



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Second regular session
Rome, 15–19 November 2021

Distribution: General	Agenda item X
Date: 29 June 2021	WFP/EB.2/2021/X-X/X/DRAFT
Original: English	Operational matters – Country strategic plans For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Draft Tunisia country strategic plan (2022–2025)

Duration	1 January 2022–31 December 2025
Total cost to WFP	USD 11,392,574
Gender and age marker*	4

* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

Although levels of hunger in Tunisia are generally low, access to nutritious food is hindered by economic barriers such as low purchasing power. The coronavirus disease pandemic is having severe impacts on the economy and livelihoods of Tunisians. In addition, studies show that Tunisia is among the top ten countries for climate change impacts in terms of population affected and gross domestic product losses. Tunisia also faces a double burden of malnutrition, with micronutrient deficiencies and overweight and obesity.

WFP is providing technical assistance and policy advice through capacity strengthening activities at both the government and community levels. WFP aims to enhance the Government-run national school meals programme to reach 260,000 children in vulnerable situations (125,000 girls and 135,000 boys). The national budget for the programme doubled in 2019 (to USD 16 million per year), as the Government recognizes school meals as a social safety net that can enhance stability and social cohesion, increase access to education and nutrition and contribute to human development. WFP will continue to support the enhancement and extension of the programme and the decentralization and diversification of its supply chain with the aim of enhancing community resilience and programme sustainability.

Focal points:

Ms Corinne Fleischer
Regional Director
Middle East and Northern Africa
email: corinne.fleischer@wfp.org

Ms J. Waite
Head of Office a.i., Tunisia Country Office
email: jane.waite@wfp.org

The Government also recognizes the need to monitor the food security situation in the most vulnerable areas in order to help inform and enhance shock preparedness and response. WFP is providing technical assistance in establishing a national food security monitoring system that can inform efforts to make the national social protection system and safety nets more inclusive and shock-responsive. WFP will supplement its regular monitoring efforts with gender-sensitive food security and nutrition assessments incorporating conflict-sensitivity considerations and aimed at supporting evidence-based policy design and implementation.

The design of the Tunisia country strategic plan is based on the findings of the 2020 update of the zero hunger strategic review and aligned with the United Nations sustainable development cooperation framework (2021–2025), with WFP activities contributing to Sustainable Development Goals 1 (no poverty), 2 (zero hunger), 4 (quality education), 5 (gender equality), 13 (climate action) and 17 (partnerships for the goals). Technical assistance and policy advice, capacity strengthening and fostering of nutrition and public service-related innovations continue to be WFP's approach as an enabler of government-led change. The country strategic plan is aligned with Tunisia's ongoing reforms of its education sector and its social protection system.

The country strategic plan envisages a continuation of WFP's technical assistance and policy advisory work, leveraging WFP's successful partnerships with the Government and other national and international stakeholders to achieve two strategic outcomes:

- Strategic outcome 1: By 2025, selected vulnerable groups in targeted areas have increased economic opportunities and strengthened resilience to shocks and climate risks.
- Strategic outcome 2: By 2025, targeted national institutions in Tunisia have strengthened capacity to implement school meal and inclusive shock-responsive social protection programmes that improve food security and nutrition.

Draft decision*

The Board approves the Tunisia country strategic plan (2022–2025) (WFP/EB.2/2021/X-X/X) at a total cost to WFP of USD 11,392,574.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Sparked by the 2011 Jasmine Revolution, democracy has made steady progress in Tunisia. In 2014, the country adopted a new constitution and held successful legislative and presidential elections. The relatively smooth transition to democracy and its continuous consolidation were facilitated by several factors, including good education and development levels, an ingrained culture of tolerance and a dynamic, well-developed civil society. In addition, the results of the 2019 elections saw a further fragmentation of the political landscape. Tunisia has had 13 governments since 2011 and is suffering from perceptible social tensions and slow economic recovery due to ongoing structural challenges and an economy that is highly dependent on external revenue sources.
2. The United Nations common country analysis identified the main challenges to the achievement of the 2030 Agenda for Sustainable Development as being a socioeconomic model that is not very inclusive, resilient or sustainable and does not generate enough decent jobs; institutional mechanisms and a legislative framework that present difficulties owing to a democratic transition that is not yet finalized; health, education and social protection systems to which the most vulnerable do not always have equitable access; and non-optimal management of natural resources and low resilience in the face of climate change and shocks.
3. In 2020, Tunisia ranked 95th of 189 countries in the Human Development Index and 102nd 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 percent and agriculture for 10 percent. Tunisia's economy has been stagnant since 2011. In 2015, attacks affecting the tourism sector and strikes in the phosphate sector – which together account for 15 percent of GDP – slowed annual GDP growth to 1.2 percent. Since then, Tunisia's annual economic growth has fluctuated between 1 and 2.6 percent. In 2020, the economy suffered a historic contraction of 8.8 percent.
4. Persistent aggravation of macroeconomic imbalances and deterioration of public and external debt will likely increase Tunisia's difficulties in ensuring sustainable financing of its budget. In 2020, the general government gross debt and Tunisia's total external debt hit all-time highs of 85 percent and 109 percent of GDP, respectively. Tunisia's long-term credit rating continues to be downgraded. According to the International Monetary Fund, the ratio of government debt to GDP is projected to continue increasing through 2023.
5. In 2019, 44 percent of the total workforce was in the informal economy, including 86 percent of the workforce in the agriculture and fishing sector and 31 percent in the agrifood industry sector. The informal economy employs 49.5 percent of the male workforce and 32 percent of the female. Informal workers tend to be more vulnerable to economic shocks than workers in the formal sector.
6. Unemployment in Tunisia has remained high for the last 30 years, at 15 percent on average. It affects mainly young people (with 36 percent unemployment), college graduates (30 percent) and women (23 percent). Unemployment rates are higher in rural areas and in the centre-west (29 percent) and north-west (26 percent) parts of the country. Unemployment affects women (22.5 percent) twice as much as men (12.4 percent). The disparity is higher in interior regions, where women's unemployment averages 35 percent.
7. Given the increasingly challenging socioeconomic context, the Government recognizes the need to monitor the food security situation in the most vulnerable areas that have shown

indications of food insecurity¹ in order to help inform and enhance shock preparedness and response. In addition, studies show that Tunisia is among the top ten countries for climate change impacts in terms of population affected and GDP losses.²

8. According to the 2020 Global Gender Gap report, Tunisia's ranking in terms of gender equality has dropped from 90th to 124th since 2006. Gender inequality is a significant impediment to social and economic development and causes disadvantages for and discrimination against women and girls. Gender gaps are narrow in educational attainment and health and survival but wide in political empowerment and economic participation.
9. School dropout rates have increased fivefold in the past 25 years, with about 100,000 students under 18 years of age dropping out of school each year during the last decade. Overall, dropout from primary school has decreased significantly, and now represents less than 10 percent of total school dropout, but in rural areas only 52.8 percent of children age 7–15 years have minimum reading skills, compared with 72 percent in urban areas.

