

# Capacity Strengthening to Smallholder Farmers and National School Meals Programme in Tunisia from 2022 to 2024

Decentralized Evaluation  
Terms of reference  
WFP Tunisia Country Office

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# 1. Introduction

1. These Terms of Reference (TOR) were prepared by World Food Programme (WFP) Tunisia Country Office (CO) after an initial document review and consultations with stakeholders. The TOR serves two main purposes: firstly, it provides essential information for evaluation firms as they prepare to bid for the evaluation; secondly it provides key information to stakeholders about the scope and expected focus of the evaluation.

2. This activity evaluation focus on two key activities: **Activity One: Support to Livelihoods:** WFP, in collaboration with Ministry of Agriculture (MoA), provides training and technical support to smallholder farmers, rural women, and youth in two governorates, Jendouba and Kairouane. **Activity Two: School Feeding:** Working with the Ministry of Education, WFP provides policy advice and technical assistance to the Government for National School Meals Programme (NSMP) across Tunisia. Direct beneficiaries include cooks; staff involved in the school meals programme management at central, regional and local level; and school staff and community members participating in the maintenance and management of school gardens. Indirect beneficiaries are schoolchildren and their families who receive the school meals.

3. WFP interventions in Tunisia do not provide direct food assistance, instead focusing on capacity development of key actors in the two systems. The Government of Tunisia (GoT) is the main stakeholder in implementing WFP Tunisia's Country Strategic Plan (CSP) 2022-2025. Please see [Annex I](#) for the country map.

4. The evaluation will cover WFP's support from January 2022 until the start of data collection, which is expected in February 2024. The final report is expected in June 2024.

5. The evaluation aims to provide an evidence-based, independent assessment of the WFP's School Feeding and Livelihood activities within Tunisia's CSP 2022-2025. The evaluation aims to determine the relevance, coherence efficiency, effectiveness, impact and sustainability of these two activities with the following three objectives:

- (i) Strengthening the regulatory frameworks and tools of the NSMP,
- (ii) Increasing economic opportunities and strengthening resilience among smallholder farmers and rural women, and
- (iii) Providing technical capacity to GoT to design and finance programmes aimed at strengthening the resilience of vulnerable rural populations affected by climate change.

## 2. Reasons for the evaluation

### 2.1. Rationale

6. The decentralised<sup>1</sup> evaluation aims to inform the strategic and operational direction of CO. Specifically, it aims to assess how well the designed and implemented activities are advancing the strategic outcomes outlined in the CSP.

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<sup>1</sup> Per its Evaluation Policy (2022), WFP's evaluation function is made up of three complementary pillars: i) centralised evaluations (Country Strategic Plan evaluations, Policy, Strategy and Thematic Evaluations; ii) (counter-factual) impact evaluations both of which are commissioned by the Office of Evaluation ; iii) independent decentralised evaluations commissioned by Country Offices with support from WFP Regional Bureaus. Decentralised evaluations are typically tasked with looking at specific areas of a Country Offices' Country Strategic Plan according to the specific evidence and learning needs at the time of the evaluation's commissioning.

7. Regarding Activity 2, this decentralized evaluation (DE) builds upon a previous DE conducted in 2018 which informed the Sustainable School Meals Strategy (SSMS's)<sup>2</sup> and the Action Plan that has been central to WFP's intervention in Tunisia since 2014. These SSMS and action plan are also the focus of the current CSP (2022-2025). **Consequently, this DE will provide insights to WFP Tunisia and its government counterpart, particularly the Ministry of Education (MoE), regarding the impact of WFP's support for NSMP.**

8. Regarding Activity 1, as part of the 2030 Agenda and support for the Sustainable Development Goals (SDGs), the WFP Tunisia, in collaboration with Food and Agriculture Organization of the United Nations (FAO), UN Women, and the International Fund for Agricultural Development (IFAD), launched in January 2023 a joint project titled "Accelerating Progress towards the Economic Empowerment of Rural Women" (JP-RWEE Phase II). The project aims to empower rural women and men (smallholder farmers), reduce rural poverty, promote sustainable agricultural production, and improve food security and nutrition. **The DE will assess the design and implementation of the JP RWEE, focusing on economic opportunities and resilience building among smallholder farmers and rural women. Additionally, it will also explore the role of WFP in providing technical support to GoT in designing and financing programmes aimed at strengthening the resilience of vulnerable rural populations affected by climate change.** Ministry of Agriculture (MoA) is the main counterpart for JPRWEE. **The DE will assess also the cross-cutting support provided through the two activities, 1 and 2 to smallholder farmers and the MoE, evaluating the extent to which this support has fostered collaboration between smallholder farmers' professional groups and the National School Feeding Programme.**

9. More generally, the evaluation will serve several purposes for WFP Tunisia and government counterparts: MoE and MoA:

- i) Review the alignment of WFP intervention with national strategies and priorities.,
- ii) Explore the synergies between SO.1 and SO.2 and the quality of the support provided to MoE and Smallholder famers.
- iii) Re-align operational decisions to Tunisia's CSP strategic objective where necessary,
- iv) Support Tunisia CO to improve its implementation process and operational decisions,
- v) Identify areas for improvement and inform the way forward for both Activities.

10. WFP Tunisia and the Regional Bureau aim to share the lessons learned from this evaluation with other WFP Country Offices and UN agencies implementing similar programmes with a strong capacity development component in the region. This evaluation also represents a significant milestone in the collaborative efforts with the nationals partners.

## 2.2. Objectives

11. In line with the [Evaluation Policy](#), WFP evaluations serve the dual and mutually reinforcing objectives of accountability and learning. This evaluation is primarily geared towards the learning objective to enhance WFP's strategic and operational direction in Tunisia.

- **Accountability** – The evaluation will assess and report on the performance and results of the two Activity Areas. Firstly, it will evaluate WFP's performance and results related to policy advice and technical assistance to the Tunisian Government in strengthening the NSMP provided since 2014 and highlight the impact of WFP activities where the country office contributed the most. Second it will examine WFP's support to small smallholder farmers aimed at strengthening their resilience and increasing economic opportunities including the opportunities to be created with MoE. The evaluation will contribute to the evidence base on best-practices in capacity strengthening programmes and the potential of such programmes to support vulnerable populations in line with

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<sup>2</sup> During the first phase of the Development project (2013-April 2018), WFP provided technical assistance and policy advice through the development of a Sustainable School Meals Strategy (SSMS), that was validated in December 2014.

WFP strategic objectives, such as its targeting strategy to reach the poor and the vulnerable peoples and those who are most likely to have little access to assets.

- **Learning-** The evaluation will assess whether implementation unfolded as planned, explore reasons why intended results were or were not achieved, and identify any unintended results (positive or negative) including its effect on gender equality and other equality dimensions. It will also programme's ability to meet the needs of vulnerable populations, including young people and women. It will draw lessons, derive good practices and provide pointers for learning focussing on how these two activities impacted changing life aspect of WFP's mission. It will also provide evidence-based findings to inform operational and strategic decision-making for WFP Tunisia, regional office and government and the future collaborations.

## 2.3. Key stakeholders

12. The Programme has formed partnerships and collaborations with several stakeholders who have aided WFP in various aspects of programme design and implementation. As such the evaluation will gather insights from diverse group of internal and external stakeholders associated with WFP. A number of stakeholders will play a key role in the evaluation process in light of their roles in the design and implementation of the NSMP and livelihood programme, their interest in evaluation findings and their ability to influence the design, funding and implementation of the programme being evaluated.

13. **Respect of WFP's obligations to be accountable to affected populations**, which is tied to WFP commitments to include beneficiaries as key stakeholders in WFP work, will be a central principle of the evaluation. **WFP is committed to ensuring gender equality, equity and inclusion in the evaluation process**, with participation and consultation in the evaluation of women, men, boys and girls from different groups (including persons with disabilities, the elderly and persons with other diversities such as ethnic and linguistic).

14. Table 1 provides a preliminary stakeholder analysis, which should be deepened by the ET as part of the inception phase.

**Table 1: Preliminary stakeholder analysis**

Stakeholders	Interest and involvement in the evaluation
<b>Internal (WFP) stakeholders</b>	
<b>WFP Tunisia</b>	<b>Key informant and primary stakeholder</b> - Responsible for the planning and implementation of WFP interventions at country level. The CO has an interest in learning from implementation to date to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmes. The CO will be involved in using evaluation findings for programme implementation and/or in deciding on the next programme and partnerships.
<b>Regional bureau (RB) for Cairo</b>	<b>Key informant and primary stakeholder</b> - Responsible for both oversight of country offices and technical guidance and support, the RB has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings the extent to which the subject is contributing to overall regional priorities and where applicable to apply this learning to other country offices. The Regional Bureau will be involved in the planning of the next programme; thus, it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight. The regional evaluation unit (REU) is also an important stakeholder in view of its mandate to support Country offices design and deliver high quality, credible evaluations that are of direct use to WFP and its partners.

<b>WFP HQ divisions</b>	<b>Key informant and primary stakeholder</b> - WFP headquarters divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant headquarters units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the evaluation for wider organizational learning accountability as well as advocacy.
<b>WFP Office of Evaluation (OEV)</b>	<b>Primary stakeholder</b> – OEV has a stake in ensuring that DEs deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various DE stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.
<b>WFP Executive Board</b>	<b>Primary stakeholder</b> – the Executive Board provides final oversight of WFP programmes and guidance to programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes. It will contribute to evaluation coverage of WFP work which is reported to the EB through the annual evaluation report.
<b>External stakeholders</b>	
<b>Beneficiaries</b> Government representatives, smallholder farmers, school stakeholders	<b>Key informants and primary stakeholders</b> - As the ultimate recipients of the assistance (capacity strengthening), it is important to consider beneficiary perspectives on the appropriateness and effectiveness of the capacity strengthening activities being undertaken by WFP in the two areas described above. As such, participation of women, men, boys, and girls from different groups during different phases of evaluation should be ensured and their respective perspectives will be sought.
<b>Government of Tunisia</b> [MoE, MoA at central level and its Regional Commissions ]	<b>Key informants and primary stakeholder</b> - The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and are meeting the expected results. <b>Issues related to capacity development, handover and sustainability will be of particular interest.</b> The MoE is responsible for the implementation of the NSMP, and its interest lies in the efficiency and effectiveness of the NSMP. The MoA contributes to the NSMP by facilitating the involvement of rural women and smallholder farmers. In addition, the MoA is the national lead partner on JP RWEE II project at central level and regional level through the Regional Agricultural Development Commission (CRDA) in Jendouba and Kairouane.
<b>United Nations country team (UNCT)</b> [RC, FAO, UN Women, IFAD, UNICEF, ILO,]	<b>Primary and Secondary stakeholder</b> - The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.  FAO & UN Women & IFAD are primary stakeholders and have a direct interest the subject of evaluation as they are implementing jointly the JP RWEE programme.

