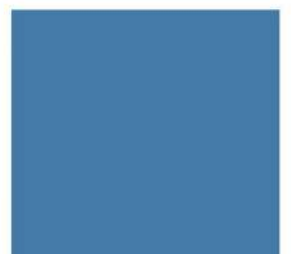


JANUARY - DECEMBER 2024

PROGRESS REPORT

Tunisia Economic Resilience
& Inclusion (TERI)



Contents

ff1	Executive Summary.....	8
2	Country Context.....	9
2.1	Political Context.....	9
2.2	Economic Context	9
3	Development Objective and Program Description.....	11
4	Highlights of Activities and Outcomes.....	12
4.1	TERI Umbrella Program 2.0 Overall Overview.....	12
4.2	TERI Anchor MDTF Implementation Overview	17
4.2.1	Pillar 1: A More Effective and Resilient Public Sector for Citizens and the Private Sector 17	
4.2.1.1	Development Objectives & Summary of Activities	17
4.2.1.2	Key Highlights and Impacts	17
4.2.2	Pillar 2: An Environment Conducive to Sustainable Economic Growth and Private Sector-led Job Creation.....	21
4.2.2.1	Development Objectives & Summary of Activities	21
4.2.2.2	Key Highlights and Impacts	21
4.2.3	Pillar 3: Enhanced Services to Citizens for Social, Economic, and Regional Inclusion..	22
4.2.3.1	Development Objectives & Summary of Activities	22
4.2.3.2	Key Highlights and Impacts	23
4.3	Moussanada MDTF Implementation Overview	24
4.3.1	Window 1: Governance, PFM, TARTIB	24
4.3.1.1	Development Objectives & Summary of Activities	24
4.3.1.2	Key Highlights and Impacts	24
4.3.2	Window 1: Program “Ambition Good Jobs for All” in Tunisia.....	26
4.3.2.1	Development Objectives & Summary of Activities	26
4.3.2.2	Key Highlights and Impacts	27
4.3.3	Window 2: Financial Sector	28
4.3.3.1	Development Objectives & Summary of Activities	28
4.3.3.2	Key Highlights and Impacts	28
4.3.4	Window 3: Local Governments/Decentralization.....	30
4.3.4.1	Development Objectives & Summary of Activities	30
4.3.4.2	Key Highlights and Impacts	30
4.4	TRACE MDTF Implementation Overview	31
5	Looking Ahead – Plans for the Next Period	32

6	Annexes	34
6.1	Implementation Progress on Individual Grants	34
6.1.1	TERI Anchor MDTF	34
6.1.1.1	Pillar 1 – A More Effective and Resilient Public Sector for Citizens and the Private Sector	34
6.1.1.2	Pillar 2 – Restoring an Environment Conducive to Sustainable Economic Growth and Private Sector-led Job Creation.....	82
6.1.1.3	Pillar 3 – Enhancing Services to Citizens for Social, Economic, and Regional Inclusion	95
6.1.2	Moussanada MDTF	119
6.1.2.1	Window 1: Governance, PFM, and TARTIB	119
6.1.2.2	Window 1: Ambition “Good Jobs for All” in Tunisia Program.....	132
6.1.2.3	Window 2: Financial Sector	142
6.1.2.4	Window 3: Local Governments/Decentralization.....	162
6.2	TERI’s Pillars.....	169
6.3	Umbrella Key Data	171
6.4	Financial Highlights	174
6.5	Gender Reporting.....	178

Acknowledgements

The 2024 Progress Report for the Tunisia Economic Resilience and Inclusion (TERI) Umbrella Program 2.0 provides an update on the progress of projects and activities undertaken under this program from January to December 2024. It was prepared by the TERI Program Management Team. The Team acknowledges all the work carried out by the Task Teams to implement and report on the grants facilitated and financed by TERI and its Associated Trust Funds.

The World Bank extends its gratitude to the following Development Partners for their contributions and collaboration:



Republic of Tunisia

Development Partners

TERI Anchor Trust Fund



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



**Funded by
UK Government**



Moussanada Associated Trust Fund



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



**Funded by
UK Government**



TRACE Associated Trust Fund



Acronyms

ACM	Microfinance Authority
AFD	French Development Agency (Agence Française de Développement)
AfDB	African Development Bank
AICS	Italian Agency for Development and Cooperation
AMEN	Social Assistance Program
ANCS	National Cybersecurity Agency
ANETI	National Agency for Employment and Self-Employment
ASA	Advisory Services and Analytics
AVFA	Agence de Vulgarisation et de Formation Agricole
BETI	Bureau de l'Emploi et du Travail Indépendant
BVMT	Tunis Stock Exchange
CAPI	Computer-Assisted Personal Interviewing
CATI	Computer-Assisted Telephone Interviewing
CAT-NAT	Natural Disasters
CBT	Central Bank of Tunisia
CDC	Deposits and Consignment Fund
CEQ	Fiscal Incidence Analysis
CGA	Insurance Supervision Agency
CGCPD	General Committee for Public Expenditure Control
CGFP	General Committee of Civil Services
CGSP	General Public Services Control Agency
CIA	Certified Internal Audit
CI/CD	Continuous Integration and Continuous Deployment
CIMF	Centre Informatique du Ministère des Finances
CIP	Interministerial Steering Committee
CIVP	Wage Subsidy Programs
CMO	Mandatory Minimum Conditions
CMS	Content Management System
CNAM	National Health Insurance Fund
CNAPP	National Commission for the Approval of Public Projects
CNI	National Center for Information Technology
CNRPS	National Pension and Social Welfare Fund
CNSS	National Social Security Fund
CoA	Court of Accounts/Auditors
CPF	Country Partnership Framework
CPSCCL	Loan and Support Fund to Local Authorities
CPSD	Country Private Sector Diagnosis
CRES	Center for Social Research and Studies
CwA	Compact with Africa
DEVOPS	Development Operations
DGPS	General Department for Social Promotion
DGRPA	General Department for Administrative Reforms
DIL	Data Innovation Lab
DRF	Disaster Risk Financing
DRM	Disaster Risk Management
DU	Delivery Unit
EBCNV	Survey on Budget, Consumption and Standard of Living of Households

	Enquête Nationale de Budget et de Consommation des ménages
ECMWF	European Centre for Medium-Range Weather Forecast
EDD	End Date Disbursement
EDV	Life Event (Événement de Vie)
ENA	National Administration School
EOF	Education Outcomes Fund
EP	Performance Evaluation
ERP	Enterprise Resource Planning
ESG	Environmental, Social and Governance
ESS	European Statistical System
ESTERI	EU Support to TERI
EU	European Union
ECMWF	European Centre for Medium-Range Weather Forecast
EWS	Early Warning Systems
FCO	Foreign Commonwealth Office
FCP	Financial Consumer Protection
FIPA	Foreign Investment Promotion Agency
FNG	National Guarantee Fund
G20	Group of 20
G2P	Government to Person
GBO	Budget Management by Objectives
GDP	Gross Domestic Product
GIZ	German Development Agency (Deutsche Gesellschaft für Internationale Zusammenarbeit)
GoT	Government of Tunisia
GRM	Grievance Redress Mechanism
HAICOP	Tunisian Public Procurement Authority
IBC	Internal Budget Control
IDI	International Development Institute
IDRP	Integrated Disaster Resilience Program for Results
IFRS	International Financial Reporting Standards
IGMALE	General Inspectorate of the former Ministry of Local Affairs
IGPPP	General Instance for Public-Private Partnerships
ILO	International Labor Organization
IMF	International Monetary Fund
INM	National Meteorological Institute
INS	National Statistics Institute
IS	Information System
ISTAT	Italian National Statistics Institute
JST	Job Search Techniques
LG	Local Government
LOB	Organic Budget Law
Madania	National Civil Registry
MALE	Ministry of Local Affairs and Environment (no longer active)
MARHP	Ministry of Agriculture, Water Resources and Fisheries
MDTF	Multi-Donor Trust Fund
MEFAI	Ministry of Economy, Finance, and Investment Support (no longer active)
MEP	Ministry of Economy and Planning
MFPE	Ministry of Employment and Vocational Training
MoE	Ministry of Industry, Energy and Mines
MoF	Ministry of Finance

MoJ	Ministry of Justice
MoSAs	Ministry of Social Affairs
MoU	Memorandum of Agreement
MPD	Mobile Phone Data
MSA	Maison de Services Administratifs Digitales
MSMEs	Micro, Small and Medium Enterprises
MTC	Ministry of Technology and Communications
MVP	Minimum Viable Product
MW	Megawatt
M&E	Monitoring and Evaluation
NBS	Nature-Based Solutions
NDCs	Nationally Determined Contributions
NFIS	National Financial Inclusion Strategy
NGO	Non-Governmental Organization
NMHS	National Meteorological and Hydrological Services
NPL	Non-Performing Loan
NSID	New Customs Information System
NWP	Numerical Water Prediction
OGP	Open Government Partnership
ONAS	National Sanitation Office/Agency
ONEQ	National Observatory for Employment and Qualifications
PBB	Program Based Budgeting
PFM	Public Finance Management
PforR	Program for Results
PIM	Public Investment Management
PIT	Personnel Income Tax
PPP	Public-Private Partnerships
PV	Photovoltaic
QA	Quality Assurance
RETF	Recipient-Executed Trust Fund
RGPH	Recensement Général de la Population et de l'Habitat (Census)
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SDR	Collection Companies
SECO	Swiss State Secretariat for Economic Affairs
SINDA	Customs Information System
SMEs	Small and Medium Enterprises
SNFRC	National Strategy for Disaster Risk Finance
SNS	National Statistical System
SOE	State-Owned Enterprises
SOTUGAR	Tunisian Guarantee Company
SPARKS	Social Protection Assessment Resource Kit for Systems
SPLA	Social Protection and Legal Aid
SPR	Permanent Resilient Structure
SPV	Special Purpose Vehicle
SSPs	Public Statistics Structure
TA	Technical Assistance
TARTIB	Integrated Tool for Prioritization
TC	Technical Committee
TF	Trust Fund
TERI	Tunisia Economic Resilience and Inclusion

TIA	Tunisian Investment Authority
TTL	Task Team Leader
ToRs	Terms of Reference
TRACE	Tunisian Rural and Agricultural Chains of Employment
RE	Renewable Energy
RTMC	Référentiel tunisien des Métiers et des Compétences
UGO	Management by Objective Unit
UGP	Project Management Unit
UGTT	Tunisian General Labor Union
UNDP	United Nations Development Program
UNNQAF	United Nations National Quality Assurance Frameworks
UTIC	Unité de Technologie de l'Information et de la Communication
UTSS	Tunisian Social Solidarity Union
WB	World Bank
WBG	World Bank Group
WMO	World Meteorological Organization
YEI	Youth Economic Inclusion

1 Executive Summary

This report provides an update on the progress of projects and activities funded by the Tunisia Economic Resilience and Inclusion (TERI) Umbrella Program 2.0 and its Associated Trust Funds, Moussanada, and TRACE Trust Funds, from January 1st to December 31st, 2024.

The TERI program contributes to Tunisia's efforts to navigate its evolving economic and social landscape by helping to address key structural challenges and strengthen socioeconomic resilience. Given limited economic growth, labor market constraints, and climate-related vulnerabilities, TERI supports initiatives aimed at enhancing socioeconomic inclusion, attracting strategic investments, and developing priority sectors. Given limited economic growth, labor market constraints, and climate-related vulnerabilities, TERI supports initiatives aimed at enhancing socioeconomic inclusion, attracting strategic investments, and developing priority sectors such as water management, energy transition, and digital transformation. In the context of fiscal constraints and external financing challenges, TERI's ability to mobilize trust funds and strategic partnerships provides complementary support to national development efforts.

In 2024, the TERI Anchor Trust Fund continued focusing on execution by operationalizing past contributions from development partners. During this year, TERI Anchor launched seven new technical assistance projects, expanding its portfolio to 13 grants, all executed by the Bank. Five of these new projects are advancing the agenda of Pillar 1, aimed at building a more effective and resilient public sector. This year, greater emphasis was placed on modernizing Tunisia's statistical framework, with targeted support to key institutions such as the National Institute of Statistics (INS) and the Center for Social Research and Studies (CRES) to enhance data quality and strengthen evidence-based policymaking. Pillar 3, which focuses on social programs and job creation, remained the most funded pillar strengthening Tunisia's economic and social inclusion and resilience.

By the end of 2024, the Moussanada Associated Trust Fund had streamlined its execution to six active grants, with 90.4% of allocated funds either disbursed or committed. While several technical assistance projects have been completed or are nearing completion, in 2025, Moussanada will continue supporting reforms in governance, Public Finance Management, the financial sector, and local governments. However, its primary focus is currently on supporting employment policies through the "Ambition Good Jobs for All Program," which accounts for more than half of all active grants, reflecting its strategic commitment toward job creation and economic inclusion.

The TRACE Associated Trust Fund continued to focus on job creation in the agri-food sector. The Netherlands provided an additional USD 3.225 million to expand employment programs in the Northwest of Tunisia to assist 190 beneficiaries and target an estimated 1,420 new jobs. In response to ongoing drought conditions, Tunisia's first-ever digital platform for agricultural water resource management was launched, helping farmers optimize water usage and improve resilience.

As Tunisia continues to face economic challenges, TERI's focus in 2025 will be on expanding its impact through key national reforms and targeted resource mobilization. Priorities include strengthening Tunisia's energy transition and water security initiatives and expanding social inclusion programs. In 2025, TERI will focus on ensuring the effective launch of the ESTERI Associated Trust Fund, a Single Donor Trust Fund supported by the European Union, which will launch its activities focusing on education reform. Additionally, efforts will be made to enhance engagement with Development Partners and strengthen monitoring and evaluation frameworks to ensure sustained

program impact. With these efforts, TERI remains committed to advancing Tunisia's economic resilience, social inclusion, and sustainable development.

2 Country Context

2.1 Political Context

Tunisia's political landscape has undergone significant changes since July 2021, when Parliament was suspended and subsequently dissolved. A new constitution, approved through a July 2022 referendum, transformed Tunisia's system into a presidential system with a bicameral parliament. A new Parliament was elected and began operating in March 2023, and a new legislative body, the National Council of Regions and Districts¹, whose role includes approving the Budget Law with the Parliament, was voted in and set up in December 2023. In October 2024, President Kaïs Saïed secured re-election, extending his rule for a further term to 2029.

2.2 Economic Context

Tunisia's economy showed modest improvement in 2024, with a growth rate of 1.4%, up from zero growth in 2023. This growth was supported by a strong tourism sector, increased remittances from the Tunisian diaspora, and a slightly better agricultural performance compared to the previous year. At the same time, structural barriers, the lingering effects of drought, and restrictions on imports and external financing continued to weigh on the recovery. The economy remains vulnerable to external shocks, including climate change, fluctuations in global commodity prices, and slowdowns in key trade partners' economies.

Growth was affected by droughts, limited local and external demand, and underperformance in the energy and mining sectors. Rainfall during the 2023/2024 agricultural season was at 64% of the historical average, while dam fill rates did not exceed 23% as of December 2024. The agricultural sector's recovery remained modest after experiencing a 14% drop in GDP in 2023, leading to continued reliance on food imports. Additionally, key export sectors such as garments faced negative growth due to declining demand from Tunisia's primary export market, the EU. The energy and mining sectors, especially oil and gas, continued their decade-long decline due to field depletion, lack of new investments, and logistical issues affecting phosphate production. The energy balance deficit is the main contributor to the overall trade deficit, accounting for 57% of the shortfall at the end of 2024 at USD 3.4 billion.

The limited economic recovery has intensified pressure on the labor market. In Q3 2024, unemployment rose slightly to 16%, up from 15.6% a year earlier. Labor force participation declined by 1.5 percentage points from pre-COVID levels. These challenging labor market conditions and persistent though declining inflation have further eroded households' purchasing power. Inflation reached 6.2% in

¹ Conseil National des Régions et des Districts (CNRD)

December 2024, compared to 7.8% in January 2024. Given lingering inflation, the Central Bank of Tunisia (CBT) maintained its key interest rate at 8%, further weighing on private credit and consumption costs.

Tunisia's increased reliance on domestic debt to finance its budget, mainly through its central bank — is crowding out private investment. In September 2024, Fitch upgraded Tunisia's sovereign rating to CCC+, as the country managed to service its foreign and domestic debt despite the absence of an IMF deal. This was supported by local banks, further contributing to credit crowding out in the private sector. Acknowledging its limited capacity to raise external financing, the 2025 Budget Law lowered the external financing target to USD 2 billion, down from USD 5 billion in 2024, and approved a clause for another USD 2.3 billion in financing from the CBT. This situation could pose a downside risk to the Dinar, which remained stable against the Euro and the Dollar from 2022 to 2024.

Both the current account and the budget deficit shrank, reducing the macro-financial vulnerability of the economy. In 2024, tourism revenues increased by 8.3% compared to the previous year, reaching USD 2.3 billion and surpassing pre-COVID-19 levels. Over ten million tourists visited the country, with Algerians and Libyans accounting for around 60%. Remittances also rose by 2.5%, reaching USD 2.5 billion in 2024. Meanwhile, olive oil exports soared by 58% in value compared to 2023, driven by rising international prices. These factors narrowed the current account deficit to 1.7% of GDP in 2024 from 2.7% in 2023 (and 8.6% in 2022). At the same time, external balances remain strained due to external debt service and significant arrears of state-owned enterprises (SOEs) to international suppliers. Additionally, the compression of some expenditures, notably the wage bill, lower-than-expected international energy prices, and higher tax revenues, helped reduce the budget deficit to 6.3% of GDP in 2024.

Economic growth is projected at 2.2% in 2025 and 2.3% in 2026, though these forecasts are subject to downside risks. This would bring the economy closer to the long-run growth path from which the economy deviated during the COVID-19 pandemic. Growth would be supported by the rollout of Tunisia's energy transition plan, continued expansion of the tourism sector, and improved rainfall. As of January 2025, over 300 MW of solar PV plants are under construction, with an additional 500 MW of projects receiving bids from international investors under a concession regime. These projects alone could meet 10% of Tunisia's energy needs. However, these growth prospects are conditional on improving financing conditions and external demand and the continued moderation of the drought. If financing conditions do not improve, it may be challenging to secure sufficient foreign currency in the economy, which could lead to pressures on the exchange rate and prices, exerting a negative impact on economic activity and employment. In addition, should the drought conditions persist, the projections could be revised downwards, given the adverse effects on agriculture and the trade balance. Additionally, geopolitical tensions affecting global prices remain significant downside risks.

3 Development Objective and Program Description

TERI's Development Objective is to support Tunisia in its efforts to strengthen its economic resilience and inclusion through three principal areas of intervention: (i) Pillar 1: a more effective and resilient public sector for citizens and the private sector; (ii) Pillar 2: an environment conducive to sustainable economic growth and private sector-led jobs creation; and (iii) Pillar 3: enhanced services to citizens for social, economic, and regional inclusion. These priorities are translated into three program pillars:

Pillar 1: “A more effective and resilient public sector for citizens and the private sector” aims to improve governance and resilience for a citizen- and business-centric administration. This includes improved budget and Public Financial Management (PFM) and the digitalization of services to provide better access to services and increased social accountability. Strengthening the capacity of the public sector at the local level through decentralization and regionalization processes is also key to bringing citizens closer to the government. It is fundamental to increasing institutional trust and the outreach of services.

Pillar 2: “An environment conducive to sustainable economic growth and private sector-led job creation” aims to restore an environment conducive to sustainable economic growth and private sector-led job creation. Various constraints need to be addressed, including the regulatory business environment and modernization of the financial sector. Regional disparities in Tunisia will also be addressed through the presence of more productive firms in the regions that are not historically private sector led. This requires new infrastructure for enhanced connectivity and new economic opportunities in the lagging regions.

Pillar 3: “Enhanced services to citizens for social, economic, and regional inclusion” aims for more social, economic, and regional inclusion through access to high-quality services for all citizens, such as health, education, water and sanitation, waste management, employment services, social protection, and social programs. This pillar is strongly related to the first two pillars: whilst Pillar 1 – digitalization and decentralization – contributes to bringing services closer to marginalized people, especially in remote areas, Pillar 2 – sustainable economic growth – supports job creation to provide better economic opportunities for marginalized people and regions. Pillar 3 further supports these efforts by enabling equal access to these opportunities.

Pillar-level outcomes de facto reflect the achievement of the anchor Multi-Donor Trust Fund (MDTF and its associated Trust Funds (TFs) level outcomes. Currently, two Trust Funds are associated with the TERI Umbrella Program and contribute to its objectives:

- (i) **Moussanada:** This MDTF aims to enhance public governance in Tunisia by providing technical assistance, capacity building, and equipment support in areas such as Public Finance Management, employment policies, and financial sector inclusion and stability. Associated with TERI, Moussanada contributes to Pillars 1, 2, and 3.
- (ii) **TRACE:** This MDTF aims to develop employment in Tunisia's agri-food sector by enhancing the productivity and resilience of small-scale producers and the competitiveness of agribusiness cooperatives and SMEs through improved access to knowledge, innovations, and financial services. It also focuses on enhancing financial services and the business environment, supporting TERI's goals of economic improvement and social and economic inclusion under Pillars 2 and 3.

4 Highlights of Activities and Outcomes

4.1 TERI Umbrella Program 2.0 Overall Overview

In continuation of its efforts in 2023, the TERI Anchor Trust Fund focused in 2024 on operationalizing the new funds received in 2022 and 2023. Seven new technical assistances have been launched under the TERI Anchor Trust Fund, primarily during the first half of 2024, bringing the total number of grants under the TERI Anchor Trust Fund to 13, all executed by the Bank. Of these, five grants support Pillar 1, “A more effective and resilient public sector for citizens and the private sector,” focusing on key areas such as the production of robust and reliable statistics, the implementation of budget, public accounting, and expenditure control reforms, strengthening budget transparency, and enhancing digital governance for improved service delivery. Two of the new grants contribute to Pillar 3, “Enhanced services to citizens for social, economic, and regional inclusion,” with a focus on advancing the implementation of social protection reforms (Phase 2) and providing technical assistance to the *Centre de Recherches et d'Études Sociales* (CRES)² to produce robust and reliable socioeconomic analyses. By the end of 2024, the TERI Anchor Trust Fund grants totaled 13.45 USD million³, with 45% disbursed or committed. Pillar 3 received the largest share at 6.35 USD million, followed by Pillar 1 with 5.18 USD million and Pillar 2 with 1.91 USD million.

The associated Trust Fund TRACE received additional financing to support the expansion of TRACE activities, broadening its scope to create more jobs in Tunisia's agri-food sector. The Netherlands, currently TRACE's sole donor, provided an additional 3.225 USD million in November 2024, increasing the fund's total budget to 23.125 USD million. This will be allocated to Recipient-Executed Trust Fund (RETF) projects focused on job creation, which will continue to generate hundreds of direct and indirect jobs, to support dozens of additional beneficiaries. A six-month extension has been granted to accommodate the new funds, extending the TRACE End Disbursement Date (EDD) to June 30, 2027. This follows a first extension granted in June 2024, which extended the EDD by 18 months to December 30, 2026, to ensure the completion of ongoing Bank-executed and Recipient-executed grants.

Since its inception, the Moussanada associated Trust Fund has implemented 19 grants, including eight currently active, with 56% executed by the Bank. A total of \$31.9 million has been allocated, of which 16.4 USD million remains in active grants. Moussanada currently has a 90.4% disbursement and commitment rate on allocated funds, with a closure planned for June 2026. As 2025 begins, Moussanada is moving ahead with six active projects and technical assistance programs, with a primary focus on supporting employment policies through both Bank-Executed and Recipient-Executed grants which account for more than half of all active grants.

The Compact with Africa associated Trust Fund concluded five years of activities on December 31, 2023. All Development Partners' contributions were allocated and disbursed at the time of closure

² Following the TERI Partnership Council meeting in December 2023, where the proposal for a TA to the INS (Pillar 1) and the CRES (Pillar 3) was presented to strengthen robust statistics and reliable socioeconomic analyses for effective and timely decision-making, it received support with approved funding of 1,828,571 USD following a technical committee held in July 2024.

³ Taking into account both active and closed grants and excluding the project management and administration grant

of the MDTF, which supported 19 grants. In compliance with the Bank's Trust Fund policies and the Administrative Agreements signed with contributing Development Partners, a completion report was drafted and is pending the Bank's internal approval before being shared with Norway, the Netherlands, and Germany. At the time of closure of the fund, a balance of 241,127.58 USD remained, which is being refunded to donors in accordance with their agreements with the Bank.

In 2024, TERI revised its Results Framework, consolidating the frameworks of its legacy-associated Trusts into a unified structure. This updated framework includes key indicators structured around pillars and components from ongoing and planned TERI-supported projects, capturing progress to date and outlining future objectives. TERI's Results Framework, developed during the inception of the Umbrella Program, serves as a key tool for monitoring impact and ensuring transparency in the outcomes achieved. It also facilitates effective communication with Development Partners and the Government of Tunisia (GoT). Special attention was given to ensuring that the selected indicators are monitorable and measurable without requiring complex or costly in-house research, ensuring that data is regularly available. Progress toward targets and milestones is reviewed annually in the Progress Report, with results registered in the Development Partner Center system. The revised version was shared during the 2024 mid-year updates, and the most recent version is included in this Progress Report. The TERI Umbrella Program received the World Bank's 2024 Umbrella Program Award for Results Management in recognition of its successful revision of the results framework.

Since its launch in 2021, the TERI Umbrella Program has prioritized effective communication to broaden its reach and engage stakeholders. To date, nine newsletters have been published, reaching nearly 1,000 subscribers with an open rate of approximately 40%. Significant efforts have been made to improve the newsletter's structure and content by incorporating videos, visually engaging graphics, and various topics, making it more appealing to readers. Over 80 videos, including beneficiary testimonials and project progress highlights, have been produced and shared to showcase the program's impact. Additionally, more than 30 articles have documented key achievements and compelling stories. The [program's website](#) is regularly updated to provide stakeholders with access to the latest developments and resources. Additionally, work is ongoing to unify communication outputs and strengthen TERI's brand presence across projects and teams, ensuring a consistent identity for the program. These initiatives support TERI's strategic priorities of expanding its audience and fostering stronger engagement with donors, partners, and the wider public.

Across the entire TERI Umbrella Program, including associated Trust Funds, total grants reached 70.61 USD million, of which 47.51 USD million were disbursed and 11.70 USD million committed, achieving an overall disbursement and commitment rate of 84%. The following table provides an overview of all contributions from TERI's development partners to date, detailing both the agreed commitments and the payments received:

Partner	Area(s) of Support	Contributions (USD)*	Paid (USD)
TERI Anchor Contributions		31,721,773.53	23,284,386.1
Swiss State Secretariat for Economic Affairs (SECO)	- Governance, Public Finance Management, Disaster Risk Management (Pillar 1) and Disaster Risk Financing (Pillar 2)	10,509,903.62	8,855,461.44
Swiss Agency for Development and Cooperation (SDC)	- Regionalization and Territorial Decentralization Program (Pillar 1) - Technical Assistance to the National Institute of Statistics - INS (Pillar 1)	8,665,537.28	3,150,730.03
The Netherlands	- Social Protection (Pillar 3)	5,012,184.00	3,744,046.00
European Commission	- Employment Policies (Pillar 3)	4,180,800.00	4,180,800.00
United-Kingdom/FCDO	- Support for Economic Reforms (Pillar 1) - Technical Assistance to the INS (Pillar 1) - Renewable Energy and Green Bonds (Pillar 2) - Sustainable Transport Strategy (Pillar 2) - Vaccine Production Strategy (Pillar 3)	1,997,222.95	1,997,222.95
Italian Agency for Development Cooperation (AICS)	- Technical Assistance to the Delivery Unit - Technical Assistance to the INS (Pillar 1))	1,356,125.68	1,356,125.68
Moussanada Associated TF Contributions		31,111,555.45	30,490,579.21
Swiss State Secretariat for Economic Affairs (SECO)	- Governance, Public Finance Management	9,889,435.42	9,889,435.42
Swiss Agency for Development and Cooperation (SDC)	- Regionalization and Decentralization	836,014.63	836,014.63
European Commission	- Financial Inclusion and Employment policies	12,697,902.50	12,697,902.50
United-Kingdom/FCDO	- Financial Sector and Governance	7,688,202.90	7,067,226.66
TRACE Associated TF Contributions		23,125,000	21,731,952.02
The Netherlands	- Support for Job Creation in Agriculture and Rural Areas - Nexus for skills and jobs	23,125,000	21,731,952.02
Compact with Africa (closed in December 2023) Contributions		6,297,308	6,297,308
The Netherlands	- A common pool to support economic reforms across the three CwA pillars:	1,700,000	1,700,000
Germany		1,139,605	1,139,605

Partner	Area(s) of Support	Contributions (USD)*	Paid (USD)
Norway	macroeconomic, investment, and financing windows.	3,457,703	3,457,703
Total Contributions TERI Umbrella		92,255,636.98	81,804,225.33
Pipeline			
European Commission	Education	8,800,000.00	

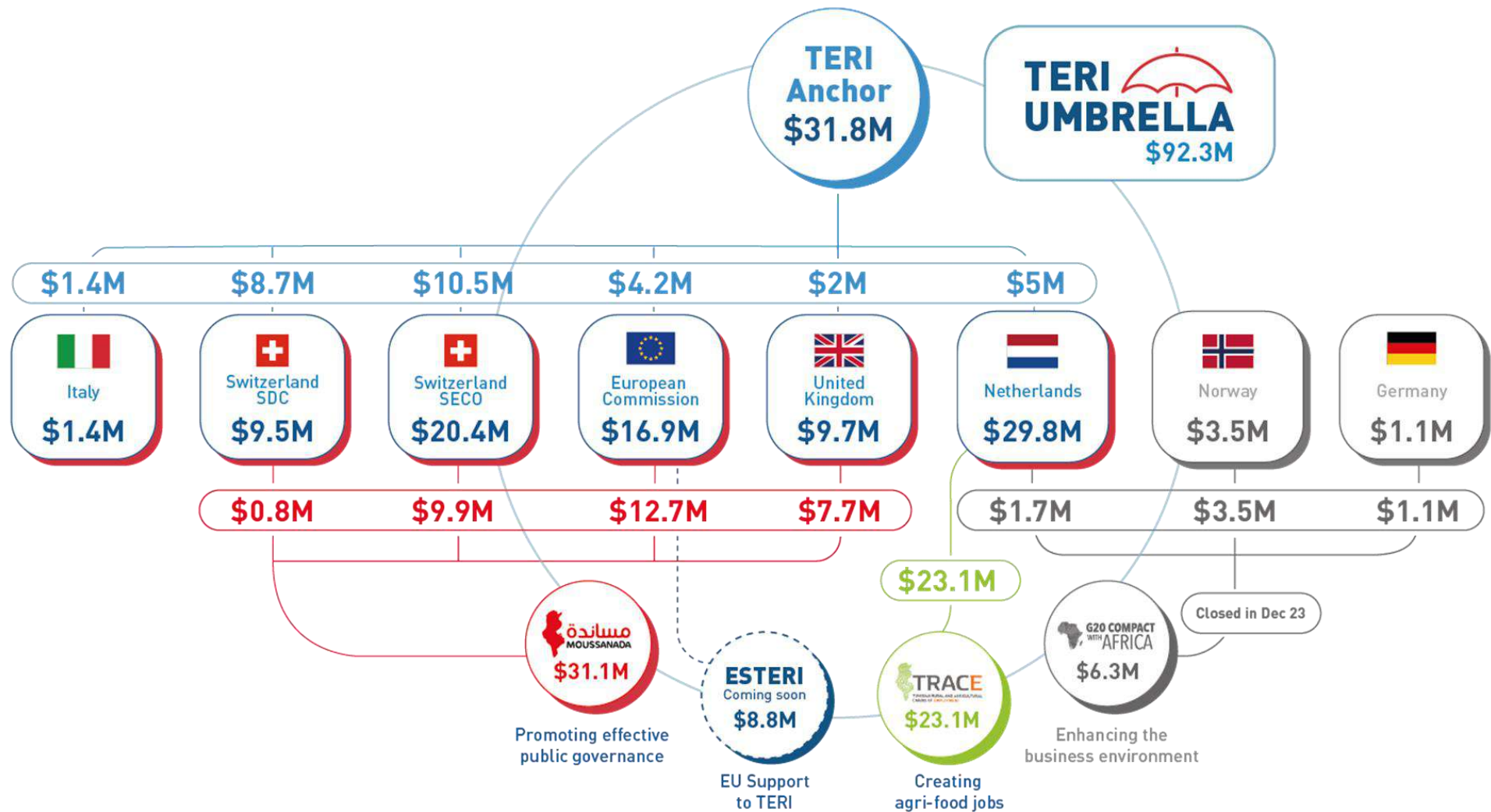


Figure 3 – Overview of TERI's Development Partners and their respective contributions to the Umbrella Program.