1.2 Progress towards the 2030 Agenda for Sustainable Development

10. The analysis of the 2014 Tunisian constitution shows that 65 percent of its priorities are aligned with the Sustainable Development Goals (SDGs), but while alignment is estimated at 91 percent for SDGs related to “people”, it is only 31 percent for those related to the planet.³ The United Nations resident coordinator's office commissioned a “leave no one behind” study on the most vulnerable and fragile individuals in Tunisia, identifying women and girls between the ages of 15 and 30 living in rural areas as the most vulnerable group. However, a lack of comprehensive data on migrants, refugees, asylum seekers, homeless people, ethnic minorities, lesbian, gay, bisexual and transgender people, persons with disabilities and informal sector workers means that measuring changes related to social exclusion is difficult. The Tunisian Government will start a national review of the SDGs in 2021.

1.3 Progress towards SDGs 2 and 17

Progress on SDG 2 targets

11. *Access to food:* Tunisia has a low level of hunger, ranking 23rd of 107 countries in the 2020 Global Hunger Index. 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 during the coronavirus disease 2019 (COVID-19) pandemic; high unemployment rates and regional disparities;⁴ and high dependence on cereal imports, with an estimated 60 percent of the cereals consumed being imported. In the absence of food security monitoring, the food security situation of vulnerable people is unclear at present.⁵

¹ 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*).

² Radhouane, Leila. 2013. [Climate change impacts on North African countries and on some Tunisian economic sectors](#). *Journal of Agriculture and Environment for International Development*, vol. 107, No.1, pp. 101–113.

³ [United Nations common country analysis](#).

⁴ Tunisia, National Institute of Statistics. 2020. [Carte de la pauvreté en Tunisie](#).

⁵ Every five years the National Institute of Statistics conducts a household consumption, budget and standard-of-living survey that includes questions related to food security. The data are extrapolated annually for estimating food insecurity.

12. According to the Food and Agriculture Organization of the United Nations (FAO), prevalence of severe food insecurity is 9 percent, the equivalent of 1 million Tunisians. When moderate food insecurity is included, prevalence becomes 20 percent, or 2.3 million people. Sources of income for food-insecure households include social benefits, irregular unskilled off-farm and agricultural jobs, unskilled regular employment and livestock-raising and production of animal products.⁶
13. *End malnutrition:* While Tunisia has made considerable progress in addressing malnutrition, remaining challenges include the double burden of malnutrition and micronutrient deficiencies combined with overweight and obesity. Iron-deficiency anaemia affects an estimated 29 percent of children age 0–59 months and 31 percent of women. Obesity and overweight are a growing challenge, with 39 percent of women, 19 percent of men and 17 percent of children under 5 being obese.⁷ Child malnutrition also persists, however, with 8.4 percent of children stunted in 2018. As well as socioeconomic status, interrelated factors such as poor diet diversity, physical inactivity and poor eating habits – with overreliance on wheat-based foods – explain the prevalence of stunting, obesity and overweight.
14. *Smallholder productivity and incomes:* Nearly 30 percent of the population lives in rural areas and agriculture accounts for 44 percent of rural employment. Over recent years, the agriculture sector's share of the national employed workforce has fallen to 14.5 percent, indicating rural depopulation and migration.⁸ A 2018 FAO study indicated that falling agricultural productivity and rising land fragmentation are the main reasons behind the rural exodus and youth immigration that have occurred since 2011 in Siliana, Jendouba and Medenine governorates.⁹ A plurality of land and property regimes, the ways in which agriculture is practised and the complexity of loan procedures, coupled with production volatility and increasing climate change risks, are the main factors hindering development of the sector.
15. Women account for 70 percent of the agricultural workforce, but they are paid less than men and are more likely to work in the informal sector, limiting their access to the social protection system.¹⁰ While 80 percent of agricultural production is from family businesses, only 35 percent are female-headed.¹¹ As a result, women's contributions to agricultural production and household food security tend to be invisible in the data and women have less access to productive assets such as land and agricultural inputs. The FAO Gender and Land Rights Database states that women farmers own 6.4 percent of agricultural land.

⁶ FAO. 2013. *Food Security and Nutrition in the Southern and Eastern Rim of the Mediterranean Basin*.

⁷ Global Nutrition Report. [Tunisia](#).

⁸ H.E. Chebbi and others. 2019. *Rapport de synthèse sur l'agriculture en Tunisie*.

⁹ FAO. 2018. *Rural Migration in Tunisia: Drivers and patterns of rural youth migration and impact on food security and rural livelihoods in Tunisia*.

¹⁰ Women working in the agriculture sector are paid 50 percent less than men and only 33 percent are protected by social security. See <https://www.webmanagercenter.com/2019/11/19/441491/tunisie-pres-de-70-des-travailleuses-agricoles-nont-pas-de-couverture-sociale/>. An August 2020 news report on a survey conducted by the Kairouan Local Democracy Agency says that 58 percent of female farm workers are paid 10–15 Tunisian dinars per day and 30 percent earn less than 10 dinars daily. See <https://www.tap.info.tn/en/Portal-Society/13024256-58-of-female-farm>.

¹¹ International Labour Organization. 2018. *Women's and Youth Empowerment in Rural Tunisia: An assessment using the Women's Empowerment in Agriculture Index (WEAI)*.

16. Farmers' associations face two major challenges:
- *Market access*: The legal status of agricultural development groups (*groupements de développement agricole* – GDAs) restricts them from conducting commercial activities that generate profits. Consequently, they cannot fund marketing and coordination activities. In addition, national procurement policies favour economic actors that can afford to bid at the lowest possible prices. This can create an economic concentration effect that prevents small producers, who often face difficulties in optimizing their cost structures, from obtaining access to institutional markets. Furthermore, public payment delays hamper smallholder farmers' capacity to self-finance.
 - *Capacity gaps*: GDAs sometimes lack the capacity to manage legal and administrative procedures (procurement, taxation, bidding processes, quality certification); knowledge about practices related to agroecological harvesting methods, storage management, food transformation solutions and post-harvest loss management; awareness of the impacts of climate change on production and adaptation strategies; and financial literacy.
17. *Sustainable food systems*: Weak enforcement of regulations and unsustainable use of soil and water resources are eroding the economic and ecological potential of the agriculture sector and threatening the fertility of the scarce arable land – 46 percent of crops are grown on land of limited fertility, while the country risks losing up to 50 percent of its arable land to erosion and desertification by 2050. In addition, in 2018, the National Institute of Consumption estimated that wasted food represents 5 percent of food expenditure.¹²
18. Climate studies show that the country is very exposed to climate change and that its economy, population and ecosystems are very vulnerable.¹³ It is estimated that by 2050, precipitation will decline by 10 to 30 percent, depending on the region, and the frequency and intensity of extreme weather phenomena will increase. Tunisia is already experiencing water scarcity, and conventional water resources are expected to decline by 28 percent by 2030.¹⁴ Droughts will particularly affect rainfed cereal farming interests, with projected decreases from an estimated land area of 1.5 million ha to about 1 million ha by 2030, and agricultural GDP falling by 5 to 10 percent.¹⁵ In the event of successive extreme droughts, the land area used for cereal crops and arboriculture would decrease by 200,000 and 800,000 hectares, respectively, while the livestock population would decrease by about 80 percent in the centre and the south owing to the loss of rough grazing areas.¹⁶

Progress on SDG 17 targets

19. *Capacity strengthening*: 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.