	<p>With regard to the NSMP, UNICEF is working to promote the inclusion of nutrition, hygiene and environmental education materials into the national curricula.</p> <p>ILO, is targeting increasing the economic opportunities and enhancing employability among the boys and girls in rural area.</p>
<p><b>Non-governmental organizations (NGOs)</b> [ (ABS), (ATE), (RET), Youth Activists, (ATPNE)],</p>	<p><b>Key informants and primary stakeholder</b> - NGOs are WFP partners for the implementation of some activities while at the same time having their own interventions.</p> <p>The National NGOs- Association Balades Solidaires (ABS), Reseau Enfant de la terre (RET), Association Tunisienne d'Agriculture Environnementale (ATE), Association Tunisienne de Protection de la Nature et de l'Environnement - Korba (ATPNE) serves as WFP's cooperating partners. They will be keen to know the findings of the evaluation as it might affect future implementation modalities, strategic orientations and partnerships. They will be involved in using evaluation findings from programme implementation.</p>
<p><b>Donors</b> [ AICS; JICA; MPTF; Government of Tunisia]</p>	<p><b>Secondary stakeholders</b> - WFP interventions are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's intervention has been effective and contributed to their own strategies and programmes.</p> <p>Japan International Cooperation Agency (JICA), Multi-Partner Trust Fund (MPTF), GoT and Italian Cooperation for Development (AICS) will be engaged during the evaluation process as donors for activities included under evaluation.</p>
<p><b>Private Sector</b></p>	<p>"We Are Moon" is a service provider for digital solution to support the digitalisation of the school feeding supply chain mechanism.</p>

## 3. Context and subject of the evaluation

### 3.1. Context

15. Tunisia - a middle-income country with a population of 12.4 million people<sup>3</sup>- finds its democratic transition hindered by persistent socioeconomic challenges. Since the 2011 Jasmine Revolution, Tunisia has had 13 governments and is suffering from perceptible social tension and slow economic recovery due to ongoing structural challenges and an economy that is highly dependent on external revenue sources.<sup>4</sup> Therefore, Tunisia remains a country in transition. Tunisia's public debt peaked to 89.2% of GDP in early 2023 but was reduced to 77.8% by October 2023 (IMF). The inflation rate on average stood at 8.5% in 2023 (IMF), most affecting lower income households. After a moderate economic rebound in 2021 (4.4% real GDP growth), the economy slowed down in 2022 to 2.5% growth of GDP and further decelerated in 2023 to 1.3% growth of GDP (IMF). The Finance Laws for 2023 and 2024, released in October 2023, show that Tunisia's economic outlook remains highly uncertain.<sup>5</sup>

16. Tunisia has also seen an increase in refugees and migrants using the country as a route to Europe with

<sup>3</sup> [Tunisia Population \(2024\) - Worldometer \(worldometers.info\)](https://www.worldometers.info/world-population/tunisia-population/)

<sup>4</sup> WFP, [Tunisia Country Strategic Plan \(2022-225\)](#)

<sup>5</sup> [Country Office Annual Report 2023, UNICEF](#)



over 14,733 forcibly displaced people currently in Tunisia<sup>6</sup>. This influx of migrants from Sub-Saharan Africa in 2023 has amplified social tensions, straining relations between local authorities, residents, and migrants alike<sup>7</sup>.

17. Tunisia has ratified several international human rights treaties, including the International Covenant on Civil and Political Rights and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Despite this, human rights challenges persist, particularly concerning freedom of expression, minority rights, and police brutality. In the other hand, Tunisia has been hailed for its progressive stance on women's rights, particularly since the adoption of the Code of Personal Status in 1956, which granted Tunisian women several rights related to divorce, child custody, and prohibited polygamy. Tunisia remains a regional leader in women's education and workforce participation, with over 65% of university graduates being women. However, despite these advances, gender inequalities persist, especially in economic participation, political representation, and rural areas particularly in Kairouan and Jendouba, face greater barriers in accessing education, healthcare, and employment opportunities compared to urban women. The intersection of gender, location, and poverty compounds these inequalities.

18. In 2020, Tunisia ranked 95th of 189 countries in the Human Development Index and 102<sup>nd</sup> of 173 countries in the Human Capital Index. The service sector is the largest contributor to national gross domestic product (GDP), at 64 percent, with industry accounting for 26% and agriculture for 10%<sup>8</sup>. Tunisia has one of the highest unemployment rates within the Middle East and Central Asia region, reaching 15.6 % of the second quarter of 2023, (21.1% for women).

19. Given the increasingly challenging socioeconomic context, the Government recognizes the need to monitor the food security situation in the most vulnerable areas<sup>9</sup> in order to help inform and enhance shock preparedness and response. In addition, studies show that Tunisia is among top ten countries for climate change impacts in terms of population affected and gross domestic product losses. In the first six months of 2023, the agricultural sector witnessed a nine percent decline in GDP compared to the previous year, which was the main driver of the 2023 economic slowdown, impacting agricultural productivity and consequently the availability and cost of locally produced food. The volatility of food prices hindered access particularly for vulnerable populations, especially in rural areas.

20. Between 20th July and 10th September 2023, WFP conducted its first remote food security and vulnerability survey (mVAM) covering all governorates in Tunisia. The national level of inadequate food consumption was 4%, but it varied across different governorates. The highest averages observed in Zaghuan governorate (8.5%) followed by Siliana and Jendouba governorates (7.4% each). Over 70% households reported a rise in vegetable prices and approximately. 54% noted a increase in meat cost meat in the 14 days prior to the survey.

21. Approximately one third of households indicated the use of livelihood "crisis" coping strategies. These strategies were more commonly employed in Kebili (43%) and Jendouba (42%). The share of households resorting to crisis mechanisms to cope with food shortage and increased food prices was significantly higher among households receiving governmental subsidies (46%) indicating the vulnerability and the limited capacity of this group to cope with rising expenses. A third of interviewed households reported a loss of income over the past year. Those experiencing a decrease in income compared to the previous year had the worst levels of food consumption.

22. Tunisia is experiencing significant climate change effects, including rising temperatures, altered rainfall patterns, and severe weather events such as droughts and floods. These changes are severely impacting agriculture, a vital sector of the country's economy. Tunisia has been under alarming threat of water stress

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<sup>6</sup> United Nations High Commissioner for Refugees/ Situation report/ October 2023

<sup>7</sup> United Nations High Commissioner for Refugees / Situation report/ December 2023

<sup>8</sup> Human Development Report 2020

<sup>9</sup> WFP mobile vulnerability analysis and mapping survey, June 2020, Kairouan, Sidi Bouzid, El Kef and Siliana Governorates and food security monitoring systems survey, February 2021, Kairouan, Kasserine and Sidi Bouzid (report pending publication)

since 2019, faced its fourth consecutive drought in 2023. This had led to a catastrophic impact on the 2023 harvest, particularly grain, exacerbating food insecurity. About 25% of Tunisians were in a state of moderate to severe food insecurity during 2018-20, compared to 18% during 2014-16 (FAO) with the poorest households spend 58% of their expenditure on food in 2023<sup>5</sup>. This situation particularly affects rural women in agriculture, often in informal employment, and is the focus of the JP RWEE intervention.

23. Rural population, especially women in agriculture and informal employment are particularly vulnerable to climate impacts. The North-West and Centre-West regions of Tunisia, including Kairouan and Jendouba governorates, are the most affected, as reflected in their low ranking on the Regional Development Index (RDI). This justifies the selection of these two governorates for JP RWEE intervention, which focuses on mitigating climate impacts and supporting rural communities.

24. Recent findings from the Multiple Indicator Cluster Survey also highlights the need for targeted intervention in these regions to address socio-economic barriers to education in this region.

25. In response to these challenges, several development projects are under way in the Kairouan region. These include the World Bank's , [Integrated Landscape Management Project](#), The French Development Agency's Climate Change Adaptation Program for Rural Territories, the Agricultural and Rural Development Project around Hill Lakes and GIZ's Natural Resource Management project. These initiatives focus on sustainable resource management, climate change adaptation, and improving economic opportunities for rural communities, aiming to create more resilient and sustainable livelihoods in the face of ongoing climate challenges.

26. Climate change can also serve to exacerbate existing gender inequalities in Tunisia. Women in rural areas are often responsible for water collection and usage, and the impacts of climate change on water resources can disproportionately affect them.

27. Climate change is also leading to migration and displacement, particularly in rural areas. This can have significant social and economic implications for women, as they may be forced to leave their homes and communities and face new challenges and opportunities elsewhere.

28. The 2023 MICS shows a decline in Tunisia's net primary school enrolment rate over the past decade, dropping to 92.2% in 2023 from 98% in 2012. Interestingly, poverty is not an obstacle to the schooling, with children from the poorest households having a higher enrolment rate (92.3%), than those from the richest (89.5%). The primary school completion rate also fell from 95% in 2018 to 92.5 in 2023 with a sharper decline among the poorest households (-7 percentage points). Girls (94.6%) and urban students (95%) have higher completion rates compared to boys (90.4%) and rural students (86.7%). Secondary education completion dropped significantly to 35.4% in 2023, with urban areas at 41.3% and rural areas at 22.8%. The poorest families' students represent only 12.2% of completions, while the richest families' students make up 59.4%. Girls have a higher completion rate (46.8%) than boys (25.1%). The highest completion rates are in Greater Tunis (45.2%), with the lowest in the Centre-West (22%) and North-West (26.9%) regions.

29. Tunisia's educational project, laid out in the Ministry of Education's White Paper on the Education Sector Reform (2016), identifies four challenges for the reform: (i) ensure equity and equal opportunities; (ii) improve the quality of teaching and student achievement; (iii) ensure the integration of the education system into the job market and society; and (iv) improve governance. The Government is working to advance the reform's strategic objectives, including developing school life - which encompasses school meals, lodging, school transportation, and extra-curricular activities - and preventing school failure and dropouts.

30. Progress on SDG 2 targets indicate that Tunisia has a low level of hunger, ranking 23rd of 107 countries in the 2020 Global Hunger Index<sup>4</sup>. There are three factors, however, that could compromise the access of a significant portion of the population to a healthy and nutritious diet: a stagnant economy that suffered a dramatic contraction <sup>10</sup> (-4.4% economic growth in 2020, -8% drop in household consumption, increased unemployment rate by seven percentage points) during the coronavirus disease 2019 (COVID-19) pandemic; high unemployment rates and regional disparities;<sup>4</sup> and high dependence on cereal imports, with an

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<sup>10</sup> Economic impact of COVID-19 in Tunisia

estimated 60 % of the cereals consumed being imported.