Note: Small differences exist between the amounts in this illustration and the table on Page 10 due to variations in exchange rates.

4.2 TERI Anchor MDTF Implementation Overview

4.2.1 Pillar 1: A More Effective and Resilient Public Sector for Citizens and the Private Sector

4.2.1.1 Development Objectives & Summary of Activities



The objectives of Pillar 1, “A more effective and resilient public sector for citizens and the private sector,” will be achieved through four components: (C.1.1) Improved budget and public finance management; (C1.2) Enhanced access to information and statistics for citizens and businesses; (C1.3) Improved public sector performance for service delivery; (C1.4) Closer citizen-state relation through effective decentralization and territorial regionalization.

With all four components of Pillar 1 fully funded, efforts in 2024 focused on effectively operationalizing these resources. Contributions from SDC, SECO, AICS, and UK-FCDO received between 2021 and 2024 support seven technical assistance initiatives under Pillar 1. In 2024 alone, five new initiatives were launched to advance key objectives. Two of these initiatives prioritize enhancing the reliability and accessibility of data by supporting and modernizing key institutions such as the National Institute of Statistics (INS), ensuring that public policies are evidence-based and enable more effective, targeted interventions. The remaining three initiatives focus on implementing reforms in budget management, public accounting, and expenditure control, strengthening open governance and budget transparency, and advancing the digital transformation of public services. These efforts build on activities implemented under the Moussanada Associated Trust Fund, which continues to support the objectives of the first component of Pillar 1.

4.2.1.2 Key Highlights and Impacts

Component 1.1: Improved Budget and Public Finance Management

1) Technical Assistance to enhance the capacity and effectiveness of the Tunisia Delivery Unit (TF0C4921)

This technical assistance reached significant milestones in 2024 across all five components.

The strategic management of reforms was enhanced by developing a comprehensive matrix to guide economic policy priorities and a thorough review of the Delivery Unit (DU) Task Force's architecture and organization. A training needs assessment for the Office of the Prime Minister was completed, and an analytical note on Centers of Government was produced to support better implementation.

Mapping sectoral strategies for two groups improved coordination of priority policies and reforms, facilitating better alignment and prioritization. The first group consisted of 11 economic and technical ministries, while the second group included 13 ministries related to human capital and

interior and foreign affairs ministries. Coordination workshops were held with various ministries to discuss these strategies and prioritize public policies.

The project also provided substantial support for the implementation of reforms. This included offering technical expertise for developing the New Foreign Exchange Code and preparing an expert report on green financing. New assistance programs were launched in line with the Government's evolving priorities.

Performance monitoring and improvement efforts were strengthened by assisting in monitoring measures and reforms, evaluating the Leadership and Public Policy Program, and conducting a needs analysis for new capacity-building programs. A training program for State-Owned Enterprise (SOE) board members was also developed and implemented.

In the area of communication, transparency, and accountability, an international exchange workshop on the Centers of Government was organized, focusing on best practices and lessons learned. These achievements have significantly contributed to the project's objectives, enhancing strategic management, coordination, implementation, and monitoring of reforms, while also improving communication and transparency within the government.

2) Implementation of Budget, Public Accounting, and Expenditure Control Reforms (TF0C4922)

Since its initiation in May 2024, the technical assistance program has successfully established steering committees, convened numerous technical meetings with all relevant stakeholders, and deployed technical experts. A notable achievement of this initiative has been the introduction of foundational elements such as the development of a guidance note, the conduct of awareness-raising activities, and a diagnostic of the current situation; these elements were designed to enhance the strategic alignment of social ministries with their budgetary frameworks, improve the quality of information accessible to citizens via published performance documents, and mitigate fiscal risks. In addition, the program increased awareness and provided clear explanations of the concepts and methodologies needed to strengthen the capabilities of managers and controllers.

The assistance to the Court of Auditors facilitated the introduction of a performance-oriented approach, which was previously absent. This shift lays the groundwork for operating the Court within a performance-based framework. The process is now underway, starting with the translation of the developed strategy into an operational plan, which includes performance indicators to monitor progress. Additionally, this process includes the restructuring of the budgeting process to implement a more systematic approach, utilizing the Budget Management by Objective (GBO) model.

Component 1.2: Enhanced Access to Information and Statistics for Citizens and Businesses

3) Strengthening open governance and budget transparency (TF0C4923)

Significant progress was made under the Open Budget Initiative to enhance financial transparency and improve citizen access to budget information. Through technical assistance, the Ministry of Finance (MoF) was equipped with the new version of the Open Budget Portal. The new advanced platform is designed to maximize transparency and efficiency in managing public

funds. It facilitates access to monthly fiscal data, enabling rigorous expenditure monitoring and promoting accountability among stakeholders.

The latest version of the portal is 95% operational within its initial scope. It has been installed at the CIMF⁴ (IT Center of the Ministry of Finance) datacenter and is currently undergoing a security audit to ensure its robustness and reliability.

In addition, technical workshops were conducted to build capacity in using and understanding the new solution, bringing together representatives from the MoF and CIMF. The translation of the budgetary nomenclature into French from Arabic, along with data cleaning, contributed to improving the consistency and accuracy of financial data.

Efforts to enhance transparency also extended to the Court of Auditors, where an operational plan was prepared to implement the transparency and accountability component of the Court's 2022-2026 strategy.

4) Support for the Modernization of the Tunisian National Institute of Statistics (TF0C3952)

This technical assistance was launched in February 2024; its key achievements include the support provided to decision-makers, especially the Ministry of Finance, to assess the poverty impact of various measures proposed in the 2025 Budget Law. This is the first time the MoF has considered the impact of fiscal policy on poverty, in the design of the Budget Law. Additionally, successful Data Literacy Program workshops, which motivated general directors and government officials to utilize both official and innovative data sources, foster a culture of reliable information to support decision-making and sustainable capacity development.

5) Robust statistics and reliable socioeconomic analyses for effective and timely decision-making (TF0C5588)

Launched in August 2024, the assistance progressed in improving the data and research skills of government officials and strengthening the quality and reliability of the INS data. A key achievement of the Tunisia Data Literacy Program is the strengthened statistical and analytical capacities of more than 40 government officials from 12 ministries, equipping them with the skills to analyze data and conduct advanced data analysis and research to support informed decision-making.

Significant progress was also made in enhancing the quality of data produced by the INS. A second round of pilot surveys was conducted as part of the ongoing quality improvement efforts. Additionally, the INS received support in preparing the Quality Assurance Framework and in conducting a comprehensive quality assessment. These initiatives contribute to the overall enhancement of data quality and reliability of the INS. A key achievement is the ongoing support provided to the General Population and Housing Census (RGPH24) to ensure data quality and production.

⁴ CIMF (Centre d'Informatique du ministère des Finances) is the IT Center of the ministry of Finance.

1.3 Improved Public Sector Performance for Service Delivery

6) Digital governance for service delivery (TF0C5175)

Launched in May 2024, this assistance builds on the achievements of the Moussanada-supported technical assistance “G15 – Digital Transformation of User-Centric Public Services” (Grant TF0A5300), which concluded earlier that year. It is critical in advancing the World Bank’s GovTech lending operation to transform citizen-focused services in Education, Social Protection, Health, and Business. The operation, offset to close in June 2025, faced delays, mainly due to its launch during the COVID-19 pandemic. To secure an extension, a sharp acceleration in activities was required in 2024, focusing on enhancing connectivity in underserved areas, implementing a new customs information system (SINDA), and developing digitized civil service centers. Consequently, some activities, including user-oriented digital solutions, have been rescheduled for 2025-2026, pending the approval of the loan extension/restructuring.

With the support of this assistance, which provided project management tools and facilitation, the loan’s execution accelerated by 41.6% between April and December 2024, highlighting its success in advancing key initiatives, including improving access to digital services in 2,227 locations. These efforts benefited 1.3 million students and enhanced digital inclusion in surrounding communities. This milestone positions the project for the next phase of digital solutions.

This assistance facilitated the implementation of 34 digitized service centers, set to launch in February 2025. Another achievement is the progress on the new customs information system, with the first iteration (basic modules) estimated to be finalized by January 2025. By supporting tangible results and accelerating execution, this assistance plays a pivotal role in the GovTech initiative, delivering lasting impacts for citizens.

Component 1.4: Closer Citizen-State Relations Through Effective Decentralization and Territorial Regionalization

7) Strengthening Climate and Disaster Resilience in Tunisia (TF0C1075)

The Technical Assistance (TA) to support the operationalization of Tunisia’s Permanent Resilient Structure (SPR) was launched in December 2023. In its first phase, the TA provided a capacity assessment report for the SPR core team, and 25 job descriptions aligned with its planned organizational framework as described in the decree of the SPR creation. The second phase was initiated in September 2024 and focuses on developing a capacity-building plan for SPR members.

In June 2024, a study tour to Switzerland exposed Tunisian stakeholders to a functional Early Warning System (EWS), deepening their understanding of governance and coordination across federal, cantonal, and municipal levels, particularly during crises. The delegation, comprising staff from technical ministries, public entities, and municipalities, gained insights into stakeholder roles and mechanisms for coordination, particularly during emergencies.

Building on two successful EWS conferences in October 2023 and May 2024, two additional TAs were launched: (i) in October 2024, a TA to assess the impacts of hydrometeorological hazards at these sites, ensuring comprehensive disaster preparedness, and (ii) in November 2024, a TA

to support EWS implementation at three pilot sites, including a system assessment, an improvement action plan, and training design.

4.2.2 Pillar 2: An Environment Conducive to Sustainable Economic Growth and Private Sector-led Job Creation

4.2.2.1 Development Objectives & Summary of Activities



The objectives of Pillar 2, “An environment conducive to sustainable economic growth and private sector-led job creation,” will be achieved through four components: (C2.1) Improved business environment for trade, investment, and entrepreneurship; (C2.2) Modernized financial sector for increased access to finance; (C2.3) Better infrastructure for enhanced connectivity; and (C2.4) Enhanced economic opportunities in lagging regions.

In 2024, Pillar 2 remained focused on advancing disaster risk financing in Tunisia. During this year, the final phase of technical assistance for renewable energy development, centered on green bonds, was successfully completed, marking a significant milestone. With this achievement, the ongoing disaster risk finance initiative, launched in 2023 and running until 2026, has become the primary focus under Pillar 2’s Component 2 objectives. This initiative aims to strengthen Tunisia’s financial resilience by enhancing disaster risk financing mechanisms and expanding financial protection for vulnerable populations and assets against climate-related and natural disasters.

4.2.2.2 Key Highlights and Impacts

Component 2.1: Improved Business Environment for Trade, Investment, and Entrepreneurship

1) TA to Accelerate the Development of Renewable Energy in Tunisia (TF0B9544)

This TA follows the completion of Components 1 and 2, respectively, on the “Improvement of Selection Criteria and Development of Online Tools to Support Renewable Energy (RE) Investors in the Preparation of Bids and Risk Evaluation of their Offers” and “Strengthening the Capacity of Professional Bank Associations to Improve the Financing of RE Projects”. The third component of “Green Bonds”, focused on supporting the establishment of a Green Bond Framework for Tunisia, was completed in 2024. Key achievements include validating foundational studies that analyzed market demand, aligning green bond efforts with national strategies, defining strategic investment priorities, allowing a thorough market diagnostic, and completing the green bond framework.

Component 2.2: Modernized Financial Sector for Increased Access to Finance

2) Improving Disaster Risk Finance (DRF) in Tunisia (TF0C1647)

In 2024, the first activity, “Disaster Risk Finance and Insurance Against Disasters and Climate-related Shocks,” of this assistance made notable progress across its three components. The National Disaster Risk Finance roadmap was finalized and adopted by the Council of Ministers on July 30, 2024. The formalization of the National Strategy for Disaster Risk Finance (SNFRC) has started, with adoption planned for 2025 (Component 1). Two public financing mechanism scenarios have been defined and are under discussion, with ongoing technical support to structure financing arrangements and develop the legal framework set to be integrated into the 2026 Budget Law (Component 2). The development of an actuarial model was launched (Component 3) and is expected to be delivered in early 2025. As planned under the third activity, “Capacity Building, Outreach, and Training”, a capacity-building plan was approved for implementation in 2024-2025. A DRF Learning Week was held in Tunis in May 2024, alongside a series of knowledge exchange workshops with foreign jurisdictions to leverage international best practices. Three workshops were held with Türkiye (April 18), New Zealand (May 13), and France (July 17) to share insights on DRF strategies and financial instruments.

4.2.3 Pillar 3: Enhanced Services to Citizens for Social, Economic, and Regional Inclusion

4.2.3.1 Development Objectives & Summary of Activities



The objectives of Pillar 3 “Enhanced services to citizens for social, economic, and regional inclusion,” will be achieved through four components: (C3.1) Improved access to and quality of basic public services for citizens and business; (C3.2) Expanded, better targeted and integrated social protection programs; (C3.3) Employment-related policies and mechanisms for equal access to good jobs; and (C3.4) Relevant skills for employability.

In 2024, Pillar 3 saw significant progress, remaining the most funded pillar of the TERI Umbrella Program supported by the Netherlands, the European Commission, and the Swiss Development Cooperation. The second phase of the Social Protection and Legal Aid (SPLA) project was successfully launched. Building on the inception and initial implementation phases, this phase aims to further strengthen access to legal aid and integrated social services for Tunisia’s poor and vulnerable households, contributing to more effective and targeted social protection programs. The launch in August 2024 of the technical assistance, “Robust Statistics and Reliable Socioeconomic Analyses for Effective Decision-Making,” supports the CRES by strengthening its institutional framework, enhancing research capabilities, and establishing a foundation for improved data collection and socioeconomic analysis for better-informed social policies⁵. The Employment Intermediation Systems, launched at the end of 2023, focuses on improving employment-related policies and mechanisms for better access to quality jobs. This technical assistance, executed in collaboration with the National Employment Agency (ANETI), is

⁵ This technical assistance is implemented in conjunction with the support to INS provided under Pillar 1.

implemented in conjunction with the Bank and Recipient Executed grants under the Moussanada Associated Trust Fund.

4.2.3.2 Key Highlights and Impacts

Component 3.2: Expanded and Better Targeted Social Programs

1) Social Protection and Legal Aid Program – Implementation Phase 1 (TF0C1183) and 2 (TF0C5081)

The first implementation phase of the Social Protection and Legal Aid Program, launched in 2023, has made significant progress in 2024. A key achievement was enhancing the identification and selection process for AMEN social beneficiaries through the official launch of the digitalization of the decision process in April 2024. The automatic registration process, developed in coordination with the National Center for Information Technology CNI and the CRES, benefited from the project's contributions in designing and developing technical specifications for the platform. In addition, training sessions were conducted to strengthen the MoSA's engagement with stakeholders and mitigate resistance to change. Throughout 2024, technical assistance has been instrumental in improving the beneficiary targeting mechanism, allocating resources efficiently, and prioritizing the most vulnerable households. Moreover, knowledge-sharing activities and project coordination capacity assessments have been conducted. A needs assessment for the MoSA structures identified essential equipment and facilities, laying the groundwork for procurement activities in 2025.

The second phase of the SPLA Program, launched in June 2024, builds on the achievements of the first phase. This phase focuses on enhancing the Information System (IS) infrastructure and improving data accuracy within the social registry. It also strengthens cross-sectoral coordination and enables automatic data cross-referencing across ministries and administrations, ultimately improving the identification of poor and vulnerable populations and enhancing the effectiveness of social services. Additionally, capacity-building programs for social workers have been designed to ensure lasting improvements in service delivery, while communication initiatives have played a key role in raising awareness of SPLA's contributions and fostering greater stakeholder engagement.

2) Robust statistics and reliable socioeconomic analyses for effective and timely decision-making (TF0C6014)

Launched in August 2024, this technical assistance focuses on enhancing the CRES's institutional and organizational framework and is implemented alongside Pillar 1's technical assistance to the INS. In the second half of 2024, the project successfully established academic partnerships. It reinforced the CRES's research team with the necessary expertise to enhance its research capabilities and improve the quality of socioeconomic studies. Five studies are currently underway, set for completion in Fall 2025.

The project also set the foundation for enhancing the CRES's statistical and analytical capacities by developing ToRs for recruiting a firm to optimize data collection processes and improve the data warehouse structure. A study tour to Barcelona provided valuable insights into social

protection systems, further contributing to the CRES's institutional capacity development in this area. These efforts are expected to support the CRES in producing more informed and data-driven socioeconomic evaluations over time.

Component 3.3: Employment-Related Policies and Mechanisms for Equal Access to Good Jobs for All

3) Intermediation Systems II (TF0C3399)

The project, launched at the end of 2023, organized scale-up workshops after successfully completing the pilot phase. Since September 2024, the project has begun a phased scale-up, first expanding to 41 of ANETI's local offices (BETIs) and covering 42 percent of ANETI's network. A total of 47 heads of BETIs attended the workshop to discover the range of services that will be deployed and commit to the prerequisites of the scale-up phase. This is the first time ANETI has organized a workshop of this scale, bringing local employment offices together and discussing process improvements with the central ANETI office.

The project also enabled the design of the internal communication plan to support the scale-up phase. The key message adopted by the heads of BETIs is “regaining our role”, demonstrating their commitment to better serve jobseekers and companies through improved services and processes that reduce the administrative burden and free up counselors' time to address jobseekers' needs.

A detailed update on individual grants is available in Annex 6.1.1 “TERI Anchor MDTF”.

4.3 Moussanada MDTF Implementation Overview

4.3.1 Window 1: Governance, PFM, TARTIB

4.3.1.1 Development Objectives & Summary of Activities

The effectiveness of the public sector significantly impacts the implementation of policies and reforms. In Tunisia, where the government faces challenges across multiple sectors, bottlenecks within the public sector hinder policy and reform execution, reducing ambition and implementation speed. Public sector performance in Tunisia has been hampered by the political transition since 2011, leading to increased complaints from citizens and businesses regarding the quality of services and the complexity of bureaucracy. Moussanada's Governance window promotes more inclusive, effective, and resilient governance while accelerating key development reforms in Tunisia. All projects under this pillar, except for the Budget Credibility Improvement Enhancement Project, were completed and closed in 2024. The latter project, implemented through grant TF0C4920 “TA Support to Public Investment Management,” is expected to be completed in 2025.

4.3.1.2 Key Highlights and Impacts

1) Governance and Public Financial Management (TF0A5300)

(i) G10 – Support to Civil Service Modernization (HR)

After the initial phase, which led to the implementation of Tunisia's first job mobility platform for municipalities, the project further supported the government in promoting inter-ministerial mobility via Decree N°2022-387 and its application circular dated May 13, 2024. By May 2024, the platform had been successfully extended and delivered to all ministries, contributing to improving efficiency and rationalizing public human resources in Tunisia. In its early operational stages, the Job Mobility Platform recorded the creation of 4,454 accounts, posted 54 positions, and received 181 applications, demonstrating its potential to enhance workforce mobility⁶.

(ii) G15 – Digital Transformation of User-Centric Public Services

This assistance played a crucial role in supporting the objectives of the Bank's GovTech operation, which aims to digitally transform citizen-oriented services in the Education, Social Protection, Health, and Business sectors. This assistance has facilitated the effective implementation of the Bank's digitization programs through strategic support and coordination, with disbursements reaching USD 40.6 million by April 2024 and USD 54.8 million by November 2024.

Among its key achievements, this assistance contributed to the widespread adoption of the life event approach in public administration. In 2024, with the leadership of the Presidency of the Government, six new life events as-is/to-be plans were finalized under this grant and the now-closed grant TF0C0153 (Compact with Africa), bringing the total to ten. Four of these , already supported by this grant in 2021-2022, were approved by the Council of Ministers (CM), and the six new plans are pending CM approval. Beyond this assistance, sectors trained in the life event approach have begun to apply it independently, simplifying and digitizing new life events. Since then, designing these action plans has served as leverage for accelerating several notable achievements. These include the expedited launch of the first auto-entrepreneur platform under the "I want to access social coverage" plan. The "I am retiring" plan saw the automation of exchanges between CNSS and CNRPS through the national interoperability platform. The "I create my business" plan included the introduction of an online declaration of existence for various legal forms in the 2025 Budget Law.

The closure of this assistance was marked by the results of the second wave of the public services barometer (V2) published in November 2024, which measured user satisfaction for some priority services. An average improvement of 4% in user satisfaction was observed across four key life events supported by the assistance and the GovTech operation. This assistance was concluded in 2024 and has been carried over by the new grant under the TERI Anchor Trust Fund (TF0C5175), which extends and consolidates these efforts.

(iii) G16 – Supporting Transparency for Better Governance

Key achievements in supporting Tunisia's Open Data project include a series of initiatives aimed at enhancing transparency, access to information, and citizen participation. A major milestone

⁶ These statistics were collected from May 13 (the platform's launch date) to December 9, 2024.

was the Open Data portal (www.data.gov.tn), which now centralizes 2,496 freely accessible datasets from various government institutions, regularly updated and extended.

Fifteen ministries benefited from skills transfer programs, while awareness campaigns were conducted in Tunis and across the regions, training public administrations and NGOs on publishing and reusing open data. Additionally, a Hackathon encouraged developers and entrepreneurs to create innovative applications using open data from the Ministries of Health, Social Affairs, and Education, leading to the development and support of five new applications.

2) Budget Credibility Improvement Enhancement project - Public Investment Management (PIM) Phase 2 (TF0C4920)

In 2024, the Budget Credibility Enhancement Project, PIM Phase 2, progressed steadily in supporting public investment management reform. Key achievements include:

- (i) *Improved project preparation quality*: Comprehensive training modules and standardized tools were introduced for project-holders, enhancing socioeconomic assessments and rigorous project identification methods.
- (ii) *Strengthened project selection efficiency*: A more streamlined and robust prioritization process was implemented to enhance the selection of public investment projects. This process will be strengthened by interoperable tools, such as TARTIB 2.0, ensuring better alignment between project prioritization criteria and fiscal planning.
- (iii) *Enhanced project monitoring and evaluation*: New frameworks were proposed for the monitoring and management of overdue projects, based on dashboards and alert systems ensuring responsive oversight.
- (iv) *Consolidated unified governance frameworks*: Legal and institutional reforms were analyzed, and a recommendation for their consolidation was proposed. A communication strategy has been developed to improve communication and collaboration among stakeholders.
- (v) *Strengthened Capacity*: A strategy for initial and continuous training has been developed and will be implemented through a comprehensive continuous training plan. Priority training sessions, such as those on socioeconomic evaluation, have already been conducted as part of the project.
- (vi) *Established performance-driven institutional and regulatory framework*: A proposed draft decree for the reform of Project management units “UGOs” was developed, improving public investment performance in Tunisia.

4.3.2 Window 1: Program “Ambition Good Jobs for All” in Tunisia

4.3.2.1 Development Objectives & Summary of Activities

The "Ambition Good Jobs for All" technical assistance, a Bank-Executed grant, aims to build local capacity among intermediation stakeholders to inform better, train, and assist job seekers and under-employed workers, particularly youth and other excluded socioeconomic groups, in securing better jobs. These intermediation stakeholders include private intermediation entities such as non-governmental organizations, private firms, and relevant ministries.

As part of the EU4Youth program, this assistance is articulated around three pillars: (i) the modernization of ANETI, (ii) the strengthening of private intermediation structures, and (iii) the

establishment of an inter-ministerial committee on “the governance for skills for employability”. This assistance complements the Youth Economic Inclusion (YEI) Operation (P158138), a USD 60 million World Bank-funded Project hosted in the Ministry of Employment and Vocational Training (MFPE), whose objective is to improve economic opportunities for targeted disadvantaged youth in both wage work and entrepreneurship.

In addition to this Bank-executed grant, a new Recipient-Executed Trust Fund (RETF) project, Digitizing Employment Services, was launched in 2024 to enhance the efficiency of services provided to job seekers and enterprises through investments in equipment, software, and licenses. The project is structured around two components: (i) Digital Foundations for Enhanced Employment Services, which supports ANETI’s digital transformation, including governance and information system management, efficiency improvements in internal processes (e.g., document management, ERP, HR systems), IT infrastructure upgrades, and implementing a job matching solution; and (ii) A Project Management and Coordination component, which provides resources for ANETI to manage, coordinate, and supervise project activities, ensure compliance with fiduciary and safeguards requirements, establish M&E systems, and report on project progress. The World Bank supports implementing these activities through the “Ambition Good Jobs for All” Window.

4.3.2.2 Key Highlights and Impacts

1) Employment and Intermediation Systems and Orientations (TF0B6440)

2024 was marked by the successful completion of the pilot phase by testing the new tools and processes, developed since 2021, in six identified local public employment offices and the launch of the scale-up phase to expand these tools and processes to 42 additional offices. The tools, services, and processes developed and implemented in the pilot phase are now being adjusted for the scale-up phase. They are listed below:

- a. *Services for job seekers*: piloting and adjustment to the online application with a segmentation tool, and the Job Search Techniques (JST) workshops.
- b. *Employers’ services*: development and piloting of a new job offer management process, a scrapping tool for job offers, as well as streamlining contract generation for the subsidized employment program (i.e. CIVP), significantly reducing the counselors’ admin and paperwork caseload as well as strengthening ANETI’s capacity to serve businesses more efficiently and effectively.

Key tools, such as the updated segmentation system and JST program, are being deployed more widely, while the World Bank’s SkillCraft tool, designed to assess and improve 21st-century skills, is on track for integration by 2025.

2) Digitalizing Employment Services (TF0C1943)

To date, the two main achievements of the Recipient-Executed grant are: (i) the launch of the dematerialization process for documents and emails and (ii) the kick-off of the work to develop and integrate a job matching software within ANETI, which would transform and fully digitalize and optimize the matching process between job seekers and employers. On the matching tool,

following a competitive bidding process, ANETI selected WCC Group, a globally renowned specialized company to develop this matching tool and process. This tool profiles and matches job seekers with job offers using established skill taxonomies and competency frameworks based on which the jobseeker is assigned a ranked 'match score.' Employers post their vacancies specifying the required skills needed to perform the job. This solution is used by various European countries such as France, Luxemburg, Austria, Germany, Singapore, Saudi Arabia, and the state of West Virginia in the USA, among others. Public employment offices in these countries use it to match job seekers and employers. Tunisia, through ANETI, will be the first African country to use this platform.

4.3.3 Window 2: Financial Sector

4.3.3.1 Development Objectives & Summary of Activities

The objective of Window 2 is to assist the Government of Tunisia (GoT) in modernizing its financial sector to serve the real economy and citizens better while effectively managing risks. The World Bank has outlined a comprehensive program to support the Ministry of Finance and Tunisia's financial regulatory agencies: the Central Bank of Tunisia (CBT), the Insurance Authority (CGA), and the Microfinance Authority (ACM). This program aims to foster a more stable, inclusive, and competitive financial sector by (i) enhancing financial stability and resilience to shocks, (ii) promoting financial inclusion for individuals and Micro, Small, and Medium Enterprises (MSMEs), and (iii) encouraging digital finance and innovation. Activities in the current program are organized around two pillars:

- **Pillar I - Improve the Stability and Integrity of the Financial sector** through effective risk-based supervision, reducing risks of financial instability and fostering sound competition and integrity.
- **Pillar II - Increase Financial Inclusion and Resilience** by improving financial inclusion for vulnerable populations and MSMEs, fostering the use of digital financial services, and increasing financial resilience and protection against shocks.

Currently, this program is focusing on (i) the technical assistance for promoting financial stability and resilience in Tunisia (grant TF0C3294) supporting Pillar I, and (ii) the technical assistance for the implementation of the financial inclusion strategy (grant TF0C3006) to the development and implementation of the National Financial Inclusion Strategy.

4.3.3.2 Key Highlights and Impacts

1) Secured Transactions (TF0A4314) - FS19 – Government-to-person (G2P)

In 2024, the G2P technical assistance reached major milestones, with all deliverables approved by the enlarged technical committee comprising the Ministry of Finance, the Ministry of Technology, the Ministry of Interior, the CNI, the Ministry of Social Affairs, and the Central Bank of Tunisia. Approved deliverables included mapping the 'as-is' state of government payments, prioritization of the ten most impactful payment streams, design of three target modern payment architectures, a SWOT analysis of each scenario, a roadmap for implementation, an estimated budget, and a governance plan.

However, the presentation of findings to the Council of Ministers for final approval and decision on implementing the chosen target architecture remains pending. This delay is attributed to a government transition and the challenges in scheduling the matter on the Council's agenda.

