on GEWE in your area of work.

- "UNCT SWAP Report for Tunisia and Libya. Launch the Spotlight initiative in Tunisia. Ensure women participation in the political process in Libya contributing to the election of the 1st female mayor. "
- "Integration of gender-responsive budgeting (GRB) practices into national and sectoral budgeting frameworks through coordination with the Ministry of Finance and UN agencies. Development of a joint UN advocacy strategy on women's political participation and leadership ahead of national elections. Support for the establishment of inter-agency gender theme groups, enhancing coordination across UN agencies on gender programming and reporting, particularly for the UNSDCF."
- "NA"

- "Élaboration du premier rapport genre officiel en Tunisie, fruit d'une collaboration étroite avec le Ministère des Finances et l'Unité GBO. Intégration systématique de la dimension genre dans les Plans Annuels de Performance (PAP) et Rapports Annuels de Performance (RAP) de 24 ministères, ainsi que de la Présidence du Gouvernement. digitalisation de 4 modules de formation clés pour renforcer les capacités institutionnelles en matière d'égalité de genre et gouvernance inclusive. Création et production du court métrage "Beyond Reality" (ما وراء الواقع), explorant les défis sociaux liés à la sécurité, la violence urbaine et les discriminations, contribuant à sensibiliser le grand public et les décideurs sur les enjeux de protection et d'inclusion."
- "Gender mainstreaming CCA "
- "Strengthening Women's Access to Economic Opportunities: focusing on rural and informal sectors."
- "continuous increase of the UNCT performance in terms of GEWE - UNW is in a better position as reference in GEWE - "
- "Intégration systématique du genre dans la planification conjointe ONU Renforcement des capacités des équipes opérationnelles et financières Harmonisation des données sur l'égalité des sexes à l'échelle du Système ONU"
- "Le bureau pays a largement réussi à organiser des plateformes de dialogue et de coopération avec le gouvernement et les partenaires locaux pour intégrer la dimension de genre. Nous avons dépassé la phase d'appropriation des approches par les acteurs nationaux et locaux, et nous visons désormais à renforcer la standardisation des bonnes pratiques et la capitalisation des expériences pour assurer un impact durable et une diffusion à plus grande échelle"
- "1. Integration of Gender Equality in National Development Planning and UN Cooperation Frameworks Result: UN Women led and coordinated efforts to mainstream gender equality across the UN Sustainable Development Cooperation Framework (UNSDCF) for Tunisia, ensuring that gender is integrated as a cross-cutting priority in all outcome areas. Provided technical support and capacity building to Resident Coordinator's Office and UN agencies, resulting in improved gender-responsive planning, monitoring, and budgeting. 2. Strengthened Institutional Response to Gender-Based Violence (GBV) through UN Joint Programming Result: As part of the UN Joint Programme on Ending Violence Against Women, UN Women coordinated with WHO, UNFPA, and UNICEF to support the Ministry of Women and other institutions in scaling up integrated service delivery (health, justice, social services) for GBV survivors. Developed and operationalized standard operating procedures (SOPs) and referral mechanisms in pilot regions. Facilitated national GBV data harmonization efforts through support to the Observatoire National de Lutte Contre la Violence à l'Égard des Femmes. 3. Enhanced Women's Leadership in Local Governance and Civic Participation Result: In coordination with UNDP and OHCHR, UN Women supported local governance initiatives that led to an increase in women's participation in municipal councils and local decision-making spaces, especially post-2018 municipal elections. Supported capacity-building and advocacy campaigns targeting women leaders, resulting in more gender-sensitive local policies and improved representation of women in local development planning processes."
- "NA"
- "Integration of Gender Equality in National Development Plans Strengthened Multi-Sectoral Response to Gender-Based Violence (GBV) Capacity Building for Women's Political Participation and Leadership"
- "Adoption of gender responsive budgeting, implementation of the national strategy to combat violence against women and girls and strengthening women's political participation. "
- "positioning care economy and social norms work"
- " Integration of Gender Equality in the UN Sustainable Development Cooperation Framework Strengthening Gender-Based Violence (GBV) Prevention and Response through the UN Joint Programme"

- "Strong gender component in CCa/CF Unified campaign for the 16 days of activism Gender Score card comprehensive report and annual report "

Q8. Please list 3 main results and tangible outcomes across the operational pillar of the Strategic Note's three priority areas: economic empowerment, inclusive governance, and women's participation in peacebuilding as well as cross cutting areas (social norms, GRB and EAW)?

- "Inclusion of GRB in 12 Ministries. Elaboration of the 2nd NAP for Tunisia (to be launched in October 25). Increase number of WEPs in Tunisia alongside with the organization of the 1st Job fair in Tunisia focusing on STEM and women. "
- "Economic Empowerment: Successful piloting of women-led cooperatives in rural areas, enhancing access to markets and financial services for over 500 women. Inclusive Governance: Technical support to gender units in key ministries, leading to the adoption of gender-sensitive policy guidelines. Peacebuilding & EAW: Implementation of localized Women, Peace and Security (WPS) action plans and scaling up of the essential services package for survivors of violence in targeted regions."
- "NA"
- "Institutionnalisation de la budgétisation sensible au genre (BSG) à travers l'intégration de la dimension genre dans les Plans Annuels de Performance (PAP) et Rapports Annuels de Performance (RAP) de 24 ministères et la Présidence du Gouvernement, renforçant ainsi la planification et le suivi des politiques publiques avec une perspective de genre. Élaboration et adoption de la note d'orientation sur la double intégration genre et changement climatique (BSC), un cadre stratégique novateur qui oriente les politiques publiques vers une approche intégrée de l'égalité de genre et de la durabilité environnementale. Digitalisation et institutionnalisation de modules de formation sur l'égalité de genre en partenariat avec l'École Nationale d'Administration (ENA) et l'Université Virtuelle de Tunis, contribuant à la montée en compétences des cadres publics et à la diffusion des normes et standards relatifs à l'égalité."
- "-Organisation d'un forum pour l'emploi des jeunes femmes dans les STEM -ONU Femmes Tunisie a engagé plus de 1500 jeunes dans diverses initiatives de sensibilisation, d'expression artistique et de participation citoyenne. Un accent particulier a été mis sur le renforcement des capacités des organisations de jeunesse à intégrer l'égalité de genre dans leurs actions. À titre d'exemple, en partenariat avec les Scouts Tunisiens, un travail approfondi a été mené pour créer le premier badge d'égalité de genre dans la région. Ce badge forme les jeunes scout·e·s à comprendre les concepts clés liés à l'égalité entre les sexes, à remettre en question les stéréotypes de genre et à devenir des agents de changement au sein de leurs communautés."
- "developing the national strategy on women in rural areas, developing the second phase of the NAP 1325 on women peace and security, supporting Inclusive Governance through GRB"
- "paternity leave extension (social norms) "
- "Intégration de clauses sensibles au genre dans les appels d'offres publics et achats des agences ONU Élaboration conjointe de formations avec d'autres agences pour les femmes leaders locales et appui à leur organisation Soutien opérationnel aux dialogues multipartites incluant des femmes parlementaires, militantes et fonctionnaires Mobilisation rapide de ressources pour des projets de consolidation de la paix dirigés par des femmes dans les zones sensibles"
- "- Élaboration du premier rapport genre officiel en Tunisie, fruit d'une collaboration étroite avec le Ministère des Finances et l'Unité centrale de gestion par objectif. - Intégration systématique de la dimension genre dans les Plans Annuels de Performance (PAP) et Rapports Annuels de Performance (RAP) de 24 ministères, ainsi que de la Présidence du Gouvernement. - l'Élaboration d'une note d'orientation pour la double intégration budgétaire sensible au genre et changement climatique

(BSC), consolidant la prise en compte croisée de ces enjeux. - Formation des cadres de haut niveau à l'École Nationale d'Administration (ENA) et digitalisation de 4 modules de formation clés pour renforcer les capacités institutionnelles en matière d'égalité de genre et gouvernance inclusive. Réalisation du court métrage "Beyond Reality" outil de sensibilisation innovant qui met en lumière les violences et discriminations subies par les femmes dans les espaces publics, renforçant l'impact des campagnes de prévention."

- "1. Women's Economic Empowerment (WEE): Expanded Access to Sustainable Livelihoods and Economic Opportunities Result: Over 1,000 women (especially from rural and marginalized areas) gained access to economic opportunities through capacity-building in entrepreneurship, digital literacy, and green economy sectors. Tangible Outcomes: Launch of women-led cooperatives and social enterprises, several of which received seed funding or formalized their legal status. Partnerships with private sector and government institutions led to improved access to markets, credit, and vocational training tailored to women's needs. Pilot initiatives on the care economy contributed to policy dialogue on unpaid care work.
- 2. Inclusive Governance: Strengthened Women's Leadership and Gender-Responsive Institutions Result: UN Women supported over 300 women candidates, elected officials, and civil society leaders to participate meaningfully in political and public life. Tangible Outcomes: Development and implementation of training programs on leadership, political participation, and legal literacy, especially during local electoral cycles. Supported gender mainstreaming in local development plans in at least 5 municipalities, leading to more inclusive local governance frameworks. Contributed to national dialogue on constitutional and legal reforms by providing gender analysis and policy advice.
- 3. Women, Peace and Security (WPS): Promoted Women's Participation in Peacebuilding and Prevention Mechanisms Result: UN Women facilitated the active participation of women in peacebuilding, conflict prevention, and community mediation platforms, particularly in areas affected by social unrest or violent extremism. Tangible Outcomes: Trained and supported 50+ women mediators and community leaders to engage in early warning and conflict resolution processes. Contributed to Tunisia's first National Action Plan (NAP) on Women, Peace and Security, including support for civil society engagement and monitoring tools. Enhanced institutional understanding of the gendered dimensions of security and social cohesion. Cross-Cutting Results: a) Transforming Social Norms Launched public campaigns (e.g., HeForShe, 16 Days of Activism) and media partnerships that reached over 2 million people, helping shift attitudes around GBV, women's roles, and gender stereotypes. b) Gender Responsive Budgeting (GRB) Partnered with the Ministry of Finance to institutionalize GRB tools, resulting in gender-sensitive budget analysis in at least 3 ministries and capacity-building of public finance officers. c) Ending Violence Against Women (EVAW) Supported the expansion of multisectoral GBV response services in coordination with health, justice, and social sectors. Strengthened the national GBV observatory's data systems and published evidence-based policy recommendations to improve survivor-centered responses. "
- "Significant success "
- "Enhanced Gender-Responsive COVID-19 Recovery Plans Improved Data and Monitoring Systems for Gender Equality Strengthened Multi-sectoral Response to Gender-Based Violence"
- "Over 1,000 women in rural and marginalized areas accessed sustainable income-generating opportunities. Women-led cooperatives and enterprises were supported through capacity-building, access to markets, and digital tools. Targeted support led to the formalization of women's businesses and integration into local value chains, particularly in agriculture and handcrafts."
- "UN system coordination on GEWE, social norms and care economy awareness-raising and creation of employment for Women"
- "Economic Empowerment Women's Participation in Peacebuilding and Crisis Response"

- "2nd NAP finalized with a large contribution from national stakeholders GRB approach in 12 Ministers Job fair in STEM with more than 100 participants"

Q9. Please list 3 main results and tangible outcomes under the normative pillar of work.