31. Lack of progress on SDG 17 targets indicates that the strategic priorities of the United Nations strategic development cooperation framework (UNSDCF) are to support the development of effective public policies that account for risks and provide the means to reduce inequality and improve Tunisia's resilience to climate change and shocks through the strengthening of national and local capacity, leveraging strong partnerships with Government and other key stakeholders towards zero hunger and sustainable development objectives<sup>11</sup>. Tunisia reaffirmed its commitment to SDGs by presenting its second Voluntary National Report in 2021<sup>11</sup>, despite the challenges posed by COVID-19 pandemic. However, the country still faces significant obstacles in tackling poverty, unemployment, and regional disparities, particularly as the pandemic severely impacted the Tunisian economy.

32. Tunisia's 2014 Constitution makes explicit commitments to promoting women's appointment to positions of responsibility in all sectors, working towards gender parity in all elected bodies in the country and eliminating violence against women. In spite of progress, gender inequalities remain a significant impediment to social and economic development, and result in disadvantages for, and discrimination against, women and girls. The Gender Inequality Index 2015 ranks Tunisia 124th out of 153 countries. Despite Tunisia's enduring commitment to gender equality, the 2023 Global Gender Gap Index reveals a concerning backslide, with the country slipping eight spots to 128th place with a score of 0.64 points in 2023. The country's regional standing in the MENA region declined from 4th to 6th place.<sup>12</sup>

33. The current account deficit, structurally present, reflects trade challenges exacerbated by global energy and food price hikes in 2022 following the conflict between Ukraine and Russia. Looking forward to 2025, economic challenges persist, including rising inflation and reduced subsidies, impacting households' purchasing power. Shortages of imported goods, particularly food and medicines, add further strain, are impacting food consumption trends and households' economic access to essential needs. The agricultural sector, constituting approximately 9% of GDP and 15% of the active workforce, grapples with water shortages, drought, and inputs unavailability, adversely affecting productivity and possibly impacting the availability and cost of locally produced food<sup>13</sup>.

## 3.2. Subject of the evaluation

34. WFP has been active in Tunisia since re-opening its office in 2011, with the aim to strengthen community resilience and national systems against multifaceted challenges, shocks, and climate risks while also contributing to the country's efforts in advancing food security and nutrition. The current CSP for Tunisia covering the period of 2022-2025 follows the previous CSP 2018-21. The primary activity of the CSP (2018 to 2021) SO2 was to strengthen the Government's capacity to improve the quality and sustainability of the existing National School Meals Programme. During this period WFP provided technical assistance and policy advice under three main pillars: i) a review of the existing programme; ii) study visits for South-South cooperation, sharing experiences and best practices; and iii) development of a Sustainable School Meals Strategy (SSMS). WFP Tunisia successfully positioned itself in a technical advisory role through government capacity strengthening activities aiming to enhance the performance of the NSMP.

35. The design of Tunisia second CSP 2022-2025 was informed by the Operation Evaluation of the capacity development framework of the school feeding programme (2012-2015), [evaluation of WFPs capacity strengthening activities to develop the SMP](#) (2016-2018) and the 2020 update of the zero hunger strategic review. It was also aligned with the United Nations Sustainable Development Cooperation Framework (2021–2025), with WFP activities contributing to SDG 1 (no poverty), 2 (zero hunger), 4 (quality education), 5 (gender equality), 13 (climate action) and 17 (partnerships for the goals).

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<sup>11</sup> [Voluntary National Review 2021, Tunisia | High-Level Political Forum](#)

<sup>12</sup> Global Gender Gap Report 2023, World Economic Forum

<sup>13</sup> [Impacts of climate change on agriculture and food security in Tunisia](#): challenges, existing policies, and way forward, extracted on 8<sup>th</sup> August

36. Through the current CSP, WFP is continuing to provide technical assistance and policy advice through capacity strengthening activities at both the government and community levels. WFP Tunisia’s current CSP consolidates the previous work accomplished in school feeding while aiming at strengthening the resilience and climate change adaptation of smallholder farmers and the capacity of government institutions to improve the quality, flexibility, inclusivity and shock responsiveness of national social safety nets. WFP engages with the Government to improve regulatory frameworks and tools, as well as give technical support in improving social protection through two strategic outcomes, two activities and three outputs as outline in **table 2** and line of sight in [Annex 8](#).

a. **Strategic Outcome (SO1):** By 2025, selected vulnerable groups in targeted areas have increased economic opportunities and strengthened resilience to shocks and climate risks.

b. **Strategic Outcome (SO2):** By 2025, targeted national institutions in Tunisia have strengthened capacity to implement school meals and inclusive shock-responsive social protection programmes that advance food security and nutrition.

**Table 2 - CSP outcomes its expected outputs, focus area and key activities**

Strategic Outcomes	Focus Area	Expected outputs	Key activities
SO1	Resilience building	<b>Output 1:</b> Smallholder farmers, rural women and unemployed young people benefit from enhanced access to the school feeding and other markets, contributing to sustainable and efficient food systems	Activity 1: Provide technical assistance to smallholder farmers
SO2	Root causes of food insecurity	<b>Output 2:</b> School girls and boys and vulnerable population groups benefit from evidence-based improvements to social safety nets that contribute to more nutrition and gender-transformative national policies and programme.	Activity 2: Provide technical assistance to national institutions through innovations, enhanced data, pilot transfer modalities and South–South cooperation
		<b>Output 3:</b> Targeted vulnerable people benefit from the strengthened capacity of national institutions to prevent, mitigate and respond to climate change and shocks.	

37. The achievement of the two outcomes is based on the assumptions that government maintains current priorities and areas remain accessible.

The evaluation will cover both CSP activities (One and Two) from the period from January 2022 up to December 2024. The line of sight illustrating the overall theory of change is included in in [Annex VIII](#). During inception, the Evaluation Team is expected to **reconstruct the explicit** causal theory of change in close collaboration with WFP Tunisia, using a systems lens to understand the causal pathway for each activity, their inter-linkages as well as WFP’s contribution to higher level changes in the policy and socio-economic systems in which it is intervening alongside those of other actors.

**38. Activity 1: Provide technical assistance to smallholder farmers:** The JPRWEE project (2023- 2027) is a collaborative initiative involving FAO, IFAD, and UN Women. It aims to create viable economic opportunities in Jendouba and Kairouan for small holder farmers, focusing on women's economic empowerment through targeted training and tools. It targets 3,000 direct beneficiaries, including 2,220 rural women and 780 men

and 60 Professional Agricultural Organisations (PAOs) in Tunisia.

39. In 2023, WFP in partnership with the government, identified eight PAOs to equip 610 beneficiaries, with essential agro-processing tools and training in 2024. Under WFP's guidance and in collaboration with the Pole of Competitiveness in Bizerte, a robust Community-Based Participatory Planning initiative has been implemented across 11 communities in Kairouan and Jendouba governorates. This initiative has reached 423 beneficiaries, from a total of 1,405 members of the targeted PAOs and women's groups across 11 districts. This initiative prioritizes local voices in shaping development agendas, particularly in agro-production and processing. In 2024, based on the selected farming subsidiaries and beneficiaries' interests, WFP began procuring and delivering agro-processing assets and tools to the eight PAOs, with plans to start the trainings in August.

40. Efforts are also underway to improve the food supply chain by linking women's group products to local school cafeterias and broader markets. This involves forming strategic partnerships with educational entities, local marketplaces, and distribution channels. A concurrent initiative is conducting detailed market research to align product offerings with institutional requirements.

41. WFP collaborates with the Ministry of Social Affairs, the Ministry of Women, Family, Childhood and Seniors and the MoA, Water Resources and Fisheries. This project is supported by contributions from the Norwegian Ministry of Foreign Affairs and the Swedish International Development Cooperation Agency (SIDA).

**42. Activity 2: Provide technical assistance to national institutions through innovations, enhanced data, pilot transfer modalities and South-South cooperation through two outputs (Output 2 and 3).**

**43. Output 2: School girls and boys and vulnerable population groups benefit from evidence-based improvements to social safety nets that contribute to more nutrition and gender-transformative national policies and programme:** the NSMP, operating since 1956, aims to meet the education, social safety net and goals while preventing obesity. Schools are selected based on socio economic criteria. The Ministry of Education (Office of Scholastic Services) leads the implementation with policy advice and technical assistance from WFP. Families contribute by paying partially or fully for meals.<sup>14</sup>

44. The WFP is committed to strengthening regulatory frameworks related to governance, targeting, cost efficiency, nutritional quality, and safety of school meals as well as monitoring and evaluation. In partnership with Tunisia's MoE Office of School Works (OOESCO), WFP aimed to improve access to nutritious meals for school students by promoting central kitchens, revitalizing school gardens, and upgrading canteens while advocating a home-grown school feeding approach.

45. WFP is strengthening the connection between smallholder farmers and school feeding programs by leveraging digitized databases and system applications to enhance food supply chains. In 2023, WFP played a pivotal role in transforming Tunisia's National School Feeding Program by integrating locally produced foods. Currently, WFP is supporting 12 smallholder female farmer cooperatives, known as OPAs, across nine governorates in Tunisia. This initiative is expected to benefit over 4,000 students while empowering approximately 180 OPA members. WFP is also providing targeted technical assistance to the OPAs, helping improve their production processes, storage systems, and marketing capabilities to ensure they can consistently meet the demands of the school feeding program.

46. To enhance programme effectiveness, stakeholders including warehouse and foodbank managers and educators were equipped with essential skills through digital enhancements, specialized training, and strategic partnerships. In collaboration with the Training Agency for Tourism Professions (AFMT), specialized trainings were conducted, including culinary training and trainings to enhance educators' performance in schools, benefitting 97 public officials including 16 women.

47. Under the Sustainable Development in the Agricultural and Artisanal Fishing Sector in Tunisia (ADAPT) programme, WFP supported the development of the social and behaviour change communications strategy. The strategy informed by formative research, aims to improve the nutrition of school-age children in Tunisia

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<sup>14</sup> [Programme report Tunisia: GCNF](#)

and promote responsible consumption.

48. , Within the IFAD's Siliana Territorial Development Pathways Promotion Project (PROFITS)<sup>15</sup>, WFP revitalized school gardens in five schools and conducted awareness activities with WFP's cooperating partner and Youth Activists to promote healthy eating habits and the importance of school gardens. Virtual reality tools were introduced to immerse children in the garden environment to enhance their learning experience.