2) Promoting financial stability and resilience in Tunisia (TF0C3294)

Most activities of this assistance were completed in 2023, including Component 1 on insurance, Component 2 on the National Disaster Risk Financing and Insurance Program, which has now entered its second phase under TERI (TF0C1647), and most activities under the Banking component. In 2024, progress centered on Non-Performing Loans (NPLs) assistance, particularly in supporting Tunisian authorities with high-priority recommendations outlined in the strategy. This included a benchmark of international best practices on collection companies' regulation (*Sociétés de Recouvrement*, SDRs), aimed at modernizing the SDR framework in line with the strategy's objectives.

3) Financial Inclusion (TF0C3006)

The main achievements in 2024, under this technical assistance, are as follows:

- (i) *Implementing regulations of the new Financial Inclusion Law*: The new Financial Inclusion law, renamed "Law on Combating Financial Exclusion" (*Lutte contre l'Exclusion Financière*) has been approved by the Council of Ministers. However, this activity was placed on hold, and its resumption is pending Parliament's adoption of the new law.
- (ii) *Financial consumer protection (FCP)*: The analysis of regulatory gaps in consumer protection for financial products has been finalized and was reviewed by the Central Bank of Tunisia (CBT), Microfinance Supervisory Authority (ACM), Insurance Supervisory Authority (CGA), and the Ministry of Finance (MoF). The next steps for this assistance will include stakeholder outreach, an analysis of market conduct supervision, and the formulation of recommendations to enhance FCP as a whole, with a focus on improving the coordination of supervision and regulation.
- (iii) *Anti-money laundering (AML)*: In 2024, the third and last component of the assistance for the Microfinance sector was finalized. In the meantime, the financial intelligence unit requested additional support, which will be covered as the next steps for this component once the Ministry of Economy grants approval.
- (iv) *Transition to International Financial Reporting Standards (IFRS)*: The CGA has received a first draft of a methodology for assessing insurance and reinsurance companies' impact studies on the transition to IFRS standards.
- (v) *Modernization of the National Guarantee Fund (FNG)*: After the outreach event in December 2023, the recommendations on SOTUGAR's new product offering were delivered to the Ministry of Finance. Complementary discussions were held with the Ministry of Finance and SOTUGAR to refine deliverables related to new product offerings.
- (vi) *Dissemination, workshops, and capacity-building for the microfinance association*: This assistance is set to begin in 2025.

4.3.4 Window 3: Local Governments/Decentralization

4.3.4.1 Development Objectives & Summary of Activities

The Local Governance and Decentralization Window supports the GoT, its central agencies, and local governments in effectively implementing the decentralization process. In 2024, this window was executed through two technical assistances:

(i) The **Territorial Development and Governance** technical assistance (TF0B2810) aimed at improving the capacity of the GoT and its local governments to provide the services and infrastructure necessary for the socioeconomic development of all territories inclusively and equitably, which has completed its activities and has been closed in December 2024.

(ii) The **Local Governments (LG) and Decentralization** grant (TF0A4458) supporting the (i) upgrading of local finances, (ii) the re-establishment of trust between citizens and local governments, and (iii) the strengthening of technical and human capacities of LGs and central agencies.

4.3.4.2 Key Highlights and Impacts

Local Governments and Decentralization (TF0A4458)

In 2023, the Local Governments' Portal, hosted by the Ministry of Interior, was accessed by 69,000 users. Two online training sessions were conducted for 173 beneficiaries to allow their LGs to send their capacity-building plans, including the preparation of Annual Investment Plans. In 2024, this assistance supported the upgrade of the current LGs portal with a citizen-centric approach. To promote the updated version of the portal and foster an open data culture. A Hackathon was organized in December 2024 to engage young Tunisian startups in developing innovative applications that enhance the visibility and accessibility of these resources for citizens.

The former Grievance Redress Mechanism, Chikaya, allowed citizens to submit their complaints online while the municipality handled them internally using a paper-based system. The new version of Chikaya, which was redesigned with additional features, enables citizens to file their complaints online while at the same time launching a digital internal process. This enhancement led to a reduction in processing time and improved tracking of complaints.

In December 2024, in collaboration with the Ministry of Interior, the CivicTech Sprint Hackathon was held to enhance local governance through digital innovation and citizen engagement. The event gathered 60 participants, including engineers, developers, designers, and civic tech enthusiasts, to propose innovative solutions for improving the local government portal's efficiency, transparency, and citizen participation, contributing to a more inclusive and sustainable digital transformation for local authorities.

Due to limited engagement from the government, the following activities have been discontinued: (i) CL8 – Double Entry Bookkeeping; (ii) CL9 – Institutional Strengthening of the CoA on Decentralization; and (ii) CL13 - Strengthening of the supervisory bodies of local authorities.

Regional and Territorial Development (TF0B02810)

Phase B of the Regional Development and Public Policies TA was completed in October 2024. Options for regionalizing public policies, such as the transfer or delegation of competencies and resources to regional actors, were presented during the Steering Committee co-chaired by the Ministry of Economy and Planning (MEP) and the Ministry of Interior, who both validated the outcomes of this phase and authorized the team to proceed with Phase C and the development of an action plan. The detailed action plan to operationalize the approved regionalization scenario for the Transport and Culture sectors was delivered in December of this year.

4.4 TRACE MDTF Implementation Overview

After a deep sectoral recession in 2023 due to severe drought, Tunisia’s agricultural sector grew modestly in 2024, partially recovering from some of the significant losses experienced in 2023. The main reason for this slow recovery is the persistence of drought conditions, which have affected Tunisia since 2015, resulting in eight dry years out of nine, including five consecutive years since 2019. There are further difficulties specific to the agri-food sector, including the growing adverse effects of climate change, continued high prices of agricultural inputs, the government-set price ceiling for several key agricultural products, and the negative impact of emigration on the rural labor market. All these challenges continue to limit economic growth and job creation and ultimately push people out of rural areas.

Despite the abovementioned challenges, the TRACE Program continued making significant progress in 2024, supporting the overall competitiveness of the agri-food sector. Technical assistance was provided to support the Ministry of Agriculture in developing a digital water resource management platform. A plan to reform the grain sector was also shared with the government. It was composed of five priorities and proposed nine reforms. To date, six of the nine reforms have been adopted. The second phase of the initiatives to improve insurance and financial services for the agri-food sector was approved in 2024, and implementation will commence in 2025.

The Nexus Skills & Jobs for Youth project continued implementation and reached tangible results. A total of 46 AVFA (*Agence de Vulgarisation et de Formation Agricole*) trainers were trained in relevant soft skills curricula, hygiene, and milk processing, and improving standards in the handling of dairy products. It created partnerships with three private companies, leading to the training of 360 newly recruited workers – the vast majority were women and/or youth. The project started assisting the ONEQ (*Observatoire National de l'Emploi et des Qualifications*) and ANETI (*Agence Nationale de l'Emploi et du Travail Indépendant*) in conducting a quantitative assessment of labor needs and skills in the agri-food sector and updating the agri-food section of the RTMC (*Référentiel Tunisien des Métiers et des Compétences*) respectively.

The three TRACE entrepreneurship support projects accelerated the provision of financial and technical assistance to create jobs in the sector. The TRACE South and TRACE Northwest projects closed their activities at the end of 2024, supporting 304 beneficiaries with tailored training, coaching sessions, and matching grants. The TRACE Rural Space project started support to its second cohort of 78 beneficiaries and selected its third and final cohort of

42. These projects had significant results in terms of job creation, improvements in terms of resilience, and private capital mobilization. These results will be evaluated in 2025 through an external vendor.

The TRACE Program received an additional USD 3.225 million from the Netherlands to continue supporting entrepreneurship and job creation in the Northwest. This additional contribution, which increases the Trust Fund's total budget from 19.9 to 23.1 million USD, will enable the continuation of complementary assistance by Microfinanza and UTSS (*Union Tunisienne de Solidarité Sociale*) in two new northwestern governorates of Le Kef and Siliana. The program aims to support an additional 190 beneficiaries in 2025 and 2026 through the two partners' complementary methodologies, creating an estimated 1,420 direct and indirect jobs. A six-month extension of TRACE was also approved to accommodate the implementation of these new activities.

The "TRACE 2024 Progress Report," included in this document, provides a detailed update on individual grants financed by TRACE TF.

5 Looking Ahead – Plans for the Next Period

As we head into 2025, the TERI Trust Fund remains fully committed to driving meaningful development in Tunisia. TERI is dedicated to supporting Tunisia's development through focused and impactful initiatives. TERI aims to contribute significantly to the country's sustainable development in 2025 and beyond by aligning efforts with national priorities and fostering strong partnerships. Its primary focus will be ensuring its initiatives' effective implementation, aligning closely with Tunisia's national priorities, as well as the Bank's Country Partnership Framework 2023-2027, and fostering robust partnerships with TERI's Development Partners.

TERI's priority in 2025 is to continue emphasizing implementation and impact. The Bank is dedicated to meeting TERI's Development Objectives and ensuring that efforts positively influence Tunisia's population and development pathways. To achieve this, monitoring and evaluation mechanisms will be enhanced with a dedicated M&E expert within the TERI team, allowing them to track progress and outcomes more effectively.

Resource mobilization will be another critical area of focus. The Bank will concentrate its efforts on mobilizing resources through TERI, in key prioritized areas, with an immediate focus on supporting the energy transition, addressing water issues, and investing in human capital. These priorities are crucial for the country's sustainable development and are aligned with the Government of Tunisia's (GoT) priorities and the Country Partnership Framework 2023-2027. New emerging priorities have also been identified, leading to requests from the government on urban transport and port systems issues, solid waste management, public investments, public procurement efficiency, and deepening support for digitalization. TERI aims to continue supporting sustainable growth and development in Tunisia by focusing on these transformational and impactful areas.

A significant milestone for TERI in 2025 will be the launch and entry into effect of the ESTERI Trust Fund. This new associated Trust Fund, supported by the European Union with an

initial financing of 8 million euros, will be launched in 2025. Its focus will be supporting Tunisia's education sector during its first year. The objective is to ensure the successful implementation of ESTERI and to work on enhancing EU support for other priority areas through this upcoming fund.

Strengthening communication with TERI's Development Partners is also a top priority. The Bank recognizes the importance of the quality of partnerships in achieving Tunisia's Development Agenda. Therefore, the emphasis will be on reinforcing TERI's communication channels and seeking ways to enhance partnerships and collective efforts with Development Partners.

Finally, as TERI celebrates its fourth anniversary in 2025, this is the right moment to conduct a comprehensive mid-term evaluation of its progress. This evaluation will help identify areas for improvement and make timely adjustments to maximize TERI's relevance and impact, ensuring full alignment with national priorities and the CPF 2023-2027. By doing so, the objective will be to ensure that TERI continues to be a vital instrument for Tunisia's sustainable development.

6 Annexes

6.1 Implementation Progress on Individual Grants

6.1.1 TERI Anchor MDTF

6.1.1.1 Pillar 1 – A More Effective and Resilient Public Sector for Citizens and the Private Sector

Component 1.1: Improved budget and public finance management

Grant Name	Technical Assistance to Enhance the Capacity and Effectiveness of the Tunisia Delivery Unit (TF0C4921)
Task Team Leader	Molka Bel Cadhi
Budget	1,186,158 USD, cumulatively reaching 1,526,703.38 USD with TF0C0864
A. Grant Objectives and Activity Summary	
The Government of Tunisia (GoT) has requested the World Bank to support the organizational set-up of a sustainable Delivery Unit (DU) responsible for guiding and supporting government departments and agencies in defining and executing their highest-priority objectives. This project aims to establish a reform governance arrangement steered by the Presidency of the Government, based on the creation of a Delivery Unit. The DU is to be incorporated into the Presidency of the Government with the following objectives: (i) support the strategic planning process to guide the progress of the GoT and its entities towards expected outcomes; (ii) coordinate reforms and support their implementation through proactive dialogue with public decision-makers and those responsible for day-to-day implementation; and (iii) monitor the process, identify, and address issues when progress falls short of commitments. In Q4 2023, the Presidency of the Government expanded the concept of the DU to embrace a more holistic approach and consider new international trends. A decision was taken to broaden the scope to include the wider concept of the "Center of Government." Meaning that the technical assistance is not limited to the DU, which is a small entity highly dependent on political dynamics, but will extend to the Center of Government, which refers to the institutions and core mechanisms responsible for coordinating the design of public policies, the development of strategies, and the management of government priorities and decision-making processes within a government. In this context, the five objectives of the technical assistance project remain the same, with only the first objective related to the set-up of the DU being broadened to support strengthening the Center of Government. To this end, the project's specific objectives are: (a) To support strengthening the Center of Government (b) To support the identification, definition, and selection of priority reforms (c) To support the coordination and implementation of reforms	

(d) To support the monitoring and evaluation of the Governments of priority policies and reforms and address potential bottlenecks (e) To support the communication efforts of the Government for priority policies and reforms at internal, external, and strategic levels.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	1) <i>Strategic management of reforms</i> • Support for the development of the matrix of priority economic policies: The objective of the Presidency of the Government is to obtain a comprehensive, succinct, and timely overview of the ministries' commitments and efforts in the context of their reforms. A methodology expert was mobilized to support the Delivery Unit teams. • After reviewing the DU Task Force's structure in late 2023, the Presidency of the Government decided to expand the DU's scope to encompass the broader concept of a "Center of Government". The assistance conducted Training Needs Assessments of the Head of the Government Office for this purpose. Between June and July 2024, several assessments were conducted to identify and address the training requirements for the Head of the Government Office to ensure effective governance. • An international workshop was held to exchange on the Centre of Government: A two-day workshop was held in July 2024 with more than 70 participants to share and learn from international best practices in government operations and transparency. Key counterparts from the Presidency of Government participated, including the Chief of Staff of the Presidency of the Government, the Secretary-General, and all the heads of general directorates. The workshop was supported by senior World Bank staff and four major international experts who presented experiences from the United Kingdom, South America, Romania, and South Africa. • Analytical Note on Centers of Government: After the workshop organized in July 2024, an analytical memo on the assessment and functioning of centers of government was developed and shared with the Government. 2) <i>Coordination of priority policies and reforms</i> • Support for the mapping of sectoral strategies (Group 1 and 2): The first group consisted of 11 economic and technical ministries (economy, finance, ITC, industry, energy & mines, transport, agriculture ...), while the second group included 13 ministries related to human capital, as well as the ministries of the interior and foreign affairs. More than 40 sectoral strategies were developed, each rich in detail but differing in format, structure, and timelines for completion. World Bank experts supported the Delivery Unit in establishing this mapping.

	• Coordination workshops with the Ministries on sectoral strategies and the prioritization of public policies: Several workshops were conducted with chiefs of staff and representatives in charge of planning and strategy from 24 ministries to coordinate and synthesize this work. 3) <i>Support the implementation of reforms</i> • Technical expertise on the new Foreign Exchange Code: The World Bank provided specialized expertise to analyze and advise on the new Foreign Exchange Code, which led to its approval by the Council of Ministers in March 2024. • Launch new assistance based on the Government's priorities: Initiating new support programs aligned with the government's current priorities. This activity is currently on hold, awaiting new priorities for 2025. 4) <i>Performance monitoring and improvement</i> • Assistance in monitoring measures and reforms: The assistance provided support in tracking the progress and effectiveness of various measures and reforms. • Evaluation of the Leadership and Public Policy Program: Following the program's closure, with the last cohort finishing in December 2023, assessing the impact and outcomes of leadership and public policy training programs were provided during the first half of this reporting period. • A needs analysis on new capacity-building programs: Identifying the requirements for new programs to build capacity within the government. The ToRs are in the final stages of development. • A training curriculum was developed specifically for State-Owned Enterprises (SOEs) board members resulting from a collaboration between the World Bank experts and the National School of Administration (ENA). The program will be rolled out during Q1 2025. 5) <i>Communication, transparency, accountability</i> • Organization of the international exchange workshop on the Centre of Government Best practices and lessons learned: a workshop was organized in July to share and learn from international best practices in government operations and transparency, with the presence of four major international experts who presented experiences from the United Kingdom, Argentina, Brazil, Equator, Honduras, Chile, Romania, and South Africa. A video has been produced capturing the event. Here is the link to the video of the Workshop on Comparative Experiences of Centers of Government, which took place in July 2024.
--	---

	Apart from the workshop mentioned as part of Activity 1), the assistance did not support any other communication activities this year.
Risks and Challenges	- Evolving political context. - Transitional period in the Presidency of Government for adjusting to each change. - Resistance to change from stakeholders and staff involved in implementing the reforms. - Sufficient resources, including funding, personnel, and technology, are crucial for successful reform implementation at the level of the Government's presidency. - Limited capacity and expertise of the administration to optimally design and implement reforms.
Looking Ahead/ Plans for Next Period	Ongoing activities: - Structuring a monitoring mechanism for prioritized reforms in the Center of Government: governance, management, job descriptions, information systems, etc. - Support for the mapping of sectoral strategies and the development of the matrix of prioritized economic policies. - Training Program for Board Members of State-Owned Enterprises: The program is developed with World Bank experts and the National School of Administration (ENA). The program's launch is scheduled for Q1 2025. New activities: - Coordination workshops with the Ministries on sectoral strategies and the prioritization of public policies: In 2025, workshops will be held to align and prioritize sectoral strategies across ministries in line with the new national priorities. - A Training Program on Performance Monitoring and Leadership for Results: A program to enhance performance monitoring and leadership skills will be developed and delivered during Q2 2025. - Strategic expertise is needed on innovative or key themes: Following the mission scheduled in January 2025, key themes will be identified, and experts mobilized to provide strategic advice and support for 2025.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
Following the closure for administrative reasons of Project ID P151301 "Moussanada: Governance TA Program" in May 2024, grant TF0C0864 was closed. Its remaining balance was redirected to the new grant TF0C4921, under Project ID P505774, "Tunisia Governance Program." This transition ensures continuity without affecting the project's objectives, activities, or budget.	

As planned, the grant received an additional installment of 260,447 USD in November 2024, increasing the total funding to 1,526,703.38 USD (including grant TF0C0864).

As the previous indicators have either been fully achieved or are no longer relevant to ongoing supported actions, they have been updated as part of the Revised TERI Results Framework.

D. Lessons Learned over Reporting Period

- **Evolving Political Context.** The DU, being a hybrid structure composed of civil servants, experts, and political appointees, naturally experiences changes in leadership with any shift in government. While the "Secretariat" (civil servants) remains in place, the head of the DU changed, making it challenging for the DU to quickly resume activities and maintain a consistent direction and focus, if not leading to shifts in priorities and policies. A broader "Center of Government" approach offers a more comprehensive way to address this challenge. Indeed, at the end of 2023, the Head of the Government made a request to expand the scope of the support beyond the DU to include structures and departments at the Presidency of the Government involved in the cycle of priority public policies.
- **Prompt Handling of Assistance Requests.** Given the evolving priorities and the rapid decision-making required to address them, continuous and frequent adjustments are necessary. The agility and speed of support provided under this project remain crucial and are highly appreciated by the client.
- **Institutionalizing Coordination Mechanisms.** Issues raised over the past years have highlighted the significant impact of poor coordination on reform implementation. It is crucial to establish robust coordination mechanisms.
- **Capacity Building of Monitoring Teams.** Initial work on dashboards, prioritization, project evaluation, and Training Needs Assessments of the Prime Minister's Office has revealed a significant gap between the current situation and best practices in monitoring and evaluation. This gap persists, and efforts for new training programs are focusing on bridging it.

E. Results Achieved over Reporting Period

The table below is based on the revised TERI Results Framework. For more details related to the previous indicators, please refer to the Progress Report 2023.

Results Indicators	Baseline	Targets	Results Achieved	Comments
Outcome indicator 1.3.2. Reforms implemented with the support and coordination of the Delivery Unit (DU)	36 (2023)	46 (2025)	38 (Dec. 24)	Amendment to the Foreign Exchange Code by the Council of Ministers in March 2024. Measures aimed at unlocking and accelerating the State's implementation of major investment projects (Circular No. 27, dated November 7, 2024).
	8 (2023)	17 (2025)	14 (Dec. 24)	1. Mapping of sectoral strategies 2. Monitoring measures & reforms

Intermediate indicator 1.3.2. Advisory services for the DU to address specific issues encountered during the implementation of reforms				3. International Workshop on Comparative Experiences of Centers of Government 4. Technical Note on Strengthening the Center of Government 5. Analysis of the Training Needs Assessments of the Teams in the Office of the Prime Minister 6. SOE Board Members Training Program
--	--	--	--	---

F. Financial Reporting

Grant Name: TA to Enhance the Capacity and Effectiveness of the Tunisia Delivery Unit (DU) (TF0C4921)		
Grant Agreement Date: May 13, 2024	Grant closing date: June 30, 2026	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	1.186.158,00	1.186.158,00
Commitments	-	32.084,75
Total Disbursements	245.230,68	245.230,68
Ratio % (Com. + Disb. / Allocated)	-	23,38%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	940.927,32
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	908.842,57

Note: Please refer to the above comment regarding the closure of grant TF0C0864. The total cumulative grant amount, including TF0C0864, is 1,526,703.38 USD, with total cumulative disbursements reaching 585,776.06 USD as of December 31, 2024.

Grant Name	P1-C3: Implementation of Budget, Public Accounting, and Expenditure Control Reforms (TF0C4922)
Task Team Leader	Rim Kanzari
Budget	650,000 USD
A. Grant Objectives and Activity Summary	
The primary objective of this assistance is to support the Tunisian government in operationalizing the Organic Budget Law and the related Public Finance Management (PFM) reform action plan. Tunisia reached a significant milestone in modernizing its budget management by adopting the Organic Budget Law in 2019. This law is crucial for enhancing public resource management's transparency, accountability, and efficiency. We now need to support the effective deployment and implementation of the Budget Law and support budget reforms by translating legal provisions into operational measures and by building the capacities of the stakeholders involved. This assistance aims to: (i) Enhance the efficiency of Public Finance Management (PFM) by identifying areas for improvement and providing actionable recommendations for the optimal use of public resources. (ii) Support the government's initiatives to optimize budgetary and accounting management by stabilizing program budgets, modernizing control systems, and fostering performance-based management and managerial accountability. (iii) Empower the Court of Auditors (CoA) to evaluate the alignment of government policies and actions with the principles of good governance. By promoting transparency and accountability in finance management, this assistance will strengthen the confidence of both national and international investors, thereby creating a more conducive environment for investment. The project is structured around two phases, focusing on deploying budget reforms and implementing priority actions from the PFM action plan, scheduled for 2024-2026. Activities are organized around five strategic areas: 1. <i>Streamlining Budget Restructuring and Classification</i> ○ Assessment of Budgetary Coherence: Evaluate the alignment of budgetary and programmatic structures in selected ministries. ○ Support for International Standards: Assist in adopting global norms for budget classification. 2. <i>Promoting Program Performance</i> ○ Implementation Support: Strengthen the integration of performance dimensions within administrative practices. ○ Change Management: Facilitate cultural shifts needed to embrace performance-based budget management. 3. <i>Strengthening Internal Control and Audit Systems</i>	

	○ Pilot Internal Budgetary Control: Collaborate with selected ministries to establish effective internal controls. ○ Compliance Framework: Support the implementation of standardized frameworks for managing public sector payrolls. ○ Quality of Expenditure Programming: Enhance expenditure programming processes. ○ Capacity Building: Provide training to improve the skills of controllers and managers. 4. <i>Supporting Strategy Implementation (2022-2026)</i> ○ Strategic Plan Alignment: Assist in executing the strategic plan, ensuring alignment with Sustainable Development Goals (SDGs). 5. <i>Enhancing the Technical Capacities of the Court of Auditors (CoA)</i> ○ Quality Assurance System: Develop and implement a quality assurance mechanism and peer review processes within the CoA. ○ SDG Auditing Mechanism: Create a framework for auditing government policies related to SDGs, complemented by awareness-raising and training initiatives.
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	1. Streamlining budget restructuring and classification. 1.1: Assessment of the coherence of budgetary and programmatic structuring for a first group of ministries • Selected pilot ministries: Education, Social affairs, and Tourism. • Institutional matrix, including the central and decentralized structures, and public institutions constituting the programmatic mapping of the Ministry of Education, developed. • A methodological note for assessing the programmatic structure of pilot ministries has been developed. • Diagnosis Report for improving the program and budget structuring of the Ministry of Education elaborated. 1.2: Support for adopting international norms and standards for budgetary classification. • Needs for capacity building in budget classification standards identified. 2. Promoting the performance of programs and integrating them into managerial practices in the Tunisian administration. • Analysis of performance documents (Annual Performance Plan and Annual Performance Report) to highlight strategic objectives and indicators of the Ministry of Education programs and their achievements and launch of the analysis. 3. Strengthen internal control and audit systems to guarantee fiscal sustainability and reliable reporting

	• An analysis of existing practices in internal budgetary control, wage bill control, and annual expenditure programming with central and regional controllers and managers. • Benchmarking memorandum on Internal Budget Control (IBC), wage bill control, and annual expenditure programming developed. • Training in benchmarking and normative requirements on control and Audit systems. • IBC, wage bill, and annual expenditure programming diagnosis reports developed. 4: Support for the implementation of the CoA's strategy 22-26 • The strategic steering committee functions have been defined. • The comprehensive action plan for 25–26 strategy implementation support has been finalized and will be approved by the G24 (<i>Groupement de 24 chambres</i>, G24), the CoA's governing board. • Ongoing discussions with the Ministry of Finance to provide technical support for implementing GBO. • The Secretary General of the CoA was appointed as the focal point to oversee the execution of these activities. 5: Strengthening the technical capacities of the CoA in terms of quality assurance and auditing of the SDGs • The detailed action plan for strengthening the court's capacities for 25–26 has been developed in partnership with the focal point and is approved by the CoA governing body. • The CoA has prepared and approved the structure and roles of the two units, Quality Assurance and SDG Auditing. • Ongoing discussions with IDI (International Development Institute) and advanced SAIs (supreme audit institutions) in the field to explore potential technical support. • The Public Prosecutor of the CoA has been appointed as the focal point to lead the implementation of the activities.
Risks and Challenges	- Risk of resistance to change from managers: The selection of pilot ministries for Activity 1 and Activity 2 depends on the commitment of the heads of sectoral GBO units and program managers, particularly their ability to navigate and adapt to changes in programmatic structures. This adaptability could influence the choice of pilot ministries. To mitigate resistance to change, stakeholders are provided with proactive and transparent communication, organized training and awareness sessions, and the

	implementation of feedback mechanisms. These measures ensure the smooth adoption of new practices and deliverables. - In parallel, the change in leadership at the Court of Auditors has impacted both the progress and implementation approach of planned initiatives. To limit its impact, the establishment of various units which were initially set to be led by a designated focal point, now requires formal approval from the G24 of the CoA and a call for applications to select the members of these units. - Technical nature of control activities and skills gaps. Implementing internal budget control is a novelty for the Tunisian administration, revealing a significant need for capacity building of controllers and managers, both at the central and regional levels. To mitigate this risk, it has been agreed with the General Committee of Public Expenditures Control (CGCDP) to intensify basic training and produce framework notes that will allow the harmonization of concepts. - The shortage of expertise in specific areas such as the GBO implementation, System of Audit Quality Management, and SDG audit underscores the necessity of strengthening capacities within the CoA. As a mitigation measure, support from the MoF and the IDI/SAIs will be mobilized to address this risk.
Looking Ahead/ Plans for Next Period	Streamlining budget restructuring and classification. Component 1.1: - Completion and validation of diagnostic report and recommendation note - Initiate work with the Ministry of Social Affairs and the Ministry of Tourism to optimize their programmatic structure. Component 1.2: Launch the work on budget classification and mobilization of expertise to strengthen skills for adopting international standards and best practices. Promoting programs' performance and integration into the Tunisian administration's managerial practices. Component 2.1: Elaboration of diagnostic report and recommendations note aimed at optimizing the performance frameworks and performance documents of the Ministry of Education. Component 2.2: - Identification of training needs and elaboration of training plan

	- Organization of training workshops on priority themes on Program-Based Budgeting (PBB) and workshops to present diagnostic outputs and consolidate recommendations. Strengthen internal control and audit systems to guarantee budgetary sustainability and reliable reporting Component 3.1: - Validation of the diagnosis and organization of workshops to consolidate findings and discuss recommendations - Development of general recommendations and guidelines for IBC implementation in Tunisia. Component 3.2: - Development of general recommendations and guidelines for wage bill control and implementation in Tunisia. - Conceptualization of a methodological orientation framework for controlling the wage bill Component 3.3: Establishing guidelines and practical modalities for optimizing the process of developing and monitoring annual expenditure programming and improving their quality Component 3.4: Launch a training session on Certified Internal Audit (CIA) preparation and certification for controllers and managers. Support for the Implementation of the 2023-2026 Strategy Component 4.1: - Organizing a workshop to draft the operational plans for 2025 and 2026. - Providing training in operational planning for the GBO. Component 4.2: - Start adapting SDG 16 indicators to fit the context of the Court of Auditors and incorporate them into the operational plans for 2025 and 2026. - Monitor the implementation of SDG 16 indicators outlined in the 2025 operational plan. Strengthening the Technical Capacities of the Court of Auditors in Quality Assurance and SDG Auditing Component 5.1: - Training sessions for the Quality Assurance team and other members of the Court of Auditors - Revision of the Quality Assurance Manual Component 5.2:
--	--

	- Training sessions for the SDG Audit Team and other members of the Court of Auditors on SDG auditing - Development of the SDGs Audit Manual
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
None to report.	
D. Lessons Learned over Reporting Period	
Over the reporting period, several key lessons were identified: - Active commitment and support from the administration are essential to facilitate work and ensure the success of projects. - Change management is crucial for the adoption of new practices and technologies. - Clear and consistent communication is a determining factor for the success of projects. - Strengthening the skills of managers and controllers improves their capacity to manage projects effectively. - The Court of Auditors works with multiple donors in the same area. To address this, a coordination session will be organized to focus on the operational plans, ensuring that there is no duplication. To address the challenges and gaps in competence and resistance to change, active engagement and support from the administration, along with clear and consistent communication, are essential. Additionally, strengthening the skills of managers and controllers through targeted training can improve their ability to manage projects effectively and facilitate the adoption of new practices and technologies.	