- "Paternity leave / Draft GBV law in Libya / but not too many as normative role has been stuck in Tunisia and Libya"
- "Support to CEDAW reporting process, including capacity-building of government focal points and civil society actors for shadow reporting. Contribution to the National Strategy for the Elimination of Violence Against Women, particularly in its monitoring and evaluation framework. Advocacy and technical input in the drafting and revision of key national laws to ensure alignment with international gender equality norms (e.g., laws on political participation, labor rights)."
- "NA"
- "Opérationnalisation de la loi organique n°58-2017 relative à l'égalité et à la lutte contre les violences basées sur le genre, favorisant l'intégration systématique de la dimension genre dans les politiques publiques et les pratiques institutionnelles. Application de la loi organique budgétaire de 2019, intégrant la budgétisation sensible au genre (BSG) dans les processus de planification et d'allocation des ressources publiques, garantissant un financement équitable des actions en faveur de l'égalité."
- "MoU avec ISIE 2021"
- "Supporting Gender-Responsive Budgeting, Strengthening Gender-Responsive Legal Frameworks and Mechanisms by improving the capacity of parliamentarians to support and implement gender-responsive laws, policies, and legal frameworks, partnering with MoFA to celebrate women in diplomacy and the International Women's Day "
- "paternity leave extension"
- "Appui à la mise en œuvre de la Loi 58 sur les violences faites aux femmes Suivi de la mise en œuvre des engagements internationaux Institutionnalisation de l'égalité des sexes dans les politiques publiques"
- "- Opérationnalisation de la loi organique n°58-2017 relative à l'égalité et à la lutte contre les violences basées sur le genre a travers l'intégration systématique de la dimension genre dans les politiques publiques et les pratiques institutionnelles. - Application de la loi organique budgétaire de 2019, intégrant la budgétisation sensible au genre (BSG) dans les processus de planification et d'allocation des ressources publiques, garantissant un financement équitable des actions en faveur de l'égalité."
- "1. Strengthened National Legal and Policy Frameworks on Gender Equality Result: UN Women supported the revision, adoption, and implementation of national laws and policies that align with Tunisia's international commitments on gender equality and women's rights. Tangible Outcomes: Provided technical support and advocacy that contributed to the review of discriminatory provisions in national legislation, including efforts to strengthen implementation of Law 58 on violence against women. Contributed gender analysis and policy advice to the development of Tunisia's Gender Equality Strategy and national reports to human rights mechanisms (e.g., CEDAW and UPR). Facilitated multi-stakeholder dialogues on key normative reforms, including inheritance law debates and gender-sensitive constitutional interpretation. 2. Increased Accountability to International Norms through State Reporting and Civil Society Engagement Result: UN Women enhanced national capacities for reporting, monitoring, and follow-up on gender-related international obligations, ensuring inclusive participation of women's organizations. Tangible Outcomes: Supported the Government and CSOs in the preparation of Tunisia's periodic reports to the CEDAW Committee, including the development of a gender-responsive SDG monitoring framework. Organized capacity-building workshops for government officials and CSOs on using human rights mechanisms to advance women's rights."

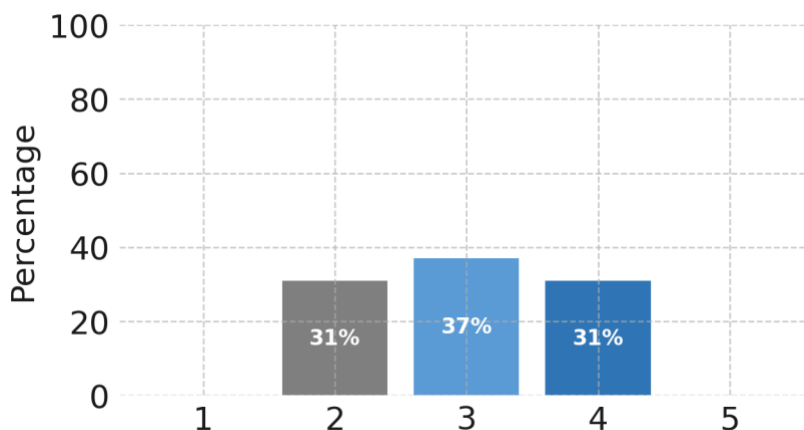
Facilitated civil society shadow reporting and engagement in international advocacy spaces, promoting accountability and policy coherence.³ Institutionalization of Gender Equality Norms within Public Institutions Result: UN Women advanced the mainstreaming of gender equality standards and norms in public sector institutions, contributing to more gender-responsive governance. Tangible Outcomes: Supported the development of gender equality strategies and action plans within key ministries (e.g., Women's Affairs, Interior, Finance), aligned with Tunisia's national and international commitments. Piloted gender audit processes and institutional capacity assessments, leading to concrete institutional reforms in selected ministries and municipalities. Promoted the localization of normative commitments, helping translate national and global GEWE goals into actionable plans at the municipal level."

- "Significant success "
- "Strengthened Legal and Policy Frameworks for Gender Equality Increased Capacity of Government Institutions and Stakeholders to Implement International Norms Enhanced National and Subnational Gender Equality Mechanisms and Coordination"
- "Strengthened national legal framework on violence against women through effective advocacy and technical support. Contributed to the implementation and monitoring of Law 58 on combating violence against women. Supported the development of national protocols and standard operating procedures to operationalize the law across justice, health, and police sectors."
- "national policies, greater UN system coordination on GEWE, awareness raising on GEWE"
- "Support to the Implementation of the National Action Plan on UNSCR 1325 (Women, Peace and Security)"
- "Paternity leave extension Retain the backlash on the divorce law"

Efficiency

Q10. Has an appropriate level of human and financial resources been devoted at country level to implement SN 2022-2025? Rate at the scale of 1-5 where 1 indicates Minimum investment and 5 indicated appropriate level of investment.

- 1: 0
- 2: 31% (5 out of 16 respondents)
- 3: 37% (6 out of 16 respondents)
- 4: 31% (5 out of 16 respondents)
- 5: 0

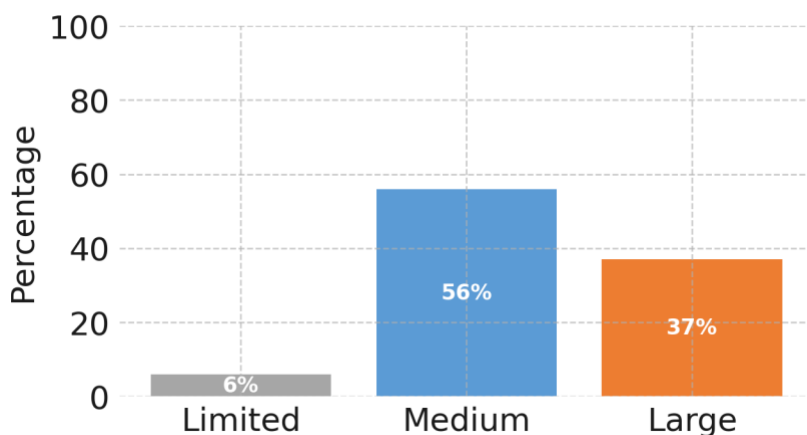


Elaborations:

- "Tunisia office has been established in 2019 as a country cluster office but with the resources of single country office. This was first inconsistent to imagine that 2 countries could be cover with so little resources, especially with one country in a humanitarian context. To work in a good condition, the CCO will need one IB international position in Libya (P4) , one P4 deputy in Tunisia, and enhanced operation team"
- "While the Tunisia Country Office has demonstrated strong commitment and strategic planning, the level of human and financial resources has not always matched the ambition and scope of the Strategic Note 2022–2025. Staffing levels, particularly in technical areas such as GRB, EVAW, and peacebuilding, have been stretched, affecting the ability to scale up or sustain programming. Similarly, funding has often been short-term and project-based, limiting flexibility and long-term planning. Greater core and multi-year funding, along with dedicated technical expertise, would significantly enhance the CO's capacity to deliver on all pillars of the SN."
- "Un investissement raisonnable en ressources humaines et financières a été consacré au niveau national pour la mise en œuvre de la Note Stratégique 2022-2025. Plusieurs équipes dédiées ont été mobilisées et des financements ont permis le lancement de programmes clés, notamment dans les domaines de l'égalité de genre et la prévention des violences. Cependant, ces ressources restent parfois insuffisantes pour couvrir pleinement l'ensemble des besoins opérationnels et assurer une mise à l'échelle durable. Un renforcement des moyens, notamment financiers, serait nécessaire pour maximiser l'impact et garantir la pérennité des actions."
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- "stretched team"

Q11. To what extent UN Women Tunisia's work on the SN 2022-2025 (normative, operational as well as coordination) has been intentionally and systematically informed of Leave no one behind principles, including disability inclusion principles and approaches?

- Not informed of LNOB and disability inclusion principles and approaches at all: 6% (1 out of 16 respondents)
- Somewhat informed of LNOB and disability inclusion principles and approaches: 56% (9 out of 16 respondents)
- Well informed of LNOB and disability inclusion principles and approaches: 37% (6 out of 16 respondents)

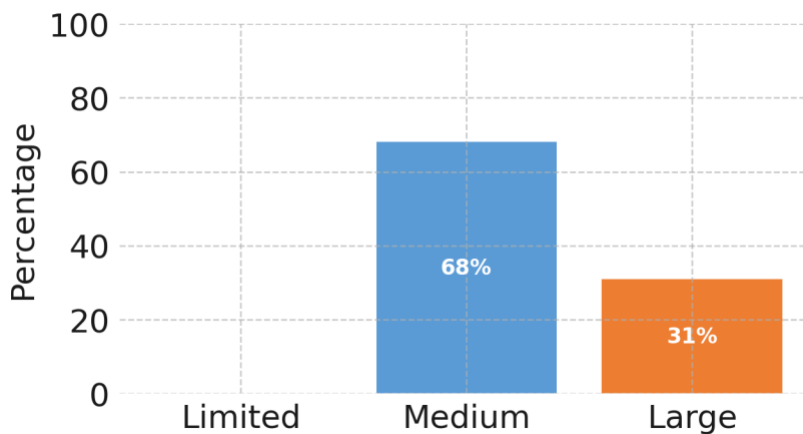


Elaborations:

- We have a disability focal point, we have done a survey and proposed a strategy. the principle of disability has been articulated and contributed to the establishment of the UN inter-agency group on disability"
- "UN Women Tunisia has shown a growing commitment to LNOB and disability inclusion principles, particularly through targeted consultations and partnerships with civil society organizations representing marginalized groups. However, these approaches are not yet systematically embedded across all program areas. Disability inclusion, for instance, is often addressed through isolated activities rather than integrated into broader strategic planning, monitoring, or resource allocation. More consistent application of disaggregated data and inclusive design principles is needed to fully align with LNOB."
- "Le travail d'ONU Femmes Tunisie dans le cadre de la SN 2022-2025 a intégré de manière limitée les principes de « ne laisser personne de côté » (LNOB), notamment en ce qui concerne l'inclusion des personnes en situation de handicap. Quelques initiatives ciblées ont été menées dans le cadre de la lutte contre la violence à l'égard des femmes et des filles dans les espaces publics, mais l'inclusion systématique et approfondie des personnes handicapées reste encore insuffisante et mérite un renforcement significatif."
- "LNOB est un principe important dans notre travail, en particulier dans l'engagement des jeunes. Plusieurs initiatives ont été mises en place, notamment le réseau Youth Gender Equality Advocates Tunisia (YGEAT), qui a co-créé notre stratégie jeunesse. En 2024–2025, plus de 1 500 jeunes ont été engagés à travers le renforcement des capacités, le dialogue et le plaidoyer. Concernant l'inclusion des personnes en situation de handicap, des audits ont été réalisés et, sous le programme Safe City, des collaborations avec des OSC comme Ibsar ont permis d'assurer leur inclusion. Des actions spécifiques ont aussi renforcé les services et mécanismes de prise en charge des femmes et filles handicapées victimes de violences. Sur les questions migratoires, notre engagement est mené avec précaution, en partenariat avec le Croissant Rouge Tunisien, pour soutenir les femmes migrantes, notamment en matière d'accès aux services essentiels. "
- "Quelques initiatives ciblées ont été menées dans le cadre de la lutte contre la violence à l'égard des femmes et des filles dans les espaces publics, mais l'inclusion systématique et approfondie des personnes handicapées reste encore insuffisante et mérite un renforcement significatif."