¹² FAO. 2018. [Conference on "Food Waste in Tunisia: Challenges and Ways to Reduce"](#). 13 December 2018.

¹³ Tunisia, Ministry of Local Affairs and Environment. 2019. [Tunisia's Third National Communication as part of the United Nations Framework Convention on Climate Change](#).

¹⁴ Radhouane, Leila. 2013 [Climate change impacts on North African countries and on some Tunisian economic sectors](#). *Journal of Agriculture and Environment for International Development*, vol. 107, No.1, pp. 101–113.

¹⁵ Tunisia, Ministry of Environment and Sustainable Development. 2015. [United Nations Framework Convention on Climate Change. Intended Nationally Determined Contribution: Tunisia](#).

¹⁶ Ibid.

1.4 Hunger gaps and challenges

20. Access to nutritious food is not hindered by lack of availability but by the inadequate purchasing power of the country's most vulnerable people and by nutrition habits. The national poverty rate is about 15 percent, with persistent large disparities among regions (from 4 percent in Greater Tunis to 35 percent in Kairouan). The COVID-19 pandemic is having a severe socioeconomic impact, with recovery expected to be challenging.
21. Tunisia has a well-developed rights-based social protection system, which is based on contributions from users, focuses on healthcare, education and employment-related benefits, and encompasses social assistance measures through cash-based transfers (CBTs) (the national programme of assistance to needy families [*Programme national d'aide aux familles nécessiteuses* – PNAFN]) and a programme providing access to health care either free of charge or at a reduced rate. However, numerous social protection laws cover some categories of workers, such as agricultural and handicraft workers, but not others, such as workers in the informal sector, homeless people and people living with HIV. The system does not provide an unemployment benefits scheme, include a component for monitoring poverty and food insecurity or allow for adjustment in response to shocks; the system is static and difficult to scale up or down horizontally, by altering targeting, or vertically, by adapting assistance levels. It also lacks feedback mechanisms for signalling cases of exclusion and non-payment. The Ministry of Social Affairs and the Ministry of Education use different databases for assistance, preventing the linking of entitlements for vulnerable households. They also use different sets of inclusion criteria, neither of which is consistent with an overarching national social protection policy.
22. Preliminary results of the country gender analysis conducted by WFP in 2021 reveal that only 33 percent of women working in agriculture are protected by social security.¹⁷ A small fraction of rural women, estimated at 10 percent, have access to free healthcare owing to the informal nature of their work. In recent years, national mechanisms that support women living in rural areas have been put in place. The Ministry of Women, Families and the Elderly has raised its financial allocation for agriculture to 30 percent (from 5 percent).
23. The social welfare system is not consistent with nutrition needs. A nutritious diet for a modelled household costs 45 percent more than the monthly welfare allowance,¹⁸ which represents 45 percent of the minimum wage plus USD 3.5 per child (for a maximum of three children). Food subsidies facilitate access to basic food for vulnerable people but are increasingly seen as insufficient and poorly targeted, with a significant proportion of subsidies going to people with medium to high incomes.¹⁹ The subsidies also distort the competitiveness of other foods such as fruits and vegetables, reinforcing dependence on a cheaper grain-based diet.
24. The 2020 update of the zero hunger strategic review identified the following challenges:
 - Tunisia is heavily dependent on imports for domestic consumption. In 2018, food imports represented 9 percent of total imports (cereals accounted for 52 percent of food imports).²⁰
 - The agriculture sector suffers from organizational and structural issues. Most hydraulic infrastructure is old, with an average water loss rate of 30 percent. Most farmers are elderly and do not benefit from the social protection system.

¹⁷ Internet Management Group S.A. 2019. *Tunisie: Près de 70% des travailleuses agricoles n'ont pas de couverture sociale*.

¹⁸ WFP. 2021. *Fill the Nutrient Gap Analysis*. (Publication pending).

¹⁹ International Labour Organization. 2020. *Tunisia Social Protection Profile*.

²⁰ FAO *Global Information and Early Warning System*.

- Although the poverty rate fell from 25 percent in 2000 to 15 percent in 2015, there has been a shift in diets, with a substantial decrease in the caloric value of the nutrition intake, from 82 kcal/day in 2011 to 24 kcal/day in 2015. This change has caused an increase in malnutrition (obesity, diabetes and anaemia), affecting children, women, elderly people and poor people, especially in rural areas.
 - Major policy gaps identified include the need to develop a national multi-sector strategy for healthy nutrition; address high levels of food waste through a coordinated policy response involving all stakeholders; and support agricultural entrepreneurship, with a restructuring of the agricultural vocational training system and extension services.
25. The zero hunger strategic review highlighted school meals as a core component of the national social protection system that can be leveraged to ensure access to food for the most vulnerable people and to promote community resilience and women's economic empowerment through a home-grown approach. Tunisia still lacks the capacity to implement the programme adequately, however. Historically, the programme was managed through the *Association de développement des écoles primaires*²¹ and aimed to cover only vulnerable children, but schools resorted to decreasing food quality in order to feed all the students. Funding was received twice a year, leading to informal arrangements between schools and retailers for the purchase of food on credit. The office of school services (*Office des oeuvres scolaires* – OOESCO), created in 2017 to improve the quality of school feeding, took over the scheme in 2019. Funds are now sent to regional authorizing officers who centralize procurement based on schools' needs through a competitive bidding process, but capacity is limited, leading to delays and inconsistent handling of the scheme.
26. Disaster risk reduction is becoming an important topic for the Government, but the inherent complexities of the various risks result in governance and coordination being scattered among several public entities (the interior, environment and agriculture ministries), leading to a dilution of overall emergency response and disaster risk reduction efforts. In addition, Tunisia lacks a unified and comprehensive legal and policy framework for disaster and climate-related risk management, leading to institutional fragmentation and policy coordination challenges. The current disaster risk reduction legislative framework essentially focuses on emergency preparedness and response.²²

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

27. A 2019 decentralized evaluation concluded that WFP was a key player in the implementation of the national school meals programme (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. The Ministry of Education intends to contribute to the next decentralized evaluation, planned for 2023.
28. Key ministries have requested WFP's technical support: the Ministry of Higher Education and Scientific Research is considering replicating the central kitchen model across universities and the Ministry of Health has asked WFP to coordinate the Fill the Nutrient Gap analysis and support the development of a renewed national nutrition strategy, to which several

²¹ 120 feeding days per year, with a budget of about USD 0.25 per student per day.

²² World Bank. 2020. World Bank. 2020. *Tunisia Integrated Disaster Resilience Program: Program Information Documents (PID)*.

ongoing surveys²³ will contribute in 2021. The ongoing food security and livelihood assessment of rural women in community-based and agricultural development organizations will inform the second phase of the national strategy and action plan for women's economic and social empowerment (2020–2025). WFP is a member of the steering committee responsible for development of the second phase.