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
<i>Outcome 1: A well-structured, transparent State budget to improve the accountability of public managers</i>				
Indicator: Number of ministries that have improved their budget structure	0	3	0	The work on enhancing the programmatic structure was launched in late September 2024 and is still ongoing.
<i>Output 1.1: Programmatic and budgetary structuring of a revised Ministry package</i>				
Indicator 1: Number of pilot ministries benefiting from the assessment	0	3	1	The work has been initiated with the Ministry of Education and will be subsequently

Results Indicators	Baseline	Targets	Results Achieved	Comments
				extended to other ministries.
<i>Output 1.2: Capacity Building Program in International Norms and Standards in Budget Classification delivered</i>				
Indicator 2: Participation rate in training sessions on standards of Budget Classification	0%	80%	0%	Following a request from the MoF, the activity has been postponed to 2025.
Outcome 2: Strengthening the responsibility and accountability of public managers.				
Indicator 3: Number of improved performance documents ready for a performance audit	0	3	0	The activity is ongoing
<i>Output 2.1: A performance document for a department batch is revised</i>				
Indicator 4: Number of Critical Notes for the Improvement of Performance Documents and Stakeholder Roles developed and disseminated to stakeholders	0	3	0	The activity is ongoing
<i>Output 2.2: Draw up a standard methodological guide for performance auditing</i>				
Indicator 5: A standardized methodological guide has been drawn up and disseminated to structures responsible for performance auditing.	0	1	0	The activity has been postponed to 2025.
<i>Output 2.3: PFM reform projects are accompanied by a change management strategy, including a targeted training plan</i>				
Indicator 6: A Training Plan	0	1	0	The activity is not yet developed.

Results Indicators	Baseline	Targets	Results Achieved	Comments
developed and implemented				
Outcome 3: An optimized internal control and audit system to guarantee budgetary sustainability and reliable reporting				
Indicator 7: Number of pilot ministries involved in setting up an internal control system	0	3	0	The activity is ongoing. Technical meetings were convened with expenditure controllers and budget managers from the Ministries of Agriculture, Equipment, and Housing to identify initiatives for implementing the CIB and develop findings and recommendations to adapt the CIB reference framework.
<i>Output 3.1: Pilot ministries have launched IBC implementation</i>				
Indicator 8: Guiding framework for the implementation and assessment of the internal control framework	0	1	0	The finalization of the guide is scheduled for March 2025
<i>Output 3.2: A standard framework for controlling the wage bill developed</i>				
Indicator 9: A validated wage bill control note	0	1	0	A note is scheduled for March 2025
<i>Output 3.3: A methodological framework for quality control of expenditure programming</i>				
Indicator10: A guidance note for quality control of expenditure programming developed	0	1	0	A guidance note is scheduled for March 2025
<i>Output 3.4: The capacities and skills of controllers and managers are strengthened and deepened</i>				
Indicator 11: Rate of participation in training sessions	0%	70%	25 % (Only for the First training Session 30/120)	One day of training was held with the participation of 26 public expenditure

Results Indicators	Baseline	Targets	Results Achieved	Comments
				controllers, and the process of contracting the CIA training is ongoing.
Outcome 4: Improved operational efficiency and performance of the Court of Auditors				
Indicator 12: Operational plans' implementation rate	0%	20%	0%	Planned for 2025
<i>Output 4.1: Informed staff and chambers mobilized around the strategic plan</i>				
Indicator 13: Attendance rate at information meetings	0%	20%	0%	The workshop is scheduled with the client for March-April 2025.
Indicator 14: Number of chambers involved in operationalizing the 2022–2026 strategy	0	10	10	The workshop is scheduled with the client for March-April 2025.
<i>Output 4.2: Detailed operational plans, monitored and communicated</i>				
Indicator 16: Number of Operational Plans (OPs)	0	3	0	The preparation of the OP is planned for Q1 2025
Indicator 17: Progress report on projects and activities, with deadlines	0	3	0	Given the delays in the TA, only two OPs will be developed rather than three.
<i>Output 4.3: A performance-based program management system within the CoA</i>				
Indicator 18: Annual performance plan	0	1	0	The ToRs for recruiting the consultant are ready, with the recruitment scheduled for completion by January 2025.
Indicator 19: Annual performance report	0	1	0	Planned for 2026
<i>Output 4.4: A diagnosis of the alignment of the Court's strategy with the SDGs and the development of an action plan</i>				

Results Indicators	Baseline	Targets	Results Achieved	Comments
Indicator 20: A diagnostic report on the current alignment status of the CDC's strategic plan with Sustainable Development Goals (SDGs)	0	1	0	Planned for 2025, the ToRs for consultant recruitment are ready.
Indicator 21: A detailed action plan with monitoring indicators to enable the CoA's contribution to the selected SDGs.	0	1	0	Planned for 2025; the ToRs for consultant recruitment are ready.
Indicator 22: Number of communication sessions organized on the Court's contribution to achieving SDGs	0	2	0	One of the planned events is scheduled for early 2025.
Outcome 5: High-quality audits that reinforce the Court's credibility.				
Indicator 23: Number of pilot missions	0	2	0	Planned for 2026
<i>Output 5.1: Needs identification and planning</i>				
Indicator 24: Report on the establishment of the Quality Assurance (QA) unit	0	1	1	This report details the process for creating this unit and its organization.
Indicator 25: A QA unit was created	0	1	1	The recruitment process is currently underway, and the staff members will be selected by the third week of December.
Indicator 26: Updated QA manual	1	2	0	Planned for early 2025, the ToRs for the recruitment of a consultant are ready.
Indicator 27: Chambers trained	0	10	0	For 2025, there will be two training sessions:

Results Indicators	Baseline	Targets	Results Achieved	Comments
in quality assurance				one in Kairouan and one in Hammamet.
<i>Output 5.2: Quality control and assurance system implemented</i>				
Indicator 28: Annual report on the evaluation of the quality assurance system with support by other SAIs /IDI	0	1		Planned for 2026, discussions are currently being held with the IDI (International Development Institute) to support the court in this mission.
<i>Output 5.3: Court's magistrates sensitized and trained in SDGs audit principles and methodologies</i>				
Indicator 29: SDG audit guide developed and adapted for the Tunisian CoA	0	1	0	The ToRs for the recruitment of the consultant are ready. Negotiations are ongoing with other SAIs to support the court during this phase.
Indicator 30: Members of the pilot team trained in SDGs auditing	0	4	0	Planned for 2025; however, the selection of these members is still underway.
Indicator 31: Chambers trained in SDGs auditing	0	15	0	Planned for 2025, the pilot team trained in SDGs will be responsible for delivering this type of training.
<i>Output 5.4: Pilot audit of an SDG implemented</i>				
Indicator 32: Pilot performance audit of an SDG effectively conducted, published, and disseminated	0	1	0	Planned for 2026. Negotiations are underway with other SAIs to support the court during this phase.
Indicator 33: Organization of peer learning events	0	2	0	Planned for 2026. Negotiations are underway with other SAIs to support the court during this phase.

F. Financial Reporting

Grant Name: TA for the Implementation of Budget, Public Accounting, and Expenditure Control Reforms (TF0C4922)		
Grant Agreement Date: May 13, 2024	Grant closing date: December 31, 2026	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	650.000,00	650.000,00
Commitments	-	75.782,44
Total Disbursements	54.280,11	54.280,11
Ratio % (Com. + Disb. / Allocated)	-	20,01%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	595.719,89
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	519.937,45

Component 1.2: Enhanced Access to Information and Statistics for Citizens and Businesses

Grant Name	Strengthening Open Governance and Budget Transparency (TF0C4923)
Task Team Leader	Rim Kanzari
Budget	224,000 USD
A. Grant Objectives and Activity Summary	
The "Mizaniatouna" initiative aims to improve the transparency of public expenditures and revenues in Tunisia, reinforcing the principles of accountability and citizen participation within a developing democracy. Aligned with Tunisia's legal framework and the Open Government Partnership (OGP), this technical assistance aims to provide citizens with easy access to complete and understandable information on public finance in accordance with the law on freedom of information. The primary objectives are to enhance transparency by promoting clear and accessible public financial information to strengthen accountability among public authorities, encourage citizen participation by facilitating the active involvement of citizens in the budget process and combat corruption through increased civil society oversight. Key activities include implementing open data initiatives to publish public financial data in open and reusable formats, thereby enhancing access to governmental information. Public awareness campaigns will educate citizens about fiscal policies and the importance of their participation in Public Finance Management. Additionally, capacity building for civil society organizations (CSOs) will provide training and resources to monitor public expenditures and revenues effectively. The establishment of Open Justice will develop frameworks within the Court of Auditors to promote transparency and accountability in public finance management, making budgetary processes, audits, and reports easily understandable. Mechanisms for M&E will be implemented to track the initiative's impact on citizens' comprehension of public finance, participation levels, and the efficiency of public spending. The expected outcomes include an increased understanding of budgetary policies among citizens, strengthened citizen participation in public finance management, improved efficiency of public spending through enhanced public monitoring, and a reduction in budgetary irregularities along with greater accountability of public authorities. Overall, the "Mizaniatouna" initiative aspires to foster open and accountable governance in Tunisia, thereby strengthening democracy and economic stability. This initiative aims to create a more informed and involved population, ensuring responsible management of public resources by promoting transparency and active citizen engagement.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	Activity 1: Capacity-building for using the Mizaniatouna platform

	• Translation of the LOB 2019 budget classification into French for 2020-2024, with the aim of publishing and making the data available on the platform in multiple languages⁷. • Facilitate workshops to demonstrate the features of the Open Budget Portal. • Technical assistance to the technical committee at the MoF, which enabled the development of Version 2 of the portal, including administration and data-generation features. • Organizing participatory workshops on the table and map generator modules and using interactive dashboards and query generators, helping participants acquire skills to transform complex data into clear visualizations for better decision-making. • Assistance in deploying and installing the solution at the MoF data center (CIMF). • An ongoing security audit by National Cybersecurity Agency (ANCS) teams. • Assistance with developing a Content Management System (CMS) to facilitate the portal's management. Activity 2: Support for MoF in promoting the Mizaniatouna platform • Support in developing a communication strategy. • Organization of workshops for awareness and ownership of the platform for the benefit of budget administrators at the MoF • Initiated the recruitment process for a production company to create videos. Activity 3: Strengthening the Accountability and Transparency Mechanisms of the Court of Auditors • A detailed action plan for 2025–2026 has been prepared and will be approved by the G24 (<i>Groupe des 24 chambres</i>), which serves as the court's governing board. • Development of the specification for the main components of the communication strategy.
--	--

⁷ This involves collecting and organizing budget classification data in Arabic, consolidating it, and translating it into French for publication in multiple languages on the portal.

Risks and Challenges	• Resistance to change: some stakeholders within the MoF and other institutions may be reluctant to adopt budget transparency practices. This may slow down project implementation. A training program on change management is planned for ministries and other institutions to strengthen commitment. • Lack of civil society awareness and commitment. There may be challenges in maintaining engagement. Building on valuable suggestions from previous consultations that contributed to improving the portal, plans are in place to continue exchanges and involve CSOs in training programs in Tunis and the regions, demonstrating a commitment to sustaining interest and participation. • Data quality and reliability to build trust. Inconsistencies or errors in budget reports can undermine the credibility of the program. The project provides support to clean up the data that will be put online, and a space will be set aside for comments from citizens. Technical solutions are also being studied. • Governance: Changes in the political landscape, such as government or leadership role shifts, can influence budget priorities and the continuity of Mizaniatouna. To mitigate these risks, it is crucial to prioritize the portal launch while actively engaging and educating a broad range of stakeholders, especially CSOs, who can ensure its sustainability. Fostering widespread ownership and understanding of the tool is essential for its long-term success. For the Court of Auditors, the change in the presidency of the CoA has delayed progress and activities. As a mitigation measure, the overall action plan of the TA will be approved by the G24 of the CoA. • Sustainability and funding: Ensuring the resources necessary for the program's sustainability can be challenging, especially as public resources remain limited, and government priorities constantly change. However, the MoF has designated two focal points to manage the portal with the CIMF team, and a training of trainers (ToT) program will eventually be implemented. Training is ongoing for the CIMF IT team.
Looking Ahead/ Plans for Next Period	Technical Activities • Support the testing of the portal's functionality with budget administrators. • Organize workshops on budget classification to improve its consolidation and use in the open budget portal. • Finalize the Content Management System (CMS). • Complete the security audit by the ANCS. • Facilitate skills transfer and provide specific technical training (e.g., CKAN, Wagtail).

	Promotional tools • Develop guides and explanatory documents to clarify the budgetary process and encourage citizen participation. • Produce information videos. Communication activities • Officially launch Mizaniatouna 2.0. • Promote access to information and improve understanding of budget concepts. • Conduct awareness and training sessions for civil servants, CSOs, media, students, and other stakeholders on budget transparency and information access mechanisms. Activities within the CoA: • Development of two procedural manuals • Preparation of the communication strategy
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
• During the training workshops, participants requested new features essential for the success of the Mizaniatouna project, leading to extended lead times for technical support. • The launch of the new Mizaniatouna platform, initially scheduled for the end of December 2024, has been postponed to early February 2025. This delay is attributed to the translation process taking longer than anticipated, as budget administrators requested a specific format to validate a substantial number of lines. In addition, at the time, the counterparts from the MoF were heavily involved in drafting the 2025 Budget Law.	
D. Lessons Learned over Reporting Period	
• The early and continued involvement of CSOs has been an asset in ensuring support and ownership of the project. Their feedback has helped refine actions and improve the transparency of the portal. • Capacity building is essential to ensure better understanding of the issues and effective management of resources. • Implementing regular M&E mechanisms is critical to identify bottlenecks and develop mitigation strategies during the project quickly. It also contributes to transparency and accountability. • Effective and simplified communication of budget information is essential. Reports must be presented in an accessible language so that the public can understand them. • Instilling a culture of transparency within public institutions will help strengthen citizens' trust in their government, but this will require continuous and visible action. • A proactive strategy is needed to manage challenges, including awareness-raising, training, capacity-building, and creating a supportive framework for budget transparency. • For the Court of Auditors, the departure of the focal point and the absence of a replacement caused delays. It would be preferable to appoint a deputy focal point to	

avoid relying solely on a single focal point. This would ensure that the deputy can immediately take over in case of the absence of the focal point.

E. Results Achieved over Reporting Period

Indicators	Baseline Value	Target Value	Results Achieved	Comments
Outcome 1: Improve the transparency of public expenditure and revenues				
Indicator 1: Availability of budget data and updating	0	14 updates/ year	No	Not started
<i>Output 1.1 Strengthening the technical capabilities of the MoF and CIMF to manage and use Mizaniatouna</i>				
Indicator 2: Number of workshops organized	0	5	2	Technical workshops for the CIMF and MoF
<i>Output 1.2: Strengthening the role of parliament and CSOs in budget monitoring and the publication of periodic reports</i>				
Indicator 3a: Number of people trained	0	200	0	Not started
Indicator 3a: Availability of toolkits for MPs and CSOs	0	2	0	Not started
<i>Output 1.3: Perpetuating Mizaniatouna through civil society ToTs who will take over training in the regions for students, media, and stakeholders</i>				
Indicator 4: Number of trainings of trainers	0	24	0	Not started
Outcome2: Democratizing and clarifying Mizaniatouna for accessible budget governance				
Indicator 5: Number of visits	0	100,000	0	Not started
Indicator 6: Number of downloads	0	20,000	0	Not started
<i>Output 2.1: Build an open budget culture</i>				
Indicator 7: Availability of a customized action plan for various target groups	0	1	1	Action plan validated by the MoF
Indicator 8: Number of innovative communication tools and resources developed	0	3	2	Installation guide for the intranet component and installation guide for the internet component
<i>Output 2.2: National and international Promotion of the open budget portal Popularization and appropriation of Mizaniatouna for and by citizens and stakeholders</i>				
Indicator 9: Number of webinars, seminars,	0	5	0	Not started

Indicators	Baseline Value	Target Value	Results Achieved	Comments
and collaborative events organized				
Outcome 3: A more transparent and accountable Court of Auditors.				
Indicator 10: Evaluation of Stakeholders' Perception of the Court's Transparency regarding manuals and communication strategy	0%	50%	0%	Planned for 2026, after the development of the manuals and communication strategy in 2025
<i>Output 3.1 Procedure manuals and guides developed to enhance transparency and accountability of the court in accordance with international standards</i>				
Indicator 11: Number of Procedure manuals and guides produced	1	2	1	Planned for 2025. The ToRs for the recruitment of the consultant are ready.
<i>Output 3.2 Communication strategy developed</i>				
Indicator 12: Availability of the communication strategy	0	1	0	Planned for 2025. The ToRs for the recruitment of the consultant are ready.
Indicator 13: Number of workshops to disseminate the communication strategy within the Court of Auditors and with stakeholders	0	2	0	One of the planned events is scheduled for early 2025.

F. Financial Reporting

Grant Name: TA for Strengthening Budget Transparency (TF0C4923)		
Grant Agreement Date: May 13, 2024	Grant closing date: August 31, 2026	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	224.000,00	224.000,00
Commitments	-	57.237,21
Total Disbursements	31.182,02	31.182,02
Ratio % (Com. + Disb. / Allocated)	-	39,47%

Unspent Balance at the End of Reporting Period <i>(Allocated Funds - Total Disbursements)</i>	-	192.817,98
Available Budget at the End of Reporting Period <i>(Unspent Balance - Commitments)</i>	-	135.580,77

Grant Name	Support to the Modernization of the Tunisian National Institute of Statistics (TF0C3952)
Task Team Leader	Federica Alfani
Budget	322,844 USD
A. Grant Objectives and Activity Summary	
This project aims to contribute to the modernization of the institutional structure and data production processes of the Tunisian <i>Institut National de la Statistique</i> (INS), advancing toward the realization of its vision to build a user-centered, integrated, and efficient statistical system. The production, communication, and dissemination of accurate data and statistics will not only support decision-makers. It will also help address constraints related to the business environment, supporting competition and overall efficiency in the economy. To reach this objective, the project aims to provide the INS with technical assistance in: (i) strengthening INS human resources and skills; (ii) improving the quality of INS production through a user-centered perspective and increased reliance on administrative data; (iii) enhancing communication and dissemination expertise of INS data and statistics.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	<i>Component 1: Supporting capacity development to enhance design, sampling, and survey implementation using Computer-assisted Personal Interviewing (CAPI) and Computer-assisted Telephone interviewing (CATI) techniques:</i> • An introductory training on using Survey Solutions to improve the quality of data collected. • INS officially requested support in conducting the upcoming household budget survey EBCNV 2025 using CAPI techniques. <i>Component 2: Consolidating the technical capacity of INS in producing data and statistics to be used for evidence-based decision-making:</i> • The selection process to hire the firm to work with INS in developing satellite accounts is complete. The Italian National Institute of Statistics (ISTAT), hired to develop satellite accounts (Component 1), and the dissemination platform (Component 3) will resume its work in early 2025. • A workshop on data literacy for better decision-making was conducted. The workshop was attended by 56 participants over two days, including general directors from various ministries and institutions, and government officials. Organize workshops to provide Tunisian government representatives with skills to leverage official and innovative data sources to improve the development of legislation, governance, standards, skills, and partnerships. This initiative seeks to foster a culture of reliable information that will support decision-making and sustainable capacity development.

	• The Fiscal Incidence Analysis (CEQ⁸) was updated with the most recent household budget survey (EBCNV⁹) for 2021 and administrative data for 2022. • Assistance was provided to the MoF to simulate personal income tax (PIT) and energy reforms using the CEQ microsimulation tool in preparation for the 2025 Budget Law. This is the first time the MoF has considered the impact of fiscal policy on poverty in the design of the budget law. A policy note was developed to analyze the effects of the new PIT, social contribution, and VAT (Value Added Tax) changes on poverty and inequality. <i>Component 3: Strengthening the institutional and organizational structure of INS and improving the quality of data and statistics produced</i> The selection process to hire a consulting firm to support the INS in developing the dissemination platform has been completed. ISTAT will resume its work in 2025.
Risks and Challenges	The primary challenge was to work with the INS while it was heavily engaged in the General Population and Housing Census (RGPH24), the first fully digitized one. In fact, most of the INS staff were engaged in census activities. Consequently, activities were adjusted to align with more recent needs and to support data collection for the RGPH24.
Looking Ahead/ Plans for Next Period	The Italian National Institute of Statistics (ISTAT) was hired to develop satellite accounts (Component 1) and the dissemination platform (Component 3). They will resume their work in 2025. Throughout 2025, activities related to developing satellite accounts and the dissemination platform will be carried out. Additionally, training sessions will be held to build INS's capacity. In addition to the planned activities of the three components and given the urgency of supporting the EBCNV25 Survey and the importance of waiting for the availability of RGPH24 data to collect high-frequency phone data, the Bank, through this assistance, will organize additional training sessions on the use of Survey Solutions. These training sessions will support the modernization of the data collection process for the EBCNV25 by transitioning from paper-based to Computer-Assisted Personal Interviews (CAPI) techniques. Moreover, the INS, through the Ministry of Economy and Planning (MEP), sent an official request to the World Bank for support for the modernization of data collection for the EBCNV25. Alongside the planned activities, this TA will also support the INS's analytical capacities to analyze poverty and inequality issues and collaborate on a joint analysis of the impacts of climate events on household wealth and resilience.

⁸ Commitment to Equity Assessment and Fiscal Incidence Analysis (CEQ)

⁹ Budget, Consumption and Standard of Living of Households (EBCNV)

C. Changes to Grant Activity (budget, activities, timeline, etc.)
In 2024, the grant's budget increased by 79,514 USD.
D. Lessons Learned over Reporting Period
The INS staff was fully focused on the ongoing RGPH24, resulting in the re-prioritization of planned activities over the reporting period. Effective communication and adaptability were essential to aligning these activities with the interests and availability of the primary counterpart.

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
<i>Component 1: Supporting capacity development to enhance design, sampling, and survey implementation using Computer-assisted Personal Interviewing (CAPI) and Computer-assisted Telephone interviewing (CATI) techniques.</i>				
Indicator 1: Survey questionnaire developed	No	Yes	No	Not started yet
Indicator 2: Enumerators and supervisors trained in CATI and interview techniques	0%	80%	0%	Not started yet
Indicator 3: INS technical staff trained in CAPI and CATI techniques	0%	60%	20% (Training on Survey Solutions)	In progress
Indicator 4: Pilot tests carried out	No	Yes	No	Not started yet
<i>Component 2: Consolidating the technical capacity of INS in producing data and statistics to be used for evidence-based decision-making</i>				
Indicator 5: The Satellite National Accounts (NAs) of Water are developed	No	Yes	Not started yet	The selection process to hire a consulting firm to work with the INS in developing satellite accounts has been completed.
Indicator 6: The Satellite NAs of Water ICT are developed	No	Yes	Not started yet	
Indicator 7: INS technical staff trained in the NAs system	0%	60%	Not started yet	

Results Indicators	Baseline	Targets	Results Achieved	Comments
Indicator 8: Government officials from selected ministries are trained in the use of data and statistics produced by the INS	0%	60%	60%	A workshop on Data Literacy for better decision-making was carried out in March 2024.
<i>Component 3: Strengthening the institutional and organizational structure of the INS and improving the quality of data and statistics produced</i>				
Indicator 9: The INS dissemination system is harmonized and developed	No	Yes	No	Not started yet. The selection process to hire a consulting firm to support INS in developing the dissemination platform was completed.
Indicator 10: INS technical staff trained in DMM format and SDMX system	0%	80%	0%	

F. Financial Reporting

Grant Name: Support to the Modernization of the Tunisian National Institute of Statistics (TF0C3952)		
Grant Agreement Date: January 19, 2024	Grant closing date: May 31, 2025	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	322.844,00	322.844,00
Commitments	-	45.246,82
Total Disbursements	93.965,53	93.965,53
Ratio % (Com. + Disb. / Allocated)	-	43,12%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	228.878,47
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	183.631,65

Grant Name	Robust Statistics and Reliable Socioeconomic Analyses for Effective and Timely Decision-Making (TF0C5588)
Task Team Leader	Federica Alfani
Budget	700,000 USD
A. Grant Objectives and Activity Summary	
The Tunisian National Statistical System (SNS) seeks to enhance its capacity to become a user-centered, integrated, and efficient system supporting evidence-based decision-making. Despite its strength, the Tunisian SNS faces challenges in governance, modern data production, regional statistical development, and capacity consolidation across institutions like the National Statistical Institute (INS) and other <i>Structures Statistiques Publiques</i> (SSPs), including the CRES. Key challenges include unclear governance roles, limitations in data collection, human resource constraints, and outdated data workflows. This intervention focuses on enhancing the planning and implementation of development measures by producing robust sectoral studies and improving disaggregated statistics. Its primary goal is strengthening Tunisia's capacity to leverage reliable data for equitable socioeconomic development at national and regional levels. This initiative aims to reduce regional disparities and foster inclusive growth by promoting data-driven decision-making. The intervention is structured around two key objectives: (i) Supporting the modernization of the INS towards an integrated, efficient, and user-centric statistical system that contributes to effective and timely decision-making, implemented through grant TF0C5588. (ii) Strengthening the CRES's capacity to produce sectoral data, conduct analyses, and produce studies on social assistance and protection issues, implemented through grant TF0C6014. Both grants TF0C5588 and TF0C6014 are jointly implemented. Grant TF0C5588 is structured around three components: (i) Institutional and Organizational Framework Enhanced: This component strengthens INS's institutional structure and promotes partnerships to improve governance, legal frameworks, data accessibility, and capacity-building resources. (ii) Statistical and Analytical Capacities Strengthened: Aims to enhance the INS and the CRES's skills in data collection, analysis, and statistical methods, fostering evidence-based decision-making and analytical capabilities in the social sector. (iii) Improved Quality of Data Collection, Statistics, and Publications: This initiative focuses on modernizing data collection tools, establishing standards for quality and transparency, and supporting comprehensive evaluations of social sector programs.	

B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	<i>Component 1: Institutional and organizational framework enhanced</i> - Supported the creation of a Data Innovation Lab within the INS through activities to leverage the use of Mobile Phone Data (MPD) <i>Component 2: Statistical and analytical capacities strengthened</i> - Capacity building of government officials in applied research and data analysis. As part of the Tunisia Data Literacy Program, 40 government officials participated in the training. A Basic Stata course was conducted on December 5-6 to build capacity in using the Stata tool. Additionally, a training on applied research was held on December 9-13, focusing on using econometric methods for data analysis and research projects. <i>Component 3 Data collection, statistics, and quality of publications improved</i> - New pilot surveys were integrated into the processes and quality management of the INS. Two training sessions were held in September and October 2024 on developing GSPBM/SIMS for the new five pilot surveys (Quarterly GDP, Regional GDP, ICT, EF, Microenterprise) - Supported the Quality Assurance Framework through two trainings in quality assessment methods at the institutional and statistical processes levels. - Support for the General Population and Housing Census (RGPH24) by organizing four workshops during the data collection phase. These workshops focused on monitoring and evaluating data collection, ensuring the quality of the census, and planning the post-census survey set to begin in January 2025. In addition, support for the INS technical teams in sampling and designing the questionnaire for the post-census survey has started.
Risks and Challenges	The primary challenge has been working with the INS, while it was heavily engaged in conducting the General Population and Housing Census (RGPH24), the first to be fully digitalized. Most of the INS's staff were engaged in census activities. Consequently, activities were adjusted to align with the most recent needs and to support the data collection of the RGPH24.

Looking Ahead/ Plans for Next Period	<i>Component 1: Institutional and organizational framework enhanced</i> Some technical assistance will be provided to strengthen the institutional framework of the INS and develop the Data Innovation Lab (DIL) to leverage various data sources for statistical production through partnerships and collaborations. <i>Component 2: Statistical and analytical capacities strengthened</i> The INS sent an official request for technical assistance during the different phases of the RGPH24. This support is aimed at strengthening the skills of INS staff in terms of production and analysis of census data. <i>Component 3: Data collection, statistics, and quality of publications improved</i> In 2025, the African Union will peer-review the INS on compliance with the African Charter on Statistics. Specific technical assistance will support the INS in preparing a self-assessment checklist based on the European Statistical System (ESS) Peer Review Self-Assessment Questionnaire and the United Nations National Quality Assurance Frameworks (UN NQAF) checklist. In addition, a mechanism for the systematic assessment of statistical processes will be set. Through this, strengths and weaknesses will be identified, and improvement actions will be implemented. The INS will be guided in defining the audit procedures and the tools needed for their implementation.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
None to report.	
D. Lessons Learned over Reporting Period	
The INS staff were fully focused on the ongoing census, resulting in the re-prioritization of planned activities over the reporting period. Effective communication and adaptability were essential to align these activities with the interests and availability of the primary counterpart.	

E. Results Achieved over Reporting Period

Indicators	Baseline value	Target value	Results Achieved	Comments
Indicator 1: Percentage (%) of surveys produced by the INS using modern data collection methods and management tools implemented by the project.	20	60	20	Ongoing support to the <i>Enquête Nationale de Budget et de Consommation des ménages</i> (EBCNV) 2025
Indicator 2: Aligning the INS's self-assessment with the Tunisian Charter for Official Statistics for	Partial alignment	Full alignment	Partial alignment	In progress. Ongoing support to the INS to align the self-assessment

Indicators	Baseline value	Target value	Results Achieved	Comments
the 2025 Peer Review readiness.				with the Tunisian Charter.
Indicator 3: Percentage (%) of DLP participants trained (m/f & regions) stating that they have increased their knowledge and expertise in producing and using statistics for better evidence-based decision-making	0%	60%	40%	In progress. The first two training sessions on applied research for government officials were conducted in December 2024.
Indicator 4: Number (...) of public and academic partnerships	3	10	3	In progress

F. Financial Reporting

Grant Name: Robust Statistics and Reliable Socioeconomic Analyses for Effective and Timely Decision-Making (TF0C5588)		
Grant agreement Date: July 17, 2024	Grant closing date: May 31, 2025	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	700.000,00	700.000,00
Commitments	-	168.548,05
Total Disbursements	26.764,01	26.764,01
Ratio % (Com. + Disb. / Allocated)	-	27,90%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	673.235,99
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	504.687,94

1.3 Improved Public Sector Performance for Service Delivery

Grant Name	Digital Governance for Service Delivery (TF0C5175)
Task Team Leader	Rim Kanzari, Dolele Sylla
Budget	620,000 USD
A. Grant Objectives and Activity Summary	
This assistance is closely tied to the GovTech operation, a 100 USD million loan financed by the World Bank, implemented starting in June 2020 and executed by the Ministry of Communication Technologies (MTC) in collaboration with the Presidency of the Government (PG), the Ministry of Finance, the Ministry of Social Affairs, the Ministry of Education, and the Ministry of Health, to improve access and the quality of priority public services. This assistance is designed to address the major issues faced by service users and contribute to continuing the creation of a more equitable, efficient, and user-centric public service system. Reducing access inequalities, improving service quality, and reinforcing accountability to citizens will make the service delivery process more efficient and less costly for the Administration and users. The objective of this assistance is to accelerate the digital transformation of priority public services oriented towards users by (1) improving access to administrative services, (2) strengthening GovTech capabilities and the ecosystem to support innovation and the quality of digital services, and (3) enhancing the management and governance of GovTech projects, thus ensuring effective use of resources and successful implementation of initiatives. This project also sustains the efforts initiated by the GovTech project to generalize the user-oriented public service reform approach to other services beyond those covered by GovTech.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	<i>Component 1: Improvement of access to administrative services</i> - Needs have been defined, and the procurement process launched to recruit a firm to support the monitoring of existing life event action plans, enhance user feedback, generate life event improvement reports, and assist in simplifying administrative procedures and digitalizing four new life events. <i>Component 2: Strengthening capacities and the GovTech ecosystem</i> - Support the first national conference showcasing the new customs information system, SINDA 2, co-chaired by the Ministers of Finance and Communication Technologies. This significant event attracted around 150 participants from key ministries, financial institutions, and stakeholders involved in the SINDA 2 project. - A concept note for a change management event to integrate the key stakeholders leading the SINDA 2 project was developed. The event is expected to be held during Q1 2025. <i>Component 3: Improvement of project management and governance in GovTech</i> - Periodic monitoring reports on the cross-support of the GovTech action plan. - Support in developing and updating various financial, fiscal, and procurement dashboards to accelerate the execution of GovTech.