Q12. To what extent do you believe UN Women efforts are effectively addressing underlying causes of GEEW inequalities in Tunisia— addressing structural barriers such as policy change, social norms change, power dynamics etc.? How?

- To a limited extent: 0%
- To a medium extent: 68% (11 out of 16 respondents)
- To a large extent: 31% (5 out of 16 respondents)

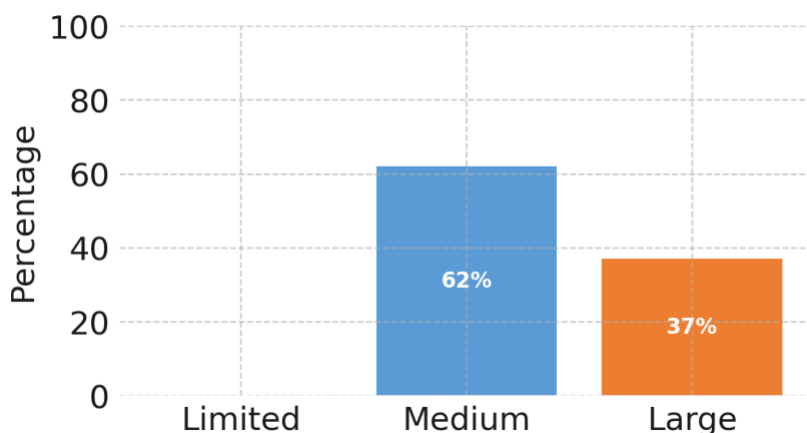


Elaborations:

- "We did a very good work on working on norms and stereotypes, including with a program on positive masculinities. However, recent backlash from national authorities have been difficult to manage to move further"
- "UN Women Tunisia has contributed meaningfully to advancing policy reforms and engaging in public discourse on gender equality and social norms. Efforts such as gender-responsive budgeting, support to national strategies, and social norm change campaigns are notable. However, structural power imbalances—particularly around political representation and economic participation of marginalized women—require more sustained, multi-level interventions. Partnerships with grassroots and youth-led movements could be further leveraged to shift deep-rooted power dynamics."
- "Les efforts d'ONU Femmes Tunisie ont permis d'aborder plusieurs obstacles structurels aux inégalités liées au Genre, à l'Égalité et à l'Autonomisation des Femmes (GEEW). Par exemple, l'appui à la réforme des politiques publiques, l'intégration du genre dans les budgets et plans nationaux, ainsi que les campagnes de sensibilisation ont contribué à influencer les normes sociales et la dynamique du pouvoir. Cependant, ces changements sont progressifs et doivent encore être renforcés pour produire des impacts plus profonds et durables, notamment dans les zones rurales et auprès des populations les plus marginalisées."
- "thanks to Dare To care project"
- "ces changements sont progressifs et doivent encore être renforcés pour produire des impacts plus profonds et durables, notamment dans les zones rurales et auprès des populations les plus marginalisées."

Q13. To what extent has UN WOMEN Tunisia succeeded in institutionalizing gains and foster national ownership?

- To a limited extent: 0%
- To a medium extent: 62% (10 out of 16 respondents)
- To a large extent: 37% (6 out of 16 respondents)

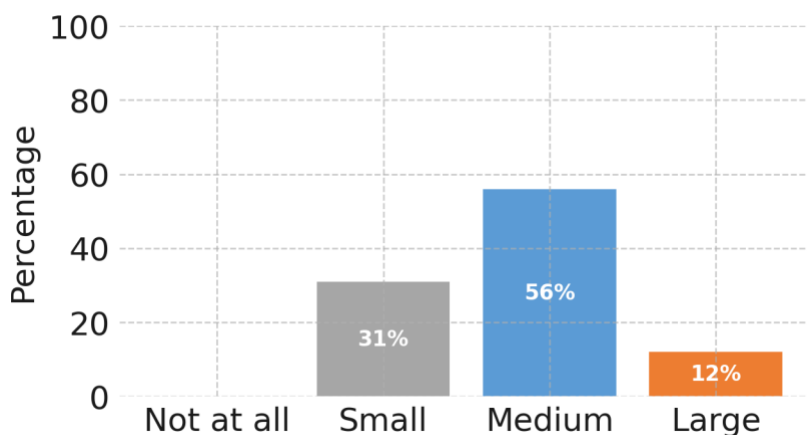


Elaborations:

- "UN Women is aligning all his programs/ activities on national priorities either from National stake holders or CSOs."
- "The CO has taken important steps toward institutionalization, including the support of gender focal points in ministries and embedding gender in national strategies. However, national ownership is sometimes limited by high staff turnover in partner institutions, political uncertainty, and limited financial commitment from government counterparts. More emphasis on capacity strengthening, sustainability mechanisms, and embedding gender in national budgeting and planning systems would deepen institutionalization."
- "ONU Femmes Tunisie a réussi à institutionnaliser plusieurs acquis clés, notamment à travers l'intégration de la dimension genre dans les plans ministériels, la formation des cadres publics et la production de rapports officiels. Toutefois, le processus d'appropriation nationale reste encore en développement, avec un besoin accru de renforcer l'engagement des différentes parties prenantes et d'assurer une application plus systématique et durable des politiques et pratiques d'égalité de genre."
- "because we have relevant and strong stakeholders covering the different gender related topics"
- "le processus d'appropriation nationale reste encore en développement, avec un besoin accru de renforcer l'engagement des différentes parties prenantes et d'assurer une application plus systématique et durable des politiques et pratiques d'égalité de genre".

Q14. To what extent has UN Women Tunisia integrated environmental considerations into the work? (i.e. reduction of travel, no printing, analysis of impacts of initiatives in pro-docs)

- Not at all: 0
- To a limited extent: 31% (5 out of 16 respondents)
- To a medium extent: 56% (9 out of 16 respondents)
- To a large extent: 12% (2 out of 16 respondents)



Elaborations:

- "Environmental sustainability has not been a central component of UN Women Tunisia's programming, although internal practices such as reduced printing and digital tools have been increasingly adopted. Environmental impacts are rarely analyzed systematically in program design or project documents. There is an opportunity to integrate gender and climate change more directly, particularly as part of economic empowerment and resilience programming, aligning with global UN Women priorities on climate justice."
- "ONU Femmes Tunisie a commencé à intégrer les considérations environnementales dans son travail, notamment la limitation des impressions en privilégiant les supports numériques, et une prise de conscience croissante de l'impact environnemental des activités. Toutefois, l'intégration systématique de l'analyse des impacts environnementaux dans les documents de programmation (pro-docs) reste à renforcer pour atteindre un niveau plus élevé d'intégration environnementale."
- "À ce jour, l'intégration des considérations environnementales dans le travail d'ONU Femmes Tunisie reste limitée. Bien que certaines bonnes pratiques, comme la réduction des déplacements et la limitation des impressions, soient encouragées au niveau individuel, ces aspects ne sont pas encore systématiquement pris en compte dans la conception et l'analyse des projets. "
- "ONU Femmes Tunisie a commencé à intégrer par exemple la limitation des impressions en privilégiant les supports numériques, et une prise de conscience croissante de l'impact environnemental des activités. Toutefois, l'intégration systématique de l'analyse des impacts environnementaux dans les documents de programmation (pro-docs) reste à renforcer pour atteindre un niveau plus élevé d'intégration environnementale"

ANNEX 6 Evaluation matrix

Criterion: RELEVANCE Key question 1: Is UN Women's thematic focus and strategy for implementation the most relevant and coherent for advancing gender equality and women's empowerment in Tunisia considering its added value vis-à-vis other actors?			
Evaluation Sub-questions	Indicators	Means of Verification (Data collection/analysis methods)	Informants/sources
1.1 To what extent is the 2022–2025 Strategic Note aligned with national gender equality priorities, Tunisia's development frameworks, and the UNSDCF?	Evidence of relevance to context, adherence to each framework, application of context analysis, adaptation to developments	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations, rights holders
1.2 How coherent are the models and approaches adopted by UN Women Tunisia with regional and international commitments on gender equality (e.g., CEDAW, SDGs, BPfA)?	Evidence of relevance to context, adherence to each framework, application of context analysis, adaptation to developments	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders FGD with rights holders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations, rights holders
1.3 What are the key priorities for the next CO SN, given the changing context for work on gender equality in Tunisia and globally?	Evidence and perceptions on emerging trends and priorities	Document Analysis Semi structured interviews Survey with UN Women Personnel Survey with external stakeholders FGD with rights holders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations, rights holders
Criterion: COORDINATION Key question 2: To what extent has UN Women Tunisia CO leveraged its UN system coordination mandate as well as facilitated internal coordination and cross-thematic, integrated ways of working during the current SN Period?			
1.4 To what extent UN Women Tunisia has leveraged its coordination mandate to advance a gender-transformative agenda in Tunisia, particularly vis-à-vis other UN entities and development partners? What has worked well and what have been some of the key challenges?	Evidence of GEWE mainstreamed in UNCT interventions Evidence of UN Women leadership/influence in coordination processes Perceptions of effectiveness of Women's coordination role	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations
Criterion: EFFECTIVENESS Key question 3: To what extent have UN Women's contributions across its integrated mandate advanced gender equality and the empowerment of women in Tunisia, including through the UN system and Government of Tunisia?			
Evaluation Sub-questions	Indicators	Means of Verification (Data collection/analysis methods)	Informants/sources

2.1 What have been the main results and tangible outcomes under the normative pillar of work. What factors have enabled or constrained the effectiveness of UN Women's work, including partnership models, innovation, or the integration of intersectional approaches?	Evidence on the extent planned outcomes have been achieved in line with ToC Evidence of unexpected outcomes disaggregated by beneficiary/target group. Evidence of positive factors and challenges that affected outcomes, and how these were addressed by the CO.	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders FGD with rights holders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations, rights holders
2.2 What have been the main results and tangible outcomes across the operational pillar of the Strategic Note's three priority areas: economic empowerment, inclusive governance, and women's participation in peacebuilding? (please indicate the results at the individual, community, institutional/organisational and systemic levels?) What factors have enabled or constrained the effectiveness of UN Women's work, including partnership models, innovation, or the integration of intersectional approaches?	Evidence on the extent planned outcomes have been achieved in line with ToC Evidence of unexpected outcomes disaggregated by beneficiary/target group. Evidence of positive factors and challenges that affected outcomes, and how these were addressed by the CO. Evidence on changes at individual, community, institutional and systemic level in terms of gender transformative changes and empowerment of women	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders FGD with rights holders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations, rights holders
Criterion: EFFICIENCY Key question 4: Does the Tunisia Country Office have appropriate governance, capacity and capability to ensure good use of resources (personnel, funding and assets) to deliver results? To what extent has the Country Office facilitated internal coordination and cross-thematic, integrated ways of working during the current Strategic Note period? How has the sharing of management and operations functions with the Libya Country office through the Cluster configuration affected the efficiency of the Tunisia Country Office?			
Evaluation Sub-questions	Indicators	Means of Verification (Data collection/analysis methods)	Informants/sources
3.1 Does the Tunisia office structure allow for optimal use of resources (human, financial,	Evidence and perspectives on management structures and leadership; and internal systems and processes	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, programme partners

institutional) to deliver on Strategic Note priorities?	Evidence on extent to which CO human resources align with SN priority areas and perspectives on CO capacities	Survey with external stakeholders	
3.2 Are UN Women's planning, monitoring, and learning systems fit for purpose in supporting adaptive programming and tracking gender-transformative results?	Evidence on use of RBM	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, programme partners
3.3 What systems or capacities (e.g., financial, operational, staffing) have facilitated or hindered the efficient delivery of results?	Evidence on robustness and regularity of M&E processes and use of results Evidence on effectiveness of learning and knowledge management	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, UNCT, programme partners
3.4 How can existing institutional mechanisms be strengthened to increase internal coherence and cross-thematic collaboration (e.g., WEE, WPP, EVAW)?	Evidence on resource mobilization efforts, results, and challenges	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff
3.5 To what extent has UN Women Tunisia CO facilitated internal coordination and cross—thematic, integrated ways of working during the current SN Period. What has worked well and what have been some of the key challenges?	Evidence and perspectives on the internal coordination; and internal systems and processes		
Criterion: GENDER EQUALITY AND HUMAN RIGHTS Key question 5: Has the portfolio been designed and implemented according to the 'Leave No One Behind' principles, including disability perspective and has been gender transformative.			
Evaluation Sub-questions	Indicators	Means of Verification (Data collection/analysis methods)	Informants/sources
4.1 To what extent has UN Women's programming in Tunisia integrated the "Leave No One Behind" principles, including attention to disability, youth, rural women, and other marginalized groups?	Evidence of human rights and LNOB principles integrated into design and implementation Evidence of outreach to and participation of marginalized groups Evidence of outcomes for most vulnerable groups Evidence of integration of disability inclusion priorities in design and implementation	Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders FGD with rights holders	RO, CO staff, government partners, CSOs, UNCT, donors, programme partners, private sector organizations, rights holders