49. **Output 3: Targeted vulnerable people benefit from the strengthened capacity of national institutions to prevent, mitigate, and respond to climate change and shocks:** WFP held nine workshops and trained over 288 staff members from national institutions in 2022. WFP also explored expanding its funding and programmatic partnerships related to social protection and climate change. In 2023, WFP, in partnership with the Ministry of Environment's National Coordination Unit on Climate Change, developed a four-year governorate-level project to enhance resilience in 29 oases, addressing ecosystem degradation and promoting sustainable agriculture. The project aims to benefit vulnerable individuals, focusing on gender inclusivity, indirectly impacting over 100,000 people, and contributing to SDG 13. Furthermore, building on the successful partnerships with the GoT and stakeholders, WFP worked to advance strategic capacity-strengthening initiatives on multiple fronts through organizing a series of specialized workshops and trainings. WFP is submitting this project as an accredited Multilateral Implementing Entity (MIE) for the AF. As MIE, WFP oversees project cycle management, financial oversight, monitoring and evaluation, with technical support from WFP Regional Bureau in Cairo, and WFP Headquarters in Rome, Italy. The project has not been implemented yet. The project is pending final donor confirmation with proposal annexes being finalized.

50. [Annex IX](#) presents the baselines, targets and implementation progress for activities included under evaluation, disaggregated by gender for years 2022 and 2023 as reported in ACR for those years. A summary table presenting the total number of beneficiaries for 2022 and 2023 is presented below:

**Table 3 Number of beneficiaries reached in 2022 and 2023**

Number of beneficiaries by modality	Target	Reached		
		Total	Female	Male
Capacity Strengthening	12840 (CS and transfers)	459	85%	15%
Unconditional Resource Transfers	37500	37500	44%	56%

51. **Main partners:** Government of Tunisia is the main stakeholder in the implementation of WFP Tunisia CSP. WFP is providing technical assistance to the MoE under the framework of NSMP under activity two. The MoA facilitates the set-up of school gardens as hubs for nutrition and environmental education and as a complementary source of fresh produce, in accordance with a home-grown school meals approach. In addition, the MoA is the national lead partner on JP RWEE II project at central level and regional level through the Regional Agricultural Development Commission (CRDA) in Jendouba and Kairouane. The ADC is providing technical and financial support to smallholder farmers group and targeting the most vulnerable rural communities. The National NGOs- ABS, RET , ATPNE serves as WFP's cooperating partners facilitating the establishment of a sustainable link between local agriculture production and the NSMP. This is achieved through the revitalization of school gardens and encouraging community participation of rural women, students, parents and school staff.

52. In addition, rural association, are also indirectly benefitting from WFP's interventions. The evaluation can inform them on what extent the WFP intervention is contributing in generating opportunities that are sustainable and to what extent the NSMP fosters links with local agriculture production in a home-grown-based approach.

53. **Resources:** In December 2020, under School feeding component, WFP and Italian Agency for

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<sup>15</sup> which supports the implementation of the National School Feeding Programme in Siliana governorate



Development Cooperation (AICS) signed an agreement to continue activities over a period of 52 months with Euro 2 million. In 2023 an additional grant worth 1 million Euro was signed with AICS.

54. WFP signed an agreement with Monaco to support the NSMP over 3 years (2023, 2024, 2025) for a total budget of 300 000 euro. The GoT has been a donor for the school feeding activities through the CRDA of Siliana under the PROFITS project with a 339 000 USD funding. The MoE financially supported the construction and equipment of the pilot central kitchen and cover the costs of workshops and training sessions. Complementary financing from the MoA included the revitalization of the pilot school garden. The DE will inform them on the replication of these modalities and best practices.

55. In January 2023, WFP and the partner UN Organization (PUNO) members signed a project agreement (JPRWEE) of 5 million US dollars for five years (2022-2027), one million dedicated to WFP, with MPTF (funded by Norway and Sweden governments). The table below provide a summary of cumulative figures for year 2022 and 2023.

**Table 4 Cumulative expenditures for 2022 and 2023 by activity**

Activity	Allocated Resources	Expenditures
Activity 1	893,507	246,151
Activity 2	6,859,015	4,054,435
Total	<b>7,752,521</b>	<b>4,300,585</b>

56. **Relevant conclusions/recommendations from past monitoring, evaluations, and review reports:** A 2019 DE<sup>16</sup> concluded that WFP was a key player in the implementation of the NSMP, supporting the strengthening of legal frameworks, piloting new models with a multidimensional approach and seeking improved governance, links with local production and revenue opportunities for rural women. The evaluation found that while significant progress had been made in most areas of intervention, it had not yet translated into tangible improvements in school feeding management and the quality of meals. Lack of resources until 2018 limited implementation of the pilots, and certain axes of the programme, such as local procurement and community participation, needed strengthening.

57. **Gender Equality and Empowerment of Women:** Women working in agriculture are at the center of WFP's current CSP (2022-2025). WFP dedicated 15% of the current CSP's budget to gender-related programmatic activities, compared to 6.5% for the previous CSP. In 2022, WFP pursued its efforts on strengthening the Government's capacity to generate gender-sensitive data and analysis ensuring that the socio-economic challenges of female farmers are addressed by national policy.

58. With the Ministry of Women, Families and the Elderly, WFP works to promote gender equality and resilience through capacity strengthening, surveys, social and behaviour change communication and advocacy. WFP is the ministry's partner of choice for implementation of the second phase of the national strategy for the empowerment of rural women (2021–2025). The Center of Arab Women for Training and Research, a women's rights-based organization, is an important partner for WFP in the roll-out of gender equality and women's empowerment activities, under both strategic outcome 1 and strategic outcome 2.

59. WFP supports the participation of women smallholder farmers in CSP activities and will continue to advocate women's increased access to land and economic empowerment through linkages to school feeding and other markets. To target these beneficiaries, WFP is investing in participative gender-informed context and needs assessments, including with government, private sector and non-governmental organizations, United Nations entities and local community leaders and members.

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<sup>16</sup> <https://www.wfp.org/publications/tunisia-capacity-strengthening-develop-national-school-meals-programme-evaluation>

# 4. Evaluation scope, criteria and questions

60. The evaluation will cover all aspects of activities one and two from Jan 2022 to December 2024 encompassing 24 governorates for the NSMP and Jendouba and Kairouan for JPRWEE. **Target groups: NSMP:** Government representatives, school stakeholders; **JPRWEE:** smallholder farmers (Women & Men), members of APO.

61. The evaluation will assess progress towards expected outcomes and cross cutting results, analysing causal relations between WFP activities and the changes observed at the outcome level, including any unintended consequences, positive or negative. In doing so, the evaluation will also analyse the WFP's partnership strategy, including WFP's strategic positioning in complex, dynamic contexts, particularly as relates to relations with national government and other development and humanitarian actors in Tunisia.

62. To address the learning objective, the evaluation will answer the following main questions:

- Are the design and steps taken in the JP RWEE project geared towards increasing economic opportunities and strengthening resilience among smallholder farmers and rural women?
- What has been the role of WFP in providing technical capacity to GoT in its efforts to design and finance programmes aimed at strengthening the resilience of vulnerable rural populations affected by climate change effects?

63. To address the accountability objective, the evaluation will address the following key questions:

- Does WFP support to OOESCO contribute to strengthening the implementation processes and tools of the National School Meals Programme (NSMP)?

64. Using six international evaluation criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability), the evaluation will examine how well WFP's interventions align with beneficiary needs and government priorities, leverage partnerships, achieve objectives, utilize resources, strengthen national institutions, and ensure long-term viability.

65. Cross-cutting themes of gender, equity, and inclusion will be integrated throughout, with special emphasis on economic empowerment for SO1. The Evaluation Team will further refine these questions during the inception phase to inform future strategic and operational decisions.

66. The questions and sub-questions by evaluation criteria are summarised in Table 5 and will be further developed and tailored by the ET in a detailed evaluation matrix during the inception phase.

**Table 5: Evaluation questions and criteria**

Evaluation questions		Criteria
EQ 1-How well do the design and objectives of both activities align with government plans, strategies, and high-level development commitments while responding to local contexts and needs of beneficiaries?		<b>Relevance</b>
1.1.	Do WFP's interventions align with government plans, strategies and priorities related to school feeding, women's economic empowerment, climate change and high-level development commitments?	
1.2	Were the two activities designed in ways that respond to the local context and to the evolving	



	needs and priorities of all genders?	
<b>EQ 2</b> - Coherence of Activity One and Two within themselves and with other interventions and policy commitments in a country, sector, or institution?		<b>Coherence</b>
2.1	Does WFPs intervention (Activity One and Two) effectively leverage policy commitments and national partnerships?	
2.2.	How is Activity One and Two synergetic within themselves and with other actors in the areas of school feeding, Smallholder farmers, women's economic empowerment and climate change in Tunisia?	
<b>EQ3</b> - How effective are WFP's efforts in strengthening the capacity of targeted national institutions in Tunisia to implement NSMP and in strengthening the resilience of vulnerable rural populations affected by climate change?		<b>Effectiveness</b>
3.1	To what extent is Activity Two contributing to building the capacity of the NSMP ecosystem, including OOESCO, government representatives, school stakeholders, warehouse and small holder farmers, while also enhancing the capacity of national institutions to prevent, mitigate and respond to climate change and shocks?	
3.2	Are the outcomes of strengthening the regulatory framework for NSMP and improving access to nutritious meals being achieved or likely to be achieved? What are the results or likely results of WFP support in this area, including any differential results across the group (gender, governorates etc.,)?	
3.3	To what extent has the support provided to smallholder farmers' groups and the Ministry of Education contributed to establishing strong linkages between local farmers and school canteens?	
3.4	What major factors are contributing to the achievement or non-achievement of the outcomes?	
3.5	Are there (likely to be) any unintended (positive/negative) outcomes of the support provided so far?	
<b>EQ4</b> – To what extent have Activity One and Activity Two converted inputs and activities into outputs and how effectively this process has been managed/overseen?		<b>Efficiency</b>
4.1	How efficiently have Activity One and Activity Two delivered their expected results to date, in terms of timelines, and in terms of the quality of WFP support?	
4.2	Is WFP's capacity strengthening approach being adequately operationalized to strengthen national capacity of OOESCO to implement NSMP? What can be done to improve the efficiency of the capacity strengthening work?	
4.3	What role are WFP-led digitalization initiatives playing in improving the efficiency of the NSMP for OOESCO?	
<b>EQ5</b> - What is the overall contribution of WFP's efforts to strengthen the capacity of national institutions in implementing the school meals programme and shock-responsive SP programme, particularly		<b>Impact</b>

in terms of system development and potential effects on life of beneficiaries.		
5.1	What has been the overall contribution so far of WFP’s capacity strengthening efforts to strengthen the capacity of targeted national institutions in Tunisia for implementing school meals and for preventing, mitigating, and responding to climate change and shocks?	
5.2	What were the effects of WFP’s capacity strengthening efforts on peoples’ well-being, human rights and gender equality including intended and unintended as well as positive and negative outcomes?	
<b>EQ6- To what extent did the WFP’s interventions (Activity One and Two) contribute to create an enabling environment for sustainable development?</b>		<b>Sustainability</b>
6.1	What is the likely sustainability of support provided so far by WFP across the two Activities?	
6.2	What are the foreseeable positive or negative contextual factors that may influence the programme continuity and durability of the results achieved?	
6.3	How likely are the economic opportunities and resilience benefits provided by activity one (JPRWEE) to continue after the conclusion of intervention?	