	• Assistance in project risk management: periodic risk monitoring, action plan development, implementation support, and stakeholder consultations on high-risk issues. • Quality review of GovTech digitalization activities during their design and implementation phases. • Dedicated support for civil service activities and weekly monitoring of the sectoral action plan, including administrative simplification and improving citizen services. Support in accelerating GovTech investments for the development of 34 new digital MSAs (<i>Maisons de services administratifs digitales</i> or digital civil service centers) planned for February 2025, with weekly coordination with the German International Development Agency (GIZ), which is developing the digital solution. • Customs services: ○ Periodic monitoring of the New Customs Information System (NSID), SINDA II, action plan, ○ Project management assistance, ○ Conduct a needs assessment and draft ToRs on training/change management and project management assistance support. ○ Develop a change management plan and provide support for the implementation (e.g., creation of change management factsheets, support the set-up of change management and communication events)
Risks and Challenges	• Postponing the decision to extend the GovTech loan accelerated the execution of large-scale projects. However, it also resulted in suspending activities at risk of delays, primarily citizen-oriented digital solutions. Consequently, the technical assistance schedule was impacted, prioritizing Component 3 for improving project management and governance support activities, while putting Component 1 and part of Component 2 on hold. The latter depends on drafting the ToRs to recruit a consulting firm, which initially included project management support for key citizen service digital solutions (this PM the loan should ultimately support), change management activities, and administrative simplification activities. • Changes within the World Bank team at the beginning of the fiscal year have also delayed certain approvals and the launch of some activities.

Looking Ahead/ Plans for Next Period	<i>Component 1: Improved access to administrative services</i> - Monitoring action plans: ○ Support the DGRPA in monitoring and updating, as needed, the life events action plans of the education, social protection, and business sectors - Strengthening user feedback: ○ Complementing the "Public Service Delivery Barometer" for citizen engagement, establishing rapid mechanisms to collect and integrate user feedback on life events. At a minimum, two focus groups or public/private dialogue activities for each life event will be organized for the proposed life events. - Life event improvement report: ○ Sectorial presentations for previous life events from the education, social protection, and auto-entrepreneur sectors, highlighting progress, reforms, qualitative impacts, obstacles, and solutions. ○ Propose adjustments to action plans. - New life events simplification and digitalization: ○ Assessment of life events projects preparedness and prioritization of four life events. ○ Help the DGRPA build a new repository of life events using a scientific approach. ○ Design four new life events action plans, along with the specifications of the target digital solutions <i>Component 2: Strengthening capacities and the GovTech ecosystem</i> ○ Assist the Ministry of Technology and Communications in organizing two workshops/seminars to raise awareness and engage stakeholders on GovTech. ○ Organize a change management event to integrate key stakeholders leading the NSID customs project. ○ Workshops and training sessions for the design of the life event action plans <i>Component 3: Improvement of project management and governance in GovTech</i> ○ Continuing periodic monitoring of GovTech, sectors, and fiduciary action plans ○ Continuing quality review of GovTech digitalization activities during their design and implementation phases ○ Continue providing project management tools and support for digitalization initiatives (e.g., NSID)
---	---

C. Changes to Grant Activity (budget, activities, timeline, etc.) Following the closure of Project ID P151301, “Moussanada: Governance TA Program,” in May 2024 for administrative reasons, grant TF0C4110 was closed, and its remaining balance was transferred to the new grant TF0C5175, under Project ID P505774, “Tunisia Governance Program,” which has been created to pursue planned activities under a new Project Code. This transition ensures continuity without affecting the project’s objectives, activities, or budget. Additionally, and as mentioned above, the postponement of the decision regarding the extension of the GovTech loan and internal team changes at the WB have impacted the grant's timeline/schedule calendar, postponing the implementation of component 1 and part of component 2 to 2025.
D. Lessons Learned over Reporting Period As this assistance is implemented in the continuity of grant TF0A5100 (Moussanada Associated Trust Fund), the lessons learned are identical to those of the joint activities. • Given the project's complexity, simplifying objectives while ensuring a tangible impact on users is essential. Comprehensive risk management and dedicated technical assistance are key to navigating challenges and ensuring success. The project's significant acceleration in execution over the past few months and the ongoing restructuring and extension of the loan duration underscore these lessons. • Administrative simplification through a digitization approach requires strong coordination between business and technical teams in an administration that is traditionally operated in silos. This cross-functional collaboration requires sustained efforts and a great deal of consensus between various ministries, which can be time-consuming, especially since these initiatives involve developing digital solutions that take time to implement. Therefore, it is essential to incorporate quick wins or short-term achievable proposals (within the next 6 months) by the relevant structures into life events action plans without necessarily resorting to calls for tenders. This approach will demonstrate tangible improvements and build momentum for further enhancements.

E. Results Achieved over Reporting Period

Indicators	Baseline value (November 2023)	Target value	Results Achieved	Comments
Component 1: Improvement of access to administrative services				
Rate of achievement of administrative simplification objectives for life events (EDVs)	44%	60%	-	Not started
Number of technical and functional specifications for current EDV platforms	0	2	-	Not started
Number of approved EDV action plans	0	4	-	Not started
Number of workshops/focus groups	0	4	-	Not started
Component 2: Strengthening capacities and the GovTech ecosystem				
Number of sectors using the new tools	0	4	-	Not started
Number of tools implemented to comply with standards	0	1	-	Not started
Number of events	0	30	1	A conference on the 'Interoperability for Enhancing Customs' marked the first presentation of SINDA 2 as part of user-centered GovTech solutions for digitalizing public services. Implementation of all other events is scheduled to

Indicators	Baseline value (November 2023)	Target value	Results Achieved	Comments
				begin in Q2 2025 as part of the efforts by the firm currently being recruited to support components 1 and 2.
Component 3: Improvement of project management and governance in GovTech				
<i>Improved disbursement rate of GovTech loan investments</i>	32%	50%	Achieved	In December 2024, the disbursement rate reached 57.5%
Number of bi-monthly reports on GovTech project monitoring	0	36	31	10 bi-monthly reports on overall GovTech project monitoring, in addition to 15 bi-monthly reports (customs, civil service) and six fiduciary monitoring reports
Number of reinforced sectors	0	4	4	IT/ digital development, Civil service, Customs, and Education are currently reinforced with implementation facilitation capacities

F. Financial Reporting

Grant Name: Digital Governance for Service Delivery (TF0C5175)		
Grant Agreement Date: June 6, 2024	Grant closing date: December 31, 2025	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	505.374,45	505.374,45
Commitments	-	73.905,21
Total Disbursements	110.431,63	110.431,63
Ratio % (Com. + Disb. / Allocated)	-	36,48%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	394.942,82
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	321.037,61

Note: Please refer to the above comment regarding the closure of grant TF0C4110. The total cumulative grant amount, including TF0C0864, is 620,000 USD, with total cumulative disbursements reaching 225,057.18 USD as of December 31, 2024.

Component 1.4: Closer Citizen-State Relations through Effective Decentralization and Territorial Regionalization

Grant Name	Strengthening Climate and Disaster Resilience in Tunisia (TF0C1075)
Task Team Leader	Dina Ranarifidy
Budget	1,137,500 USD
A. Grant Objectives and Activity Summary	
The grant will contribute to strengthening Tunisia's disaster risk management and enhance the protection of the targeted population and assets from disaster and climate-related events by supporting the achievement of targeted results of the Tunisia Integrated Disaster Resilience Program-for-Results (IDRP). Objectives: (i) promote institutional coordination and a sound regulatory environment for disaster and climate risk management; (ii) support the modernization of weather and flood monitoring and forecasting, as well as the improvement of hydrometeorological services and early warning systems (EWS); (iii) strengthen the capacities of key governmental and non-governmental actors of the Disaster Risk Management (DRM) cycle in Tunisia in terms of reducing climate and disaster risks and strengthening disaster preparedness and EWS. Expected outcomes: (i) New institutional mechanisms for DRM coordination created and operationalized. (ii) DRM, EWS, and climate adaptation are mainstreamed in the public administration and CSOs through training and events. (iii) Capacities of National Meteorological and Hydrological Services improved. Component 1: Strengthening Disaster and Climate Risk Governance This component will directly support the achievement of Result Area 4 of the IDRP “<i>Promoting Institutional Coordination and a Sound Regulatory Environmental Climate and Disaster Risk Management</i>,” thereby promoting institutional coordination and a sound regulatory environment for climate and disaster risk management. This will be achieved by supporting the human resources capacity building at the national level to ensure the successful operationalization of the Permanent Resilient Structure and National DRM Platform, and by promoting disaster risk culture. This component will be implemented through the following activities: 1.1 Supporting the operationalization of the Permanent Resilient Structure (SPR) and a National DRM Platform. 1.2 Supporting the promotion of disaster risk culture and enhancing preparedness. Component 2: Modernizing national Hydromet services and Early Warning Systems This component will directly support the achievement of key recommendations from phase I of the Tunisia Hydromet Roadmap, developed between 2018 and 2022 by the World Bank in partnership with the National Meteorological and Hydrological Services (NMHSs). The proposed activities will help build critical capacities of the NMHS and support the research and development efforts on meteorology and hydrology in Tunisia:	

2.1. Supporting the improvement of numerical weather prediction (NWP) capabilities and capacities at the National Institute of Meteorology (INM), 2.2. Training and scholarships for meteorologists and hydro climatologists.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	Component 1: Strengthening Disaster and Climate Risk Governance i. <i>Support to operationalizing the Permanent Resilient Structure (SPR) and the National DRM Platform:</i> A firm (BK Plus Europe) was selected following a competitive bidding process to support SPR operationalization. Initial TA deliverables, including a capacity assessment report for the Program Coordination Unit and Pillar IV steering committee of the ResCat program, along with 25 job descriptions for the new SPR, were delivered and approved by the Bank. These job descriptions will help define the responsibilities of the future members and employees of the SPR, as outlined in the decree. A second phase started in September 2024, aiming to create a capacity-building plan SPR to address the identified gaps and equip members with the essential skills and knowledge, ensuring the SPR is operational from its inception. ii. <i>An EWS study tour to Switzerland.</i> A 3-7 June study tour introduced Tunisian counterparts to a reliable and operational EWS, allowing them to learn more from existing coordination mechanisms at different decision-making levels. This study tour allowed them to gain further knowledge and learn about replicable best practices and lessons learned while avoiding potential challenges. Component 2: Modernizing national Hydromet services and Early Warning Systems i. EY Tunisia was competitively selected to conduct an impact assessment of Hydromet hazards on three pilot sites. This assistance will assess the impact of major hazards at pilot sites while strengthening national capacities on methodologies and data for future scale-up efforts. The inception report for this TA was delivered and approved in November. ii. The TA for implementing EWS on pilot sites has been launched, with the competitive selection of Predict Services. The TA will guide counterparts in deploying EWS at the three pilot locations. The TA was launched in November and was promptly followed by an inception mission. iii. <i>Second EWS conference:</i> The conference “From Strategy to Action: Progress and Next Steps for the Implementation of a Multi-Risk Early Warning” System in Tunisia was organized on 8-9 May, it was an opportunity to present and discuss the roadmap for implementing a multi-risk, integrated, and people-

	centered Early Warning System (EWS) in Tunisia, developed by the national EWS committee. The event was also an opportunity to foster exchanges and collaboration between international experts and government representatives.
Risks and Challenges	• Progress of the SPR assistance was delayed by the challenging adoption of the decree establishing the Permanent Resilient Structure (SPR). • Full and continued engagement of national and sub-national counterparts is needed to ensure effective EWS TA progress. • High-level participation (Ministers) is crucial to leverage strong ownership from Tunisian public actors on EWS initiatives.
Looking Ahead/ Plans for Next Period	Component 1: Strengthening Disaster and Climate Risk Governance • Implementation of the second phase of the Capacity assessment and operationalization of the Permanent Resilience Structure. • The firm will provide a capacity-building plan report by March 2025. Component 2: Modernizing national Hydromet services and Early Warning Systems • TA for hazards impacts assessment: the second deliverable, scheduled for December 2024, will present methodology options for hydrometeorological impact assessments at pilot sites, selected based on feasibility and suitability for application. • TA for EWS implementation support: The inception report will be delivered by mid-December, and the start of the first phase is scheduled to start in January 2025. • New TA to be launched with the World Meteorological Organization (WMO) to support the upgrade and reinforcement of the Numerical Weather prediction system of the National Institute of Meteorology (INM). Discussions with the WMO are ongoing to define the scope of a non-competitive agreement. Second phase: A new grant will launch for the second phase, benefiting national and local communities with direct and indirect impacts. It will support Tunisian authorities in addressing ongoing needs, building on the capacity-building efforts initiated during the first phase. The second phase will be crucial in tackling additional major risks and challenges facing Tunisia, specifically mitigating coastal erosion and hydrological drought.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
None to report.	

D. Lessons Learned over Reporting Period

Activities under Component 1 are closely tied to the timely delivery of the Decree creating the Permanent Resilience structure (SPR). Since the government leads both preparation and approval processes, close follow-up from the task team with the Government counterparts has proven instrumental.

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
<i>Component 1: Strengthening Disaster and Climate Risk Governance</i>				
Output 1.1: Permanent Resilient Structure (SPR) and National Disaster Risk Management (DRM) Platform created and operationalized.	No SPR and DRM platforms exist	The platform was created and is operational	In progress. The consulting firm (Bk Plus Europe) is conducting the technical assistance and provided two key deliverables	Approval of the decree creating the SPR is required for this activity.
Indicator 1.1.1: Civil servants trained to lead the missions of the SPR.	0	25 (by 2025)	In progress	This indicator will be based on the firm's assessment and capacity-building plan. Options to inform the government of a capacity-building plan will be provided in early 2025.
Indicator 1.1.2: Number (#) of preliminary job descriptions for the SPR.	0	At least 20 job descriptions for the SPR were produced.	25	Achieved. 25 Job descriptions have been provided, discussed, and validated with the government
Indicator 1.1.3: Percentage of TERI	0	30%	In progress	Upon the approval of the

Results Indicators	Baseline	Targets	Results Achieved	Comments
program beneficiaries integrating the new SPR.				SPR creation decree
Output 1.2: Supporting the promotion of disaster risk culture and enhancing preparedness by providing in-depth training of national and sub-national DRM stakeholders	0 training provided	Disaster risk culture promoted, including EWS amongst CSOs, academia, and sub-national governments.	Four of which two were achieved in 2024	Two EWS conferences were organized in November 2023 and May 2024, along with a study tour to promote a better understanding of disaster risk culture
Indicator 1.2.1: Number (#) of events on DRR/DRM organized with CSOs, sub-national stakeholders, and academia.	0	At least three events on DRR/DRM organized	Four of which two were achieved in 2024	Achieved. Two EWS Conferences were organized to promote, enhance an understanding of this role, and enhance the knowledge of subnational officials and CSOs. Two workshops were organized (the first in December 2023 and the second in November 2024) for the steering committee of Pilar IV to discuss the DRM platform creation and its role in the DRM system in Tunisia
Indicator 1.2.2: Number (#) of national and sub-national senior civil servants trained in disaster and	0	At least 10 national and sub-national senior civil servants are trained in DRM,	60	Achieved. More than 60 people representing national and sub-national senior

Results Indicators	Baseline	Targets	Results Achieved	Comments
climate governance, EWS, and nature-based solutions (NBS).		climate governance, EWS, and NBS.		civil servants participated in two conferences.
Indicator 1.2.3: Senior civil servants trained to lead the missions of the SPR.	Number (#) of EWS working group meetings/w orkshops organized.	At least three EWS meetings were held.	1 (2023) 4 (in 2024)	Achieved. Two conferences, two EWS committee meetings, and multiple EWS Steering Committee meetings were held.
<i>Outcome 2: Modernizing national Hydromet services and Early Warning Systems</i>				
Output 2.1: Supporting the improvement of numerical weather prediction (NWP) capabilities and capacities at the National Institute of Meteorology (INM)	No NWP capacity improvement within the INM	Improved capabilities and capacities in NWP at the INM.	In progress	To ensure the improvement of the INM NWP systems, ToRs were drafted, and negotiations will be launched with the WMO.
Indicator 2.1.1: Number (#) of staff participating in training events (50% of which women)	0 staff participation	At least two staff (of which one woman) participated in a training event.	In progress	A NWP training session for the INM team is planned, and possible topics and a session at the European Center for Medium-Range Weather Forecasts (ECMWF) have been identified.
Indicator 2.1.2: NWP/EPS accessed and used	No	Yes	In progress	Possible training at the ECMWF has been planned in the next TA with the WMO

Results Indicators	Baseline	Targets	Results Achieved	Comments
Indicator 2.1.3: R&D activities in numerical weather prediction (NWP) implemented.	No activities	At least one R&D activity implemented in NWP	In progress	NWP activities to be developed. A consultant hired to assist the radar project team has organized a training session on radar technologies for the INM staff.
Output 2.2: Training and scholarships for meteorologists and hydro-climatologists on observations, modeling, and forecasting	0 training and scholarship s provided	Training and scholarships provided		
Indicator 2.2.1: Number (#) of students and young professionals certified in Hydromet aspects.	0 student and young professional with accredited certified training in Hydromet	At least 10 students and young professionals with accredited training in Hydromet aspects. (Dec 2024)	Not achieved	Awaiting the INM final decision on the nature of the academic courses and the selected higher institutes
Indicator 2.2.2: Number (#) of thesis on a Hydromet subject initiated in partnership between INM-academia and MARHP-academia.	0 student presenting a thesis on a Hydromet-related subject.	At least one (1) thesis on Hydromet initiated in partnership with INM-academia or MARHP-academia.	Not started	Discussions will be initiated in 2025 with the INM and the Ministry of Agriculture, Water Resources, and Fisheries (MARHP) to explore ways and topics for a Hydromet-related thesis.

F. Financial Reporting

Grant Name: Strengthening Climate and Disaster Resilience in Tunisia (TF0C1075)		
Grant Agreement Date: March 16, 20233	Grant closing date: December 31, 2025	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	0,00	1.137.500,00
Commitments	-	468.308,80
Total Disbursements	302.067,54	412.847,09
Ratio % (Com. + Disb. / Allocated)	-	77,46%
Unspent Balance at the End of Reporting Period <i>(Allocated Funds - Total Disbursements)</i>	-	724.652,91
Available Budget at the End of Reporting Period <i>(Unspent Balance - Commitments)</i>	-	256.344,11

6.1.1.2 Pillar 2 – Restoring an Environment Conducive to Sustainable Economic Growth and Private Sector-led Job Creation

Component 2.1: Improved Business Environment for Trade, Investment, and Entrepreneurship

Grant Name	TA to Accelerate the Development of Renewable Energy in Tunisia (TF0B9544)
Task Team Leader	Amira Klibi, Safia Hachicha
Budget	268,493 USD
A. Grant Objectives and Activity Summary	
The objective of this project is to support the GoT in designing appropriate policies, regulations, and mechanisms to promote private investment in Renewable Energy (RE), contributing to the national target of 30% RE in the energy mix for electricity generation capacity by 2030 through two national regulatory schemes: an “authorization” scheme (solar projects of less than 10 Megawatts and wind projects of less than 30 MW) and a “self-generation” one (industrial producers generating energy for their own needs). Although Tunisia has ambitious renewable energy targets as part of its Nationally Determined Contribution (NDC) to attract private investment, particularly for small—and medium-scale projects in the local market, progress has been limited. Under the self-generation scheme, only 5MW have been installed compared to the target of 130MW. Under the authorization scheme, only five out of 42 authorized solar photovoltaic projects succeeded in obtaining financing from local banks. This project will help remove barriers to developing these projects, helping Tunisia reduce its energy dependence, lower the cost of electricity, improve environmental sustainability, and mitigate climate change. The project will accelerate the achievement of the objectives of the Tunisian Solar Plan, which represents 75% of Tunisia's commitments in terms of reducing greenhouse gas emissions. The Ministry of Energy is the direct beneficiary and counterpart. Final beneficiaries include private developers with a more conducive environment to invest in renewable energy projects, Tunisian industries, and consumers who will benefit from clean and green electricity at a lower cost. The project is structured around three components: <i>1) Improvement of Selection Criteria and Development of Online Tools to Support RE Investors in the Preparation of Bids and Risk Evaluation of their Offers.</i> The objective is to assist the GoT in accelerating the deployment of solar projects under the authorization regime. The component includes (i) a detailed assessment of the existing procedure manual for solar projects under the authorization regime and recommendations to improve the selection criteria for bidders; and (ii) an online IT tool to guide investors in solar projects under the authorization regime in preparing their bids and assessing the risks and economic viability of their projects before bidding. <i>2) Strengthening the Capacity of Professional Bank Associations to Improve the Financing of RE Projects.</i> The objective is to set up a capacity-building program for local banks by sharing best practices for RE project funding through training sessions and providing tools to evaluate projects. A ToT	

will be held, targeting representatives of the *Conseil Bancaire et Financier* (CBF, (the Association of Banking Professionals) and the main local banks and financial institutions, who will, in turn, provide training to other representatives, guaranteeing the training program's sustainability.

3) Green Bonds

The objective is to identify a roadmap and next steps for the establishment of a green bond instrument in Tunisia by referring to international best practices while also taking into consideration the specificities of the local financial and economic context. Authorities have expressed their interest in looking into such an instrument to: (i) tap into an additional pool of funds dedicated to green investments, (ii) diversify sources of funding away from banks to include capital markets, and (iii) access financing which is longer-term than bank loans.

Components 1 and 2 were successfully completed in 2023. This report provides an update on Component 3, which was completed in 2024.

B. Implementation Progress and Output Reporting

Activity highlights / key achievements over the reporting period	Component 3: Green Bonds Over the reporting period, substantial progress was made in establishing a Green Bond Framework for Tunisia. Key activities and achievements include: • Validation of Foundational Deliverables: ○ “Supply and Demand Analysis” provided a detailed understanding of Tunisia's green investment landscape, identifying critical gaps and opportunities for market readiness. ○ “Analysis of National and Sectoral Strategies for Green Investments” aligned green bond efforts with Tunisia's renewable energy and climate objectives. ○ “Definition of Strategic Directions for Green Investments” created a clear roadmap for prioritizing green finance initiatives. • Stakeholder Engagement and Workshop Outcomes: ○ A high-profile workshop, held at the Tunis Stock Exchange (BVMT) on March 4, 2024, brought together key stakeholders from public and private sectors, as well as international partners (AfDB, EU, USAID, etc.), including the World Bank and the British Embassy in Tunis. This event served as a platform to disseminate findings, engage participants, and foster dialogue on Tunisia's prerequisites and opportunities for issuing green bonds. ○ The workshop featured contributions from senior representatives from key stakeholders, emphasizing the strategic importance of green bonds in achieving Tunisia's 2030 renewable energy targets. ○ Key recommendations that emerged from the workshop included: - Strengthening political backing and governance to ensure successful green finance implementation.
--	---

	- Engaging the banking sector to enhance the integration and capacity-building in Environmental, Social, and Governance (ESG). - Exploring cost-sharing mechanisms and guarantee schemes to mitigate risks and incentivize participation. - o Establishing a robust regulatory framework for green certifications, carbon accounting, and blended finance solutions. • Development of the Green Bond Framework: The workshop highlighted the completion of the Green Bond Framework as a foundational step to guide the Deposits and Consignment Fund (CDC) future issuance in alignment with Tunisia's energy transition goals and sustainable economic priorities.
Risks and Challenges	Identifying a mature pipeline of green projects was challenging due to the topic's novelty and the absence of a national taxonomy.
Looking Ahead/ Plans for Next Period	Should the CDC decision bodies decide to proceed with the bond issuance, assistance with the second opinion and the fundraising strategy will be required.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
This grant was closed out in May 2024 the remaining balance of 2,720.29 USD has been reflowed to the Trustee Account.	
D. Lessons Learned over Reporting Period	
- o There is a need for increased cross-government collaboration on green transition. Several initiatives are ongoing but are siloed with no overarching strategy. - o There is a lack of awareness, especially among SMEs, of climate risks to their businesses and of available instruments and financing to assist them.	

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
Indicator 1: Improved selection of qualified bidders.	Weak financial and technical capacity of bidders.	Adopting a new procedure manual for the next call for authorization regime RE projects tenders.	Achieved. The RE technical committee has approved the procedure manual	Activity completed

Indicator 2: Bidders are better prepared for the tender process	Bidders are insufficiently aware of the project risks.	The bidders will utilize tools in the next call for tenders of RE projects under the authorization regime.	A financial model was prepared.	Activity completed
Indicator 3: Banks use the risk and asset management tool to evaluate renewable energy projects.	0	Banks will use the risk management tool in their project evaluation.	Banks are trained and actively use the risk and asset management tool to assess renewable energy projects	Activity completed
Indicator 4: Completion of a roadmap for the establishment of a green bond instrument in Tunisia	No roadmap exists to outline the issuance of a green bond instrument	A roadmap has been drafted and accepted by the CDC for the issuance of green bonds in Tunisia	A roadmap has been drafted and presented to the CDC for the issuance of green bonds in Tunisia	Activity completed
Indicator 5: CDC capacity improvement	0 climate policy report exists	The CDC publishes a climate policy report	Achieved. CDC has an impact policy for the time being. Climate policy is scheduled to be completed by 2024	Activity completed

F. Financial Reporting

Grant Name: Short Term Technical Assistance to Accelerate the Development of Renewable Energy in Tunisia (TF0B9544)		
Grant Agreement Date: September 9, 2022	Grant closing date: May 31, 2024	Status: Legally Closed
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	-2.720,29	265.772,47
Commitments	-	0,00
Total Disbursements	98.176,95	265.772,47
Ratio % (Com. + Disb. / Allocated)	-	100,00%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	0,00
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	0,00

Component 2.2: Modernized Financial Sector for Increased Access to Finance

Grant Name	Improving Disaster Risk Finance in Tunisia (TF0C1647)
Task Team Leader	Miha Andrianaivo
Budget	1,147,125 USD
A. Grant Objectives and Activity Summary	
This project aims to strengthen Disaster Risk Financing (DRF) in Tunisia and improve the financial protection of targeted populations and assets against disasters and climate change-induced events. The project supports the GoT in enhancing public risk financing mechanisms against disasters and leveraging the private sector by fostering the development of insurance against natural disasters. Based on this dual approach, the state response complemented by private capital mobilization, the project's activities include the following: (i) Development of a national strategy for DRF (ii) Implementation of a Public Finance Mechanism (iii) Creation of an actuarial model (iv) Preparation of the legal and regulatory framework of natural disaster insurance (v) Set up a compensation register and a claims and compensation management system The project will provide the tools, financial modeling instruments, and capacity building required for implementing the Disaster Risk Financing and Insurance (DRFI) strategy. This will allow a more cost-efficient mix of financial instruments, usually combining reserves for low-severity scenarios, risk transfer, and private funding mechanisms, to respond to disasters and account for the frequency and severity of the underlying risk. These activities are expected to improve the financial resilience of the state, businesses, and populations against disasters and climate-related events in Tunisia, reducing the fiscal burden and ensuring that financial support reaches targeted beneficiaries rapidly and at the cheapest cost when disasters strike. The project will allow the private insurance sector to develop new disaster insurance products. At the same time, public financial instruments would ensure the inclusion of those who cannot afford private insurance coverage. These actions will rely on developing data management systems to inform decision-making. The project will also positively impact social inclusion, especially for Small and Medium Enterprises (SMEs) and low-income households, through comprehensive coverage of vulnerable and marginalized populations. Activity 1- Disaster Risk Finance and Insurance Against Disasters and Climate-related Shocks • Component 1: Supporting the development of the National Strategy for DRFI. • Component 2: Supporting the implementation of the Public Finance Mechanism. • Component 3: Supporting the development and finalization of an actuarial model and preparing the legal and regulatory framework for natural disaster insurance. Activity 2 - Developing Inclusive Mechanisms and Rapid Compensation Processes for Financial Protection against Disasters and Climate-related Shocks. • Component 1: Support the development and implementation of a compensation register and a claims and compensation management system.	

- Component 2: Support communication, awareness, and monitoring campaign design.

Activity 3 - Capacity Building Programs, Outreach, and Training Sessions

- Component 1: Develop a capacity-building program based on the needs of key stakeholders.
- Component 2: Deliver a capacity-building program of training, webinars/e-learnings, benchmark presentations, knowledge exchanges, workshops, guidance notes, and/or analytical tools.

B. Implementation Progress and Output Reporting

Activity highlights /
key achievements
over the reporting
period

Activity 1- Disaster risk finance and insurance against disasters and climate-related shocks

(i) Component 1: Development of a national strategy for disaster risk finance and insurance (DRFI).

- The National Roadmap for Disaster Risk Financing was finalized and adopted by an interministerial Council (CIPS: *Comité ministériel pour le pilotage stratégique du Programme intégré de résilience face aux catastrophes naturelles*) chaired by the Ministry of Finance, on July 30, 2024, with the Ministry of Equipment, Housing and Transport, Ministry of Agriculture, Ministry of Environment, CEO of National Meteorology, the President of the Insurance Supervisory Authority/Regulator (CGA), etc. Following the formal adoption of the DRF roadmap, the Ministry of Finance has begun drafting the National Strategy with the aid of the World Bank's expertise and support. The strategy is expected to be adopted by Q3 2025.

(ii) Component 2: Supporting the implementation of the Public Finance Mechanism.

- Two high-level scenarios have been defined with pros and cons for designing the Public Mechanism to support the climate shock-vulnerable populations (Cash transfers post-shock or subsidized Nat Cat insurance premiums). The two scenarios are under technical discussion, and work will be conducted to define the "vulnerable populations" to be targeted.
- The program will leverage the work already done by the Ministry of Social Affairs (Amen Social program) to maximize the efficiency of the Public Finance Mechanism. The creation of the Public Finance Mechanism will now be formally proposed for adoption in October 2025 with the 2026 Budget Law.