4.2 What evidence is there that UN Women Tunisia's interventions have contributed to transformative changes in gender norms?	Evidence of gender analysis and focus on underlying causes integrated in design and implementation	Document Analysis Semi structured interviews Survey with UN Women personnel	RO, CO staff, programme partners
4.3 To what extent have local women's organizations, feminist movements, and grassroots actors been meaningfully engaged in co-design, implementation, and monitoring of programmes? How can these partnerships be further institutionalized?		Document Analysis Semi structured interviews Survey with UN Women personnel Survey with external stakeholders	RO, CO staff, programme partners

ANNEX 7 Evaluability Assessment

The Results Framework for the UN Women Tunisia Country Office (2022–2025) demonstrates overall moderate evaluability, as defined by the SMART/RBM-based Evaluability Grading Guidance. It is grounded in the global Strategic Plan, aligned with the UNSDCF and national priorities, and supported by a comprehensive theory of change. The framework includes diverse results areas—from governance and access to justice to women’s economic empowerment and crisis preparedness—and reflects a clear intention to track institutional change and gender-transformative outcomes. However, several limitations persist at the outcome and indicator levels that constrain full measurability and use.

The Tunisia Country Office has designed a results framework with strong thematic logic, output-level clarity, and growing institutional commitment to measurement and gender data. However, the persistent gaps in outcome formulation, limited baseline availability, and binary or non-functional indicators continue to challenge full evaluability.

Results Framework Scores by Indicator

UN WOMEN TUNISIA COUNTRY OFFICE			
Item	Quality Score	Indicator, Target, Baseline, Source	Quality Score
Impact 7	Women have income security, decent work, and economic autonomy		
OUTCOME 7.1			
In 2025, institutions, conducting effective and risk-sensitive public policies in partnership with economic and social actors, put the country's resources at the service of inclusive, sustainable, resilient socio-economic development that generates decent jobs, particularly for the most vulnerable. (UNSDCF Effect 1)		◆ Rating: Moderate ◆ Pros: - Aligned with UNSDCF Effect 1 and SDG principles, especially around inclusive and resilient socio-economic development. - Emphasizes multi-stakeholder partnerships and support for vulnerable groups. ◆ Cons: - Language is abstract and overly broad, making it difficult to translate into measurable change. - Describes a future scenario more than a tangible institutional outcome. - Limited clarity on what specific institutional capacities or behaviors are expected to change.	
Output		Indicator, Target, Baseline, Source	
7.1.1Vision 2030, strategic planning and related public policies focus on achieving the SDGs and have addressed socio-economic and environmental gaps (UNSDCF output 1.1)	◆ Rating: Moderate ◆ Pros: - Clearly aligns with national and global priorities such as Vision 2030 and the SDGs. - Focus on addressing socio-economic and environmental gaps reflects a multidimensional development approach. ◆ Cons: - Output is stated at a high level of ambition without specifying the mechanisms or actors responsible. - Lacks action-oriented language and specificity regarding implementation steps or expected institutional actions.	Indicator 7.1.1C: UNSDCF Indicator: Number and type of mechanisms and tools implemented for inclusive public policies (urban, environmental, social, economic, etc.) Disaggregation = with national institutions, inter-agency, private sector, CSOs, National/Local Targets: Value: TBD Year: 2025 Baseline: Value: 0 Year: 2022 Source: TBD	◆ Rating: Strong ◆ Pros: - Disaggregated by policy domain (urban, environmental, economic) and actor (state, CSO, private sector), enabling detailed measurement. 2024–2025 work plan shows concrete implementation steps with named actors and funding lines. - Tracks institutional behavior change through mechanism adoption.

		Indicator 7.1.1D: UNSDCF Indicator: Degree of use by institutions of decision support tools (gender sensitive and LNOB) and new data made available Targets: Value: 3 (2025) Measurement Scale: 1 – no tools development, 1 – tools are developed, 2 tools are applied by the institutions 3, public policies informed by decision support tools are formulated, Local Scaling Year: 2025 Baseline: Value: No plan Year: 2022 Source: MOV: Source: MEFAI - Legislation - Reports institutions - UN Agencies	- Demonstrates >6 SMART/RBM attributes: <i>specific, measurable, time-bound, actionable, aligned with outputs, institutionally relevant.</i> ◆ Cons: - No indicator for effectiveness or use of the mechanisms once implemented. - Measurement relies on potentially vague “number and type” language unless further clarified in reporting guidance.
7.1.2The business environment is efficient, inclusive and transparent, and promotes private initiative, improved productivity and competitiveness, and employability (UNSDCF output 1.2)	◆ Rating: Moderate ◆ Pros: - Aligns well with UNSDCF priorities on economic development and inclusive growth. - Emphasizes key economic dimensions: efficiency, transparency, private initiative, and employability. - Supports national and international goals for sustainable economic reform and private sector engagement. ◆ Cons: - The output is highly aspirational and lacks precision—terms like “efficient,” “inclusive,” and “transparent” are broad and require operational definitions. - It does not specify what institutional changes or enabling mechanisms are expected to drive improvements. - Difficult to directly attribute progress to UN Women or partner interventions without clearer accountability or scope.	Indicator 7.1.2A: UNSDCF Indicator: Number of partnerships for job creation (local, innovative, green), including the most vulnerable including refugees and migrants and/or in connection with post-Covid-19 Disaggregation: National/Local, Private/Public Targets: Value: 3 Year: 2025 Baseline: Value: 0 Year: 2022 Source: MOV/Source: MEFAI, Financial actors	◆ Rating: Strong ◆ Pros: - The indicator is specific, measurable, and time-bound, with a clearly defined baseline and target. - Disaggregation by national/local and private/public actors adds analytical depth and supports equity-focused analysis. - Focus on job creation for vulnerable groups, including refugees and migrants, enhances relevance to UN Women’s mandate and LNOB principles. ◆ Cons: - While the quantity of partnerships is clear, the indicator does not assess the quality, sustainability, or outcomes of those partnerships. - Limited detail on the methodology or responsible entity for data collection and validation.
7.1.3A new financial architecture for development as well as financial inclusion and the development of new alternative and innovative financing	◆ Rating: Moderate ◆ Pros: Aligns with emerging global priorities on financial inclusion and innovative financing, which are highly relevant for sustainable development.	Indicator 7.1.3A: UNSDCF Indicator: Degree of operationalization of alternative financing mechanisms (0= no mechanisms identified, 1= alternative mechanisms proposed, 2= pilots tested, 3 =	◆ Rating: Strong ◆ Pros: Utilizes a progressive ordinal scale (0 to 4) that clearly defines stages of implementation,

mechanisms are promoted and implemented (UNSDCF output 1.3)	- Incorporates ambition for structural reform through a “new financial architecture,” which shows strategic foresight. - References both promotion and implementation, indicating a dual focus on policy and practice. ◆ Cons: - The language is abstract and conceptual (e.g., “new financial architecture”), lacking specificity on expected institutional or behavioral changes. “Promoted and implemented” are broad and difficult to measure without concrete indicators. - Not clear who the primary duty-bearers are or what specific mechanisms will be involved.	financial architecture developed, 4 = tools and operationalization texts proposed) Targets: Value: 3 Year: 2025 Baseline: Value: 0 Year: 202 Source: MOV/Source: MEFAI, Financial actors,	allowing for nuanced tracking of institutional progress. - Target and baseline are clearly stated, making the indicator measurable and time-bound. - Focus on alternative financing mechanisms is relevant and innovative, aligned with broader UNSDCF and national financing reform efforts. ◆ Cons: - The indicator captures the existence and development of mechanisms but not their effectiveness or impact once operationalized.
OUTCOME 7.2			
By 2025, health, education and social protection systems are resilient and ensure equitable access and quality services, especially for the most vulnerable, and effective engagement of the population (UNSDCF Effect 3)	◆ Rating: Moderate ◆ Pros: - Aligns closely with UNSDCF Effect 3 and core SDG themes related to equity in access to essential services. - Highlights resilience, equitable access, and vulnerable populations — all central to gender-responsive and inclusive development. - Mentions population engagement, which supports principles of participation and accountability. ◆ Cons: - Outcome is broad and multifaceted, making it difficult to isolate measurable institutional or systemic changes. - Lacks specificity in terms of which systems, what kind of engagement, and how resilience or equity will be measured. - Reads more like a long-term vision or goal than a clearly articulated, time-bound outcome.		
7.2.1Institutional capacities, including front-line capacities, to provide a comprehensive package of quality and person-centred essential health services, tailored to the different needs of the population and accessible to vulnerable populations, are strengthened, including in crisis situations. (UNSDCF Output 3.1)	◆ Rating: Moderate ◆ Pros: - Emphasizes institutional capacity-building, a key area where results can be both targeted and measured. - Incorporates principles of equity and person-centered care, aligned with SDG 3 and human rights-based approaches. - Acknowledges the importance of crisis responsiveness, which is critical in fragile contexts. ◆ Cons: - Language is complex and broad, making it harder to pinpoint specific expected changes or performance benchmarks. “Comprehensive package of services” and “tailored to needs” are vague without further operationalization.	Indicator 7.2.1A: UNSDCF Indicator 3.5 D: Existence of preparedness and response plans to ensure the resilience of the health system and the continuity of essential services in times of crisis and involving the communities concerned Targets: Value: TBD Year: 2025 Baseline: Value: TBD Year: 2022 Source: TBD	◆ Rating: Weak ◆ Pros: - Focuses on a tangible product — preparedness and response plans — relevant to health system resilience. - Includes a participatory dimension by referencing community involvement. ◆ Cons: - The measure of “existence” is minimal and does not account for quality, comprehensiveness, or actual use of the plans.