29. WFP is providing technical advice in enhancing national capacities for disaster preparedness. Since December 2017, WFP has been supporting the Ministry of Environment and the National Office of Civil Protection in the implementation of the Global Preparedness Partnership. A joint statement was produced in January 2020 and a memorandum of understanding was signed with a joint operation programme in June 2020. WFP will provide technical support for the development of a capacity strengthening action plan for early warning and response to natural disasters, which will be rolled out in 2021.
30. WFP is conducting a three-pronged approach exercise in collaboration with the Arab Organization for Agricultural Development and the Ministry of Agriculture with a view to strengthening the capacity of national and local institutions to deliver participatory planning, design and implementation processes.²⁴ WFP updated its logistics capacity assessment,²⁵ a key element of its emergency preparedness and response plan.
31. In 2020, WFP stepped up to support the Government's COVID-19 response, broadening its own partnership base and contributions to other safety nets. WFP is a member of the Ministry of Agriculture's COVID-19 national response committee.²⁶ Through the United Nations COVID-19 Response and Recovery Multi-Partner Trust Fund, WFP provided CBTs to vulnerable households affected by school closures. The exercise revealed inconsistencies in vulnerability data among the education, social affairs and agriculture ministries, and WFP supported the design of a comprehensive database of primary school children, to be aligned with the central database of the Ministry of Social Affairs.
32. These activities prompted the Government to acknowledge the need to tailor shock-responsive safety nets to the food security and nutrition needs of the most vulnerable people. WFP is working with the Ministry of Agriculture through the National Observatory for Agriculture, the National Institute of Statistics and other partners on setting up a permanent national food security monitoring system. Pilot projects were conducted in three governorates in February 2021.
33. In 2021, WFP and the Ministry of Social Affairs will explore the distribution of social transfer "top-ups" for vulnerable households through the PNAFN in governorates with high poverty rates that have been affected by economic and other shocks and where food security surveys show poor food consumption. The pilot will enable the Government to test ways of introducing vertical flexibility in social transfers in order to provide assistance at the required scale. Decisions on feasibility, appropriateness, choice of modality, efficiency,

²³ Nutrition survey on eating habits and micronutrient deficiency conducted with the National Institute of Nutrition and Food Technology and the International Fund for Agricultural Development; the Cost of the Diet assessment and the fill the nutrient gap analysis.

²⁴ The three-pronged approach consists of three processes at three levels: integrated context analysis at the national level, which is the final stage; seasonal livelihood programming at the subnational level; and community-based participatory planning at the local level, which will start in June 2021.

²⁵ See <https://dlca.logcluster.org/display/public/DLCA/Tunisia>.

²⁶ WFP conducted a mobile vulnerability analysis and mapping exercise in the three most vulnerable governorates (those with the highest poverty rates) and in Siliana governorate (where WFP, in cooperation with the International Fund for Agricultural Development and the Ministry of Agriculture, promotes local agricultural development) to assess the food security situation of the most vulnerable people and inform government response efforts. The survey showed that 50 percent of households interviewed in targeted areas of Kairouan and Kef governorates were resorting to negative coping strategies owing to a lack of resources for covering essential needs.

beneficiary preferences, transfer values, retailer capacity and risk analysis will be taken in conjunction with all relevant stakeholders.

34. *Strategic shift:* In addition to providing continuous support through technical assistance, best practice dissemination and technological and digital advice for enhancing and expanding the NSMP and supporting inclusive nutrition- and gender-sensitive policy design, WFP will pay special attention to the school meals supply chain, strengthening procurement processes, mainly through data digitalization and the promotion of home-grown school feeding (HGSF). WFP will also provide capacity strengthening for smallholder farmer associations, especially associations of rural women, aimed at enhancing the quality, sustainability and impact of the HGSF programme and strengthening the resilience of communities around schools. Special attention will be paid to the inclusion of unemployed young people in the programme, and WFP will advocate special attention for persons with disabilities, who are at particular risk of being left behind, and closer collaboration with their respective organizations.
35. WFP will continue to support the government's response to the COVID-19 pandemic and will step up efforts to enhance disaster risk preparedness and shock response at the national and local levels. In partnership with the ministries of agriculture and social affairs, WFP will support pilot projects related to data management and the roll-out of the national food security monitoring system, allowing the gathering of timely insights and strong evidence for strengthening the adaptability, shock-responsiveness and flexibility of the social protection system through better understanding of changing vulnerabilities.
36. In line with its gender action plan for Tunisia (2020), WFP will incorporate consideration of gender equality into all its activities. The multidimensional approach taken to school meals features significant efforts to mainstream gender and ensure that programmes are "gender-transformative". WFP will foster the creation of revenue-generating opportunities by supporting the inclusion of women-led community-based organizations in the programme. WFP works closely with the ministries of women, agriculture and health and will continue to advocate a national nutrition strategy for fighting against the double burden of malnutrition, which affects women more severely than men. WFP will continue to support gender- and nutrition-related studies for evidence-based policy design and implementation.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

37. The country strategic plan (CSP) is designed in line with the UNSDCF (2021–2025), which aligns United Nations activities with national priorities in implementing the 2030 Agenda and achieving its goals. The CSP thus provides support in strategic areas prioritized by the Government. The long-term goal of the UNSDCF is to "build trust to strengthen social cohesion and equity". To ensure that it responds to identified gender equality and women's empowerment needs, the CSP is informed by a context-specific gender and age analysis based on the leave no one behind exercise.
38. WFP contributes to UNSDCF outcomes 1, 3 and 4 and co-leads work towards outcomes 3 and 4 with the World Health Organization, the United Nations Children's Fund and FAO:
 - *Outcome 1:* Institutions conducting effective and risk-sensitive public policies in partnership with economic and social actors put the country's resources at the service of development that is inclusive, sustainable and resilient and that generates decent jobs, particularly for the most vulnerable.²⁷

²⁷ The UNSDCF, in its original French, is available at <https://unsdg.un.org/sites/default/files/2020-11/Tunisia-UNSDCF-2021-2025.pdf>.

- *Outcome 3:* By 2025, health, education and social protection systems are resilient, provide equitable access and good-quality services, especially for the most vulnerable people, and engage the population effectively.
 - *Outcome 4:* By 2025, all the actors involved ensure that natural resources, ecosystems and land are managed in an equitable, transparent and sustainable manner that improves their resilience and adaptation capacity in the face of climate change and shocks, along with those of the population, especially the most vulnerable people and communities.
39. In addition to their contributions to SDGs 2 and 17, WFP programmes will enhance Tunisia's capability to achieve SDGs 1 (no poverty), 4 (good-quality education), 5 (gender equality) and 13 (climate action). In line with the broader aims of WFP Strategic Result 5, WFP will facilitate responsible and accountable partnerships for strengthening national capacities, striving to ensure that policies and actions are coherent, encouraging multi-stakeholder participation in implementation and promoting innovation for the achievement of all the SDGs.

