

Annual Review - Summary Sheet

PROGRAMME TITLE: Tunisia North Africa Good Governance Fund (NAGGF), CSSF Programme		
Country/Region:	Tunisia, North Africa	
HMG Partners (LEAD in bold)	Foreign and Commonwealth Office, Department Fof International Development, Ministry Of Defence, Home Office, National Crime Agency	
Total Budget:	ODA: £5.7m	Non-ODA: £0.3m
Start Date: April 2016	End Date: March 2017	
Outputs		Score
Governance: <ul style="list-style-type: none"> • Policy delivery support to the Office of the Prime Minister • Communications capability of the government of Tunisia improved • Tunisian national TV and Civil Society Organisations (CSOs) supported to engage youth • Capacity building of electoral management and media regulation 		B A+ B A
Economy: <ul style="list-style-type: none"> • Enhanced private sector development and improved access to finances for Micro, Small and Medium sized Enterprises (MSMEs) and entrepreneurs • Improved finance and regulatory systems allows growth of private sector 		A B A
Security: <ul style="list-style-type: none"> • Tunisian security system more effective in combatting key security threats • Support to build the capacity of the national Counter Narrative Agency and National Counter Terrorism Commission. • Police & National Guard better trained and resourced to engage Tunisian public • Increased capacity of criminal justice practitioners to combat human trafficking 		A A+ B
Outcome:		
Governance Outcome 1: Government demonstrate ability to be more capable of ensuring that policies and programmes are implemented Governance Outcome 2: The capacity of the Tunisian government to communicate effectively with its citizens is increased Economic Outcome 1: New businesses and jobs created throughout Tunisia's disadvantaged regions and for marginalised groups. Security Outcome 1: Tunisian security and justice system is more responsible to the public's security and justice needs; more accountable to and trusted by the Tunisian people; and more efficient and effective in combatting key security threats. Security Outcome 2: Through devolved resilience, reducing the likelihood of extremist/terrorist recruitment and support, and attacks in Tunisia which are a source of threat domestically, regionally, to the UK and to UK interests. Security Outcome 3: Government of Tunisia have increased border management capability and strengthened border security.		
Outcome Score: N/A		Risk: Medium

Summary of Programme Performance

Year	2015/16	2016/17
Programme Score	A	A
Risk Rating	Medium	Medium

What support is the UK providing?

The programme sought to deliver against the National Security Council (NSC) Tunisia strategy and to align with the National Security Council North Africa strategy. The governance and economy strand worked with the Prime Minister's office and key ministries to build government's policy delivery and strategic communications capability in support of private sector development, inclusive access to finance, and entrepreneurship; and with electoral and media authorities on electoral management capability and promoting political participation and engagement through the media. The security strand worked with partners in key ministries, the criminal justice system, and security forces to build capability in strategic planning; border and aviation security; crisis management and first response; public

engagement and community relations; countering violent extremist narratives; and combating human trafficking. Support was delivered through a blend of multilateral agencies, private sector suppliers, and international non-governmental organisations, and managed by a programme team based at British Embassy Tunis.

Summary of progress and lessons learnt/actions taken since last review

The programme review for financial year (FY) 2015/16 assessed a programme which, at £1.8m in size, was significantly different from the FY 2016/17 programme. However, it offered useful recommendations on which good progress was made to increase programme management capacity and support the programme's expansion of scale, while retaining the focus security, governance and economy. More contextual analysis was developed to help shape programme implementation, and work begun on improving the quality of results frameworks to support effective delivery, monitoring and evaluation.

A change of government midway through the year delayed some planned reforms but also demonstrated the value of key relationships in which the programme team and partners had invested which allowed them to navigate the uncertainty. Delays to the planned municipal elections required a flexible response, with a new focus on supporting parliamentary reform. Given the success of work to support entrepreneurship, including reaching women and marginalised regions, scope was identified to scale it up. Work on strategic planning enhanced cross-government coordination, and work on police-community relations is positively influencing reforms. The programme identified ways to build on inter-linkages between different projects and the value of ensuring a strong gender focus across the portfolio to maximise impact.

Summary of recommendations for the next year

Tunisia's democratic transition continues to face challenges from regional insecurity and the threat from terrorism and extremism; the need for more and regionally inclusive economic growth and the slow pace of economic reforms; and the need to embed institutional changes and policy implementation capability. The political context remains challenging with ongoing delays to municipal elections and political attention beginning to turn to legislative and Presidential elections in 2019. The CSSF/NAGGF programme is central to the UK's response to support Tunisia's transition and development, and its increasing scope reflects the scale of the challenges and where the UK can have a strategic impact in line with NSC-agreed objectives.

Learning from the impact of delays in implementation, the programme team should begin approval and procurement processes in the preceding FY, or reduce programme implementation periods. Simplified but technically robust results frameworks should be used for the ongoing management of projects. The programme should assess options for more external and specialist evaluation of projects, and to reinforce the ability to evaluate non-traditional interventions, such as communications campaigns.

Joint and complementary working between programme and policy leads should be reinforced, and programme governance mechanisms strengthened. Interlinkages between projects have been a clear effect multiplier and should be developed, including to help implementers learn from each other. The impact of the programme should be enhanced with communications tailored to individual audiences and objectives.

Reflecting the fragility of the political context, a conflict analysis of the Tunisian context should be undertaken, with a particular focus on political economy, to underpin ongoing implementation and strategic direction. A gender audit of the programme should also be undertaken to strengthen the incorporation of gender considerations into programming.