(iii) Component 3: Supporting the development and finalization of an actuarial model

- The selection of a consulting firm was finalized on April 30th, and the project for developing an actuarial model was launched. The model's scenarios and tools features have

	been validated, and input data prepared (November 2024). The tool and models are currently under development, and the first modeling outputs are set to be delivered in early 2025. The tool will inform the sustainable development of the Nat Cat insurance market. - Review and continue discussions on Nat Cat amendment provisions in the insurance code. Activity 2- Developing inclusive mechanisms and rapid compensation processes for financial protection against disasters and climate-related shocks • The specific activities of Activity 2 are scheduled for 2026, as they can only begin once the DRF roadmap and DRF strategy have been adopted. Activity 3 - Capacity building programs, outreach, and training sessions • The capacity-building plan was validated for implementation in 2024-2025. It includes e-learning, workshops for exchanging knowledge and international best practices, a DRF learning week and seminars with certifying courses, a study tour, participation in an executive education program for staff of the MoF and CGA, and an international DRF conference. The 17 members of the DRF working group have attended training courses on the fundamentals of disaster risk financing. • As part of the capacity training, a DRF learning week took place from 24 to 30 May in Tunis – the first of its kind. It was organized for, and with the Tunisian MoF and the insurance authority and regulator, CGA, covering three main objectives. The week started with a general conference opened by the Chief of Staff of the MoF, attended by about 100 stakeholders from the public and private sectors. It was then followed by 4 days of technical and certifying training on Natural Disaster insurance with SwissRe, and Nat Cat Risk modeling with Guy Carpenter for 30 representatives for Tunisia. • A series of knowledge-sharing workshops was launched in 2024 with foreign jurisdictions and international best practices to benefit from feedback on DRF strategies and financial instruments. Three workshops have been conducted so far, with Türkiye on April 18, New Zealand on May 13, 2024, and France on July 17. A fourth workshop is currently under planning with Morocco.
Risks and Challenges	The main challenges are the preparation and timely adoption of the National DRF Strategy in 2025 and the creation of the Public Finance Mechanism, which is now planned for October 2025 due to the mandatory deadline to complete this process before the adoption of the Budget Law 2026.

	Given the risks covered in the DRF in Tunisia, and the need for data to help target vulnerable populations supported by the Public Finance Mechanism (Ministry of Agriculture, Ministry of Social Affairs, Statistical Departments, etc.), the lack of capacity and coordination with multiple entities would require a significant amount of time to finalize the DRF strategy and the Public Finance Mechanism set up. To mitigate this, the capacity-building program is implemented in parallel and significant tailored support is provided to the multi-stakeholder working group (pillar 3) for DRF in Tunisia.
Looking Ahead/ Plans for Next Period	Activity 1- Disaster risk finance and insurance against disasters and climate-related shocks <i>Component 1; Development of national strategy for disaster risk finance and insurance (DRFI).</i> - Support the finalization of the National DRF Strategy and its adoption by the Interministerial Council. <i>Component 2: Support the implementation of the Public Finance Mechanism.</i> - Support in drafting the text creating the public mechanism in the draft Budget Law 2026. <i>Component 3: Support the development and finalization of an actuarial model and preparation of the legal and regulatory framework for natural disaster insurance.</i> - Finalize the development of the actuarial model and tool. - Dissemination of the results of the actuarial model to the insurance sector. - Support the finalization of the Nat Cat regulatory text. Activity 2- Developing inclusive mechanisms and rapid compensation processes for financial protection against disasters and climate-related shocks The first specific results for Activity 2 are forecast for 2026. The next steps are supporting and implementing a compensation register, a claims and compensation management system, and communication and awareness campaigns. Activity 3 - Capacity building programs, outreach, and training sessions Continue delivering the capacity-building program, including for example: - Prepare a study tour (TBC in 2025). - Conduct a best practices exchange workshop with Morocco.

C. Changes to Grant Activity (budget, activities, timeline, etc.)
None to report.
D. Lessons Learned over Reporting Period
The development of a DRF Strategy requires good knowledge of potential approaches and options and should be informed by a sound understanding of risk and priorities. Training sessions showcasing international experiences and examples clarify different potential approaches and support discussions on the strategy's development. The development of an actuarial modeling tool requires a clear definition of users' needs, a definition of Nat Cat product options and scenarios (limits, deductibles, etc...), and quality data at entry. The actuarial model will inform the insurance sector about the Nat Cat strategy (products and instruments: pool, reinsurance, etc...). The tool will be less informative for the Public Finance Mechanism since a targeted vulnerable population database was not available to be shared as input data for the tool in November 2024. Vulnerable target populations need to be defined, and the Ministry of Finance will coordinate with the Ministry of Social Affairs based on the Amen Social database. This will be provided to the modeling firm to help at least estimate the total budget needed to design the public mechanism.

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
<i>Outcome 1: Strengthened financial protection with the implementation of a sovereign DRF Strategy</i>				
Output 1.1: Development of a national DRFI strategy.	No national strategy	Strategy developed	In progress. The Council of Ministers adopted the initial Roadmap for DRF in July 2024. The national roadmap defines the strategic orientations and scope of the National DRFI Strategy	The national DRFI strategy is now planned for finalization and adoption in Q3 2025. The Council of Ministers adopted the DRFI Roadmap in July 2024.
Output 1.2: Implementation of public finance mechanism	No public finance mechanism	Public finance mechanism is adopted	Strategic orientations have been adopted based on two selected scenarios: cash transfers or	The national DRFI strategy will inform the mechanism. Accordingly, the Public Finance Mechanism will be

Results Indicators	Baseline	Targets	Results Achieved	Comments
			subsidized insurance. The cash transfer option was selected.	adopted with the 2026 Budget Law (the draft will be ready in October 2025).
<i>Outcome 2: Improved understanding of disaster risk and developing an actuarial model allowing the increase of the coverage of Nat Cat insurance.</i>				
Output 2.1: Development of an actuarial model	No model	Model developed	Options and scenarios have been defined, and entry data has been provided by the Government. The model can start running, and the actuarial model can be finalized	Planned delivery in Q1 2025.
Output 2.2: A draft legal framework for mainstreaming private disaster insurance	No framework	Framework developed	Strategic orientation has been set for a 2-step legal framework with a 5-year mandatory Nat Cat extension for existing damage contracts for individuals and businesses, and beyond this phase, the extension of the insurance obligation to all individuals and businesses.	Planned for 2025
<i>Outcome 3: More inclusive mechanisms and rapid compensation processes for financial protection against disasters and climate-related shocks.</i>				
Output 3.1: Implementation of a compensation	Please add a baseline. Suggested			Planned for 2026

Results Indicators	Baseline	Targets	Results Achieved	Comments
register and a claims and compensation management system	baseline: No compensation register and compensation management system			
Output 3.2: Targeted communication campaigns (public and sectoral)	No campaigns	2 campaigns: (i) one communication campaign-dedicated to the public at large and (ii) one campaign targeting insurance professionals and insurance policyholders		Planned for 2026
<i>Outcome 4: Improved capacity for financial protection against disasters and climate-related shocks</i>				
Output 4.1: Capacity-building program	0 training and workshops delivered	8	Four workshops, including a learning week and two certifying training sessions, were delivered in 2024. Regular participation of the working group in webinars on agricultural insurance and on fundamentals and key elements of disaster risk finance.	A general DRF workshop was held in May, and three international best practices workshops with international jurisdictions (Türkiye, NZ, France). Two certifying training sessions in May with Swiss Re and Guy Carpenter.

F. Financial Reporting

Grant Name: Improving Disaster Risk Finance in Tunisia (TF0C1647)		
Grant Agreement Date: May 26, 2023	Grant closing date: June 30, 2026	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	0,00	1.147.125,00
Commitments	-	243.099,77
Total Disbursements	332.099,91	377.574,09
Ratio % (Com. + Disb. / Allocated)	-	54,11%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	769.550,91
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	526.451,14

6.1.1.3 Pillar 3 – Enhancing Services to Citizens for Social, Economic, and Regional Inclusion

Component 3.2: Expanded and Better Targeted Social Programs

Grant Name	Support to Social Protection Program – Implementation Phase 1 (TF0C1183)
Task Team Leader	Aziz Ben Ghachem and Mahdi Barouni
Budget	946,598.25 USD
A. Grant Objectives and Activity Summary	
The World Bank (WB) is providing multi-year support to the Ministry of Social Affairs (MoSA) through several interventions to strengthen the country's flagship social protection program, the AMEN Social Program, which covers over 800,000 households. The Social Protection Legal Aid (SPLA) Project is directly linked to the World Bank's 700 USD million financing loan agreement to extend and improve the AMEN Program, supporting but also extending the lending project's results. The objective of the SPLA project is to support the GoT in reinforcing access to legal aid and social services for poor and vulnerable households, groups, and individuals in Tunisia through a dual approach: (i) strengthening legal aid mechanisms; and (ii) implementing an integrated social delivery system. It is implemented in partnership with the United Nations Development Program (UNDP) as part of well-coordinated and substantial international support for more efficient social services and inclusive programs in the country. After the successful completion of its inception phase in 2022, the first implementation phase of the SPLA Project was initiated in January 2023, and it aims to contribute to the following long-term outcomes: (i) improvements to the integrated social protection delivery system, including legal aid services; (ii) increased demand for legal aid services through the assertion of the legal rights of the most vulnerable as well as the provision of higher quality legal aid services, generating increased access to social protection; and (iii) reinforcement of the GoT's capacity to implement adopted and sustainable solutions. This grant is implemented with grant TF0C5081 "SPLA Phase 2".	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	1) <i>Supporting organizational and information systems</i> The identification process of AMEN Social Program applicants and beneficiaries is enhanced: identity verification is streamlined using the National Civil Registry ("Madania"). In partnership with the CRES and the CNI, the MoSA succeeded in updating records of individuals registered in the AMEN Social registry, ensuring better data accuracy and enhanced identification of AMEN Social Program beneficiaries. The selection process of AMEN Social Program beneficiaries is enhanced: recent achievements include the application of eligibility criteria using automated checks (automated cross-data exchange processes with key administrative databases) and targeting mechanism calculation

	implemented within the AMEN information system. These improvements increased target performance by 27% among the 367,550 permanent cash transfer beneficiaries, ensuring social services reach the most vulnerable efficiently. • Recruitment of a consulting firm (AMOA) to help the MoSA assess and evaluate social services to be integrated within a case management system (social integration and defense, social assistance, and legal services). Selected in July 2024, the firm conducted two “As-Is” analyses of social services provided in the social integration and protection sector and for disabled people, following the life-event approach and focusing on two life events: “I am disabled / I have a disabled family member” and “I am a person at risk and without family support”¹⁰. Results were presented and discussed during a workshop organized in Fall 2024, attended by MoSA staff at central and regional levels. The “As-Is” analysis of the third life event, “I need legal/judicial assistance,” is underway by the UNDP. 2) Improving working conditions of social workers and legal aid providers • Developed the first version of a catalog of integrated social services listing more than 120 social services delivered through cross-sector referral mechanisms. • Conducted a comprehensive organizational assessment to identify the training modules and topics required for social workers. Conducted through an online survey, with a response rate of 90% by social workers¹¹ this assessment is crucial for developing a training curriculum to enhance social workers' implementation capacities. • A comprehensive assessment of the IT hardware, tools, and equipment required by the MoSA local and regional units to support the adopted solutions, which will be procured through a Recipient-Executed TF (1.8 M USD). 3) <i>Improving communication and information to vulnerable populations about their legal and social rights and access to integrated services</i> • Conducted an assessment to identify the specific needs of the communication team for procurement, including (i) the identification of communication equipment to be procured (ex., smart TVs to be set up in lobbies of administration offices to disseminate messages) (ii) the recruitment of firms/experts to support the MoSA to produce communication content targeted at vulnerable populations including disability-friendly content.
--	--

¹⁰ Supported by a Social Defense and Integration center

¹¹ 990 social workers at local and regional levels

	4) <i>Providing knowledge and sharing and capacity-building activities</i> • Training of trainers (ToT) capacity-building workshops were held in February 2024 in Nabeul. These workshops were followed by training provided by trainers at the regional level (knowledge transfer). • A workshop was held on 31st May on the digitization of AMEN program payments (G2P). 5) <i>Coordination and project management</i> • Finalization of surveys with AMEN program beneficiaries (quantitative surveys with 1,900 beneficiaries and qualitative surveys through face-to-face interviews) to examine the supply chain for case management from the beneficiary/applicant perspective and build up missing baseline indicators, mainly at the level of long-term effects 1 and 2. • Finalization of surveys with social workers (quantitative with 990 social workers through an online survey and qualitative through focus groups) for an in-depth investigation of the supply chain for case management and the current provision of integrated social services, including legal aid. • Support preparation and publication of financial audit reports. • Support preparation of M&E reports.
Risks and Challenges	Challenges encountered: • Limited capacity within MoSA Delivery Unit to implement certain activities, particularly those related to enhancing the information system, resulting in slower-than-expected progress. • Evolving political context: The Minister of Social Affairs was replaced twice in 2024, which affected decision-making processes related to the project. • Frequent organizational and leadership changes within the ministry, including at the CGPS level and in key departments (procurement, financial, communication, ...), have delayed critical activities such as procurement and communication, which were expected to begin in 2024 but remain pending. • Lack of data in recent INS consumption surveys: The INS has not yet shared disaggregated data by governorate from the 2021 and 2023 consumption surveys, delaying activities related to improving the current targeting model based on the recent INS consumption survey. Identified risks: • Limited capacity within the MoSA Delivery Unit to implement procurement activities, such as an implementing agency for RETF remains a significant challenge. The team is exploring alternative scenarios with the MoSA to identify potential implementing agencies that could assist the MoSA in effectively managing and executing

	these activities. In addition, to mitigate this risk, the project aims to overcome the limited capacity of the project implementation unit by reinforcing and supporting the General Department of Social Promotion (DGPS). • Delays in filling vacant positions at a high level within the MoSA (especially the head of CGPS and head of procurement) could delay project implementation. • Key stakeholders were often not available to provide timely input and feedback, this could lead to delays in the firm's mission progress, leading to slow the transfer of knowledge between stakeholders and the firm.
Looking Ahead/ Plans for Next Period	Going forward, the SPLA project will continue to be supported by this grant TF0C1183 "SPLA Phase 1" and the TF0C5081 grant "SPLA Phase 2", launched in 2024, along with a new grant to be established for the third phase. This grant (TF0C1183) will continue supporting organizational and information systems under Component 1, the main activities being conducted by the recruited firm to support the MoSA in designing the new system. This firm will deliver the "To-Be" of life events and the architecture and technical specifications of the new integrated information system. AMOA, the consulting firm selected, will support the MoSA in recruiting an IT development company (MOE) and supervising its deliverables.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
The grant amount increased by 21,000 USD in 2024, bringing the total to 946,598.25 USD.	
D. Lessons Learned over the Reporting Period	
Multiple ongoing initiatives are working on improving the AMEN Social Program. Therefore, it is essential to coordinate with other partners supporting the program and strengthen the MoSA's project coordination capacity. The MoSA faces challenges in delivering expected activities due to limited resources at both central and local levels.	

E. Results Achieved over Reporting Period

These indicators are outcome indicators jointly defined with the UNDP for the SPLA project. Note that the indicators mentioned in the TERI 2023 progress report are output indicators related to SPLA 1 activities validated by the TERI technical committee, whose progress has been detailed above in section “B. Implementation Progress and Output Reporting”.

Results indicators	Baseline	Targets	Results Achieved	Comments
Component 1: Supporting organizational and information systems				
Indicator 1: Coverage of the poorest quintile by a permanent cash transfer (%)	30% (2022)	45%	41% (Jan. 2024) 45.11% (October 2024)	Significant progress was made in 2024 to enhance the permanent cash transfer's targeting of the poorest quintile. The target was achieved in September 2024.
Indicator 2: # of the registered population eligible for the AMEN Social program correctly identified (with the unique social identifier) and enrolled in the registry with accurate data on life conditions (disaggregated by gender)	621 494 (Jan. 23)	700,000 (+12%)	689,277 (+10%)	Increased the number of correctly identified registered populations (with the unique social identifier) and enrolled in the registry with accurate data on life conditions (social surveys completed) by 10%
Indicator 3: # of events organized	0 (2022)	16	12: 8 (2023) + 4 (2024)	2 training/capacity building workshops organized in February 2024 1 event organized on digitizing payments 1 workshop to discuss the As-Is analyses of two key life events (EDVs)
Indicator 4: # of social workers who participated in the workshops and webinars	0 (2022)	250	208 (2023) 64 (2024)	The two training/capacity-building workshops organized in February 2024 were ToTs (Training of Trainers), followed by training provided by the trainers at the regional level.
Indicator 5: % of social workers trained to handle the different delivery chain activities (outreach, intake and registration,	0 (2022)	70%	60% (2023)	The latest results were collected in February 2024 through an online survey

Results indicators	Baseline	Targets	Results Achieved	Comments
provision of integrated social services, beneficiaries' compliance, updating and grievances, etc.);			61% (as of February 2024)	
Indicator 6: # of trainees reporting having increased their knowledge about legal orientation	0	70%	92%	This indicator is reported by the UNDP, which organized regional workshops for 1,270 participants. One of the main objectives of these workshops was to increase knowledge regarding legal and judicial aid mechanisms.
Indicator 7: # of new training modules/ E-learning (case management, performance measurement of delivery systems, digitization, etc.)	0	2	2	2 new training modules were developed (e-content) and published on the MoSA drive Module 1: Registration and recertification processes using IS Module 2: Legal aid mechanisms developed by the UNDP
Component 2: Improving working conditions of social workers and legal aid providers				
Indicator 8: Organization of the first Open Innovation Event	No	Yes	No	Concept Note of the first Open Innovation Event drafted and should be validated by the MoSA in 2025
Component 3: Improving communication and information to vulnerable populations about their legal and social rights and access to integrated services				
Indicator 9: National communication strategy and its implementation action plan developed and validated by the MoSA	No	Yes	No	The ToRs to recruit a communication agency drafted and should be validated by the MoSA in 2025
Indicator 10: ToRs to recruit a communication agency to implement awareness campaigns	No	Yes	No	In progress.

Results indicators	Baseline	Targets	Results Achieved	Comments
drafted and validated by the MoSA				
Component 4: Providing knowledge-sharing and capacity-building activities				
Indicator 11: Number of study tours	0 (2022)	2	1 (2023)	A second study tour is planned in 2024
Indicator 12: # of conferences/round tables about international cooperation on legal aid and social services organized	0 (2022)	3	2 (2024)	Participation of the MoSA in two international conferences in 2024: - Adaptive Social Protection, Rome - May 2024 - Pensions, Barcelona - September 2024

F. Financial Reporting

Grant Name: SPLA Project - Implementation Phase 1 (TF0C1183)		
Grant Agreement Date: March 30, 2023	Grant closing date: March 30, 2026	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	21.000,00	946.598,25
Commitments	-	309.144,69
Total Disbursements	265.969,25	629.861,92
Ratio % (Com. + Disb. / Allocated)	-	99,20%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	316.736,33
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	7.591,64

Grant Name	Social Protection Legal Aid (SPLA) Project – Implementation Phase 2 (TF0C5081)
Task Team Leader	Aziz Ben Ghachem
Budget	441,383 USD
A. Grant Objectives and Activity Summary	
The World Bank (WB) is actively involved, through several interventions, in supporting the Ministry of Social Affairs (MoSA) in strengthening the national social safety program (“AMEN Social”), which serves over 900,000 households. The Social Protection Legal Aid (SPLA) Project is directly linked to the 700 USD million AMEN Social operation, as it supports but also extends the lending project results. The objective of the SPLA Project is to support the GoT in strengthening access to legal aid and social services for poor and vulnerable households, groups, and individuals in Tunisia through a dual approach: (i) strengthening legal aid mechanisms and (ii) implementing an integrated social services delivery system. The project is implemented in partnership with the UNDP, as part of a well-coordinated and substantial international support mobilized for more efficient social services and inclusive programs. After the successful completion of the inception phase in 2022 and significant advances in the first implementation phase, this second phase continues supporting the implementation of the SPLA Project and will contribute to its long-term outcomes: (i) improvement to the integrated social protection delivery system, including legal aid services; (ii) increased demand for legal aid services through the assertion of the legal rights of the most vulnerable as well as the provision of higher quality legal aid services, generating increased access to social protection and (iii) state capacity to implement adopted solutions and support sustainability is reinforced. This grant is implemented in conjunction with grant TF0C1183 “SPLA Phase 1”.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	1) <i>Supporting organizational and information systems</i> • Prepare a comprehensive report assessing the accuracy and effectiveness of the identification and selection process (March 2024). • Assessment of the impact of the new circular issued by the MoSA in April 2024, which introduced new identification criteria. This evaluation incorporates simulations conducted in close collaboration with the CRES teams. • Support the MoSA to design and implement enhancements to the Information System and social registry: ○ Enhancing the Information System (IS) infrastructure with features such as high availability and DevOps methodologies. ○ Enhancing the accuracy of individual data registered in the Amen social registry using cross-data checks with the civil registry by implementing alerts in case death is detected and enhancing dynamic modifications and deletion of individuals already registered. ○ Integrating cross-data checks with the Ministry of Education, Ministry of Higher Education, National

	Pension and Social Welfare Fund (CNRPS), and Ministry of Finance into the IS to reduce documents to be provided by applicants/beneficiaries and reduce manual work for social workers. • Development of change management content: a comprehensive procedure manual for household recertification, supported by six user guides designed to facilitate change management and ensure effective knowledge transfer to social workers at both regional and local levels. • Two workshops were organized on October 31 and November 1, to discuss the As-Is analyses of two key life events (EDVs), in collaboration with the project management support firm (cabinet d'Assistance à maîtrise d'ouvrage) recruited under the grant (TF0C1183). • Development of a training program aimed at strengthening the capacities of social workers and legal aid providers including training sessions on Gender Based Violence (GBV). 2) <i>Improving working conditions of social workers and legal aid providers</i> • Update of assessment of IT hardware, tools, and equipment conducted under the grant (TF0C1183) needed by MoSA local and regional units to support the adopted solutions: these requirements are budgeted for procurement under RETF (1.8 M USD) • Draft a concept note outlining the required methodology to implement an innovative approach and leverage digital tools for delivering social services and legal aid through the launch of an "open innovation initiative". The concept note will be discussed and validated by the MoSA in early 2025. 3) <i>Improving communication and information to vulnerable populations about their legal and social rights and access to integrated services</i> • ToRs will recruit a firm to support the MoSA in developing a detailed national communication strategy and finalizing its implementation action plan. The procurement process will be launched in early 2025. The communication strategy will define the main communication content and messages specific to each target population/audience, channels to raise awareness, and broadcast media campaigns (TV, radio, social media, and others) as well as a communication plan to be implemented during 2025. 4) <i>Providing and sharing knowledge and capacity-building activities</i> • Capacity-building of the UTIC (Unité de Technologie de l'Information et de Communication) team in September 2024 on new tools and methods to enhance the infrastructure of the Amen information systems and optimize the deployment cycles using
--	--

	DevOps (Development Operations) methods and Continuous Integration and Continuous Deployment (CI/CD) tools. 5) <i>Coordination and project management</i> • Development of communication content, including a (i) Factsheet presenting the AMEN program, a (ii) Project Spotlight story on the WB's website, and (iii) a Blog Feature Story on the WB's website showcasing the impact of the AMEN program supported by key statistics. • Support the MoSA in conducting high-frequency surveys by providing technical assistance to the MoSA and the survey firm (ELKA) for three panel waves in 2024 with the beneficiaries of the AMEN Program for Permanent Cash Transfers and Family Allowances. • Strengthening the Monitoring & Evaluation and Environmental and Social safeguards capacities of the MoSA's delivery unit. • Reconciliation of the financial statements of the stakeholders involved in the cash transfers (MoSA, National Social Security Fund (CNSS), and the Tunisian Post Office) to improve the monitoring of social payments. <u>Note:</u> The RETF has not been approved yet; therefore, its planned activities are currently pending.
Risks and Challenges	Challenges encountered: • Limited capacity within the MoSA delivery unit to implement specific activities, particularly those related to enhancing information systems, resulting in slower-than-expected progress. • Evolving political context: The Minister of Social Affairs was replaced twice in 2024, which affected decision-making processes related to the project. • Frequent organizational and leadership changes within the ministry, including at the CGPS level and in key departments (procurement, financial, communication, ...), have delayed critical activities such as procurement and communication, which were expected to begin in 2024 but remain pending. • Lack of data in recent INS consumption surveys: Disaggregated data by governorates for the 2021 and 2023 consumption surveys have not yet been shared by the INS, which has delayed activities related to improving the current targeting model based on the recent INS consumption survey. Identified risks: • Limited capacity within the MoSA delivery unit to implement procurement activities, such as an implementing agency for the RETF remains a significant challenge. The team is exploring alternative scenarios, in collaboration with the MoSA for identifying potential implementing agencies to assist the MoSA in effectively managing and executing these activities. In addition,

	to mitigate this risk, the project aims to overcome the limited capacity of the project implementation unit by reinforcing and supporting the General Department of Social Promotion (DGPS). • Delays in filling vacant high-level positions within the MoSA (especially the head of CGPS and head of procurement) could delay project implementation.
Looking Ahead/ Plans for Next Period	Going forward, the SPLA project will continue to be supported by the grant TF0C1183, "SPLA Phase 1," and this TF0C5081 grant, "SPLA Phase 2", launched in 2024, along with a new grant to be established for the third phase. Plans for Next Period cover the following main activities: • Launch of the RETF, which aims to strengthen the delivery systems of the AMEN Social Program, provide the required equipment (IT, vehicles, furniture), build institutional capacity, and implement the approved communication strategy. • Evaluate the efficiency of the AMEN Social Delivery Chain (process and organization) from the assessment and registration phase until the payment and management phase using the World Bank's SPARKS framework (Social Protection Assessment Resource Kit for Systems). • Provide the MoSA with the required technical assistance to: (i) Evaluate the existing legal and organizational frameworks of the AMEN Social delivery mechanisms and (ii) provide recommendations and alternative scenarios to optimize the governance of AMEN and strengthen the administrative and financial organization of social development. • Continue supporting the MoSA in enhancing the AMEN Information System and deploying planned system improvements. • Assist the MoSA in recruiting a development firm (financed by the RETF) to implement the necessary improvements, ensuring better integration of social services based on the validated target architecture of the information systems. • Launch technical assistance for the MoSA, and the CRES to improve the quality of data in the AMEN social registry and explore the feasibility of implementing an Error and Fraud detection system. • Provide support to the Information Technology Unit team for developing an e-learning platform. • Conduct training for social workers on the upcoming changes in functional procedures and the information system (including targeting, recertification, cross-checking, ...). • Recruit a firm to support the Ministry's national communication strategy.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
None to report.	

D. Lessons Learned over the Reporting Period
• Ongoing capacity-building of the MoSA at central and regional levels should remain a priority to ensure the effective implementation of the project in particular, and the overall performance and impact of the AMEN program in general. • Flexibility and adaptability in project management can help mitigate frequent organizational shifts within the Ministry and key departments.

E. Results Achieved over Reporting Period

Comment: These indicators are outcome indicators jointly defined with the UNDP for the SPLA project. The indicators mentioned in the 2023 TERI Progress Report are output indicators related to SPLA 1 activities endorsed by the TERI technical committee, whose progress is detailed above in section “B. Implementation Progress and Output Reporting”.

Results indicators	Baseline	Targets	Results Achieved	Comments
Component 1: Supporting organizational and information systems				
Indicator 1: Coverage of the poorest quintile by permanent cash transfer (%)	30% (2022)	45%	41% (Jan. 2024) 45.11% (October 2024)	Significant progress has been made in 2024 to enhance targeting of the poorest quintile by the permanent cash transfer. Target was achieved in September 2024.
Indicator 2: # of the registered population eligible for the AMEN Social program correctly identified (with the unique social identifier) and enrolled in the registry with accurate data on life conditions (disaggregated by gender)	621 494 (Jan. 23)	700,000 (+12%)	689,277 (+10%)	Increased the number of correctly identified registered population (with the unique social identifier) and enrolled in the registry with accurate data on life conditions (social surveys completed) by 10%
Indicator 3: # of events organized	0 (2022)	16	12: 8 (2023) + 4 (2024)	2 training/capacity-building workshops organized in February 2024 1 event organized on digitizing payments 1 workshop to discuss the As-Is analyses of two key life events (EDVs)

Results indicators	Baseline	Targets	Results Achieved	Comments
Indicator 4: # of social workers who attended the workshops and webinars	0 (2022)	250	208 (2023) 64 (2024)	The two training/capacity-building workshops organized in February 2024 were ToTs (Training of Trainers), followed by training provided by the trainers at the regional level.
Indicator 5: % of social workers' staff trained to handle the different delivery chain activities (outreach, intake and registration, provision of integrated social services, beneficiaries' compliance, updating and grievances, etc.);	0 (2022)	70%	60% (2023) 61% (2024)	The latest results were collected through an online survey in February 2024
Indicator 6: # of trainees reporting having increased their knowledge about legal orientation	0	70%	92%	This indicator is reported by the UNDP, which organized 10 regional workshops for 1270 participants based on surveys conducted after each training session. One of the main objectives of these workshops was to increase knowledge regarding legal and judicial aid mechanisms.
Indicator 7: # of new training modules/ E-learning (case management, performance measurement of delivery systems, digitization, etc...)	0	2	2	Two new training modules were developed (e-content) and published on the MoSA drive Module 1: registration and recertification processes using IS Module 2: Legal aid mechanisms developed by the UNDP

Results indicators	Baseline	Targets	Results Achieved	Comments
Component 2: Improving working conditions of social workers and legal aid providers				
Indicator 8: Organization of the first Open Innovation Event	No	Yes	No	Concept Note of the first Open Innovation Event drafted and should be validated by the MoSA in 2025
Component 3: Improving communication and information to vulnerable populations about their legal and social rights and access to integrated services				
Indicator 9: National communication strategy and its implementation action plan developed and validated by the MoSA	No	Yes	No	ToRs to recruit a communication firm drafted and should be validated by MoSA in 2025
Indicator 10: ToRs to recruit a communication firm to implement awareness-raising campaigns drafted and validated by the MoSA	No	Yes	No	
Component 4: Providing knowledge and sharing and capacity-building activities				
Indicator 11: Number of study tours	0 (2022)	2	1 (2023)	
Indicator 12: # of conferences/round tables about international cooperation on legal aid and social services organized	0 (2022)	3	2 (2024)	Participation of the MoSA in 2 international conferences in 2024: - Adaptive Social Protection, Rome - May 2024 - Pensions, Barcelona - September 2024

F. Financial Reporting

Grant Name: SPLA Project Implementation Phase 2 (TF0C5081)		
Grant Agreement Date: June 1, 2024	Grant closing date: March 31, 2026	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	441.383,00	441.383,00
Commitments	-	82.395,33
Total Disbursements	113.972,88	113.972,88
Ratio % (Com. + Disb. / Allocated)	-	44,49%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	327.410,12
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	245.014,79

Grant Name	Robust Statistics and Reliable Socioeconomic Analyses for Effective and Timely Decision-Making (TF0C6014)
Task Team Leader	Aziz Ben Ghachem
Budget	900,000 USD
A. Grant Objectives and Activity Summary	
The Tunisian National Statistical System (SNS) is a leading system in North Africa but requires modernization to be more user-centered, integrated, and efficient for data-driven decisions. The SNS faces governance, data production, regional statistics, and capacity-building challenges for the INS and other key public statistical bodies, notably the CRES. The CRES, a major data producer and consumer, particularly supports Tunisia's social programs, including the AMEN Social program targeting vulnerable households. It coordinates data with the Ministry of Social Affairs, using a “unique social identifier” covering 98% of the population. However, the CRES needs improved data collection and analytical tools to enhance its capacity for policy evaluations, social assistance targeting, pension schemes, and health insurance assessments. This intervention focuses on enhancing the planning and implementation of development measures by producing robust sectoral studies and improving disaggregated statistics. Its primary goal is strengthening Tunisia's capacity to leverage reliable data for equitable socioeconomic development at both national and regional levels. This initiative aims to reduce regional disparities and foster inclusive growth by promoting data-driven decision-making. The intervention is structured around two key objectives: (iii) Supporting the modernization of the INS towards an integrated, efficient, and user-centric statistical system that contributes to effective and timely decision-making, implemented through grant TF0C5588. (iv) Strengthening the capacity of the CRES to produce sectoral data, carry out analyses, and produce studies on social assistance and protection issues, implemented through the grant TF0C6014. Both TF0C5588 and TF0C6014 grants are jointly implemented. Specifically, grant TF0C6014 is structured around three components: (i) Institutional and Organizational Framework Enhanced: Support the CRES in strengthening partnerships with academic institutions to improve its research capabilities in the social sector. This includes evaluating existing partnerships, setting up institutional arrangements, and creating outreach initiatives to form new collaborations. (ii) Strengthened Statistical and Analytical Capacities: Focus on improving the CRES's internal skills in social sector studies through training programs, workshops, and seminars. The component also involves adopting advanced tools, forming expert groups, and developing technological systems to support efficient data production and analysis. (iii) Data Quality and Publications Enhanced: Support the CRES in conducting thorough evaluations of pensions, health insurance, and social protection programs. This includes detailed studies, data collection improvements, report generation, and workshops to share findings and enhance the social sector's data-driven insights.	