2.3 Engagement with key stakeholders

40. The CSP builds on ongoing partnerships and programmes and regular discussions held within the United Nations system and with government ministries and diverse organizations, including academia and civil society organizations. The country office has held internal and external consultations, compiled relevant data and analysis for guiding prioritization efforts, and presented a draft "line of sight" to donors. WFP continues to focus on technical assistance and its role as an enabler of government-led change. Memoranda of understanding and action plans signed with various stakeholders will be maintained. WFP works with rural community-based organizations, rural schools and non-governmental and non-profit organizations that promote the mainstreaming of gender equality and the inclusion of vulnerable groups such as persons with disabilities and people living with HIV. WFP is also fostering broader private sector participation in its programmes and organizes quarterly meetings with all current and potential partners, including the private sector, for information-sharing and coordination.

3 WFP strategic portfolio

3.1 Direction, focus and intended impacts

41. The CSP is based on the UNSDCF theory of change and is aimed primarily at strengthening the Government's capacity in two main areas:
- improving the quality and sustainability of the NSMP through technical assistance and policy advice provided to the Ministry of Education and OOESCO; and
 - preventing, mitigating and responding to climate change and shocks through technical assistance, enhanced data and pilot transfer modalities.
42. Working with the National Institute of Nutrition and Food Technology and ministries, WFP will seek to increase dietary diversity to address the double burden of malnutrition, improve the availability and quality of data on food security and nutrition, and promote the embedding of concepts and frameworks that foster nutrition, food security and shock responsiveness in the social protection system, ensuring that all data are disaggregated by sex and age and that gender considerations are mainstreamed into all programme, policy and capacity strengthening initiatives.
43. The CSP aims to bring more sustainability to food systems. WFP will focus on supporting the review of the NSMP food procurement process and enhancing the capacity of smallholder farmer organizations to supply food to schools, by fostering linkages between farmers and institutional markets through training, digitalization and advocacy; promoting agroecology

and organic farming; increasing self-financing capacities by channelling financial resources and fostering connections with local financial institutions; and providing learning materials that promote best practices in sustainable farming, nutrition and consumption through social and behaviour change communication.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: By 2025, selected vulnerable groups in targeted areas have increased economic opportunities and strengthened resilience to shocks and climate risks

44. This strategic outcome is focused on increasing the resilience of rural communities by fostering links with local agricultural production and creating revenue opportunities for rural women. In line with the WFP school feeding strategy for 2020–2030, the CSP will strengthen support for government efforts to decentralize procurement for the NSMP and enhance the supply chain aspect of the model, involving rural women's GDAs and reaching out to agricultural service cooperatives (*Sociétés mutuelles de services agricoles* – SMSAs) for the supply of their products directly to schools. WFP will continue to support efforts to sustainably digitalize the school feeding procurement supply chain, making it more transparent through the use of innovative digital solutions that connect smallholder farmers to school canteens through a network of private transporters, thereby ensuring stable, affordable and timely supplies of diverse, good-quality food through transparent procedures.
45. WFP will make a special effort to include rural women in its resilience and smallholder farmer support activities. The Ministry of Women, Families and the Elderly has plans for encouraging the absorption of the female agricultural workforce into GDAs and SMSAs in order to ensure that women are formally employed. WFP is fostering the linking of SMSAs and rural women's GDAs to the school feeding and other markets, thereby providing economic opportunities. WFP is currently conducting a baseline assessment of food security and coping strategies in rural women's GDAs with the aim of informing a comprehensive gender analysis.

Focus area

46. The focus area of this outcome is resilience building.

Alignment with national priorities

47. This strategic outcome contributes to UNSDCF outcome 4 and is aligned with the national strategy for rural women's empowerment, the NSMP strategy and government decentralization efforts. The outcome is closely related to strategic outcome 2, which includes technical assistance for OOESCO and enhancement of disaster risk prevention. It contributes to SDGs 1 (no poverty), 2 (zero hunger), 4 (good-quality education), 5 (gender equality) and 13 (climate action).

Expected outputs

48. The following output will contribute to strategic outcome 1:
- *Output 1:* 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.

Key activities

Activity 1: Provide technical assistance to smallholder farmers

49. This activity is aimed at the development of the HGSP as an institutional market for local produce, while aiming to achieve nutrition and environmental improvement goals by strengthening capacities in agroecology, organic production and environmental sustainability. The HGSP market can help reduce price volatility, allowing better planning

and longer-term investment, especially when programmes are implemented on a large scale and integrated into national strategies. The activity is also aimed at the promotion of healthy foods among schoolchildren and their families and smallholder farmers. Social and behaviour change communication will be used to raise the awareness of targeted groups with respect to sustainable agricultural production and best practices in climate change adaptation and mitigation. WFP plans to conduct value chain analysis as needed to assess potential bottlenecks, deficiencies and market imbalances and the ways in which the effects of pricing decisions are passed on to targeted smallholder farmers.

50. Various assessments will be conducted, on local market potential and school needs; existing food systems, storage infrastructure and distribution networks; values and composition of local purchases; farmers' capacity and the competitiveness of their produce; and the capacity of regional and local authorities to implement effective procurement mechanisms that target local purchases.
51. This component builds on WFP's ongoing efforts in strengthening agricultural cooperatives through pilot projects that can be replicated nationally. Topics for capacity strengthening activities will include reduction of post-harvest losses, enhancement of storage, transport and food management reduction of food waste, improvement of food quality control and safety, digitalization of the supply chain system, and training on microcredit, savings groups and insurance.
52. Targeted women farmers and unemployed young people will benefit from strengthened technical capacities and marketable skills that increase agricultural incomes and improve livelihoods. Engagement with government agricultural extension services will ensure that programme outcomes are sustainable in the medium term. All activities are designed to strengthen capacities to adapt to and absorb shocks.
53. WFP will increase the participation of associations of small producers and carriers through the provision of direct support that enables investments in good-quality products and the development of lasting contractual relationships with the NSMP and other markets. Grants will be provided to meet the needs of 12 small producer professional organizations and facilitate producers' access to the local market. Eligible activities include supporting access to legal advice (e.g., tax lawyers) and financing the administrative costs of registration, capacity development, purchase of basic equipment and product marketing. The Last Mile Ecosystem, a WFP-created digital system that links farmers to the HGSF programme, is being tested. WFP will invest in advancing farmers' technical skills and digital financial literacy and strengthening their access to climate change adaptation technologies and inputs.

Partnerships

54. WFP works with the ministries of agriculture, education and women and other stakeholders on the establishment of networking mechanisms and possible aggregation among organizations (GDAs, including for rural women, and SMSAs) and between such organizations and OOESCO and the NSMP. The regional agricultural development commissions contribute by providing capacity strengthening activities on environmentally friendly farming practices.

Assumptions

55. WFP will be in a position to contribute effectively to this strategic outcome provided that the Government maintains its current priorities and that areas continue to be accessible. Success will also depend on the success of efforts under strategic outcome 2 on strengthening government capacity to support further decentralization of the procurement process.

Transition/handover strategy

56. Once local procurement is institutionalized and targeted organizations have acquired sufficient capacity and experience in supplying the NSMP in targeted areas, WFP will share the model and encourage other organizations to replicate it. The socioeconomic context will influence the duration of the required support but the country office plans to finalize this activity by the end of 2025.