## 5. Methodological approach and ethical considerations

### 5.1. Evaluation approach

67. The evaluation should employ a non-experimental design utilizing a theory-based approach. The evaluation firms are requested to **propose innovative evaluation methods** and techniques that can answer the evaluation questions, starting from the basis of a complex systems approach. This approach aims to provide a more holistic understanding of how Activity One and Activity Two interact with other factors and actors within a system and how these interactions contribute to the programmes outcomes, including any unintended effects. Given the learning objectives, the evaluation methods should be participatory. This means early identification of primary intended users of evaluation along with techniques to engage them throughout the process. The methodology should provide a credible contribution story of WFP’s intervention alongside where relevant that of other actors, including any unintended effects on policies, systems, and beneficiaries that were not foreseen during programme design. The proposed methodology should integrate gender and inclusion issues throughout the evaluation process and identify good practices that could be replicable. The recommendations will need to be forward-looking to inform the implementation and suggest necessary adjustments.

68. The methodology will be further refined during inception resulting in a final evaluation matrix based on detailed evaluability assessment. Mixed methods will be used to incorporate diverse stakeholder voices (women, girls, men and boys), ensure primary data disaggregation, and employ gender responsive technique.

69. To ensure impartiality and reduce bias, the evaluation will rely on diverse data sources and methods (quantitative, qualitative, participatory etc.) and systematically triangulated across different data sources

methods, locations, and evaluators etc.). It should also consider any challenges with data availability, validity or reliability, as well as any budget and timing constraints.

70. The evaluation findings, conclusions and recommendations must reflect gender and equity analysis discussing both intended and unintended effects.

71. Independence of the evaluation will be maintained through three-pronged approach. First an independent ET comprised of external expert will conduct the evaluation. Second an internal evaluation committee will steer the evaluation process, making key decisions to maintain independence and ensure impartiality throughout. Finally, an evaluation reference group (ERG) will provide technical advice and review draft deliverables, offering expertise without compromising the evaluation's objectivity. A Country Office-based evaluation manager not involved in the subject's implementation will manage the evaluation, with quality assurance provided by regional evaluation unit and independent experts outside WFP.

72. There is no anticipated serious risk specific to the current evaluation, however Table 6 presents the potential general risks along with mitigation measures that needs to be considered during design and conduct of evaluation.

**Table 6 Potential risks and mitigation measures for evaluation**

Potential Risks	Proposed mitigation measures
Unavailability of explicit theory of change for both Activity One and Activity Two	ET team to reconstruct the theory of change in consultation with programme team during the inception phase
Limited data and evidence base to answer the evaluation questions	ET to perform in depth evaluability assessment during the inception phase and embed it in primary data collection during evaluation.
Limited availability of programme stakeholders due to WFP's transition and staff turn-over, particularly related to current discussion around CO's presence and restructuring.	Detailed planning with WFP evaluation manager to identify the important stakeholders to be interacted and book their time in advance

## 5.2. Preliminary considerations on evaluability and methodological implications

73. The ET will have access to data on corporate quantitative output and outcome indicators disaggregated by gender for both activities. [Annex XI](#) provides data on the output, outcome and cross cutting indicators collected by WFP Tunisia and were reported through Annual Corporate Reports. **As qualitative information is limited, primary data collection will be needed.**

74. WFP Tunisia's CO will **share important internal and external documents relevant to subject of evaluations during the kick-off meeting.** Zero hunger strategic review, which was used to inform the current CSP, will be also made available along with other CO specific sources of information. Moreover, the ET can refer to publicly disseminated reports such as the [Tunisia CSP and ACRs](#) during the proposal development. The GoT will be involved and consulted in the data collection stage. Concerning the quality of data and information, the ET should propose the methodology that should be accommodative for situation with high staff turnover.

75. During the inception phase, the ET will be expected to critically assess data availability, quality and gaps expanding on the information provided above. This assessment will inform the data collection and the choice of evaluation methods. The ET will need to systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during

the reporting phase.

76. To answer the question on relevance and appropriateness, the ET will be able to rely on analytical reports, reports from the Program Review Committee, narrative and logical framework of the Tunisia CSP, as well as documents relating to government interventions and that of other actors. In addition, it will look at strategies, policies and directions on relevant national normative documents.

77. On the question on the impact and efficiency of the operation, there may be challenges around the lack of baseline data for some activities. This should be addressed during the inception and data collection phases of the evaluation, working with existing analytical reports and in collaboration with the department of the MoE. Members of the ET will have access to some institutional planning and will probably be able to obtain information in key informant interviews. At the same time it is important to note that the second System Approach for Better Education Results (SABER) analysis conducted in 2021 by the CO in collaboration with the government and all relevant stakeholders can be, to an extent, used as a baseline for the activities performed by WFP as it moved forward in advising the MoE in strengthening its NSMP.

**78. To align with donor requirements, the ET will provide a separate report focusing exclusively on the evaluation findings related to activities under the ADAPT Fund, SO.1.**

### **5.3. Ethical considerations**

79. The evaluation must conform to [UNEG ethical guidelines for evaluation](#) (Integrity, Accountability, Respect, Beneficence<sup>17</sup>). Accordingly, the ET is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of stakeholders (the evaluators have the obligation to safeguard sensitive information that stakeholders do not want to disclose to others), ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups), ensuring appropriate and inclusive representation and treatment of the various stakeholder groups in the evaluation process (and that sufficient resources and time are allocated for it), and ensuring that the evaluation results do no harm to respondents or their communities.

80. The ET will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

81. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the ET should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfphotline.ethicspoint.com>)<sup>18</sup>. At the same time, commission office management and the REU should also be informed.

82. There are no specific ethical issues anticipated or identified during the ToR development phase. The ET are expected to assess any other ethical issues that are anticipated or have already identified, with a proposal on how they should be managed during the inception phase.

83. The commissioning office has ensured that the ET and evaluation manager will not have been and/or are not currently involved in the design, implementation or financial management of the WFP activity one and activity two, have no vested interest, nor have any other potential or perceived conflicts of interest.

84. Conflicts of interest arise from lack of independence or impartiality, occurring when a primary interest, and evaluation objectivity is influenced by a secondary interest, such as personal or financial gains (UNEG

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<sup>17</sup> Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

<sup>18</sup> For further information on how to apply the [UNEG norms and standards](#) in each step of the evaluation, the evaluation team can also consult the [Technical Note on Principles, Norms and Standards for evaluations](#).

2020 Guidelines). There should be no relationships that could lead to perceived or actual bias in evaluation design conduct, or findings. A conflict of interest can also occur if future contract possibilities compromise impartial analysis. Evaluators must avoid other contracts with the evaluand during the evaluation to maintain independence and impartiality.

85. All members of the ET should abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct, the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluation as well as the [WFP technical note on gender](#). The ET and individuals who participate directly in the evaluation at the time of issuance of the purchase order ( or individual contracts) are expected to sign a confidentiality agreement and a commitment to ethical conduct.<sup>19</sup> These templates will be provided by the country office when signing the contract.

## 5.4. Quality assurance

86. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the ET. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

87. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. This quality assurance process does not interfere with the views or independence of the ET but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

88. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization. There will be several rounds of reviews and feedback until draft deliverables are up to the expected quality.

89. To enhance the quality and credibility of DEs, an outsourced quality support (QS) service directly managed by the OEV reviews the draft ToR, the draft inception and evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.

90. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#)<sup>20</sup>, a rationale should be provided for comments that the team does not take into account when finalizing the report.

91. The ET will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

92. The ET should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information [WFP Directive CP2010/001 on information disclosure](#).

93. WFP expects that all deliverables from the ET are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.

94. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be

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<sup>19</sup> If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement and ethics pledge should also be signed by those additional members.

<sup>20</sup> [UNEG](#) Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

published on the WFP website alongside the evaluation report.

## 6. Organization of the evaluation

### 6.1. Phases and deliverables

95. Table 5 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. [Annex II](#) presents a more detailed timeline.

**Table 7 Summary timeline - key evaluation milestones**

Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	June-August 2024	Preparation of ToR Final ToR Selection of the ET & contracting  Library of key documents	Evaluation manager (EM) Evaluation Committee (EC)
2. Inception	<b>December-January 2024 (Up to 4 weeks)</b>	ET Orientation Document review/ briefing Inception mission [in person or remote] Inception report indicating the detailed approach, methodology, data collection instruments, team work plan and field work schedule End of inception mission debrief to Evaluation committee	Evaluation Manager, ET
3. Data collection	<b>January - February- 2025 (Up to 3 weeks)</b>	Fieldwork Exit debriefing	ET & EM
4. Reporting	<b>February - April 2025 (Up to 8 weeks)</b>	Data analysis and report drafting Comments process Learning workshop Final evaluation report ADAPT Evaluation report (to be submitted as an Annex to the final report)  <b>A power point presentation</b>	ET

		<b>Two pager evaluation briefs in English and French</b>	
5. Dissemination and follow-up	<b>May - June 2025 (Up to 4 weeks)</b>	Management response Dissemination of the evaluation report	Evaluation Committee (EC) and Evaluation Reference Group

## 6.2. Evaluation team composition

96. The ET will consist of a maximum of four members, including a team leader, an international consultant and two regional/national evaluators with combined thematic expertise in evaluation, capacity strengthening, national school meals programme, livelihoods, climate action, and gender issues. The team should be diverse in terms of gender, geography, culture, and language, possessing strong thematic, methodological and analytical skills. At least one team member should have demonstrated recent experience with WFP evaluation. Please refer to Annex 10 for the detailed expectation regarding the composition of evaluation team.

97. The team leader, fluent in English and French should have expertise in key thematic areas and experience in leading similar evaluations. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the ET; and iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and learning workshop, evaluation report, presentation and two pager brief in line with DEQAS. All evaluation deliverables should be written in English.

98. Team members will: i) contribute to the methodology in their area of expertise ii) conduct field work; iii) participate in meetings; and iv) contribute to evaluation products. The ET will work under team leader's direction and in close communication with the WFP evaluation manager, and the team composition will be agreed upon WFP.

## 6.3. Roles and responsibilities

99. The WFP Tunisia acting Country Office Director Philippe Royan will take responsibility to:

- Assign an evaluation manager for the evaluation.
- Establish the internal EC and the evaluation reference group
- Approve the final ToR, inception and evaluation reports.
- Approve the ET selection.
- Ensure the independence and impartiality of the evaluation at all stages through EC and ERG
- Participate in discussions with the ET on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the ET.
- Organize and participate in debriefings with internal and external stakeholders.
- Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

100. The **evaluation manager** manages the evaluation process through all phases including:

- Act as the main interlocutor between the ET and WFP counterparts to ensure a smooth implementation process.
- Draft evaluation Terms of Reference in consultation with key stakeholders
- Contract ET and manage evaluation budget.
- Preparing the terms of reference and schedule of engagement for the EC and ERG ;
- Ensure quality assurance mechanisms are used.
- Consolidate and share comments on draft evaluation deliverables with the ET;
- Facilitate ETs access to necessary documentation stakeholders.
- Arrange field mission, logistic support, and interpretation, if required.