	Multiple objectives are bundled into a single output, reducing clarity and evaluability.		
7.2.2Multisectoral and innovative approaches are dedicated to priority issues of health and well-being are implemented with the active engagement of the population and the participation of all stakeholders. (UNSDCF Output 3.4)	◆ Rating: Moderate ◆ Pros: - Emphasizes multisectoral collaboration and innovation, which are key for addressing complex health and well-being challenges. - Strong focus on participatory approaches, aligning with inclusive governance and accountability principles. - Addresses priority health issues, which supports relevance and alignment with national needs. ◆ Cons: - Language is broad and lacks specificity — terms like “innovative approaches” and “priority issues” are undefined and open to interpretation. - No indication of the expected scale, institutional responsibilities, or means of verification. - Output bundles multiple goals (innovation, engagement, implementation), which reduces clarity and evaluability.	Indicator 7.2.2A: UNSDCF Indicator 3.6A: A sector-specific operational plan for the implementation of the multisectoral national strategy for the prevention and control of noncommunicable diseases is being developed and implemented in three sectors. (Level 1. No; 2: validated; 3: partially implemented 4: fully implemented) Baseline TBD Target TBD Sources TBD Targets: Value: TBD Year: 2025 Baseline: Value: TBD Year: 2022 Source: TBD	◆ Rating: Moderate ◆ Pros: - Clear scale (1–4) allows tracking from development to implementation. - Time-bound and includes proposed outputs and responsible units. - Demonstrates ~4–5 attributes: <i>measurable, aligned with output, specific, institutionally relevant, time-bound.</i> ◆ Cons: - Lack of clarity on which three sectors are involved or how progress across them will be assessed. - The scale focuses on existence and implementation but does not evaluate the effectiveness or quality of the operational plans.
Impact 8	Women fully and equally participate in leadership and decision-making and women and girls benefit from gender-responsive governance		
OUTCOME 8.1			
In 2025, accountable institutions supported by a harmonized legislative framework and committed populations guarantee the strengthening of the rule of law, the protection of human rights and social cohesion and justice, especially for the most vulnerable, in accordance with international conventions and standards and in complementarity and interdependence with inclusive and sustainable development efforts. (UNSDCF Effect 2)	◆ Rating: Moderate ◆ Pros: - Strong alignment with UNSDCF Effect 3, emphasizing the rule of law, human rights, and social cohesion, which are foundational to inclusive development. - Includes both institutional and societal dimensions, reflecting a systemic approach. - Attention to the most vulnerable ensures relevance to LNOB principles and UN Women’s mandate. ◆ Cons: - Highly abstract and overly broad, combining legislative, institutional, and social outcomes in one long statement. - Difficult to measure directly due to lack of clear, actionable language or expected results. - Reads more as a comprehensive vision or goal than a monitorable outcome tied to specific interventions.		
8.1.1The systems and capacities of actors in the justice and security sectors are strengthened and their capacities modernized for greater efficiency, accessibility and accountability in accordance with the principles of the rule of law and international human rights law (UNSDCF output 2.2)	◆ Rating: Moderate ◆ Pros: - Clearly identifies target sectors (justice and security) and aims to strengthen systems and capacities, which are trackable over time. - Integrates core principles of the rule of law, accessibility, and accountability, aligned with international human rights standards.	Indicator 8.1.1A: UNSDCF Indicator 2.2: Degree of implementation of the new strategy for the reform of the judicial and penitentiary system (2022-2026) developed, adopted and implemented. 0: non-existent; 1: elaborated; 2: adopted; 3: Budget allocated to the strategy	◆ Rating: Strong ◆ Pros: - Uses a well-defined ordinal scale (0–5) that clearly tracks progress from strategy development to implementation and follow-up. - Target and baseline are specified, allowing for straightforward

	- Focus on modernization implies potential for innovation and institutional reform. ◆ Cons: - The output is still quite broad, lacking specificity on which capacities are being strengthened and how success will be assessed. - Phrases like “greater efficiency” and “modernized capacities” require operational definitions to ensure consistent interpretation. - Multiple objectives are bundled, making it difficult to isolate progress on each dimension.	4: implementation, 5: Implementation follow-up Targets: Value: 5 Year: 2025 Baseline: Value: 0 Notes: 0: non-existent; 1: elaborated; 2: adopted; 3: Budget allocated to the strategy 4: implementation, 5: Implementation follow-up 0/5 Year: 2022 Source: Reports Ministries of the Interior and Justice REPORTS FROM UN Agencies	measurement of change over time. - Focuses on a specific reform strategy, enhancing attribution and accountability. - Data sources are identified, including ministries and UN agencies, which adds credibility and feasibility. ◆ Cons: - While progress is trackable, the indicator does not assess the quality or impact of the reform once implemented. - Some of the scale points (e.g., “follow-up”) may require clear guidance to ensure consistency across reporting entities.
8.1.2 Institutional mechanisms for citizen participation, social dialogue, accountability, transitional justice, and the prevention of violent extremism, and the capacities of civil society and populations, especially the most vulnerable, to contribute to them are strengthened, at the national and territorial levels. (UNSDCF output 2.3)	◆ Rating: Moderate ◆ Pros: - Covers critical governance areas such as citizen participation, accountability, and transitional justice, which are central to inclusive and peaceful societies. - Strong alignment with UNSDCF output 2.3 and UN principles on human rights and participation. - Explicit reference to civil society and vulnerable populations reinforces LNOB and gender equality commitments. ◆ Cons: - The output is overly complex and dense, listing many themes without clarifying which are priorities or how they are linked. - Phrases like “mechanisms are strengthened” and “capacities... to contribute” are too vague without indicators specifying what success looks like. - Difficult to evaluate progress across multiple, diffuse domains without disaggregation.	Indicator 8.1.2A: UNSDCF Indicator 2.3: Participatory and inclusive nature of the updating, implementation, and monitoring of the implementation of the prevention component of the national strategy to combat extremism and terrorism (yes: 1; no: 0; for the 3 phases (i.e. updating, implementation, monitoring)) Targets: Value: 3 Year: 2025 Baseline: Value: 0 Year: 2022 Source: Annual reports of the National Counter-Terrorism Commission	◆ Rating: Strong ◆ Pros: - Uses a binary scoring system (yes=1, no=0) applied across three distinct implementation phases — offering a clear and straightforward way to measure participatory progress. - Measures the inclusiveness and participation in updating, implementing, and monitoring a national strategy — directly aligned with governance and accountability goals. - Has a clearly defined target (3) and baseline (0), making it both measurable and time-bound. - Source is identified and credible: National Counter-Terrorism Commission. ◆ Cons: - While it captures whether participation occurs, it does not assess the quality, depth, or diversity of that participation. - May benefit from disaggregation by stakeholder type (e.g., civil society, women’s groups,

			youth) to enhance analytical value.
8.1.4The establishment and operationalization of democratic institutions and the effective implementation of the legislative framework are consolidated in accordance with the provisions of the Constitution and international norms and conventions. (UNSDCF output 2.1)	◆ Rating: Moderate ◆ Pros: - Strong alignment with constitutional principles and international norms and conventions, reinforcing legitimacy and accountability. - Focus on both institutional establishment and operationalization suggests a commitment to functional governance, not just legal formality. - Emphasizes the implementation of legislative frameworks, which supports rule of law and policy coherence. ◆ Cons: - Output language is broad and lacks specificity, making it difficult to track or attribute progress to particular actions or actors. - Terms like “consolidated” and “effective implementation” are not operationally defined. - Covers multiple components (institutions, laws, norms) without prioritization or clarity on sequencing or responsibility.	Indicator 8.1.4A: UNSDCF Output Indicator 1.2.1A: Degree of operationalization of operational democratic bodies (Court and instances) in accordance with the provisions of the Constitution (1: created; 2: operational; 3: in accordance with the Constitution) Targets: Value: Target: ISIE: 4, National Observatory – 2, Peer Council for Gender Equality Year: 2025 Baseline: Value: Baseline: ISIE 2 initiatives, National Observatory 0, Peer Council for Gender Equality - 0 Year: 2022 Source: MOV: Annual Implementation Reports Indicator 8.1.4B: UNSDCF Output Indicator 1.2.1E: Number of initiatives for the benefit of Parliament and its structures aimed at strengthening its representation, oversight and legislative functions Targets: Value: Target: 4 initiatives (GRB-internal process and oversight/Rules of Procedures) Year: 2025 Baseline: Value: Baseline: 2 (a)Women Caucus Rules of Business, b) Women Commission – Policy Advocacy) Year: 2022 Source: MOV: Agency activity reports	◆ Rating: Strong ◆ Pros: - Indicator 8.1.4A uses a clear ordinal scale (1–3) to assess the legal and operational status of key democratic bodies, allowing for structured progress monitoring. - Targets and baselines are specified for three distinct institutions (ISIE, National Observatory, Peer Council), enhancing clarity and relevance. - Indicator 8.1.4B is a straightforward quantitative measure of institutional strengthening efforts, with a defined baseline and target. - Both indicators align with broader goals of good governance, constitutional adherence, and gender equality. - Data sources are identified and appear feasible for regular reporting. ◆ Cons: - The scale for 8.1.4A could benefit from greater granularity or detail, especially on what qualifies as “in accordance with the Constitution.” - Indicator 8.1.4B focuses on the number of initiatives without assessing their effectiveness or institutional uptake. - Disaggregation by initiative type or beneficiary (e.g., gender, youth) could improve insight.

UN WOMEN TUNISIA COUNTRY OFFICE			
Item	Quality Score	Indicator, Target, Baseline, Source	Quality Score
SP OEE Output 1			
UN Women is an accountable and trustworthy development organization that manages its financial and other resources with integrity and in line with its programmatic ambitions and fiduciary obligations.		◆ Rating: Moderate ◆ Pros: Emphasizes organizational accountability, integrity, and fiduciary responsibility, which are core pillars of effective development cooperation.	

		- Clearly aligned with UN Women’s internal performance and governance priorities. - Sets a high standard for alignment between resources and programmatic goals, supporting coherence and transparency. ◆ Cons: - The language is high-level and abstract, lacking detail on what mechanisms or systems are being referenced or improved. - Terms like “trustworthy” and “in line with ambitions” are difficult to measure without more specific outputs or indicators. - No indication of who assesses performance or what tools will be used to track improvements in financial/resource management.
OUTPUT 1.1 The UN Women Conflict Cluster Office (CCO) human and financial resources are managed with integrity and in line with its programmatic ambitions and fiduciary obligations.	◆ Rating: Moderate ◆ Pros: - Clearly links resource management (human and financial) to both programmatic ambitions and fiduciary obligations, reflecting strong internal coherence. - Reinforces principles of integrity and accountability, which are fundamental to institutional performance and donor confidence. - Language aligns well with UN Women’s organizational effectiveness and efficiency commitments. ◆ Cons: - The output is stated in broad, normative terms, making it difficult to measure without clear operational definitions or benchmarks. - Does not specify what systems, practices, or reforms will ensure integrity or alignment with fiduciary standards. - Would benefit from a more action-oriented phrasing to enhance evaluability (e.g., “strengthened,” “monitored,” or “improved”).	Indicator 1.1A: The CCO's internal control framework approved and implemented Baseline: Value: Yes Notes: ICF report Year: 2021 Targets: Value: Yes Year: 2022 Value: Yes Year: 2025 Notes: ICF report ◆ Rating: Moderate ◆ Pros: - Tracks a concrete institutional mechanism — the internal control framework — which is critical for financial integrity and risk management. - The indicator is binary (Yes/No) and easy to monitor and report. - Consistent reference to the ICF report ensures clarity and traceability of the data source. ◆ Cons: - The binary structure does not allow for nuanced assessment (e.g., partial implementation, quality of application, or impact). - Limited ability to draw insights into how well the internal control framework is functioning beyond its mere existence.
SP OEE Output 2		
UN Women effectively leverages and expands its partnerships, communications and advocacy capabilities to increase support for and financing of the gender equality agenda, while securing sustainable resourcing for the delivery of its own mandate.	◆ Rating: Moderate ◆ Pros: - Captures critical organizational functions: partnerships, communications, advocacy, and resource mobilization — all essential for strategic positioning and impact. - Emphasizes support for the gender equality agenda as well as internal sustainability, aligning with UN Women’s dual mandate. - Reflects a strategic shift toward leveraging influence, not just implementing programs. ◆ Cons: - Broad and abstract phrasing — terms like “effectively leverages” and “expands capabilities” lack specificity and are difficult to measure without supporting indicators.	