B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	<i>Component 1: Institutional and organizational framework enhanced</i> • Five experts will be recruited to collaborate with the CRES on five different studies in partnership with academic institutions. • Kick-off meeting on November 15th, for the academic partnership with the CRES in the presence of experts and CRES researchers. • The elaboration of three partnership agreements between the CRES and three selected research labs, formalizing the collaboration and outlining the roles and responsibilities for the execution of joint studies (expected to be signed in early 2025). <i>Component 2: Statistical and analytical capacities strengthened</i> • Development of ToRs for the recruitment of a firm to support the CRES in enhancing its data collection processes, optimizing and strengthening its data warehouse structure, building capacity in advanced data analysis techniques, and facilitating the production of high-quality socioeconomic evaluations. • Study tour to Barcelona, Spain, with two representatives of the Tunisian delegation to attend the seminar “Shaping the Future: Social Protection and Support Systems for an Aging World” (September 30th to October 1st). <i>Component 3 Data collection, statistics, and quality of publications improved</i> • Develop a methodological note and a work plan for each of the five social studies. Collaboration between experts and the CRES teams officially started, and the 5 social studies are expected to be ready by Q3 2025 (a detailed report + a policy brief for each topic).
Risks and Challenges	• Coordination Challenges: Collaborating with multiple research labs, experts, and administrations within the MoSA, such as social security funds (CNSS and CNRPS) and the National Health Insurance Fund (CNAM), may contribute to coordination issues, leading to delays or inefficiencies in the implementation of the studies. A clear governance framework and regular updates to stakeholders are crucial to overcoming this challenge. • Access to data: Limited or delayed access represents a significant risk to the successful conduct of social studies, as it can hinder the accuracy, comprehensiveness, and timeliness of the analyses, potentially leading to a need to review and adjust the scope of the analysis. • Technological Limitations: The CRES's existing technological infrastructure may not be fully compatible with the advanced data collection and analysis tools required for the project. Addressing these limitations may take more time and resources than initially anticipated. • Policy or Legal Changes: Changes in government policy or legal frameworks, particularly in areas related to social protection, could render some of the social studies obsolete or irrelevant. New policies

	may shift the focus of social programs, leading to delays or requiring reviewing the project's scope. To mitigate this risk, it is important to ensure the study plan is validated by the CRES Board of Directors and periodically reviewed to account for evolving contexts.
Looking Ahead/ Plans for Next Period	• Launch the recruitment process for a consulting firm to support the CRES in enhancing its data collection processes, improving data management, and strengthening analytical capacities to meet the project's objectives. • Draft comprehensive reports for the five selected social studies, including in-depth analysis and findings. Additionally, extract concise and impactful policy briefs based on these reports to inform decision-makers and stakeholders on the study outcomes and recommendations. • Set up the monitoring and evaluation (M&E) framework to track the progress and impact of the technical assistance and implement the agreed governance structures to ensure smooth coordination and implementation of activities outlined in this project. • Organize study tours, workshops, and training sessions.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
None to report.	
D. Lessons Learned over Reporting Period	
• Investing in internal capacity-building, such as training the CRES researchers and staff in advanced data analysis and methodologies, is necessary for sustainable improvements and long-term impact. • Strong governance structures and clear communication among stakeholders are crucial for ensuring transparency and smooth project execution. Determining roles, responsibilities, and processes, along with regular updates, helps maintain alignment and prevent delays. • Establishing formal agreements between stakeholders facilitates smoother collaboration and easier access to data and simplifies coordination efforts.	

E. Results Achieved over Reporting Period

Indicators	Baseline value	Target value	Results Achieved	Comments
Indicator 1: Percentage (%) of DLP participants trained (m/f & regions) attesting to increased knowledge and expertise in producing and using statistics for better evidence-based decision-making.	0	60	81	Survey to collect feedback from participants of the three DLP training sessions conducted in December 2024

Indicators	Baseline value	Target value	Results Achieved	Comments
Indicator 2: Number (#) of public and academic partnerships	3	10	1	1 public partnership was signed with the National Health Insurance Fund (CNAM)
Indicator 3: Operationalization of the scientific council chaired by the CRES	FALSE	TRUE	FALSE	Not yet operational
Indicator 4: Number (#) of socioeconomic analyses/briefs produced and published by the CRES based on official statistics (including jointly produced)	1 socioeconomic analysis produced and published in 2023	3	No analysis published yet	The project was launched in August 2024, and academic partnerships were officially launched in November 2024. Overall, 10 analyses/briefs are expected to be prepared in 2025 (one report and one policy brief per social study)

F. Financial Reporting

Grant Name: Robust Statistics and Reliable Socioeconomic Analyses for Effective and Timely Decision-Making (TF0C6014)		
Grant Agreement Date: August 26, 2024	Grant closing date: February 28, 2026	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	900.000,00	900.000,00
Commitments	-	75.678,72
Total Disbursements	13.846,39	13.846,39
Ratio % (Com. + Disb. / Allocated)	-	9,95%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	886.153,61
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	810.474,89

Component 3.3: Employment-Related Policies and Mechanisms for Equal Access to Good Jobs for All

Grant Name	P3-C3: Intermediation Systems II (TF0C3399)
Task Team Leader	Angela Elzir Assy
Budget	3,618,200 USD
A. Grant Objectives and Activity Summary	
The grant supports the intermediation stakeholders in reinforcing assistance to all job seekers in finding suitable and better jobs while building on the evidence and knowledge. Following the successful completion of the first stages of the “Ambition Good Jobs for All” Advisory Services and Analytics, including Pillar I (Diagnostic, evidence, and policies) and Pillar II (Implementation of the technical assistance and advisory work) undertaken under the “Moussanada” Associated Trust Fund, this grant aims to improve (i) the efficiency of intermediation services on the job market, in conjunction with private and public players, and (ii) the governance around employability. This grant is structured around two main workstreams: <i>Pillar I – Diagnostic, evidence and policies</i> This Pillar I supports disseminating the completed reports to widely contribute to knowledge sharing in employment services through knowledge-sharing events and knowledge curation in line with the project’s objectives. The activities under this first pillar are also developing new evidence. They entail a series of evaluations, when possible, using randomized control trials, including (i) the overall program developed within ANETI and related to job seekers, enterprises, and entrepreneurs; (ii) the wage subsidies program; and (iii) a pilot to address at least one peripheral barrier of the most vulnerable job seekers. <i>Pillar II – Implementation of the technical assistance and advisory work</i> Evidence-based recommendations developed under Pillar I aim to inform the technical assistance provided under this second Pillar to various key stakeholders in the labor market intermediation systems, namely ANETI, the private intermediation ecosystem, and relevant ministries. More specifically, this second Pillar’s activities support ANETI in developing new services for job seekers and digitalizing its processes and services: (i) For job seekers: jointly develop tools with ANETI, train master trainers, evaluate and monitor implementation, and support job counselors via a hotline, scaling services to 120 employment offices. (ii) For employers: improve job offer management, employer outreach, and service delivery with ANETI, train master trainers, and support counselors, and scale processes to 120 offices. (iii) For the digitalization of processes and services, the project translates user needs into IT specifications and supports ANETI in implementing the Recipient-Executed Trust Fund-financed systems and equipment. Pillar II also implements the pilots mentioned above, namely a set of interventions to address one of the peripheral barriers to employment and improve wage subsidies.	

B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	<i>Pillar I- diagnostic, evidence and policies</i> • The Advisory Services and Analytics (ASA) supports the scale-up of the tools and processes developed during the first phase of the ASA and piloted in six local employment offices. • ANETI agrees on the importance of developing and implementing a change management vision and plan to ensure full ownership of the tools and processes developed at the central and local levels. • The first part of this change management reform is developing a strong new communication strategy and action plan. Significant progress was made in 2024 in developing this strategy and plan. The team first completed a diagnostic of ANETI's current communication teams, tools, and mechanisms for internal and external communication. They also conducted a benchmarking exercise by conducting interviews and desk research of public employment offices in France, Belgium, and Morocco. The diagnostic and benchmarking exercises, discussed and validated by ANETI in 2024, were required to develop an action plan to communicate the pilot phase results and inform the scale-up and its alignment with Vision 2030. This action plan was developed and presented to ANETI (central and local offices, part of phase 1) during a workshop organized in December 2024. <i>Pillar II – implementation of the technical assistance and advisory work</i> • After successfully completing the pilot phase, the project organized scale-up workshops. Key tools, such as the updated segmentation system, which streamlines the issuance of employment contracts under the wage subsidy program (CIVP) and job search techniques (JST) program, are being deployed more widely. Forty-seven heads of BETIs attended the scale-up workshop, in addition to 15 staff from ANETI's head office. • The project also enabled the design and validation of the internal communication plan to support the scale-up phase. The key message adopted by the heads of BETIs is "regaining our role", demonstrating their commitment to better serve jobseekers and companies through upgraded services.
Risks and Challenges	• Despite efforts to mitigate this risk, the local employment offices might not buy into the new tools and processes, and there might be a pushback toward ANETI head office. This is mitigated by developing a strong change management plan (including training, awareness, and communication) and involving the local offices through scaling up the tools and processes. • Change in leadership at ANETI might affect the speed and progress of the scale-up.

Looking Ahead/ Plans for Next Period	<i>Pillar I- diagnostic, evidence and policies</i> - Disseminating deliverables that could contribute to global knowledge. The Labor and Skills Global Solutions Groups are launching a PES website (accessible to external audiences) that will compile the deliverables from various teams, including the deliverables to be produced under this project. In addition, the project could support events, knowledge sharing, and knowledge curation that are in line with its work program. <i>Pillar II – implementation of the technical assistance and advisory work</i> - Discuss linkages with AMEN program beneficiaries. The World Bank team discussed with ANETI the possibility of supporting the beneficiaries of the AMEN social assistance program to connect them to potential employment. ANETI's management was open to discussion, proposing to create institutional links to address, within its perimeter, populations that could benefit from unfulfilled job offers. - Piloting a set of interventions targeting job seekers facing significant peripheral barriers to employment integration. The team discussed with ANETI the possibility of developing services and tools tailored to address employment barriers faced by the segment with the highest barriers. The objective of EU4Youth – the European Commission Program funding GO4Youth -is to contribute to improving vulnerable youth's economic, social, and political inclusion. It is likely that ANETI will still be involved in its core expertise (job search and matching). Yet, this agency will need to work closely with other partners and the ecosystem with the mandate and expertise to address these peripheral barriers. The team held discussions with various partners, namely the Ministries of Employment and Social Affairs, to gauge interest and support for implementation which was positively received and requires follow-up discussion to further refine the scope of work. - Adapting the software and tools developed for ANETI International. Building on the ongoing dialogue with the government and the EU on the migration agenda, the World Bank team is assessing the feasibility and resource requirements to adapt the tools developed under the Go4Youth ASA, which focused on addressing local market needs, to the international needs and placement of possible job seekers in overseas jobs.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
None to report.	
D. Lessons Learned over Reporting Period	
- The importance of involving local employment offices in developing tools and processes and in plans to gradually deploy those tools. - The importance of designing a strong change management strategy and plan, including a communication strategy.	

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
<i>Pillar 1: Diagnostic, evidence and policies</i>				
<i>Pillar 2: Implementation of technical assistance and advisory work</i>				
Young unemployed job seekers registered at ANETI (compared to official unemployed youth)	85%	90%	85%	In progress. The share of youth registered at ANETI compared to the official total of unemployed youth.
Percentage of job seekers registered at ANETI being supported with a service	40%	70%	45%	In progress. The share of jobseekers receiving at least one service compared to all registered jobseekers.
New or upgraded employment services (including services to firms)	0	8	6	In progress. Profiling tools, job offer management, digitalizing wage subsidy programs processes, job search technique training, job orientation guidance, scrapping tool.
Percentage of firms seeking ANETI services for recruitment (compared to the official number of registered firms in Tunisia)	4.7%	15%	9%	In progress. Based on the 2023 survey conducted with 3,000 firms.

F. Financial Reporting

Grant Name: Intermediation Systems II (TF0C3399)		
Grant Agreement Date: November 23, 2023	Grant closing date: February 27, 2026	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	3.618.200,00	3.618.200,00
Commitments	-	106.231,15
Total Disbursements	533.259,09	533.259,09
Ratio % (Com. + Disb. / Allocated)	-	17,67%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	3.084.940,91
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	2.978.709,76

6.1.2 Moussanada MDTF

6.1.2.1 Window 1: Governance, PFM, and TARTIB

Grant Name	Governance Pillar (TF0A5300)
Task Team Leader	Rim Kanzari
Budget	4,585,254.67 USD
A. Grant Objectives and Activity Summary	
The objective of the Tunisia Public Finance Management and Governance Technical Assistance Program is (i) to contribute to improved knowledge, capacity, and practice in selected areas of Public Finance Management and public sector governance; and (ii) to strengthen public sector transparency and accountability. It is supported by three projects/activities listed in the sections below.	
B. Implementation Progress and Output Reporting	
<i>4) G10 - Support to Civil Service Modernization and administration reform</i>	
Main highlights / key achievements over the reporting period	Support to the GoT in operationalizing Decree N°2022-387 dated April 18, 2022, requiring the GoT to put in place a platform providing civil servants with access to mobility offers and applications: • The last support efforts in 2024 focused on resolving the platform's remaining anomalies. • The platform was officially launched in April 2024.
Risk and Challenges	• Governance challenges, including multiple changes within the project committee significantly impacted the project's progress. Since 2022, the focal point at what used to be the Ministry of Local Affairs, which had led the pilot phase, has not been replaced, hindering the project's transition and handover to the General Committee of Civil Services (CGFP). • Furthermore, there have been successive changes within the implementation team at the CGFP, including at the management level, as the Director-General position had remained vacant for several months before being filled. • These governance challenges led to a lack of representation within project committees, resulting in limited ownership and stakeholder engagement. • These changes have also affected the timeline for formulating a plan at the CGFP designed to anticipate the guarantee phase.
Looking Ahead/ Plans for Next Period	• The project was concluded as the grant, and the funds ended.
Lessons Learned	• Maintaining consistent leadership and dedicated focal points is crucial to avoid disruptions and to ensure continuous stakeholder engagement and ownership. • Stable governance structures and detailed transition plans are essential to minimize delays and inefficiencies caused by leadership changes and ensure seamless handovers.

	Developing flexible project timelines with built-in contingencies helps accommodate potential delays caused by changes at the leadership level and ensures timely execution of project phases.
<i>5) G15 - Digital transformation of user-centric public services</i>	
Main highlights / key achievements over the reporting period	- Development of operational monitoring tools and dashboards completed. - Quality reviews and support for the implementation of digitization programs (development of digitized civil service centers, connectivity in schools and social protection centers, ...) "As-is to-be" plans finalized for four priority citizen life events (EDVs), along with the design of their user-centered digital solutions. - Development of a web services catalog encompassing identification, authentication, and interoperability (API/Webservices) of the various EDVs, aimed at enriching the national interoperability platform, which EBRD is supporting. - A second wave of Barometer surveys assessed user satisfaction trends for the four pilot EDVs. - Final capacity-building sessions delivered on the EDV approach.
Risk and Challenges	This assistance focused on supporting the GovTech loan, navigating through its complexities, and ensuring alignment with project goals, among other contributions. Challenges encountered highlight the intricate nature of managing large-scale digital transformation projects in a dynamic and evolving governmental landscape: - The GovTech loan, which was launched in June 2020 amidst the global COVID-19 pandemic, faced significant complexities, characterized by three restructurings that extended the sectors covered and the number of beneficiaries. This complexity was compounded by the need to prioritize digitalization across various sectors. - The evolving political context further added some challenges resulting in delays in the implementation process. The government requested an extension of the loan duration, which is currently under consideration with regard to the acceleration in the execution of ongoing contracts, mainly in relation to schools' connectivity. - Delays and the need to demonstrate progress led to suspending activities beyond the current loan period. These activities were crucial for implementing user-centered digital solutions to simplify administrative processes with a tangible impact on users. Pending the effective restructuring of the loan's current closing date (June 2025), digital solutions stemming from the first wave of the EDV action plan will be implemented in 2025/2026 and are expected to impact citizens' administrative experiences significantly. The assistance provided also focused on ensuring the sustainability of the EDV approach, which was initially established by the pilot EDVs included in the GovTech loan, by supporting the implementation of the new wave of administrative simplification. According to the EDV

	generalization plan adopted in a CoM in 2022, this new wave includes adding a set of 7 new EDVs each year. This increased volume of EDVs is ambitious given the complex coordination and consensus-building efforts required for each plan, which weighs on the limited capacities of the relevant unit within the Presidency of Government. Therefore, the technical assistance was limited to 6 EDVs.
Looking Ahead/ Plans for Next Period	With the closing of TF0A5300 in April 2024, the plans for the Next Period lie in implementing the subsequent grant TF0C5175, under the TERI Anchor, to continue supporting the GoT's program for the digital transformation of public services.
Lessons Learned	- Given the project's complexity, simplifying objectives while ensuring a tangible impact on users is essential. Comprehensive risk management and dedicated technical assistance are key to navigating challenges and ensuring success. The significant acceleration in the execution of the project over the past few months and the ongoing restructuring and extension of the loan duration underscores these lessons - The Public Service Delivery Barometer results have been published, as in the first iteration, reinforcing the government's accountability to citizens through this feedback mechanism to provide services that meet their expectations. However, a key lesson learned is that it has been challenging to use the same tool to evaluate changes in perception over time, as the surveyed citizens are not necessarily the same in each iteration. The next iteration should be funded by the GovTech loan, which will take this lesson learned into account to better evaluate the evolution of perception. - Administrative simplification through a digitization approach requires strong coordination between business and technical teams within an administration that traditionally operates in silos. This cross-functional collaboration requires sustained efforts and a great deal of consensus between various ministries, which can be time-consuming, especially since these initiatives involve developing digital solutions that take time to implement. Therefore, it is important to incorporate quick wins or short-term achievable proposals (within the next 6 months) by the relevant structures into life events action plans without necessarily resorting to complex procurement processes. This approach will demonstrate tangible improvements and build momentum for further enhancements.
<i>G16 - Supporting transparency for better governance</i>	
Main highlights / key achievements over the reporting period	- This assistance facilitated the publication of open data in accessible electronic formats, enabling any organization or citizen to access and reuse the data using free tools. These datasets are hosted on a public server, free of restrictions. - Skills transfer to government users on the CKAN software, which allows the selection of features for the data portal, and Wagtail, a CMS enabling easy web page creation, has enhanced their technical skills for better utilization of the portal. - Support for intersectoral collaboration has fostered synergies and initiatives among government, NGOs, CSOs, and the private sector

	to address social challenges. This has created an environment conducive to development, exemplified by the Sousse Hackathon with the participation of associations and government agents, and the Hackathon in Tunis, brought together the private sector, public sector, and civil society organizations. • Coaching and mentoring provided by the government and supported by the Bank enabled the winners to develop new, useful, and innovative products and services by using the datasets made available during the Hackathon. This initiative has fostered a dynamic around the importance of open data reuse, highlighting its added value and impact on citizens. • Dissemination and awareness-raising of the applications developed by Hackathon winners in centers for the promotion of people with disabilities, second chance centers, special education centers, and elementary schools in the regions of Sousse, Kairouan, Sidi Bouzid, Enfidha, and Greater Tunis. Tests targeting children, educators, and supervision staff have provided a better understanding of the social impact of open data.
Risk and Challenges	• The lack of resources in centers for education and social protection was obvious in the regions visited while testing the Hackathon-winning solutions. Therefore, in consultation with the teams, it was decided to adapt the solutions according to the target audience, considering the requests expressed by the managers of these centers and existing resources. • Coaching was provided to winners for a limited duration. A "Demo Day" was organized at the end of the side event, bringing together potential investors and incubators. As a result, two solutions were selected for an incubation program. • Significant progress has been made, though some administrations still face challenges in making all their data available due to limited resources and capacity. Reinforcing ownership and fostering a culture of change within some ministries and stakeholders has been essential. Ensuring the sustainability of the government's open data initiative is crucial to maximizing its impact.
Looking Ahead/ Plans for Next Period	Continuation of the fiscal transparency activities assistance through the Strengthening Open Governance and Budget Transparency grant (TF0C4923) under TERI Anchor.
Lessons Learned	The Open Data project can potentially drive society's modernization and support sustainable development. To achieve this, it is crucial to foster a culture among the general public that empowers individuals to understand, use, and share data effectively, or at least grasp its key implications, to ensure the project's long-term success.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
This grant closed in April 2024. The remaining balance of 2,480.76 USD has been transferred to the Trustee account.	

D. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
Indicator 1 Job mobility platform designed and developed	No	Availability of ToRs for the platform's design/ Launch of the electronic platform in a beta version	Achieved	The job mobility platform was launched in April 2021 in a beta version for local governorates. The extended version of the platform was opened to the public and made available to all ministries
Indicator 2 Increased investment volume in the digitalization of the Administration	16 MD	47 MD	Achieved. 66MD	A total of 66MD has already been allocated to digitalizing the Administration's activities out of a committed total of 143 MD.
Indicator 3 Number of life events involved in the implementation of the action plans developed.	4	+7	Partly achieved. 6 action plans designed	The action plans for six new life events have been designed and are currently being implemented (implementation is beyond the scope of the assistance) as part of the overall plan for generalizing the life event approach.
Indicator 4 Operationalization of the first 20 PAIs	No	Yes	No	The operationalization of the first PAIs is planned for Q2 2025
Indicator 5 Ministry of Finance capacity strengthened in developing and deploying Mizaniatouna 2.0	No platform	Platform developed and deployed	Partially achieved.	Installation of the solution at the CIMF data center
Indicator 6 IT teams trained (# of	0	Ckan & technical	No	Advanced technical skills development is

Results Indicators	Baseline	Targets	Results Achieved	Comments
training workshops conducted)		training for CiMF & MoF		planned under the TERI Anchor grant (TF0C4923) once the portal is officially launched
Indicator 7 Ministries publish data in open, machine-readable, and reusable formats		At least five new ministries adopt a full open data approach.	Achieved. 15 ministries adopted a full open data approach	
Indicator 8 Open Data Portal rehailed and operational.	No platform	Platform developed and deployed	Achieved. Platform developed and deployed	2,473 data sets www.data.gov.tn (175 data producers, 195 registered users)
Indicator 9 Open data use cases developed	No use case developed	At least three new innovative solutions supporting government operations.	Achieved 3 solutions achieved	The three solutions supported by the assistance successfully conducted tests with public structures. This assistance facilitated the production of a business plan and a minimum viable product (MVP). Following the project's closure, the concerned ministries took over to finalize the support component and enable the teams to launch their start-ups.

E. Financial Reporting

Grant Name: Moussanada - Governance Pillar (TF0A5300)		
Grant Agreement Date: February 1, 2017	Grant closing date: April 30, 2024	Status: Legally Closed
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	117,883.10	4,585,254.67
Commitments	-	0,00
Total Disbursements	383,967.11	4,585,254.67
Ratio % (Com. + Disb. / Allocated)	-	100%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	0,00
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	0,00

Grant Name	Support to Public Investments Management - PIM Phase 2 (TF0C4920)
Task Team Leader	Rim Kanzari
Budget	792,000 USD (TF0C4920), cumulatively reaching 2,856,656 USD with TF0B2034
A. Grant Objectives and Activity Summary	
The grant's general objective is to improve public investment management's performance. This is to be achieved through four specific objectives with their specific sets of activities: 1. Improve the quality of preparation of public investment projects. Support project leaders in identifying projects, standardizing project preparation methods, and consolidating the socioeconomic assessment. 2. Ensure efficiency of project selection. Strengthen the project prioritization process, consolidate the fiscal programming of public investment projects, and diversify the funding sources for public investment projects. 3. Improve the monitoring and ex-post evaluation of projects. Strengthen the quality of monitoring for public investment projects, strengthen the quality of ex-post evaluation for public investment projects, and strengthen support for overdue projects. 4. Consolidate the governance of the unified framework. Consolidate the legal and institutional framework, improve the management of the unified framework, and improve communication and cooperation between stakeholders managing public investments.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	PIM Pillar 1: Enhancing Tools and Processes • Visual representation to position TARTIB within the broader IT environment for public investment management, highlighting synergy and complementarity with other systems. • Support the National Commission for the Approval of Public Projects (CNAPP) Secretariat in integrating and counter-evaluating project evaluation sheets and identifying discrepancies in prioritization assessments. • Drafted protocols to define interoperability processes between TARTIB and systems under development in the Ministries of Finance and Economy. • Operationalization of functionalities for project sheets, self-assessment, evaluation, and prioritization. Pillar 2: Capacity Building • Development of a comprehensive training plan and catalog. A questionnaire was disseminated to assess training needs, supported by semi-structured interviews. • A 20-participant session covered fundamentals, cost-benefit analysis methodology, and practical application, resulting in a roadmap for pilot evaluations. Pillar 3: Monitoring and Evaluation • A methodology document outlining project tracking, management of overdue projects, and recommendations for integrated tools and alert systems.

	• Development of a pilot recovery plan for projects in distress Pillar 4: Governance improvements • Methodological note for prioritizing investment projects, enhancing budget allocation, and aligning with PND 2026-2030 strategic objectives. • Comprehensive analysis of current legal frameworks with recommendations for improving coherence, governance, and addressing climate change. • Proposals to define project/program concepts, cost thresholds, and a structured approach to reinforce legal and regulatory systems for public investments. UGO Reform On support to UGO reform, the following achievements can be noted: Component 1: Legal framework reform • Technical and financial criteria for UGO creation have been established. • A draft decree establishing the legal and institutional framework for UGOs has been developed. • The steering committee (COPIL) has approved the target governance model for UGOs. • A streamlined process to reduce UGO creation timelines has been introduced. Component 2: HR management modernization • Target HR model, HR procedures manual, and competency framework for UGO manager recruitment has been developed. Component 3: Information system design • The Steering Committee has approved the target IT solution for the UGO Information System. • IT specifications and implementation action plan have been developed. • A governance model for efficient, transparent, and secure management of UGO IS resources and processes has been proposed.
Risks and Challenges	• PIM: delays caused by changes in project counterparts at the Ministry of Economy and Planning, coupled with challenges in defining the interoperability protocols for TARTIB with the systems of the Ministry of Economy and Planning and the Ministry of Finance, have created risks of delays. As a result, the project may require a two-month extension beyond the initially planned timeline. • UGO reform challenges: frequent ministerial reshuffles require repeated high-level re-engagement, disrupting momentum and delaying critical decisions. Despite strong stakeholders' consensus on the need to reform the UGO framework, the decree required to operationalize COPIL-adopted solutions remains unapproved. These combined delays hinder the transition from the design phase to

	implementation and the potential continuation of the support to the reform.
Looking Ahead/ Plans for Next Period	PIM • Deployment and training on the use of TARTIB 2.0 for administrators at the Ministry of Economy and Planning and for 200 users from ministries implementing public investment projects. • Training in project identification and preparation for 60 participants representing project holders. • Implementation of a pilot socioeconomic evaluation project. • Implementation of a pilot ex-post evaluation project. • Development of an upgrade plan for a pilot overdue project. • Updating the roadmap for public investment governance reform. • Organization of a capitalization workshop on pilot projects. • Organization of a closing workshop for the PAGIP project. UGO Reform • Potential approval of the new UGO framework decree and decision on the preparation of a new funding proposal, through the TERI Anchor TF, to support the operationalization of the decree.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
Following the closure of Project-code P151301 “Moussanada: Governance TA Program” in May 2024 for administrative reasons, grant TF0B2034 has been closed, and its remaining balance of 788,183.03 USD was reflowed to the new grant TF0C4920 “TA Support to Public Investment Management” which has been created to pursue planned activities under a new Project-code. This transition ensures continuity without affecting the project’s objectives, activities, or budget.	
D. Lessons Learned over Reporting Period	
- The importance of collaboration between the Ministry of Economy and Planning (MEP) and the Ministry of Finance is crucial for the successful implementation and management of public investment projects. - Effective communication and active involvement of project stakeholders, including policymakers and affected communities, are essential for planning and implementing public investment projects. Proactive communication can help maintain continuous high-level engagement, even during leadership changes or ministerial reshuffles, minimizing disruptions and preserving project momentum. - Formalizing public investment management processes ensures transparency and accountability, which are critical for the proper selection and execution of projects. - Implementing a robust Information System (IS) for managing public investments can significantly improve monitoring, evaluation, and overall project management	

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
Indicator 1: Improve the quality of preparation of public investment projects / Indicator 9 PIMA (Selection of projects)	5/20 ¹²	12/20	12/20 Achieved	An integrated evaluation method has been implemented as part of the project selection process. A training workshop for all project holders was held. This method ensures high-quality project preparation and highlights the potential impacts of projects in economic, social, environmental, climate, and cross-cutting dimensions.
Indicator 2: Ensure the efficient selection of public investment projects (TARTIB multidimensional approach) / Indicator 10 PIMA (Selection of projects)	6.7/20	15/20		Under progress / on track. A prioritization method has been implemented, supported by the development of a digital tool (TARTIB), which is nearing completion. As part of the project's change management efforts, the Ministries of Economy and Finance have approved a streamlined process aligning project prioritization with budgeting. The prioritization criteria will be incorporated into the budget preparation circular for the 2025 fiscal year.
Indicator 3: Ensure the efficient selection of public investment projects (TARTIB multidimensional approach) / Percentage of selected projects located in regions with a Regional Development Index lower than the national average	0%	50%	1689,708 / 4362,234= 38%	

¹² Percentage of selected public projects based and deployed in disadvantaged regions (regions with development index below the national average)

Results Indicators	Baseline	Targets	Results Achieved	Comments
Indicator 4: Improve the monitoring and ex-post evaluation of public investment projects / Rate of projects subject to sub-annual reporting (Indicator 13.b PIMA)	2	4	Achieved.	To improve the availability of the project's evaluation and follow-up material, the project was able to execute the following activities and deliverables: - Follow-up Guide - Note "Guiding principles and establishment of an ex-post evaluation system." - Note "Identification and upgrading of overdue projects"
Indicator 5: Consolidate the governance (steering, coordination, communication) of the unified framework for the evaluation and management of public investments / The texts supplementing the unified framework at the local level are adopted	No	Yes	Achieved.	