- Organizing security briefings for the ET and providing any materials as required.
- Keep EC and ERG informed and escalate issues as appropriate.
- Conduct first level quality assurance of the evaluation products.
- Submit all drafts to the REU for second level quality assurance before submission for approval

101. An EC is formed to steer the evaluation process and ensure it is independent and impartial. The roles and responsibilities of the EC include overseeing the evaluation process, making key decisions and reviewing evaluation products. [Annex III](#) provides further information on the membership/composition of the EC and roles and responsibilities.

45. The regional bureau will take responsibility to:

- Advise and support the EM throughout the evaluation process.
- Participate in discussions on the evaluation design and on the evaluation subject as required
- Act as second level quality assurance of all evaluation products and provide comments on draft evaluation deliverables.
- Support management response preparation and track the implementation of the recommendations.

102. While Andrew FYFE, head of regional evaluation unit is the RB focal person for this DE and will perform most of the above responsibilities, other regional bureau-relevant technical staff may participate in the ERG and/or comment on evaluation products as appropriate.

103. **Other Stakeholders including** beneficiaries, MoE, MoA, Ministry of Social Affairs, FAO, IFAD, UN Women AICS and the OOESCO representatives will be consulted throughout the evaluation process. Some of them will be part of the ERG and will provide technical advice and feedback to the ET and evaluation manager at key moments during the evaluation process including providing inputs on the key draft deliverables including evaluation ToR, Inception Report and Evaluation Report.

104. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP DE function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the REU, EM and ETs when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the REU and the Office of Evaluation helpdesk ([wfp.decentralizedevaluation@wfp.org](mailto:wfp.decentralizedevaluation@wfp.org)) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines or other risks to the credibility of the evaluation process.

## 6.4. Security considerations

105. **Security clearance** where required is to be obtained from UN Department of Safety & Security (UNDSS) Tunis.

- Consultants hired by WFP are covered by the United Nations Department of Safety & Security (UNDSS) system for United Nations personnel, which covers WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling from the designated duty station and complete [the United Nations basic and advance security trainings](#) (BSAFE & SSAFE) in advance, print out their certificates and take them with them.
- As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the ET, and adequate arrangements for evacuation for medical or situational reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The ET must observe applicable United Nations Department of Safety and Security rules and regulations including attending in-country briefings.

106. The general security situation is relatively calm in Tunisia. The main concern is the political uncertainty. As no critical level of presence exists in high-risk areas, WFP avoids missions to such areas of the country (i.e. areas bordering Libya and Algeria). There are no security incidents that affect UN personnel to report over the last week.



## 6.5. Communication

107. To ensure a smooth and efficient evaluation process and enhance the learning from this evaluation, the ET should place emphasis on transparent and open communication with key stakeholders throughout the process. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. The ET will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) during the inception phase.

108. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

109. Based on the stakeholder analysis, the draft communication and knowledge management plan (in [Annex Y](#)) identifies the users of the evaluation to involve in the process and to whom the various products should be disseminated. The communication and knowledge management plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.

110. As per norms and standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. Following the approval of the final evaluation report, the evaluation will be published in WFP internal and public websites.

111. The ToR and inception report will be shared internally and externally, in one language, English, with the members of the EC and the ERG. The final evaluation will be made publicly available, in English and French, on WFP's external website along with the management response. Following the approval of the final evaluation report, the results of the evaluation will be presented to the broad audience of stakeholders and partners including implementing partners, Government, donors and UN sister agencies. The presentation will be delivered by the ET leader with the support of the ET. The ET is expected to develop an evaluation brief in both languages (English and French) focusing on interesting findings, best practice, lessons learned and way forward.

112. Evaluators shall provide a copy of the evaluation reports that is free of personally identifiable information (PII) and proprietary information. Final versions of evaluation reports ready for publication should be accessible to persons with disabilities. For guidance on creating documents accessible to persons with disabilities, please see the following resources: <https://www.section508.gov/create/documents>; <https://www.section508.gov/create/pdfs>

## 6.6. Proposal

113. The evaluation will be financed from WFP Tunisia Country Office and the Contingency Evaluation Fund (CEF).

114. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, etc.). The budget should be submitted as excel file separate from the technical proposal document.

115. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with proposed team members as part of the decision-making process and selection,

116. Please send any queries to [Taoufik Mliki the Evaluation manager of CO, M&E division, at [taoufik.mliki@wfp.org](mailto:taoufik.mliki@wfp.org), and Andrew FYFE, Regional Evaluation Officer/Head of Regional Evaluation Unit, REU focal person at [andrew.fyfe@wfp.org](mailto:andrew.fyfe@wfp.org).

# Annex 1. Map



# Annex 2. Timeline

	Phases, deliverables and timeline	Level of effort	Total time required for the step
<b>Phase 1 - Preparation (total duration: Recommended - 2.25 months)</b>			
EM	Desk review, draft ToR and quality assure (QA) using ToR QC	(2 weeks)	(1 month)
REU	Quality assurance by REU		(1 week)
EM	Revise draft ToR based on feedback received	(3 days)	(1 week)
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS, if required	N/A	(1 week)
EM	Revise draft ToR based on DEQS and share with ERG	(3 days)	(1 week)
ERG	Review and comment on draft ToR	(1 day)	(2 weeks)
EM	Revise draft ToR based on comments received and submit final ToR to EC Chair	(3 days)	(1 week)
EM	Start recruitment process	(0.5 day)	(0.5 day)
EC Chair	<b>Approve the final ToR and share with ERG and key stakeholders</b>	(0.5 day)	(1 week)
EM	Assess evaluation proposals/ Conduct interviews and recommend team selection	(2 days)	(1 week)
EC Chair	<b>Approve ET selection</b>	(0.5 day)	(1 week)
EM	ET contracting and PO issuance	(1 day)	(3 weeks)
<b>Phase 2 - Inception (total duration: 4 - 5 weeks)</b>			
ET	Desk review of key documents	(5 days)	(5 days)
EM/ET	Inception briefings, with REU support as needed	(2 days)	(2 days)
ET	Inception mission in the country (if applicable)	(2 - 3 days)	(2 - 3 days)
ET	Draft inception report	(2 weeks)	(2 weeks)
EM	Quality assure draft IR by EM and REU using QC	(2 days)	(1 week)
ET	Revise draft IR based on feedback received by EM and REU	(2-3 days)	(2-3 days)
REU	Share draft IR with quality support service (DEQS) and organize follow-up call with DEQS, if required	(0.5 day)	(1 week)
ET	Revise draft IR based on feedback received by DEQS	(2 days)	(1 week)
EM	Share revised IR with ERG	(0.5 day)	(0.5 day)
ERG	Review and comment on draft IR	(1 day)	(2 weeks)
EM	Consolidate comments	(0.5 day)	(0.5 day)
ET	Revise draft IR based on feedback received and submit final revised IR	(3 days)	(1 week)
EM	Review final IR and submit to the EC for approval	(2 days)	(1 week)
EC Chair	<b>Approve final IR and share with ERG for information</b>		
<b>Phase 3 - Data collection (total duration: Recommended - 0.75 months)</b>			
ET	<b>Data collection</b>	(3 weeks)	(3 weeks)
ET	<b>In-country debriefing (s)</b>	(1.5 day)	(1.5 days)
<b>Phase 4 - Reporting (total duration: up to 8 weeks)</b>			
ET	Draft evaluation report	(3 weeks)	(3 weeks)

EM	Quality assurance of draft ER by EM and REU using the QC,	(2-3 days)	(2-3 days)
ET	Revise and submit draft ER based on feedback received by EM and REU	(2-3 days)	(1 week)
EM	Share draft ER with quality support service (DEQS) and organize follow-up call with DEQS, if required	(0.5 day)	(2 weeks)
ET	Revise and submit draft ER & ADAPT Report (AR) based on feedback received by DEQS	(2-3 days)	(1 week)
ERG	Review and comment on draft ER & AR	(0.5 day)	(2 weeks)
ET	Learning workshop	(1 day)	(1 day)
EM	Consolidate comments received	(0.5 day)	(0.5 day)
ET	Revise draft ER based on feedback received	(2-3 days)	(2 weeks)
EM	Review final revised ER and submit to the EC	(2-3 days)	(1 week)
EC Chair	<b>Approve final evaluation report &amp; ADAPT report and share with key stakeholders</b>		
<b>Phase 5 - Dissemination (total duration: Recommended - 1 month)</b>			
EC Chair	Prepare management response	(5 days)	(4 weeks)
EM	<b>Share final evaluation report and management response with the REU and OEV for publication and participate in end-of-evaluation lessons learned call</b>	(0.5 day)	(3 weeks)

# Annex 3. Role and composition of the evaluation committee

117. **Purpose and role:** The purpose of the EC is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the Country Director/Deputy Country Director (CD/DCD) who will be the chair of the committee.

118. Composition: The evaluation committee will be composed of the following staff:

- The Country Director (Chair of the Evaluation Committee)
- Evaluation manager (Evaluation Committee Secretariat)
- Head of Programme or programme officer(s) directly in charge of the subject(s) of evaluation
- Regional evaluation officer (REO)

Evaluation Phase and engagement task	Estimate level of effort in days	Tentative Dates
<b>Preparation Phase</b> <ul style="list-style-type: none"> <li>• Select and establish ERG membership.</li> <li>• Reviews the revised draft ToR prepared by the EM</li> <li>• Approves the final TOR</li> <li>• CEF application</li> <li>• Approves the final ET and budget</li> </ul>	1 day	June-December 2024
<b>Inception Phase</b> <ul style="list-style-type: none"> <li>• Brief the ET on the subject of the evaluation.</li> <li>• Inform evaluation design through discussions with the evaluators.</li> <li>• Support identifying field visit sites on the basis of selection criteria</li> <li>• Review the revised draft IR</li> <li>• Approve the final IR</li> </ul>	2 days	December - January 2025
<b>Data Collection Phase</b> <ul style="list-style-type: none"> <li>• Act as key informants: responds to interview questions</li> <li>• Facilitate access to sources of contextual information and data, and to stakeholders</li> <li>• Attend the end of field work debriefing(s) meeting</li> <li>• Support the team in clarifying emerging issues/gaps how to fill them</li> </ul>	2 days	January - February 2025
<b>Analysis and Reporting Phase</b> <ul style="list-style-type: none"> <li>• Review final evaluation report after quality assurance by ET + EM</li> <li>• Approve the final ER</li> </ul>	2 days	February - April 2025
<b>Dissemination and Follow-up Phase</b> <ul style="list-style-type: none"> <li>• Decide whether management agrees, partially agrees or does not agree with the recommendations and provides justification</li> <li>• Lead preparation of the management response to the evaluation recommendations</li> </ul>	2 days	May - June 2025

# Annex 4. Role, composition and schedule of engagement of the evaluation reference group

119. **Purpose and role:** The ERG is an advisory group providing advice and feedback to the evaluation manager and the ET at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all DEs.