Strategic outcome 2: By 2025, targeted national institutions in Tunisia have strengthened capacity to implement school meal and inclusive shock-responsive social protection programmes that improve food security and nutrition

57. Strategic outcome 2 focuses on supporting the Government in enhancing and expanding HGFS models and other national social protection systems. Through policy advice and technical assistance, WFP will support the Ministry of Education's efforts to digitalize HGFS-related data and design a comprehensive monitoring and evaluation system that tracks efficiency and effectiveness. WFP will continue to support the sharing of experiences and lessons learned in the region by fostering South–South cooperation.
58. Data analysis and specific food security and nutrition-related assessments will enable evidence-based nutrition- and gender-sensitive policy design, contributing to the strengthening of government safety net programmes. WFP will aim to address the prevalence of the double burden of malnutrition by promoting nutrition-sensitive national programmes and behaviours conducive to a healthier diet.
59. WFP will continue to support the Government's shock preparedness and response capacity through technical assistance, including the setting up of a national food security monitoring system and use of the three-pronged approach. WFP is including the provision of a limited level of direct CBTs in the CSP in order to pilot various models for introducing flexibility into social protection mechanisms that enhance shock response.

Focus area

60. This strategic outcome focuses on the root causes of food insecurity.

Alignment with national priorities

61. Strategic outcome 2 contributes to UNSDCF outcomes 1 and 3 and is aligned with the NSMP strategy and the Social and Solidarity Act decrees on implementation of the 2019 El Amen social programme law. The Government is consolidating several initiatives in strengthening the management of disaster- and climate-related risks into a national programme for disaster and climate change resilience. This strategic outcome contributes to SDGs 1 (no poverty), 4 (good quality education) and 5 (gender equality).

Expected outputs

62. The following two outputs will contribute to strategic outcome 2:
- *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 programmes.
 - *Output 3:* Targeted vulnerable people benefit from the strengthened capacity of national institutions to prevent, mitigate and respond to climate change and shocks.

Key activities

Activity 2: Provide technical assistance to national institutions through innovations, enhanced data, pilot transfer modalities and South–South cooperation

63. WFP aims to make the Tunisia experience a benchmark for the region and will continue to support the sharing of experiences through South–South cooperation. WFP will continue

supporting OOESCO in enhancing and expanding the NSMP and will support the design and implementation of new contracting mechanisms that facilitate local purchases and promote the integration of smallholder farmers into the programme. WFP will encourage partnerships among the public and private sectors and civil society through the establishment of regional steering committees. More specifically, WFP will provide technical assistance for the design and implementation of new digitalized, transparent and efficient processes, with emphasis on accountability and rational spending; support OOESCO in the development and implementation of contracting mechanisms that facilitate local purchases and promote the integration of smallholder farmers into the NSMP; draft terms of reference for all school feeding-related processes; support the extension of the programme to new schools through targeting analysis and feasibility studies, training of staff and awareness campaigns; and design a comprehensive monitoring and evaluation system that tracks and measures progress in NSMP implementation. WFP will adapt its engagement and differentiate its approaches in rural and urban schools.

64. Building on its global technical expertise, WFP will conduct specific food security, nutrition and gender analyses to inform legislation, policies and programme strategies. WFP will support the review of the social protection framework, aiming to introduce a food security and nutrition focus and enhance shock responsiveness, and will support the Government in setting up a national food security monitoring system and piloting the use of CBTs for more inclusive, shock-responsive and flexible social protection. WFP will support food-insecure communities exposed to natural hazards by increasing their disaster risk reduction and management capacities. WFP will build on previous engagement with the Government, emphasizing the links between early warning, early action and financing to influence policymaking. Jointly with government agencies and United Nations entities, WFP will undertake a comprehensive food security and vulnerability analysis and livelihood zone mapping to inform the design and implementation of appropriate and effective hunger reduction solutions and provide decision makers and the donor community with timely, relevant information on household food insecurity and vulnerability in a “normal” situation for the duration of the CSP.

Partnerships

65. The Tunisia country office will work in coordination with the Ministry of Education through OOESCO; with the Ministry of Agriculture, which provides support in linking the NSMP to smallholder farmers; with the ministries of health and women on nutrition and gender awareness; with the Ministry of Social Affairs on a shock-responsive social protection system and the piloting of CBT top-ups; with the Ministry of Environment on disaster risk reduction; and with the Ministry of Higher Education and Scientific Research on food waste management and the national university’s meal policy.
66. WFP is also a member of the Ministry of Agriculture’s COVID-19 national response action committee, where it contributes to analysis of the impacts of the pandemic on food security and recommends short-term mitigation measures.

Assumptions

67. WFP will be in a position to contribute effectively to this strategic outcome provided that the Government maintains its current priorities and areas continue to be accessible.

Transition/handover strategy

68. Given the current socioeconomic and political situation in the country, which has been aggravated by the COVID-19 pandemic, WFP expects to continue supporting Tunisia beyond the current CSP. The gender inequalities and age-related vulnerabilities identified during implementation must be addressed for WFP to exit from the CSP.

4. Implementation arrangements

4.1 Beneficiary analysis

69. Children are the primary focus of WFP's activities in Tunisia. Of the 1 million primary schoolchildren in the country, 260,000 are in vulnerable situations (26 percent) and benefit from the school feeding programme. WFP will strengthen the capacity of schools providing hot school meals for 52,000 children (who will be indirect beneficiaries of the CSP and represent 20 percent of all the children benefiting from school meals). The programme is fully funded by the Government, which has granted rural women access to land for school gardens that support the programme.
70. Children benefiting from school canteens are not fully integrated into social protection systems: the 2015 household consumption, budget and standard of living survey of the National Institute of Statistics distinguishes two categories of vulnerable household: poor households (below the national poverty line) and extremely poor households suffering from chronic poverty. About 47 percent of the children served by school canteens are from extremely poor households and 25 percent are from poor households, but these children are excluded from the social protection system.
71. 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.
72. The CBT pilot (years 1 and 2 of the CSP) will target food-insecure households affected by shocks in the most vulnerable governorates. The national food security monitoring system will provide relevant targeting information. The use of CBTs can be extended to people living with HIV, 39 percent of whom suffer from food insecurity.²⁸ There is a need to strengthen the capacity of the national social protection system and safety nets in order to improve access to healthy food for this vulnerable group.

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY (2022-2025)

Strategic outcome	Output	Activity	Beneficiary group	2022	2023	2024	2025	Total
2	2	2	Girls	7 680	3 840	0	0	11 520
			Boys	8 640	4 320	0	0	12 960
			Women	2 880	1 440	0	0	4 320
			Men	4 800	2 400	0	0	7 200
			Total	24 000	12 000	0	0	36 000
Total (without overlap)				24 000	12 000	0	0	36 000

Transfers

Food and cash-based transfers

73. Pilot CBTs of TND 90 per household per month for a three-month period are planned, with the most vulnerable households receiving a top-up to reach the TND 180 per household per month transferred by the Ministry of Social Affairs. Calculation of the transfer value is based on the cost of a food basket designed by the WFP Nutrition Division. Beneficiaries will receive

²⁸ Findings from the 2020 vulnerability assessment highlighting the impact of COVID-19 on people living with HIV.

the top-up on exposure to a shock and after verification of food insecurity through the national food security monitoring system. The CBT pilots will be conducted jointly with the Ministry of Social Affairs and are intended to demonstrate the inadequacy of current subsidies and the need for flexibility in shock-responsive social protection systems. It is expected that the transfer modality may change from cash to value or commodity vouchers, depending on the context. WFP will support the Ministry of Social Affairs in undertaking various essential needs analyses, in collaboration with the Ministry of Agriculture, the National Institute of Nutrition and Food Technology and the National Institute of Statistics, that analyse the needs of the population linked to social safety nets and CBTs.