		- No clarity on which types of partnerships or advocacy efforts are most relevant or prioritized. - Would benefit from more operational language to indicate what actual changes or improvements are expected.	
OUTPUT 2.1 Partnerships with Government, civil society, Donors and UN Agencies are effectively leveraged to increase support for and financing of the gender equality agenda	◆ Rating: Moderate ◆ Pros: - Clearly identifies key stakeholders (Government, civil society, Donors, UN Agencies), which supports targeted partnership strategies. - Strong alignment with UN Women's mandate to lead and coordinate on gender equality within and beyond the UN system. - Emphasizes both influence (support) and resources (financing), which are crucial for sustainability. ◆ Cons: - Phrasing like "effectively leveraged" is subjective and vague, lacking a clear standard or metric. - Does not specify the type, scale, or mechanism of partnerships expected to contribute to financing or policy support. - Lacks measurable outcomes or benchmarks to gauge progress beyond general engagement.	Indicator 2.1A: Annual Communication strategy developed and implemented for Tunisia Baseline: Value: No Year: 2021 Targets: Value: Yes Year: 2022 Value: Yes Year: 2025	◆ Rating: Moderate ◆ Pros: - Focuses on a specific and tangible deliverable — an annual communication strategy — which can be clearly tracked. - Clear baseline (No) and target (Yes) values make the indicator straightforward to monitor. - Directly supports visibility, advocacy, and partnership-building efforts aligned with the gender equality agenda. ◆ Cons: - Binary structure (Yes/No) limits insight into the quality, reach, or effectiveness of the strategy. - Does not assess whether the strategy is contextually relevant, inclusive, or has led to increased support or financing. - Could benefit from complementary indicators (e.g., engagement metrics or advocacy outcomes).
OUTPUT 2.2 Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment in Tunisia	◆ Rating: Moderate ◆ Pros: - Aligns strongly with UN Women's UN system coordination mandate and efforts to mainstream gender equality across agencies. - Addresses three core institutional pillars: coordination, coherence, and accountability, which are essential for collective impact. - Emphasizes system-wide commitment, reinforcing the importance of joint planning and mutual accountability. ◆ Cons: - Language is broad and lacks specificity — what "enhanced coordination" looks like in practice is not clearly defined.	Indicator 2.2A: Number of UN international day events and campaigns done in collaboration with UN agencies Baseline: Value: 2 Year: 2021 Targets: Value: 3 Year: 2025 Notes: Event/Campaign reports	◆ Rating: Moderate ◆ Pros: - Simple, quantitative indicator with a clear baseline and target, making it easy to track progress. - Measures inter-agency collaboration, which aligns with UN Women's coordination role and enhances system coherence. - Tied to visible outputs (events and campaigns), which can be documented and reported. ◆ Cons: - Focuses only on the number of events, not their quality, reach, thematic relevance, or impact.

	No indication of which mechanisms or bodies will be used to ensure coherence and accountability.		Could be strengthened with complementary qualitative indicators or outcome-level measures.
SP OEE Output 3			
UN Women strategically plans for and transforms its business model to deliver impact at scale, through agile and ethical leadership rooted in a continuous improvement culture.	◆ Rating: Moderate ◆ Pros: - Emphasizes strategic planning, innovation, and scale, which are key for organizational effectiveness and long-term impact. - Incorporates values such as agility, ethics, and continuous improvement, which are aligned with modern public sector management principles. - Signals a commitment to organizational transformation, not just incremental changes. ◆ Cons: - The language is aspirational and abstract, making it hard to define or measure success. - Phrases like “transform its business model” and “deliver impact at scale” lack operational clarity.		
OUTPUT 3.1 The UN Women Conflict Cluster Office (CCO) defines its business model and delivers impact at scale.	◆ Rating: Moderate ◆ Pros: - Focuses on strategic clarity (“defines its business model”) and scale of impact, both of which are critical for organizational effectiveness. - Aligns with broader organizational priorities to improve efficiency, coherence, and results orientation. - Supports forward-looking planning that can enhance resource allocation and program design. ◆ Cons: - Output is vague and abstract — terms like “defines its business model” and “impact at scale” need clearer articulation. - No mention of what components (e.g., staffing, partnerships, delivery channels) constitute the business model.	Indicator 3.1B: Number of knowledge products developed that supports the CCO's technical advisory services and evidence based advocacy Baseline: Value: 3 Notes: Lease agreement Year: 2021 Targets: Value: 6 Year: 2022 Value: 12 Year: 2025	◆ Rating: Strong ◆ Pros: - A quantitative, time-bound indicator with clear targets (6 by 2022, 12 by 2025) and a defined baseline (3 in 2021). - Directly supports the enhancement of technical advisory services and evidence-based advocacy, aligning with UN Women’s learning and influence objectives. - Encourages the production and use of knowledge products, which are key for informed decision-making and strategic communication. ◆ Cons: - Focuses on quantity only, with no reference to the quality, relevance, dissemination, or uptake of the knowledge products. - The source or definition of “knowledge products” is not clarified, which may affect consistency in reporting.
SP OEE Output 4			
With its unique and inclusive culture, UN-Women is an employer of choice with a diverse and highly performing cadre of personnel that embodies UN values.	◆ Rating: Moderate ◆ Pros: Aligns with key organizational values such as inclusivity, performance, diversity, and ethical leadership, which are central to UN-wide HR frameworks.		

		- Reflects an aspirational goal to be an employer of choice, supporting talent attraction and retention. - Reinforces the importance of culture and values alignment in staff performance. ◆ Cons: - Highly normative and abstract — concepts like “inclusive culture” and “embodies UN values” are hard to measure without clear, standardized indicators. - No clarity on how performance, diversity, or values alignment will be operationalized or tracked. - Would benefit from specific, measurable sub-outputs (e.g., retention rates, diversity ratios, staff satisfaction levels) to improve evaluability.	
OUTPUT 4.1 The UN Women Conflict Cluster Office (CCO) personnel are able to implement UN Women's mandate in accordance with UN values, including respect for diversity	◆ Rating: Moderate ◆ Pros: - Reinforces alignment between staff capacity and organizational mandate, which is crucial for effective delivery. - Emphasizes UN values and diversity, which are core to institutional identity and ethical operations. - Aligns with broader UN goals of creating a competent, inclusive, and values-driven workforce. ◆ Cons: - Statement is broad and non-specific — terms like “able to implement” and “in accordance with UN values” lack measurable benchmarks. - Does not indicate how personnel capacity will be built, measured, or assessed (e.g., training, performance evaluations).	Indicator 4.1A: ICT safety and security measures in place and compliance met Baseline: Value: Yes Year: 2021 Targets: Value: Yes Year: 2022 Value: Yes Year: 2025	◆ Rating: Moderate ◆ Pros: - Focuses on a specific operational area — ICT safety and security — which is critical for safeguarding personnel, data, and organizational integrity. - Binary structure (Yes/No) simplifies tracking and reporting, especially across multiple years. - Aligned with global standards on digital safety and compliance, supporting a secure work environment. ◆ Cons: - The Yes/No format limits insight into the extent, quality, or robustness of the safety and security measures in place. - Does not assess user awareness, training, or incident response capacity, which are key elements of ICT compliance.
SP OEE Output 5			
UN Women efficiently and effectively discharges of all business processes that advance integrated delivery of its normative, operational and coordination mandate at HQ, Regional and Country level, including through shared services.	◆ Rating: Moderate ◆ Pros: - Reflects a comprehensive approach to organizational integration, spanning normative, operational, and coordination functions. - Supports the principle of efficiency and effectiveness in business processes, which is crucial for UN Women's performance and accountability. - Emphasizes shared services, which can enhance resource use and internal coherence across levels. ◆ Cons: - The language is broad and institutional, making it difficult to pinpoint specific expected changes or measurable results. - Terms like “discharges of all business processes” and “advance integrated delivery” are ambiguous and jargon-heavy. - Lacks clarity on which processes are being referred to or how performance will be assessed across the different levels (HQ, Regional, Country).		

OUTPUT 5.1 The UN Women Conflict Cluster Office (CCO) is able to discharge and report on its business processes to advance the integrated delivery of its mandate.	◆ Rating: Moderate ◆ Pros: • Focuses on the ability to discharge and report on business processes, which is key for internal accountability and operational transparency. • Supports the integrated delivery of UN Women’s mandate, aligning with organizational priorities across normative, operational, and coordination work. • Emphasizes performance reporting, which contributes to monitoring and results-based management. ◆ Cons: • The phrase “discharge and report on its business processes” is vague and lacks operational clarity. • Does not specify which processes or performance criteria are to be met, making it difficult to evaluate progress.	Indicator 5.1C: UNCT-SWAP exercise conducted in Tunisia Baseline: Value: No Year: 2021 Targets: Value: Yes Year: 2025 Indicator 5.1D: Offline monitoring plan developed to track progress against MERP plan Baseline: Value: No Year: 2021 Targets: Value: No Year: 2022 Value: Yes Year: 2025	◆ Rating: Weak ◆ Pros: • Indicator 5.1C focuses on the UNCT-SWAP Gender Equality Scorecard, a recognized inter-agency tool that strengthens UN accountability to gender equality. • Both indicators have clearly defined baselines and targets, making them trackable over time. • Indicator 5.1D supports internal monitoring and accountability against the MERP (Monitoring, Evaluation, Results and Planning) framework, which is central to program oversight. ◆ Cons: • Both indicators use a binary Yes/No structure, which does not reflect the quality, depth, or outcomes of the activities. • Indicator 5.1D assumes offline monitoring is the desired solution but doesn’t assess usability, application, or results of the plan. • May benefit from additional indicators to assess actual use and effectiveness of these tools once implemented.
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Data Availability Matrix

Most output indicators have both targets and data sources defined, and many show progressive updates between the 2022–2023 and 2024–2025 work plans. However, baseline data remains missing or "TBD" for several outcome-level indicators, especially under DRF Outcomes 7.2 and 7.3. Outcome measurement remains uneven and is not systematically presented in the SN or WP reports. Several indicators depend on administrative data systems that may lack gender disaggregation or timeliness.

Results Level	Indicator Coverage	Baseline Available	Target Set	Data Source Identified	Frequency Specified	Assessment
Impact	Partial	No	Yes (some)	No	No	Weak
Outcomes (DRF)	Majority	Limited	Mostly Yes	Mixed (some unclear)	Sometimes (not always)	Moderate

Outputs (DRF)	Nearly all	Mostly Yes	Yes	Yes (in WP and SN Reports)	Yes	Strong
OEE Outputs	Mostly covered	Some missing	Yes	Partial (some are assumed)	Partially	Moderate

LNOB and Gender-Responsiveness Review

The Results Framework and associated strategies demonstrate a strong commitment to Leave No One Behind (LNOB), with multiple references to marginalized subgroups. Indicators partially reflect this through disaggregation, but systematic application is limited. Gender-responsiveness is stronger at the output level than outcome level, with few indicators explicitly tracking shifts in power, norms, or agency.

Dimension	Assessment	Supporting Evidence
Disaggregated Indicators	Moderate	Some indicators disaggregate by population group (e.g., rural, migrants, age), especially under SP Outcomes 5 and 6. However, not consistent across all outcomes.
Inclusion of Marginalized Groups	Strong	SN and WP documents explicitly mention targeting disabled women, migrants, survivors of VAW, and youth in vulnerable areas. Examples include CSO partnerships for economic empowerment and justice access.
Gender-Responsiveness of Indicators	Moderate	Many indicators are gender-specific (e.g., EVAW, care economy, political participation), but only a few measure change in power, agency, or structural barriers.
LNOB Commitments in Design	Strong	The SN highlights LNOB as a guiding principle. Strategic results reference intersectionality, especially in justice and resilience-related outcomes.

Stakeholder Engagement Summary

Engagement with national institutions is a key strength in Tunisia's Strategic Note implementation, particularly around legal reform and capacity building. Civil society is engaged at the project level, but participation in results definition or indicator review is not documented. Rights holder perspectives are not clearly integrated into the Results Framework or monitoring mechanisms, representing a missed opportunity for participatory accountability.