120. The overall purpose of the ERG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and Use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

## Composition

Country office	Name
<p>Core members:</p> <ul style="list-style-type: none"> <li>• Country Director or Deputy Country Director (Chair)</li> <li>• Evaluation Manager (secretary or delegated chair)</li> <li>• Head of Programme</li> <li>• Head of Supply Chain Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Philippe ROYAN (Officer in Charge)</li> <li>• Taoufik MLIKI</li> <li>• Philipe ROYAN</li> <li>• VACANT</li> <li>• Nadim ZRIBI</li> </ul>
<p><b>External stakeholders</b></p> <p>Government, Implementing partners Donors</p>	
Regional bureau	Name
<p>Core members:</p> <ul style="list-style-type: none"> <li>• Regional Evaluation Officer</li> <li>• Regional Monitoring Advisor</li> <li>• A member of the Regional Programme Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Andrew FYFE</li> <li>• Alba COLLAZOS</li> <li>• Omar Ali Alrifai</li> </ul>

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**Schedule of ERG engagement and Time commitments**

[Below is a typical schedule for engaging the ERG. The EM should adjust the estimated level of effort to suit the context of the specific evaluation.]

Evaluation Phase and engagement task	Estimate level of effort in days	Tentative Dates
<b>Preparation Phase</b> <ul style="list-style-type: none"> <li>• Review and comment on the draft ToR</li> <li>• Where appropriate, provide input on the evaluation questions.               <ul style="list-style-type: none"> <li>• Identify source documents useful to the ET</li> <li>• Attend ERG meeting/conference call etc</li> </ul> </li> </ul>	<b>1 day</b>	<b>June- August 2024</b>
<b>Inception Phase</b> <ul style="list-style-type: none"> <li>• Meet with ET to discuss how the ET can design a realistic/practical, relevant and useful evaluation.</li> <li>• Identify and facilitate dialogues with key stakeholders for interviews</li> <li>• Identify and access documents and data</li> <li>• Help identify appropriate field sites according to selection criteria set up by the ET in the inception report.</li> <li>• Review and comment on the draft Inception Report</li> </ul>	<b>1 days</b>	<b>December - January 2024</b>
<b>Data Collection Phase</b> <ul style="list-style-type: none"> <li>• Act as a key informant: respond to interview questions</li> <li>• Provide information sources and facilitate access to data</li> <li>• Attend the ET's end of field work debriefing</li> </ul>	<b>2 days</b>	<b>January - February 2025</b>
<b>Analysis and Reporting Phase</b> <ul style="list-style-type: none"> <li>• Review and comment on the draft evaluation report focusing on accuracy, quality and comprehensiveness of findings, and of links to conclusions and recommendations.</li> </ul>	<b>2 days</b>	<b>February - April 2025</b>
<b>Dissemination and Follow-up Phase</b> <ul style="list-style-type: none"> <li>• Disseminate final report internally and externally, as relevant;</li> <li>• Share findings within units, organizations, networks and at events;</li> <li>• Provide input to management response and its implementation</li> </ul>	<b>2 days</b>	<b>May - June 2025</b>

# Annex 5. Communication and knowledge management plan

<b>When</b> <i>Evaluation phase</i>	<b>What-</b> <i>Communication product/information</i>	<b>To whom-</b> <i>Target group or individuals / position</i>	<b>What level</b> <i>Organizational level of communication</i>	<b>From whom</b> <i>Lead commissioning office staff with name/position</i>	<b>How (in what way)</b> <i>Communication means</i>	<b>Why-Purpose of communication</b>
Planning	Tentative time and scope of evaluation	Commissioning office staff	VAM/M&E & programme staff	Commissioning office management	During the annual performance planning session	To ensure evaluation is reflected in work plans for the office as well as PACE for involved staff including the evaluation manager
Preparation	Draft Terms of Reference	Key stakeholders through ERG,	Technical/Managerial	WFP	Email	To get comments
	Final TOR	Key stakeholders through ERG, WFP programme unit	Technical/Managerial	WFP	Email	-Inform the relevant stakeholders of the overall plan for the survey, including critical dates and milestones.
Inception	Draft Inception report	Key stakeholders through the Evaluation Committee commissioning office management, and External Reference Group members including programme staff	Management, technical and operational level	Evaluation manager on behalf of the evaluation committee	Email	To get comments
	Final Inception Report	Key stakeholders through the Evaluation Committee commissioning office management and External	Management, technical and operational level	Evaluation manager	Email	Inform the relevant staff of the detailed plan for the evaluation, including critical dates and milestones; sites to be visited;



		Reference Group members including programme staff				stakeholders to be engaged, etc.
Data collection	Debriefing workshop and PowerPoint	Commissioning office management and External Reference Group members including programme staff	Strategic and operation/technical levels	Team leader via EM to forward to the relevant staff	Email	Allow reflection on the preliminary findings
Data Analysis and Reporting	Draft evaluation report	Key stakeholders through the Evaluation Committee commissioning office management and External Reference Group members including programme staff	Management and technical levels	Evaluation manager, on behalf of the evaluation committee	Email	Request for comments on the draft midterm report
	Final evaluation report	Key stakeholders through the Evaluation reference Evaluation Committee commissioning office management and External Reference Group members including programme staff Global WFP	All levels Users of WFPgo	Evaluation manager on behalf of the evaluation committee	Email	Informing internal stakeholders of the final main product from the evaluation Making the report available publicly
Dissemination & Follow-up	Draft management response to the evaluation recommendations	CO Programme and M&E staff Senior Regional Programme Adviser	Management and technical level	Evaluation manager, on behalf of the evaluation committee	Email and face-to-face/virtual session	Communicate the suggested actions on recommendations and elicit comments Discuss the commissioning office's action to address the evaluation recommendations
	Final management Response	Staff in the commissioning office Global WFP	All levels Users of WFPgo	Evaluation manager	Email, plus shared folders Posting report and MR on WFPgo	Ensure that all relevant staff are informed on the commitments made on taking actions Make midterm report accessible across WFP
	2-page brief and PowerPoint	Key stakeholders through the Evaluation reference Evaluation Committee commissioning office	All levels	Evaluation Team	Presentation	Presentation of main findings and conclusions for dissemination purpose

		management and External Reference Group members including programme staff, partners, government and donors				
	Stakeholder workshop	Key stakeholders through the Evaluation reference Evaluation Committee commissioning office management and External Reference Group members including programme staff, partners, government and donors	All levels	Evaluation Team	Workshop, meeting	Presentation of main findings and conclusions for dissemination purpose

# Annex 6. Bibliography

1. [Tunisia Country Strategic Plan \(2022-2025\)](#)
2. [Tunisia Annual Country Report 2022](#)
3. [Tunisia Annual Country Report 2023](#)
4. Tunisia 2020 update on zero hunger strategic review
5. Tunisia UNSCDF
6. JPRWEE approved proposal
7. JPRWEE baseline survey report
8. [DEQAS process guide and relevant technical notes](#)
9. [Tunisia, Capacity strengthening to develop National School Meals Programme: an evaluation](#)
10. Sustainable School Meals Strategy
11. SABER report
12. Operation Evaluation of the capacity development framework of the school feeding programme (2012-2015)
13. UNICEF Annual Country Report, Tunisia 2023
14. Multiple Indicator Cluster Survey, Tunisia 2023

# Annex 7. Acronyms and abbreviations

## Abbreviation

CO	Country Office
CSP	Country Strategic Plan
DE	Decentralized Evaluation
DEQAS	Decentralized Evaluation Quality Assurance System
EC	Evaluation Committee
ERG	Evaluation Reference Group
GEEW	Gender equality and women's empowerment
HQ	Head Quarter
M&E	Monitoring and Evaluation
MICS	Multiple Indicator Cluster Survey
MoA	Ministry of Agriculture
MoE	Ministry of Education
MIE	Multilateral Implementing Entity
NGO	Non-governmental Organisation
NSMP	National School Meals Programme
OEV	Office of Evaluation
OOESCO	Office of Scholastic Work
QS	Quality Support
RB	Regional Bureau
SDG	Strategic Development Goal
SO	Strategic Outcome
TOR	Terms of Reference
UNCT	United Nations Country Team
WFP	United Nations World Food Programme

# Annex 8 Line of Sight

## TUNISIA (2022-2025) – BR 1 (August 2022)

### Collective Outcome 1 : Support countries to achieve zero hunger (SDG 2)

**UNSDCF Outcome 4:** By 2025, all actors involved ensure fair, transparent and sustainable management of natural resources, ecosystems and territories, enhancing their resilience and adaptation, including for their populations, especially the most vulnerable, in the face of crises and climate risks.

#### SR 4 – Sustainable food systems (SDG Target 2.4)

##### STRATEGIC OUTCOME 1:

By 2025, selected vulnerable groups in targeted areas have increased economic opportunities and strengthened resilience to shocks and climate risks (focus area: resilience building)

**BUDGET SO 1: USD 4,433,663**

**UNIQUE DIRECT BENEF. SO 1: N/A**

**OUTPUT 1:** Smallholder farmers, rural women and unemployed youth benefit from enhanced access to the school feeding and other markets contributing to sustainable and efficient food systems (cat F).

**ACTIVITY 1:** Provide technical assistance to smallholder farmers (Activity Category 7), transfer modality: CS

**TOTAL UNIQUE DIRECT BENEFICIARIES: 49,500**

**TOTAL BUDGET: \$ 11,550,785**

### Collective Outcome 2 : Partner to support implementation of the SDGs (SDG 17)

**UNSDCF Outcome 1:** By 2025, the institutions, carrying out effective public policies and taking into account risks, in partnership with the economic and social actors, set the country's resources at the service of an inclusive, sustainable and resilient socio-economic development, generating decent employment, especially for the most vulnerable.

**UNSDCF Outcome 3:** By 2025, the health, education and social protection systems are resilient and ensure equitable access and quality services, especially for the most vulnerable, and effective population engagement.