TABLE 2: CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY	
	Strategic outcome 2
	Activity 2
Beneficiary type	Shock-affected food-insecure people
Modality	Cash-based transfers
Cash-based transfers (USD/person/day)	0.2349
Number of feeding days per year	90

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Total (food)	-	-
Cash-based transfers		761 099
Total (food and cash-based transfer value)	-	761 099

4.3 Country office capacity and profile

74. WFP has reinforced staffing levels at the country office in line with the recommendations from organizational alignment missions conducted in November 2019 and 2021 to ensure adequate capacity. The country office has capabilities in school feeding, supply chains, nutrition, vulnerability analysis and mapping, CBTs, technology and disaster prevention and response, in addition to support services (human resources, finance, information technology, communications and partnership). To enhance field support and reduce travelling costs, a sub-office will be opened in the Governorate of Kairouan, where the Government has offered WFP free office space. Other United Nations entities will join WFP in the sub-office.

4.4 Partnerships

75. Over the years WFP has built a very strong partnership with the Ministry of Education and OOESCO. The Ministry of Agriculture contributes to the NSMP by facilitating the involvement of rural women and smallholder farmers. The National Centre of Technology in Education also participates in the programme on the design of the Ministry of Education's database. The Ministry of Industry and Small and Medium Enterprises and the Bizerte Competitiveness Cluster support the boosting of the corporate social responsibility of small agrifood businesses for the benefit of the education sector. The United Nations Office for Project Services supports the programme through renovation work in school canteens.

76. 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.
77. WFP is supporting the Ministry of Agriculture's national COVID-19 response plan and establishing a food security monitoring system. With the Ministry of Commerce and the National Institute of Consumption, WFP is exploring ways of improving food supply chains through innovation. WFP also works with the Ministry of Environment on emergency preparedness and with the Ministry of Social Affairs on supporting inclusive and shock-responsive social protection systems.
78. WFP has solid partnerships with several ministries and non-governmental and non-profit organizations working on the development of public policy and the implementation of activities aimed at achieving SDGs 2 and 17. The country office has engaged in discussions and technical cooperation with the World Bank, the African Development Bank and the International Fund for Agricultural Development on supporting the NSMP and the COVID-19 response. WFP was the lead United Nations agency in the Global Preparedness Partnership process conducted from 2018 to 2020 with the Ministry of Environment and National Office of Civil Protection. WFP is exploring further partnerships with the private sector in support of national priorities.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

79. WFP will continue to work on enhancing its monitoring and evaluation system by improving data quality, ensuring that the system is gender- and disability-responsive and developing harmonized monitoring tools using available technology solutions. WFP will conduct baseline surveys and follow-up assessments to measure progress on outcome, output and cross-cutting indicators. Third-party entities will monitor the implementation of pilot CBT activities on behalf of WFP. In the event that access to the programme area is jeopardized, remote monitoring will be carried out using computer-assisted telephone interviewing. WFP's contribution to regular monitoring will be supplemented by additional food security, nutrition and gender-sensitive assessments incorporating conflict-sensitivity considerations with the aim of supporting evidence-based policy design and implementation.
80. The CSP monitoring and evaluation system will ensure robust gender-responsive monitoring, and measure programme performance in line with the WFP corporate results framework. WFP will be the co-lead for reporting on results under UNSDCF outcomes 3 and 4 in 2022. Gender perspectives will be emphasized during the monitoring and analytical phases to ensure balance inputs from women and men. Monitoring will strive to capture, analyse and report, by age, the positive and any possible negative impacts of activities on the lives of women, men, girls and boys, and the contribution of WFP's activities to gender outcomes. The country office will ensure sufficient gender-responsive monitoring and evaluation capacities, including through the screening of cooperating partners, and gender- and disability-disaggregated data reporting where possible.²⁹ Under the capacity strengthening activity, cooperating partners ensure on-site monitoring and submit regular

²⁹ Using the Washington Group Questions to disaggregate data by disability.

reports through the 2021 upgraded monitoring and reporting system using WFP's corporate mobile data collection platform.³⁰

81. WFP will monitor progress towards the results outlined in the NSMP plan of action and related indicators on a quarterly basis. WFP will help strengthen government tools for developing and using nutrition-sensitive indicators in the NSMP and will set up gender-responsive monitoring mechanisms that measure progress towards approved indicators. The base value for Tunisia's national capacity index for school meals was established under a Systems Approach for Better Education Results (SABER) evaluation conducted by WFP in April 2014. The sustainable school meals strategy defined progress targets for each of the five SABER school meal standards and policy goals. A follow-up SABER exercise will be conducted in 2025 and lessons learned will be documented for incorporation into the NSMP.
82. Adequate resources for monitoring and evaluation activities will be allocated in the country portfolio budget. In 2023, the country office will conduct a decentralized evaluation of the school feeding component, jointly with the Government, and a CSP evaluation to guide development of the subsequent school feeding plan. WFP will contribute to the UNSDCF evaluation.

5.2 Risk management

Strategic risks

83. Structural challenges (unemployment, inflation, geographical inequalities) have been aggravated by the COVID-19 pandemic and may result in population unrest, affecting WFP's operations. WFP will continue to monitor the situation closely, enhance vulnerability assessments and advocate the establishment of an emergency fund for the logistics task force in order to enable efficient shock response. WFP has updated the logistics assessment and will support the Government in monitoring the situation (e.g. markets, borders, supply chains, food security) to enable identification of needs at an early stage. WFP participates in the Ministry of Agriculture's national COVID-19 response plan and in joint programming with United Nations entities under the United Nations COVID-19 Response and Recovery Multi-Partner Trust Fund.
84. The instability of the current political situation in Tunisia could have an impact on planned activities agreed with previous governments. A change of government could result in a change in priorities and consequently a delay in WFP's projects. To mitigate this risk WFP will adopt a participatory approach focused on constructive dialogue with key stakeholders. To limit the burden of political risk, WFP will continue to strengthen the capacities of government focal points and to plan and monitor field activities with partners.

Operational risks

85. Under strategic outcome 1, WFP will make an effort to strengthen complaints and feedback mechanisms so that they address gender, disability and protection challenges, including gender-based violence risks. This will include taking an inclusive approach and making sure that the feedback mechanisms are accessible to the people at greatest risk of being left behind. Female agricultural workers, particularly women with disabilities, are exposed to gender-based violence despite the introduction in 2017 of Law 58 on the elimination of violence against women.³¹ WFP partners with women's-rights-based organizations and the Ministry of Women, Families and the Elderly on the prevention of gender-based violence and

³⁰ Mobile Operational Data Acquisition – MoDa.