Engagement Area	Assessment	Supporting Evidence
Government Participation	Strong	National counterparts involved in strategy validation and joint work planning. Work plans align with national priorities (e.g., justice reform, NCD strategy).
Civil Society Engagement	Moderate	SN and WP mention CSO partners, especially for EVAW and economic inclusion, but no details on participation in indicator development or evaluability processes.
Rights Holder Participation	Limited	Limited reference to direct engagement of women's groups or community-level feedback loops in design or M&E.
Inter-Agency Collaboration	Strong	Active collaboration through UNCT coordination groups, particularly under Outcome 6 and OEE Results 3 and 4.

Availability of documents

Document Type	Available	Details / Source (Document Title)
Annual Reports	Yes	<i>Strategic Note Annual Narrative Progress Report (2023)</i> ; <i>Development Results SN Report (2023)</i> ; <i>Organizational Effectiveness and Efficiency SN Report (2023)</i>
Evaluations	Yes	<i>Monitoring, Evaluation and Research Plan (MERP)</i> ; <i>UN Women Tunisia Strategic Note 2022–2025 – Narrative</i> (mentions UNSCR 1325 NAP I evaluation)
Project Reports	Yes	<i>Development Results SN Report (2023)</i> ; <i>Organizational Effectiveness and Efficiency SN Report (2023)</i> ; <i>Copy of TUN and LIB Projects List – Ongoing</i>

Project Documents	Yes	<i>Project Register – UN Women Tunisia; Annual Work Plan 2022–2023; Annual Work Plan 2024–2025</i>
Strategic Documents	Yes	<i>UN Women Tunisia Strategic Note 2022–2025 – Narrative; Strategic Note Brochure – Tunisia 2022–2025; UNSDCF Theory of Change Annex; CCA Tunisia 2020; Cooperation Framework 2021–2025; Strategic Note Approval Memo</i>
Gender Scorecard Reports	No	Not available among reviewed materials.
Partner Agreements	Partial	Partner involvement referenced in <i>Project Register</i> , <i>Strategic Note Narrative</i> , and <i>Strategic Note Work Plan Cover Note (2024–2025)</i> , but no formal MoUs shared.
Other Documents	Yes	<i>Monitoring, Evaluation and Research Plan (MERP); Risk Management Action Plan; Knowledge Management Plan; HR Planning Calculator; Fraud Risk Register; Field Checklist – Tunisia (Signed)</i>

ANNEX 8 Synthesis of past evaluations to inform the Tunisia CPE

Introduction: This is a synthesis of cross-cutting lessons learned and good practices from nine recent UN Women evaluations (see bibliography), conducted between 2018 and 2024, to inform the Tunisia Country Portfolio Evaluation (CPE) 2021–2025 Inception Report. The objective is to distill findings relevant to the Tunisian context and UN Women Tunisia’s Strategic Note 2021–2025 for the CPE.

1.Relevance to national priorities and contexts

Across the evaluations, UN Women’s initiatives were found to be strongly aligned with international gender equality frameworks and responsive to national priorities, though adaptability to emerging issues remains an area for growth. The corporate evaluation of Women’s Economic Empowerment (WEE) confirmed that UN Women’s work on gender-responsive laws and policies is well aligned with global normative frameworks (e.g. CEDAW, Beijing Platform for Action, ILO conventions) and often informed by national priorities and needs.^[1] At country level, successful programmes tailored sub-themes to context; where UN Women aligned closely with government priorities, it capitalized on strategic opportunities and built close relationships facilitating policy implementation. In Tunisia, for example, the Men and Women for Gender Equality (MWGE) programme was found relevant to the national legislative framework and gender policies (e.g. Tunisia’s PANIG 2016–2020 and UNDAF) and in line with UN Women’s country strategy.^[2] However, the approach of engaging men and boys for gender equality was new and initially controversial in Tunisia, requiring extensive consultations with women’s rights organizations to ensure local buy-in. This underscores **the importance of context-sensitive strategies**: even when interventions align with national gender equality commitments, introducing novel approaches calls for stakeholder dialogue and adaptation.

Notably, UN Women showed responsiveness to changing contexts such as the COVID-19 pandemic. Evaluations highlighted how programmes adjusted to address emerging challenges – for instance, WEE interventions pivoted to recognize the pandemic’s disproportionate economic impacts on women^[3] and the MWGE programme in Tunisia integrated COVID-19 related questions into its gender norms survey and launched the “Because I Am a Man” campaign with messages tailored to the pandemic context.^[4] Going forward, evaluations suggest UN Women should **proactively anticipate and plan for emerging issues** (such as climate change, economic crises, or political instability) to maintain relevance. Overall, the evaluations affirm that UN Women’s strategic areas of work (economic empowerment, WPS, political participation, gender data) remain highly pertinent to both global agendas and country needs, but also emphasize the need for continual context monitoring and flexibility to adapt interventions in Tunisia and beyond.

2.Effectiveness

The evaluations provided evidence of significant outputs and some outcomes achieved, while also highlighting common challenges that limited the full realization of results. UN Women’s normative and policy work has been particularly effective: the WEE evaluation noted that UN Women has a clear comparative advantage in facilitating policy dialogue and has successfully shaped global and regional discourse on women’s economic rights. Similarly, the corporate evaluation of Women’s Political Participation (WPP)^[5] found that UN Women’s advocacy and technical support contributed to improved legal frameworks for women’s political participation in numerous countries (e.g. supporting gender quota laws, removing discriminatory requirements for women candidates). In the Arab States

region, the WPS programme enabled the development of inclusive National Action Plans (NAPs) on 1325, with broad stakeholder ownership, by providing technical inputs and using consultative processes. This led to increased capacity of national institutions to advance the WPS agenda and greater buy-in for implementation of the NAPs.^[6] A positive model noted was Jordan's pooled funding mechanism for its NAP, which allowed multiple donors to support implementation at scale – enabling a high number of beneficiaries to be reached and boosting the programme's efficiency and potential impact. Such examples illustrate that **multi-stakeholder commitment and adequate resources** can translate UN Women's upstream policy influence into tangible results.

However, a cross-cutting finding is that many interventions stopped short of fully translating outputs into sustained outcomes for women and girls. For instance, while the WPS programme built skills of women mediators and advocates, it was *"limited in facilitating opportunities for application of those skills, thereby limiting long-term sustainability"*.^[7] Similarly, legal and policy gains in women's political participation often faced enforcement gaps – voluntary measures or weakly enforced rules (such as non-mandatory party quotas) had limited effectiveness unless accompanied by strong implementation mechanisms. The WPP evaluation stressed that any programme focusing on legal reform should include support for implementation and monitoring, citing evidence that without enforcement (e.g. making quota compliance a condition for party registration), progress remains uncertain.^[8] UN Women has tackled this in some contexts by working closely with electoral commissions and oversight bodies to track compliance (for example, monitoring political parties' actions to include women and use of public funds for women's political empowerment in Colombia). This points to a broader lesson: **effective results require not just upstream policy change, but downstream follow-through** – capacity-building, oversight, and community-level action – to ensure policies are implemented and benefits realized on the ground.

Another common challenge affecting effectiveness was the influence of social norms and resistance to change. The evaluations observed that deeply entrenched gender stereotypes and patriarchal norms continued to impede progress across thematic areas. The WEE evaluation noted that work to change discriminatory social norms (e.g. around unpaid care or women's roles) was not yet systematically integrated into economic empowerment initiatives, even though such norms critically shape policy uptake and on-the-ground impact.^[9] The WPP evaluation likewise found that hostile attitudes and violence against women in politics are significant barriers that require dedicated attention alongside formal reforms. Encouragingly, some promising practices emerged – for example, UN Women supported media campaigns and advocacy engaging men as allies, and backed efforts to monitor and address violence against women in elections (including helping establish protocols and committees on violence against women in politics in Liberia).^[10] These efforts show that integrating norm change strategies can bolster the effectiveness of programmes.

3 Integration of gender equality and human rights (GE&HR)

All evaluations indicate that UN Women is committed to integrating gender equality, women's rights, and the Leave No One Behind (LNOB) principle in its programming, but they also reveal inconsistencies and areas for improvement in practice. UN Women's programmatic documents generally reflect human rights and LNOB principles. The WEE evaluation found that key programme proposals broadly articulated commitments to human rights, gender equality, and inclusion of marginalized groups (including women with disabilities), and it cited good examples of initiatives targeting vulnerable women. For instance, UN Women's work on affirmative procurement in Nigeria and Kenya included efforts to improve data collection on women suppliers from disadvantaged groups, demonstrating an intersectional approach to economic empowerment.^[11] Likewise, the Tunisia case study highlighted that the programme adopted a human rights-based approach and consciously applied LNOB in its research design – the

IMAGES survey sampling was designed to capture diverse groups, and although Tunisia joined the programme only in Phase II, plans were made to enable the participation of people with disabilities in future activities.^[12]

Despite these positive examples, the evaluations point out that GE&HR integration could be more systematic. The corporate evaluation on WEE concluded that while global standards on inclusion are clear, they often need better translation into **structured, operational guidance** for country offices.^[13] The WPS regional evaluation noted the limited collection of disaggregated data in WPS programmes, which made it difficult to assess changes in the lives of women and girls with disabilities or from other vulnerable groups, except for in Lebanon. The evaluation recommended that future WPS initiatives develop an explicit disability inclusion strategy and improve monitoring of outcomes for marginalized group.^[14] This finding is highly relevant for Tunisia, suggesting that programmes (whether in WPS, WEE or governance) should incorporate targeted strategies to include women and girls who face intersecting forms of discrimination – for example, rural women, women with disabilities, or minority groups – and collect data to monitor their benefit.

Another element of rights-based integration is addressing root causes of inequality and power imbalances. The evaluations highlighted that UN Women’s approaches have increasingly recognized issues like violence against women and harmful gender norms as fundamental human rights concerns to be tackled across all areas. For instance, the WPP evaluation commended UN Women for elevating the issue of violence against women in politics (VAWP) in global normative debates – citing UN Women’s contributions to a UN General Assembly resolution and the UN Special Rapporteur’s work on VAWP– and for supporting countries to develop measures to prevent and respond to VAWP (such as reporting mechanisms and incident tracking in elections).^[15] Going forward, a key lesson is that integrating gender equality and human rights is not a one-off checkbox but requires *intentional design and resourcing*. Strengthening staff capacity on intersectional analysis and continuing to partner with specialized organizations (e.g. organisations of people with disabilities, human rights NGOs) can help operationalize these principles more consistently to better ensure that all women – not just those easiest to reach – benefit. The Tunisia CPE will assess how each intervention under the Strategic Note explicitly identifies how it will reach the least advantaged women (in line with LNOB) and how it will tackle structural barriers (e.g. discriminatory norms, gender-based violence) that impede women’s rights

4. Sustainability and national ownership

Ensuring the durability of results after programmes end is a recurrent concern, and the evaluations point to several factors that can enhance sustainability. The WPS regional evaluation observed that the WPS programme’s multi-phase design (Phase I followed by Phase II) and **the donor’s sustained commitment** (the Government of Finland funded both phases) allowed lessons from the first phase to be incorporated into the second, and signaled a long-term approach to stakeholders. Conversely, the evaluation warned that the biggest threat to sustainability was the discontinuation of funding once the programme ends. The CPE will assess how Tunisia has explored pooled funding arrangements or multi-partner trust funds, like the Jordan NAP fund, as one way to promote financial sustainability for critical areas (such as implementing the national gender policy or WPS commitments).