#### SR 5 – Capacity strengthening (SDG Target 17.9)

##### STRATEGIC OUTCOME 2:

By 2025, targeted national institutions in Tunisia have strengthened capacity to implement school meals and inclusive shock-responsive social protection programmes that advance food security and nutrition (focus area: root causes)

**BUDGET SO 2: USD 7,117,122**

**UNIQUE DIRECT BENEF. SO 2: 49,500**

**OUTPUT 2:** School girls and boys and vulnerable populations benefit from evidence-based improvements to social safety nets, contributing to more nutrition and gender-transformative national policies and programmes. (cat J and C)

**OUTPUT 3:** Targeted vulnerable populations benefit from national institutions' strengthened capacity to prevent, mitigate and respond to shocks and climate change (cat A, C)

Direct beneficiaries: 37,500 year 1, 12,000 years 2

**ACTIVITY 2:** Provide technical assistance to national institutions through innovations, enhanced data, pilot transfer modalities and South-South cooperation (Activity Category 9), transfer modality: CS, CBT, Food

# Annex 9 Status of the output, outcome and cross cutting indicators

Output Indicator	Sex	Baseline	End CSP target	2022 plan	2022 actual	2023 plan	2023 actual	source
Activity 01: Provide technical assistance to small holder farmers								
Number of smallholder farmers supported with training, inputs, equipment and infrastructure	female					672	390	
	Male					168	168	
Value of smallholder sales through WFP-supported aggregation systems (USD): Overall	Overall	0	55			0	0	WFP programme monitoring
Value of smallholder sales through WFP-supported aggregation systems (USD): WFP	Overall	0	0			0	0	WFP programme monitoring
Value of smallholder sales through WFP-supported aggregation systems (USD): Private buyers	Overall	10,00	40,00			0	0	WFP programme monitoring
Value of smallholder sales through WFP-supported aggregation systems (USD): Institutional buyers	Overall	0	10,00			0	0	WFP programme monitoring
Value of smallholder sales through WFP-supported aggregation systems (USD): Schools	Overall	0	5,000			0	0	WFP programme monitoring
Percentage of targeted smallholders selling through WFP-supported	Overall	0	60			60	0	WFP programme monitoring

farmer aggregation systems								
Volume of smallholder sales through WFP-supported aggregation systems (MT): Overall	Overall	0	0			0	0	WFP programme monitoring
Volume of smallholder sales through WFP-supported aggregation systems (MT): WFP	Overall	0	0			0	0	WFP programme monitoring
Volume of smallholder sales through WFP-supported aggregation systems (MT): Private buyers	Overall	1,000	4,000			0	0	WFP programme monitoring
Volume of smallholder sales through WFP-supported aggregation systems (MT): Institutional buyers	Overall	0	1,000			0	0	WFP programme monitoring
Volume of smallholder sales through WFP-supported aggregation systems (MT): Schools	Overall	0	500			0	0	WFP programme monitoring
Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component	Female	0	80			80	65,81	WFP programme monitoring WFP
	Male	0	20			20	15,15	
	Overall	0	80			80	50	
Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks	Overall	0	100			100	60	WFP programme monitoring WFP
Activity 02: Provide technical assistance to national institutions through innovations, enhanced data, pilot transfer modalities and South-South cooperation								
Number of people receiving assistance unconditionally or conditionally (complementary with UNICEF, FAO, WHO)	Female					5,280		
	Male					6,720		

Total value of vouchers transferred to people disaggregated by type (value voucher or commodity voucher)								
Beneficiaries receiving food transfers	Female			16,500	16,500			
	Male			21,000	21,000			
Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support	Overall	0	9			6	6	WFP programme monitoring
Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support	Overall	0	8			6	6	WFP programme monitoring
Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy	Overall	0	2			1	1	WFP programme monitoring
SABER school feeding index	Overall	0	3			0	1	WFP programme monitoring
Emergency preparedness capacity index	Overall	0	6			0	0	WFP programme monitoring
Proportion of targeted people having unhindered access to WFP programmes (new) -	Female	100		100				WFP survey
	Male	100		100				WFP survey



Proportion of targeted people receiving assistance without safety challenges (new) - -	Female	99,7		100				WFP survey
	Male	99,7		100				WFP survey
Proportion of targeted people who report that WFP programmes are dignified (new)	Female	98		100				WFP survey
	Male	98		100				WFP survey
Proportion of assisted people informed about the programme (who is included, what people will r	Female	68		80				WFP survey
	Male	68		80				WFP survey
Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification	Female	0	70			0	0	WFP programme monitoring WFP
	Male	0	70			0	0	
	Overall	0	70			0	0	
Percentage of food assistance decision making entity members who are women	Overall	0	80			0	0	WFP programme monitoring WFP
Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality - Decisions jointly made by women and men	Overall	0	70			0	0	WFP programme monitoring
Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality - Decisions made by men	Overall	0	60			0	0	WFP programme monitoring
Percentage of households where	Overall	0	60			0	0	

women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality - Decisions made by women								
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity	Female	0	60			0	0	WFP programme monitoring
	Male	0	40			0	0	
	Overall	0	100			0	0	
Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes	Female	0	90			0	0	WFP programme monitoring
	Male	0	90			0	0	
	Overall	0	90			0	0	
Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes	Female	0	80			0	0	WFP programme monitoring
	Male	0	80			0	0	
	Overall	0	80			0	0	
Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance	Female	0	90			0	0	WFP programme monitoring
	Male	0	90			0	0	
	Overall	0	90			0	0	
Country office has a functioning community feedback mechanism	Overall	Yes	Yes			Yes	Yes	Secondary data
Country office has an action plan on community engagement	Overall	Yes	Yes			Yes	Yes	WFP programme monitoring
Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations	Female	0	0			0	0	WFP programme monitoring
	Male	0	0			0	0	
	Overall	0	0			0	0	

(IOM, OHCHR, UNDP)								
Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA	Female	0	80			0	0	WFP programme monitoring
	Male	0	80			0	0	
	Overall	0	80			80	0	

\*blank means: there is no data reported in the ACRs.

## Annex 10 Summary of ET and areas of expertise required.

	Expertise required
<b>Team Leadership (Senior level evaluator)</b>	<b>MINIMUM REQUIREMENTS</b> <ul style="list-style-type: none"> <li>• Excellent team management skills (coordination, planning, ability to resolve problems and deliver on time).</li> <li>• Strong experience in leading evaluations at country level, such as evaluations of women economic empowerment projects and capacity strengthening of government, school feeding and livelihood activities.</li> <li>• Expertise and experience in one or both of the activities included under evaluation.</li> <li>• Sufficient experience of evaluation to lead the team in applying a non-experimental design utilizing a theory-based approach, which includes reconstruction of causal theory of change using system lens and potentially multiple drivers of change to be used a basis for theory-based evaluation.</li> <li>• Strong presentation skills and excellent writing and synthesis skills.</li> <li>• Experience facilitating in-person and hybrid meetings and workshops.</li> <li>• Experience in relevant development contexts, preferably middle east countries</li> </ul>
	<b>DESIRABLE</b> <ul style="list-style-type: none"> <li>• Familiarity with WFP programmes and modalities of intervention.</li> <li>• Good knowledge of country context, proved by previous experience in the country.</li> <li>• Previous experience leading or conducting WFP evaluation(s).</li> <li>• Good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics</li> </ul>

	Expertise required
Thematic expertise - Evaluators	<b>MINIMUM REQUIREMENTS</b>
	<ul style="list-style-type: none"> <li>• Fluency and excellent writing and communication skills in Arabic, English and French.</li> <li>• Demonstrable analytical skills relevant to capacity strengthening projects.</li> <li>• Experience in development contexts.</li> <li>• Prior experience in evaluating design, implementation, outputs, and outcomes in the following areas: <ul style="list-style-type: none"> <li>○ Capacity strengthening of government</li> <li>○ National school meals programme</li> <li>○ Livelihood activities and climate actions</li> <li>○ Gender expertise / good knowledge of gender issues</li> </ul> </li> </ul>
	<b>DESIRABLE</b>
Quality assurance Evaluator	<b>MINIMUM REQUIREMENTS</b>
	<ul style="list-style-type: none"> <li>• Experience in quality assurance of evaluations.</li> </ul>
	<b>DESIRABLE</b>
	<ul style="list-style-type: none"> <li>• Familiarity with WFP programmes and modalities of intervention.</li> <li>• Previous experience with WFP evaluation(s).</li> </ul>

**TECHNICAL EVALUATION Matrix**  
**Tunisia Decentralized Evaluation**

Criteria	Points
<p><b>1. <u>Completeness and clarity of the proposal</u></b></p> <p>1.1 The proposal is well structured, clear and concise/ to the point</p> <p>1.2 The proposal includes all expected elements and information outlined in the proposal template</p> <p>1.3 The proposal demonstrates a good understanding of the ToR and addresses all the requirements of the ToRs satisfactorily</p>	5%
<p><b>2. <u>Quality, design &amp; ethics</u></b></p> <p>2.1 The scope of the evaluation is articulated in the proposal in line with and addressing all the evaluation questions</p> <p>2.2 The overall design is coherent with the mixed methods approach proposed in the ToR</p> <p>2.3 The data collection methods are outlined and are realistic</p> <p>2.4 The sampling approach is outlined and is relevant</p> <p>2.5 The methodology is adaptive and innovative, building on what is proposed in the ToRs</p> <p>2.6 There is a proposal for data synthesis, analysis, triangulation and validation which is sufficiently described and sound</p> <p>2.7 Methods address and are responsive to GEWE, equity and wider inclusion issues (e.g. the inclusion of women and vulnerable people in the evaluation sample; the gender sensitivity of the evaluation questions, reaching people living with disabilities etc.)</p> <p>2.8 Disclosure and assessment of any potential conflict of interest are described</p> <p>2.9 The proposal proposes specific steps to enhance accountability to affected populations through the evaluation process (e.g. feedback loops)</p> <p>2.10 There is a clear description of specific ethical issues foreseen and how these will be addressed, including issues related to data confidentiality and protection of personal data.</p> <p>2.11 The timeline is realistic in line with the Terms of Reference</p>	30%
<p><b>3. <u>Proposed evaluation team</u></b></p> <p>3.1 Team Leader: academic level, years of experience, Familiarity with County or regional contexts, Fluency in languages required, technical expertise on the subject matter, knowledge of evaluation design and methodology.</p> <p>3.2 Team Members: academic level, years of experience, Familiarity with County or regional contexts, Fluency in languages required, technical expertise on the subject matter, knowledge of evaluation design and methodology.</p>	35%
<p><b>4. <u>Firm capacity</u></b></p> <p>4.1 Quality assurance mechanisms, roles and responsibilities within the firm are clearly spelled out</p> <p>4.2 Risk management approach and measures for the efficient and safe implementation of the evaluation process are described</p> <p>4.3 Back-office support (i.e. survey administration, data synthesis, formatting, editing, security arrangements, etc..)</p>	5%
<p><b>5. <u>Budget</u></b></p> <p>5.1 Total number of working days allocated are reasonable and realistic in relation to the work required by evaluation phase</p> <p>5.2 Overall budget is reasonable and realistic in relation to the worked required by the evaluation</p>	25%
	<b>100</b>