³¹ A recent survey revealed that 59 percent of female agricultural workers were victims of violence on farms: 40 percent claimed that they had been subjected to moral violence, 31 percent to verbal violence and 29 percent to physical violence.

on raising the awareness of direct and indirect beneficiaries with respect to gender-based violence.

86. There are a limited number of experienced national non-governmental organizations in Tunisia, creating the risk of delayed implementation and/or reduced cost-effectiveness of CSP activities. WFP is working to enhance the capacity of its national civil society partners. Through its selection processes and requirements, WFP will ensure the selection of the most capable implementing partners in order to maximize the impacts of implementation.
87. The COVID-19 pandemic poses a risk to the health, safety and security of staff, beneficiaries and partners. WFP is taking all necessary precautions to mitigate risk and is proactively raising the awareness of its beneficiaries and partners. To reduce risk, many capacity strengthening activities are implemented through teleconferences and webinars. Corporate safety and security mitigation measures are clearly articulated and implemented.

Fiduciary risks

88. The WFP anti-fraud and anti-corruption policy is integrated into legal agreements with cooperating partners. The underdeveloped nature of the private sector and market structure may result in non-compliance with WFP procurement rules and regulations. WFP will expand the roster of vendors, enhance competition processes and ensure that potential suppliers are aware of WFP procurement standards.

Financial risks

89. Deterioration of the economic situation in Tunisia could result in price hikes, negatively affecting WFP programmes. WFP will monitor the situation closely and adjust the CSP budget and support as required.

5.3 Social and environmental safeguards

90. In line with WFP's environmental and social safeguards framework, all WFP activities will be screened with a view to preventing, avoiding or mitigating any potential negative direct or indirect impacts. Environmental and social plans will be developed on a project basis, in accordance with corporate mandatory safeguard screening, reflecting commitments in WFP's climate change policy, environmental policy and policy on building resilience for food security and nutrition, and ensuring that fundamental human rights and gender equality are respected and protected in all of WFP's activities. Activities will entail adequate use and management of natural resources, discouraging practices that are not environmentally friendly and taking climate-related risks into account, raising awareness of climate change and including targeted activities that enhance resilience and reduce vulnerability.

6. Resources for results

6.1 Country portfolio budget

TABLE 4: COUNTRY PORTFOLIO BUDGET (USD)						
Strategic outcome	Activity	2022	2023	2024	2025	Total
1	1	1 174 113	1 305 014	1 244 371	717 702	4 441 200
2	2	2 444 506	1 805 157	1 630 129	1 071 583	6 951 374
Total		3 618 619	3 110 171	2 874 500	1 789 285	11 392 574

91. Approximately 9.7 percent of the budget (USD 1,107,273) will be allocated to the promotion of gender equality and women's empowerment.

6.2 Resourcing outlook and strategy

92. WFP's operation in Tunisia has been well funded in recent years. Since 2014, the country office has benefited from multi-year funding, allowing it to better plan and implement its activities. Several countries have shown interest in contributing to the CSP. WFP will consider joint programmes where feasible and will expand the funding base to include international financial institutions. The country office's current cooperation with key ministries and bilateral and multilateral donors will facilitate resource mobilization. To fund new activities related to the sustainability of food systems and climate resilience, the country office is pursuing cooperation with the World Bank and the Sahara and Sahel Observatory.

ANNEX I**LOGICAL FRAMEWORK FOR TUNISIA COUNTRY STRATEGIC PLAN (JANUARY 2022–DECEMBER 2025)****Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 3: Achieve food security****Strategic Result 4: Food systems are sustainable****Strategic outcome 1: By 2025, selected vulnerable groups in targeted areas have increased economic opportunities and strengthened resilience to shocks and climate risks**

Outcome category: Improved household adaptation and resilience to climate and other shocks

Nutrition-sensitive

Focus area: resilience building

Assumptions:

WFP will be in a position to contribute effectively to this strategic outcome provided that the Government maintains its current priorities and that areas continue to be accessible. Success will also depend on the success of efforts under strategic outcome 2 on strengthening government capacity to support further decentralization of the procurement process

Outcome indicators

Value and volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs**Provide technical assistance to smallholder farmers (SMS: Smallholder agricultural market support activities)**

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 (F: Purchases from smallholders completed)

Strategic Goal 2: Partner to support implementation of the SDGs**Strategic Objective 4: Support SDG implementation****Strategic Result 5: Countries have strengthened capacity to implement the SDGs****Strategic outcome 2: By 2025, targeted national institutions in Tunisia have strengthened capacity to implement school meal and inclusive shock-responsive social protection programmes that improve food security and nutrition**

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Nutrition-sensitive

Focus area: root causes

Assumptions:

WFP will be in a position to contribute effectively to this strategic outcome provided that the Government maintains its current priorities and areas continue to be accessible

Outcome indicators

Emergency preparedness capacity index

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

SABER school feeding national capacity (new)

Activities and outputs**Provide technical assistance to national institutions through innovations, enhanced data, pilot transfer modalities and South-South cooperation (CSI: Institutional capacity strengthening activities)**

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 programmes (C: Capacity development and technical support provided)

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 programmes (J: Policy reform identified/advocated)

Targeted vulnerable people benefit from the strengthened capacity of national institutions to prevent, mitigate and respond to climate change and shocks
(A: Resources transferred)

Targeted vulnerable people benefit from the strengthened capacity of national institutions to prevent, mitigate and respond to climate change and shocks
(C: Capacity development and technical support provided)

Goal 1: Support countries to achieve zero hunger**C.3. Improved gender equality and women's empowerment among WFP-assisted population****Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1*: Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk

Goal 2: Partner to support implementation of the SDGs**C*.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1*: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2*: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C*.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.2*: Proportion of targeted people receiving assistance without safety challenges (new)

C.2.3*: Proportion of targeted people who report that WFP programmes are dignified (new)

C.2.4*: Proportion of targeted people having unhindered access to WFP programmes (new)

C.3*. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

C.3.1*: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2*: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3*: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

ANNEX II

INDICATIVE COST BREAKDOWN, BY STRATEGIC OUTCOME (USD)			
	WFP Strategic Result 4/ SDG target 2.4	WFP Strategic Result 5/ SDG target 17.9	Total
	Strategic outcome 1	Strategic outcome 2	
Focus area	Resilience building	Root causes	
Transfers	2 359 785	3 795 153	6 154 937
Implementation	1 098 268	1 652 603	2 750 871
Adjusted direct support costs	712 088	1 079 356	1 791 444
Subtotal	4 170 141	6 527 112	10 697 253
Indirect support costs (6.5 percent)	271 059	424 262	695 321
Total	4 441 200	6 951 374	11 392 574

Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDA	<i>groupements de développement agricole</i> (agricultural development groups)
GDP	gross domestic product
HGSF	home-grown school feeding
NSMP	national school meals programme
OOESCO	<i>Office des oeuvres scolaires</i> (office of school services)
PNAFN	<i>Programme national d'aide aux familles nécessiteuses</i> (national programme of assistance to needy families)
SABER	Systems Approach for Better Education Results
SDG	Sustainable Development Goal
UNSDCF	United Nations sustainable development cooperation framework