Another key to sustainability is **national ownership**. Several evaluations illustrated that when governments and national organizations drive or co-lead initiatives, they are more likely to continue them. In Tunisia’s case, the strategic choice to partner with respected national research organizations (the Arab Institute for Human Rights, the National Institute of Statistics, and Beity NGO) ensured strong national buy-in to the IMAGES study process and credibility of the results, which in turn lays the groundwork for uptake and use of the findings. By selecting partners with long-standing expertise in human rights and gender, the programme built local capacity and ownership,

enhancing the likelihood that the study's insights will inform policies and be sustained beyond UN Women's direct support.^[16] Similarly, the WPP evaluation found that UN Women's focus on strengthening national electoral bodies and supporting networks of women leaders was a **sustainable approach** to building enduring change. For example, in Zimbabwe UN Women concentrated on bolstering the capacities of the Electoral Commission and the Ministry of Women's Affairs to ensure women's participation and safety in elections. In Tanzania, UN Women partnered with a university to create a Women's Leadership Academy; as a result, training for women candidates was embedded in a local institution that continues to champion women's leadership beyond the project.^[17] These examples show that investing in local institutional capacity (government or academia) and **mainstreaming project activities into existing structures** greatly improves sustainability. The CPE will assess how UN Women Tunisia prioritise interventions that build or work through national systems – for instance, integrating gender-responsive budgeting support into Ministry of Finance processes (so it becomes routine), or working with the national statistics bureau so that gender data initiatives are part of official data collection cycles.

While pursuing national ownership, evaluations also caution that **sustainability plans need to address resource and accountability gaps**. The WEE evaluation pointed out that having gender-responsive laws and policies in place is not enough for sustainable change **if they are not accompanied by the appropriate resources and implementation plans**. It highlighted how UN Women's complementary work on gender budgeting can be a powerful tool to secure resources for implementation. Moreover, it suggested UN Women leverage partnerships with civil society to monitor policy roll-out, given the organization's limited resources.^[18] Similarly, the WPP evaluation noted that UN Women was fostering national ownership in some contexts by sustaining partnerships with women's organizations and movements, and this too is a strategy to ensure continued advocacy and oversight of women's rights once UN Women steps back.^[19] **The CPE will assess how** Tunisia's Strategic Note interventions include explicit sustainability strategies – e.g., policy advocacy components linking to budget advocacy and citizen monitoring – to ensure that gains (such as new laws, trained women leaders, or improved data systems) are not only achieved but maintained.

5. Coordination and coherence

UN Women's coordination role – both within the UN system and among partners – emerged as a strength in some areas and a work in progress in others. At the global level, UN Women was found to be effective in **building coherence and a unified voice** on gender issues. The WEE evaluation noted that UN Women excels in convening diverse stakeholders (governments, UN agencies, civil society, private sector) and facilitating consensus on priority WEE issues, for example through its leadership in intergovernmental forums like the Commission on the Status of Women.^[20] This consensus-building at global and regional levels often translated into aligned action at country level, with UN Women promoting coordination in the UN Country Teams on gender equality. In the WPP evaluation, stakeholders similarly praised UN Women HQ for providing accessible technical guidance and knowledge that helped country offices rapidly hone their approaches. Cross-regional exchanges (such as sharing training curricula between regions) yielded benefits and demonstrated the potential of horizontal learning. However, the WPP evaluation also flagged that regional-level collaboration could be **strengthened** – some country offices felt they would benefit from more systematic South-South exchange and technical support from their Regional Office, especially those lagging behind their peers.^[21] The CPE will assess how for Tunisia has created opportunities for cross-country learning – for instance, learning from Morocco or Jordan's experiences on women's leadership or from Egypt on engaging men – and if it has led to enhance programme coherence and avoid reinventing the wheel.

Several evaluations pointed to **internal coordination challenges** that need attention. The Gender Statistics evaluation found that at country level, coordination among actors working on gender data was sometimes ad hoc

or unclear, leading to duplication of efforts or missed synergies.^[22] Case studies revealed overlaps and some confusion over which agency leads certain data initiatives. It recommended providing guidance to country offices on mechanisms to improve coordination – such as joint gender data groups or clear divisions of labor – to ensure all players (government, UN, donors, etc.) work toward a common gender statistics strategy. The evaluation did note that UN Women has a proven track record as a convener and can leverage this to help governments build consensus on who does what in the gender data space. The Tunisia case offered a lesson on managing coordination structures: it created a broad Strategic Consultative Group (including state entities, civil society, UN partners, and experts) which was inclusive for consultation but proved “*too unwieldy*” to be effective operationally.^[23] A smaller technical committee was formed for day-to-day guidance, while the larger SCG remains available for building coalitions in future advocacy stages. The takeaway is that **coordination bodies must be fit-for-purpose** – broad partnerships are valuable for buy-in and legitimacy, but practical coordination may require leaner, more agile task teams.

Another internal coordination aspect is the division of roles between UN Women’s different levels. The MWGE evaluation noted that the Regional Office (ROAS) was instrumental in catalyzing learning across countries and connecting Tunisia with regional expertise and experiences. The Tunisia team benefited from exchanges with other country teams at similar stages (e.g. Jordan) and from technical support facilitated by ROAS (such as South-South sharing of how other countries used IMAGES results). This saved time and resources and is cited as a good practice to continue. At the same time, that evaluation cautioned that the division of responsibilities between the Regional Office and Country Office in managing implementing partners was not always clear.^[24]

6. Partnerships

The evaluations underscored that **collaboration with a range of partners – civil society, government, other UN agencies, donors, and research institutions – is crucial to success**. The WPS evaluation explicitly states that involving diverse partners provided complementary expertise, resources, and networks that strengthened implementation of WPS initiatives. In WPS Phase II, UN Women engaged ministries, security sector actors, local NGOs, and international donors in developing and implementing NAPs, which enhanced legitimacy and reach. However, the evaluation also noted the need for an intentional approach to link national policy outcomes with community-level interventions, suggesting that civil society organizations (CSOs) are key partners to ensure grassroots voices inform higher-level policy work.^[25] The CPE will assess how in Tunisia UN Women partners with women’s rights organizations and other NGOs, not only to implement activities but to create feedback loops between women at the community level and national policy discussions.

Many of the evaluations commended UN Women’s ability to forge partnerships strategically. The corporate WEE evaluation found that UN Women collaborates with a wide array of entities – from international financial institutions and UN partners like ILO and UNDP to member state governments and private sector actors – often convening multi-stakeholder coalitions to amplify its influence on gender-responsive economic policy.^[26] Meanwhile, the WPP evaluation pointed to innovative partnerships to reach into traditionally male-dominated domains: it cited “*promising practices... such as working with non-governmental organizations that focus on political actors, [with] women’s political wings and with male allies*” as ways to influence political party culture.^[27] The CPE will assess to what extent UN Women has engaged “champions” or allies in government and partners with organizations that have entry points to political parties or male networks, to tackle resistance and open space for women.

The evaluations also identify gaps where partnerships could be deepened. One recurring theme is the underutilization of partnerships with certain influential actors. The WEE evaluation noted that engagement with international financial institutions (IFIs) on economic policies could be strengthened and made more coherent. Given

IFIs' impact on national economic decisions, UN Women globally has recognized this as an area for growth (for example, working more with the World Bank, IMF, regional development banks on gender-responsive macroeconomic policies).^[28] For Tunisia, which has active IFI involvement in its economy, the CPE will assess to what extent UN Women has explored partnerships with IFIs to integrate gender into economic reform programs or lending frameworks. Another gap mentioned in the Gender Statistics evaluation is that in some countries UN Women did not fully engage non-traditional data partners (like tech companies or open data initiatives). Importantly, all evaluations agree that **civil society remains a cornerstone partner** for UN Women. Whether it's women's organizations aiding in social norm change, NGOs delivering services, or feminist movements pushing for accountability, partnering with civil society is both an end (strengthening women's voice) and a means to amplify impact. For instance, the MWGE Tunisia report highlighted that widening the partner network to include human rights organizations and academia was a good practice that helped mitigate early resistance to the men-engage approach.^[29]

7 Evidence-based programming and learning

The corporate evaluation of UN Women's support to Gender Statistics concluded that UN Women's work on gender data (exemplified by the global Women Count programme) has been highly relevant and has positioned UN Women as a leader in this field. A key lesson from that evaluation is the effectiveness of starting with a **country needs assessment of the national statistical system** to plan gender statistics support. For example, conducting a baseline assessment in each country allowed UN Women to prioritize whether the need was for surveys on violence against women, better coordination of data, capacity building on gender analysis, etc., thereby enhancing coherence with national context and ownership of the work.^[30] The evaluations also emphasize innovation in data: using new data technologies, citizen-generated data, or collaborating with other agencies (like UNFPA, UNDP) on joint data initiatives were mentioned as ways to stretch resources and improve evidence for advocacy.

Monitoring, evaluation, and learning (MEL) systems, however, were identified as weaker points. Several evaluations found that documenting results and learning was not as robust as it could be. The WPP evaluation observed a *"lack of data [that] greatly restricted UN Women's analysis of its efforts to address equity"* in political participation programmes.^[31] Basic metrics – like sex-disaggregated data on voter turnout, candidate profiles, or women's post-election experiences – were sometimes missing, hampering the ability to gauge impact on marginalized sub-groups or to understand unintended consequences (for example, whether women candidates faced economic setbacks or community backlash). The CPE will review the outcome areas of the Tunisia Strategic Note for a monitoring plan with indicators that capture not only outputs (e.g., number of people trained) but also outcomes for different groups of women. The WPS evaluation similarly recommended refining results frameworks to better measure influence of regional activities at country level and to include indicators that evidence actual change in women's lives (such as women's participation in peacebuilding or attitudes change). A related lesson is to invest in **baseline and endline data** for programmes, so that progress can be measured.

Knowledge management and south-south learning emerged as an area needing improvement in the WEE evaluation. It found that knowledge often flowed one-way from global to local, with limited mechanisms for country offices to share their on-the-ground lessons with each other or with HQ. Additionally, the lack of a centralized knowledge repository meant good practices were not systematically captured or disseminated. In response to this, UN Women had set up ad hoc solutions like a global listserv or a community of practice in West Africa for WEE, but these need to be expanded and formalized.^[32] Finally, the evaluations highlight that evidence is not just for learning but for advocacy. Success stories include UN Women using research findings to influence policy – for instance, the IMAGES

men and gender equality survey in Tunisia to inform a new phase of interventions and provide evidence to influence governmental action on changing social norms. The WEE evaluation noted UN Women’s production of research and global knowledge products was one of its most frequent and valuable activities, feeding evidence-based policy dialogues. A lesson here is the importance of packaging and communicating data effectively to decision-makers. Moreover, partnering with women’s organizations and academia in research (as seen in MWGE) not only builds credibility but also fosters local capacity to continue evidence-based advocacy.^[33]

^[1] **Corporate Evaluation – Women’s Economic Empowerment.** UN Women 2023.

^[2] **Regional Evaluation – Men and Women for Gender Equality (Tunisia Case Study).** UN Women 2022.

^[3] Ibid.

^[4] Ibid.

^[5] **Corporate Evaluation – Women’s Political Participation.** UN Women 2024.

^[6] **Regional Evaluation – Women, Peace and Security Programme Phase II.** UN Women 2023.

^[7] Ibid.

^[8] Ibid.

^[9] Ibid.

^[10] Ibid.

^[11] Ibid.

^[12] Ibid.

^[13] Ibid.

^[14] Ibid.

^[15] Ibid.

^[16] Ibid.

^[17] Ibid.

^[18] Ibid.

^[19] Ibid.

^[20] Ibid.

^[21] Ibid.

^[22] **Corporate Evaluation – Gender Statistics (2018–2022).** UN Women 2023.

^[23] Ibid.

^[24] Ibid.

^[25] Ibid.

^[26] Ibid.

^[27] Ibid.

^[28] Ibid.

^[29] Ibid.

^[30] Ibid.

^[31] Ibid.

^[32] Ibid.

^[33] Ibid.

ANNEX 9 Tunisia Libya Cluster Organigram

As of May 2025