F. Financial Reporting

TA Support to Public Investment Management (TF0C4920)		
Grant Agreement Date: May 13, 2024	Grant closing date: December 31, 2025	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	792,000.00	792,000.00
Commitments	-	692,965.00
Total Disbursements	98,995.00	98,995.00
Ratio % (Com. + Disb. / Allocated)	-	99.99%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	693,005.00
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	40

Note: Please refer to the above comment regarding the closure of grant TF0B2034. The total cumulative grant amount, including TF0B2034, is 2,860,625.86 USD, with total cumulative disbursements reaching 2,167,620.86 USD as of December 31, 2024.

6.1.2.2 Window 1: Ambition “Good Jobs for All” in Tunisia Program

Grant Name	Employment and Intermediation Systems and Orientations (TF0B6440)
Task Team Leader	Angela Elzir
Budget	5,042,925 USD (TF0B6440), cumulatively reaching 5,541,584 USD with TF0B4642
A. Grant Objectives and Activity Summary	
The objectives of this grant are aligned with the broader EU program on youth (EU4Youth) and its objectives: (i) the governance and quality of the educational system have been improved (R1.3); and (ii) the efficiency of the intermediation services related to the labor market has been improved in coordination with private and public stakeholders (R1.4). The World Bank (WB) is supporting ANETI's Vision 2030 reform through the Ambition “Good Jobs for All” in Tunisia Advisory Services & Analytics (ASA) funded by the European Union Delegation in the context of their Eu4Youth program. This ASA, branded as Gates for Opportunities for Youth or “Go4Youth,” is organized around four axes: (1) <i>Empowering All Job Seekers</i>: aimed at providing a comprehensive assistance tailored to each job seeker's needs; (2) <i>Supporting Enterprises</i>: by offering efficient job offer handling and a range of additional services, the project aims to encourage more enterprises to utilize ANETI's platform to find the right candidates; (3) <i>Embracing Digitalization</i>: Recognizing the power of technology, the project is dedicated to digitalizing ANETI's internal processes and developing innovative online services. This digital transformation will enhance efficiency, accessibility, and convenience for both JSs and employers; (4) <i>Mobilizing and Strengthening the Ecosystem</i>: Given ANETI's limited capacity to address the needs of the 600,000 unemployed individuals, the fourth pillar focuses on mobilizing and strengthening the ecosystem. By collaborating with private intermediation stakeholders such as NGOs or other ministries, the project aims to create a supportive network that complements ANETI services. Each pillar is supported by consulting companies through technical advisory services.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	Axes 1, 2, and 4 are supported through this Bank-Executed TF, while Axis 3 is implemented through a separate Recipient-Executed TF. (1) <i>Empowering All Job Seekers</i> Pilot and improvement of the jobseeker's segmentation tool to group them in similar barriers to employment insertion and allocate the appropriate service for more effective placement. A first version was used in the pilot phase and areas of improvements were proposed based on the results of that phase. These enhancements are incorporated in a second version of the tool for the scale-up. Validation of the pilot phase and scale-up of the job search techniques JST program, developed in partnership with ANETI and the World Bank and implemented with the technical support of McKinsey and EFE, as a new service available to job seekers. These workshops aimed to improve their skills and job search techniques. A total of 1,483 individuals benefitted from a total of 160 JST modules implemented in 5 of the 6 pilot ANETI's local offices (BETIs) in 2024. The World Bank implemented a satisfaction survey among those beneficiaries with

positive results as respondents confirmed that the workshops had had a positive impact on their job-seeking abilities and skills. The positive results of the survey led to the decision by ANETI scale-up the workshops to all BETIs across the country.

Integration of the Word Bank's SkillCraft tool at ANETI, as a new service available to Job Seekers. [SkillCraft](#), a World Bank tool developed by the eMBED team, is a digital tool for Job Seekers designed to assess and provide recommendations to improve their 21st century skills such as cognitive flexibility, perseverance and self-control. An action plan was approved by ANETI to deliver the tool by end of March 2025.

The new orientation support program is being tested in the 5 pilot BETIs. ANETI validated its new career orientation support program for testing. Developed through the Bank's technical assistance with McKinsey since September 2023. A total of 10 master trainers from ANETI received pedagogical training on this new orientation guide and the program is being tested in 5 BETIs. Focus group discussions are planned to be conducted in December 2024 with ANETI's advisors in addition to a satisfaction survey targeting beneficiaries to assess the program's results before launching a potential scale-up.

(2) Supporting Enterprises

Finalization of the tool that streamlines the issuance of employment contract under the wage subsidy programs (CIVP) and assesses its readiness for scale-up. This tool allows both jobseekers and employers to fill out all the necessary information online for efficiently generating the necessary paperwork for subsidized employment contracts. Since its launch in the 6 BETIs as part of the pilot phase, 2,800 new companies have completed their registration. Before this tool and process was developed, a counselor would spend, on average, 110 minutes per day to process wage subsidy employment contracts (administrative tasks); with the new tool and digitalized process, this time allocated decreased significantly to 53 minutes, or a 52 percent reduction. This tool will be among the first services to be launched as part of the scale-up phase.

ANETI's companies database de-duplication is underway. The digital tool for generating wage subsidy employment contracts has encountered several bugs during the pilot phase due to the duplicates in ANETI's database of companies. The 41 BETIs selected for the scale-up phase were trained on this de-duplication tool, which enables BETIs heads to merge every duplicate into one single company with the appropriate registration number. More than 50 percent of them have now completed the process.

The job offers management process validated by ANETI. Co-constructed by ANETI and Ernest & Young (EY), this process details the entire process of employer relationship, focusing on job offers management, from assessment of companies' needs, the development of a standardized job description and its circulation to jobseekers. A total

	of 17 ANETI master trainers were selected to begin the training on this new job offers management process. The training was completed in January 2025. In addition to an improved job offers management process, the World Bank worked with ANETI to develop a prospection strategy and action plan to improve the outreach to employers and companies to gather job offers, applying the newly established process. <i>(3) Mobilizing and Strengthening the Ecosystem</i> Strengthening the capacity of the ecosystem. The World Bank and the Education Outcomes Fund (EOF) partnered starting in February 2024 to deliver a coordinated program aimed at improving the capacity of employment services providers in the Tunisian ecosystem. The EOF, in coordination with the Tunisian Ministry of Employment and Vocational Training with funding from the Swiss State Secretariat for Economic Affairs (SECO), launched a performance-based call for proposal to competitively selected private providers with the overall goal of inserting 2,000 young people into sustainable employment. The GO4Youth project started working upstream to support the shortlisted providers by building their capacity in designing a performance-based technical proposal, responding to the EOF's call. The support took the form of various capacity building activities (by group or one-on-one personalized coaching) provided by Ernest & Young (EY) under the World Bank's technical supervision. So far, 13 providers benefitted from an initial workshop aimed at complementing participants' expertise through strategic alliances, 14 providers are supported by bi-weekly calls to clarify points related to proposals' submission, and 3 providers received one-on-one coaching sessions to build their technical and financial offer.
Risks and Challenges	The various improvements in processes and tools developed would require a strong change management plan (communication, capacity building of ANETI staff at various levels) and implementation spearheaded with strong conviction by ANETI's management. Failure to do so might ANETI counselors' ownership of these new processes and tools and limit their impact. The team is working with ANETI on developing such an action plan to be launched as soon as possible.
Looking Ahead/ Plans for Next Period	• Finalize and test the second version of the segmentation tool. • Scale-up the Job Search Technics program to all BETI. • Adapt and integrate the SkillsCraft tool and ensure it is operational and used. • Evaluate the orientation support program to Market Segment N°2 (which is the Segment of Job Seekers who do not have a professional plan nor are in reconversion). • Design with ANETI and McKinsey & Company a new service for jobseekers: the personalized action plan. • Developing new outreach services targeted by type of company (size and sector) based on the newly developed process. • Training ANETI master trainers on the new job management offers process and implementing it in the six pilot BETIs. • Develop the business prospection strategy.

C. Changes to Grant Activity (budget, activities, timeline, etc.)	
None to report.	
D. Lessons Learned over Reporting Period	
- It is important to involve local employment offices in developing tools and processes to ensure relevance, ownership, and appropriation of the new tools and processes developed. - Such new tools and processes should be deployed gradually in the local offices to ensure full appropriation before expanding them to more offices. This approach should be supported by headquarters and other offices who had previously undergone the process (peer-to-peer support and advisory). - It is beneficial to identify a champion (central level and local level) who would help convince the rest of the public employment offices staff of why these changes are necessary. Such peer-to-peer support could potentially be the key to successful deployment. - It is of vital importance to design and implement a strong change-management strategy and plan, including a communication strategy (internal and external). This will ensure alignment at all levels of the public employment office and a full understanding of the changes brought (new tools and processes) to avoid possible pushback. Several and various training courses should also be provided in line with the changes incorporated.	

E. Results Achieved over Reporting Period

Please note that this reporting covers indicators set up in the EU4Youth program as the grant is part of it (indicated in grey) as well as additional indicators designed and discussed with ANETI (and aligned with their strategy). *These latter indicators will be subject to changes once the Bank's task team will support ANETI in re-aligning their indicators with their proposed reform.*

Objectives	Results Indicators	Baseline	Targets	Results Achieved	Comments
SE1 - Modernization of ANETI					
Outcome 1.1. Better services to employers	The proportion of enterprises interacting with ANETI compared to the official number of formal enterprises	9 %	15 %	9%	In progress. Following the Offer, the prospection strategy will enable ANETI's client base to expand to new companies
Output 1.1.1. Services designed and	Strategy for services to employers developed	No	Yes	Yes	Achieved.

Objectives	Results Indicators	Baseline	Targets	Results Achieved	Comments
implemented for employers*	ToRs to develop a portal for employers finalized	No	Yes	Yes	Achieved.
	Operational manual for counselors developed	No	Yes	Yes	Achieved. In relation to the Job offers management system
	Annual report on performance of services to employers	No	Yes	No	In progress.
Outcome 1.2. Better services to job seekers	Proportion of job seekers registered at ANETI compared to official unemployed youth	40%	70 %	45%	In progress.
Output 1.2.1. Tools for profiling being developed	Profiling system designed*	No	Yes	Yes	Achieved. Developed, experimented, used to categorize jobseekers. In scale-up.
Output 1.2.2. Services designed and implemented for job seekers*	Strategy for services to job seekers developed*	No	Yes	Yes	Achieved.
	ToRs to develop a portal for job seekers (orientation and job placement) finalized	No	Yes	Yes	Achieved.
	Operational manual for counselors developed	No	Yes	Yes	Achieved. For 3 services: profiling, Job Search Techniques and Orientation modules
	Annual report on the performance of services to job seekers*	No	Yes	No	In progress.

Objectives	Results Indicators	Baseline	Targets	Results Achieved	Comments
	Number of job counselors trained	0	70	62	In progress.
Outcome 1.3. Processes and services digitalized	ANETI portal for employers is operational	No	Yes	No	In progress. Linked to Information System (RETF)
	ANETI portal for job seekers operational*	No	Yes	No	In progress. Linked to Information System (RETF)
	Profiling tool operational	No	Yes	Yes	Achieved.
	ANETI portal for career guidance and orientation* as part of a LMIS	No	Yes	No	In progress.
Output 1.3.1. Technical assistance to support the digitalization of internal and external services	Consulting firm recruited	No	Yes	Yes	Achieved.
Output 1.3.2. Purchase of goods and small works for all employment offices	Number of employment offices equipped with the necessary equipment for digitalization	0	111	0	In progress. Equipment is being distributed in January and February 2025
Output 1.3.3. Support to recruit an IT firm	ToRs fully developed with technical requirements	No	Yes	Yes	In progress.
Output 1.3.4. Relevant and tailored training and materials being provided online	Number of agreements signed to access online training	2	4	2	In progress. Including WB's SkillCraft tool

Objectives	Results Indicators	Baseline	Targets	Results Achieved	Comments
Outcome 1.4. Governance structure in place to implement the modernization	Strategy designed	No	Yes	Yes	Achieved.
	Strategy implemented	No	Yes	Yes	Achieved.
Output 1.4.1. Strategy and action plans developed	Actionable action plans developed	No	Yes	Yes	Achieved.
Output 1.4.2. Project team operational to conduct the modernization	Project team set up	No	Yes	Yes	Achieved.
	Project team trained	No	Yes	Yes	Achieved.
	Management tools implemented	No	Yes	Yes	Achieved.
Output 1.4.3. Change management and communication strategy designed and operational	Internal and external communication strategies designed	No	Yes	Yes	Achieved. A diagnostic, benchmark, and internal communications plan developed
	Internal and external communication strategy implemented	No	Yes	No	In progress. Internal communication plan to be implemented by Q1 2025

F. Financial Reporting

Grant Name: Employment Intermediation Systems and Orientation (TF0B6440)		
Grant Agreement Date: August 04, 2021	Grant closing date: December 31, 2025	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	000	5,042,925.00
Commitments	-	1,085,927.65
Total Disbursements	561,138.55	3,939,716.12
Ratio % (Com. + Disb. / Allocated)	-	99.66%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	1,103,208.88
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	17,281.23

Grant Name	Digitalizing Employment Services (TF0C1943)
Task Team Leader	Angela Elzir Assy
Budget	3,700,000 USD
A. Grant Objectives and Activity Summary	
The Digitalizing Employment Services Recipient-Executed TF builds the foundations for more efficient services to be provided to job seekers and enterprises by funding equipment, software and licenses. The project is comprised of two components: <i>Component 1: Digital foundations for more efficient internal and external services</i> The activities under this component are informed by the digital roadmap supported by the BETF and fund part of ANETI's digitalization. Activities under this component include: (i) setting up the governance, organization, and Information System management; (ii) bringing greater efficiency to all support functions through electronic management of emails and documents, setting up an enterprise resource planning management system, and human resources IS, to name a few; (iii) upgrading the information technology infrastructure and security, including equipment, materials, and software, and (iv) the matching solution to match job offers with job seekers. The Bank supports the implementation of these activities through the BETF. <i>Component 2: Project management and coordination</i> Activities under this component aim to provide resources to the implementing agency to guarantee the successful implementation of the TA, procure contracts, and meet the Bank's fiduciary and safeguards requirements. This component also aims to provide resources to	

ANETI to (i) coordinate and supervise the preparation and implementation of activities; (ii) manage resources in compliance with the Bank's fiduciary requirements; (iii) ensure compliance of the preparation and implementation of activities with the Bank's environmental and social safeguards requirements; (iv) establish a M&E system; and (v) report to the Bank on Project technical and financial execution.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	Over half of the grant amount (56%) has been committed to date (i.e., value of signed contracts). These contracts cover important digitalization processes at ANETI, including the development of a "job matching" software and associated information system (contract with WCC representing 31 percent of the grant), development of an Electronic Correspondence Management/Electronic Document Management software (ECM/EDM) to manage and facilitate procedures of internal and external documentation management, enhancement of IT and security infrastructure (11%), as well as the upgrading of equipment to align with the requirements and specificities of the software and processes developed (11%). The project's disbursement rate stands at 27%.
Risks and Challenges	One of the activities aims to improve and modernize the agency's information system (IS). However, the bidding process was declared unsuccessful. This activity is of key importance for the integration of the "Matching" system, which is currently being developed by WCC. Several options have been discussed with the Bank, including the possibility of incorporating this activity into WCC's current services through an amendment to its contract. However, WCC has notified ANETI that it does not wish to pursue this option. Therefore, it was decided that ANETI would launch a new call for tenders for the development of the information system for this essential activity.
Looking Ahead/ Plans for Next Period	- Finalize the competitive selection of qualified vendors needed for the implementation of all project activities before the closing date (including the IS). - Supervising the progress of ongoing contracts to ensure satisfactory completion. - Continue providing technical, fiduciary, and safeguard support to ANETI.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
None to report.	
D. Lessons Learned over Reporting Period	
Procurement processes in Tunisia are burdensome and this should be properly accounted for during project design, as to allocate sufficient time for implementation of contracts.	

E. Results Achieved over Reporting Period

Please note that this reporting covers indicators set up in the EU4Youth program as the grant is part of it (indicated in grey) and additional indicators designed and discussed with ANETI (and aligned with their own strategy). *These latter indicators will be subject to changes once the WBG task team will support ANETI in re-aligning their indicators with their proposed reform.*

Objectives	Results Indicators	Baseline	Targets	Results Achieved	Comments
Number of bureaus being equipped with relevant equipment and materials	0	0	111	0	Equipment is being distributed as of now but not yet installed
Number of bureaus being able to access the new software and licenses	0	0	4	0	Software is still under development and therefore not finalized for access by the bureaus

F. Financial Reporting

Grant Name: Digitalizing Employment Services (TF0C1943)		
Grant Agreement Date: November 27, 2023	Grant closing date: December 31, 2025	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	3,700,000.00	3,700,000.00
Commitments	-	2,688,638.97
Total Disbursements	1,011,361.03	1,011,361.03
Ratio % (Com. + Disb. / Allocated)	-	100%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	2,688,638.97
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	0,00

6.1.2.3 Window 2: Financial Sector

Grant Name	Secured Transactions (TF0A4314)
Task Team Leader	Safia Hachicha
Budget	3,464,984.35 USD
A. Grant Objectives and Activity Summary	
The objective of this grant is to: (i) improve access to finance for MSMEs through the modernization of the public credit guarantee scheme and (ii) promote digital finance and financial innovation. To achieve these objectives, the grant is structured in three components: (i) SME credits guarantee; (ii) Digital Financial Services and Digital Innovation; and (iii) G2P. The SME credits' guarantee component aims at: (i) improving the operating principles of the public credit guarantee mechanism; (ii) extending the credit guarantee product; and (iii) building the capacity of SOTUGAR staff. The World Bank supports these objectives through the following activities: (i) Diagnostic and recommendations to improve the existing credit guarantee mechanism. (ii) Drafting a new agreement between the Ministry of Finance and SOTUGAR, setting new operating principles for the MSME credit guarantee fund. Support was also provided to develop a new operational manual. (iii) Drafting of new subsidiary agreements between SOTUGAR and banks. (iv) Organizing several workshops. (v) Designing a new COVID-19-related credit guarantee scheme for SMEs affected by COVID-19 (SARE) and supporting the development of agreements between the Ministry of Finance and SOTUGAR, and between SOTUGAR and banks. (vi) Capacity building on risk management, internal audit, and financial management. Intensive certifying training for SOTUGAR staff on financial analysis, risk management, audit and control, and IT development. A two-year roadmap was also developed to set up SOTUGAR's risk management and internal audit functions. The Digital Financial Services and Digital Innovation component aims at: (i) improving the legal environment for digital financial services; (ii) strengthening the oversight capacity of the CBT on payment and settlement systems, (iii) enabling financial innovation through the establishment of a regulatory sandbox and a Fintech Lab; and (iv) supporting the digitalization of government payments. The G2P component supports the government in catalyzing and accelerating the implementation of digital payments through G2P payments, contributing to modernizing the administration and the financial sector as well as fostering financial inclusion and effectively managing associated risks. The first two components were completed prior to this reporting period. In 2024, the last remaining component on G2P was completed.	

B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	FS19 – G2P • Completion and Validation of Phase One Deliverables: ○ Comprehensive mapping of the “as-is” state of government payment streams. ○ Prioritization of the 10 most impactful payment streams based on their beneficiary base, recurrence, and monetary volume. ○ In-depth analysis and mapping of the prioritized streams to inform subsequent phases. • Validation and Closure of the Second Phase Deliverables: ○ Benchmarking against best practices in modern G2P architectures to ensure alignment with international standards. ○ Development of three tailored modern G2P architectures adapted to Tunisia’s specific needs. ○ SWOT analysis to evaluate the proposed architectures, identifying strengths, weaknesses, opportunities, and risks. ○ Final validation of the proposed hybrid architecture, which integrates innovative and modernized elements. • Roadmap for Implementation and Governance: ○ A detailed roadmap for implementation, including an estimated budget and governance plan, was validated by an extended TC. ○ The committee, including representatives from the Ministry of Finance, the Ministry of Technology, the Ministry of Interior, the CNI, the Ministry of Social Affairs, and the Central Bank of Tunisia, endorsed all project deliverables.
Risks and Challenges	FS19 – G2P The reporting period was marked by challenges that impacted the project’s progress: 1. Delays in Stakeholder Validation: Securing the validation of the proposed hybrid architecture from all stakeholders required significant time and effort due to the complexity of aligning various institutional priorities. 2. Challenges in Securing High-Level Political Endorsement: Delays persisted in securing high-level political backing for the project by the Presidency of the Government. This endorsement is critical for advancing the G2P agenda and ensuring political commitment to the next phase of implementation.

	The analysis conducted could become obsolete if a decision is not taken swiftly.
Looking Ahead/ Plans for Next Period	This grant was closed in March 2024. However, the following steps would involve the endorsement of the proposed G2P architecture by the Presidency of the Government.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
This grant has been financially and legally closed in March 2024. The remaining balance of 254.35 USD has been transferred to the Trustee account.	
D. Lessons Learned over Reporting Period	
- The importance of having a cross-governmental technical steering committee to advance in parallel without silos and in a coordinated manner. - The importance of having several champions within the government team supporting the project to ensure political endorsement.	

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
Outcome 1 Number of total guaranteed commitments of SOTUGAR on SME loans disbursed or authorized (million TND)	649.4 (2017)		888.00 (2020)	The target value for the indicator has been reached.
DFS: Indicator 1: The number of mobile payment accounts (outside the Post Office) has increased	No	Yes	Yes	Achieved. 260K Wallets (Since the Go-live of Mobile Payment in June 2023)
DFS - Indicator 2: Publication on CBT's website of a circular regulating the activities of payment institutions	Yes	Yes	Yes	
DFS - Indicator 3: Publication on CBT's website of Annex 9 of the Law on Banks and Financial Institutions.	Yes	Yes	Yes	
DFS - Indicator 4: Publication on CBT's website of a new circular on the monitoring of payment systems and means	No	Yes	Yes	

Results Indicators	Baseline	Targets	Results Achieved	Comments
DFS - Indicator 5: Official launch of the Sandbox	Yes	Yes	Yes	
DFS - Indicator 6: Publication on CBT's website of a new circular on mobile payments	Yes	Yes	Yes	
DFS - Indicator 7: Official launch of the LAB	Yes	Yes	Yes	
G2P - Indicator 8: Launch of an inter-ministerial Government Digital Payments Coordination Platform	Yes	Yes	Yes	
G2P - Indicator 9: Complete mapping of all G2P payments, entities involved, and methods of payment used	Yes	Yes	Yes	
G2P - Indicator 10: Launch of a G2P Coordinated Payment Solution	Yes	Yes	No	The implementation of the G2P Coordinated Payment Solution remains subject to political endorsement

F. Financial Reporting

Grant Name: Secured Transactions in Tunisia (TF0A4314)		
Grant Agreement Date: January 12, 2017	Grant closing date: September 30, 2023	Status: Legally Closed
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	0,00	3,464,984.35
Commitments	-	0,00
Total Disbursements	0,00	3,464,984.35
Ratio % (Com. + Disb. / Allocated)	-	100%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	0,00
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	0,00

Grant Name	Promoting Financial Stability and Resilience in Tunisia (TF0C3294)
Task Team Leader	Miha Andrianaivo
Budget	184,318.37 USD (TF0C3294), cumulatively reaching 1,903,894.96 USD with TF0B1996
A. Grant Objectives and Activity Summary	
Modernizing the financial sector in Tunisia is vital to achieving higher economic growth and reducing unemployment. The Tunisian authorities are keen to consolidate a financial sector that can better intermediate between borrowers and savers, further innovate, become more inclusive, and address new clients (especially MSMEs and lower-income households) while managing risks more cautiously and becoming more resilient to internal and external shocks. This programmatic technical assistance is to support the Minister of Finance and Tunisia's financial sector regulatory and supervisory agencies (The Central Bank, the Insurance Authority, and the Microfinance Authority) in their efforts to modernize the financial sector. The program aims to contribute to a more stable, inclusive, and greener financial sector. The program is implemented through three pillars: 1. Enhancing financial stability and integrity 2. Improving financial intermediation and inclusion 3. Strengthening financial protection and resilience. The grant aims to improve financial stability and resilience and ensure banks can better meet the real economy's and people's needs (while effectively managing risks). The grant's contribution to the Development Objective is as follows: (i) support the Central Bank and financial authorities (such as the Ministry of Finance and other regulators -insurance, microfinance) efforts to implement effective risk-based supervision ; (ii) support authorities' efforts for NPL prevention and resolution and (iii) support financial resilience and protection against climate change and climate-related disasters. The grant is supporting the approval and implementation of the national strategy for NPL prevention and resolution to address rapidly the NPL flows resulting from the COVID-19 crisis and from other shocks and to tackle structural issues for NPL resolution. Accelerating NPL resolution in Tunisia and improving NPL prevention can lead to greater stability of the financial sector and higher profitability for banks in the long-term, which will improve access to finance for SMEs, and increase investment and job creation. Within that framework, the grant will support the implementation of selected reforms identified such as the setup of an out-of-court framework for restructuring or overhauling the credit risk management circular of the Central Bank, and effective risk-based supervision with a transition to international standards on regulation and supervision.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	<i>Component 1: A Five-Year NPL Resolution and Reduction Strategy & Action Plan and Component 2: NPLs Resolution</i> The adoption of the NPL strategy by the Council of Ministers is still pending due to the country's context. A decision was therefore made to go forward with this TA by focusing on key activities and reforms within the Strategy, while the comprehensive Strategy, including all the reforms, is pending formal approval. The World Bank team started supporting the implementation of crucial elements of the strategy, such

as the adoption of an out-of-court procedure to restructure NPLs, modernizing the framework applicable to debt collection companies as well as the upgrading of prudential regulations on loan classification and provisioning (see below for more details).

Component 2: NPLs Resolution

1. Enabling Conditions for NPL Market Development

As part of the NPL strategy, the World Bank focused on modernizing the framework applicable to collection companies (*Sociétés de recouvrement, SDR*). Under this component, the team did a comparative study of relevant regulations in the European Union and other comparable countries, highlighting the best international practices. The comparative study complemented a detailed review of the Tunisian framework, which was shared with the authorities in 2023. Additionally, the WB team organized a workshop on October 4, where an international investor shared his experiences in distressed asset investment in emerging markets. The MoF, its technical teams, and the Central Bank of Tunisia attended the workshop.

2. Improving and Promoting Out-of-Court Debt Restructuring

Based on the recommendations provided by the World Bank, a significant share of Tunisia's commercial banks adopted an inter-creditor agreement "Protocole Chef de file" under the auspices of the professional banking association. The World Bank organized a workshop in March 2024 highlighting the impact of these types of agreements in other countries (with a focus on Türkiye) and potential future changes to this protocol.

3. Improving In-Court Debt Resolution and Mortgage Framework

This activity was completed in 2024. It provided a preliminary analysis of debt and mortgage enforcement frameworks and an analysis of the capabilities and the practice of the Commercial Courts in bankruptcy cases. Furthermore, the implementation of a fast-track procedure for struggling SMEs was evaluated. Findings and recommendations were incorporated into the NPL Strategy. Engagement with the Ministry of Justice (MoJ) couldn't be obtained, given the MoJ's other national priorities.

4. Enhancement of Insolvency Framework

This activity is completed. A diagnostic review of the insolvency framework in Tunisia and recommendations for improvement - co-financed by the Moussanada MDTF – were provided in previous reporting periods and incorporated into the NPL Strategy. Just like for other activities, it has still not been possible to engage the Ministry of Justice (MoJ), given the MoJ's other national priorities.

5. Definition of an Institutional Approach for the Establishment and Operation of a Financial Vehicle (e.g., SPVs) used for NPLs resolution

	During past reporting periods, discussions of the prerequisites for the design and implementation of an Asset Management Company were initiated –and conclusions and recommendations were incorporated into the NPL Strategy. Given the Tunisian context, this activity was dropped as it also was no longer pursued by the authorities Component 3: NPLs prevention The revised draft of circular n°91-24 was examined by a working group comprising the CBT and various banks. Furthermore, a draft impact study methodology was developed and presented to the CBT. CBT has now started consultations with the banking sector to assess potential impacts and better calibrate the impact study. In May 2024, representatives, from both the Ministry of Finance and the CBT, participated in the annual FinSac conference entitled: “Getting the financial sector reform priorities right” for capacity building purposes. Component 4 – Insurance and Component 5 – National Disaster Risk Financing & Insurance Program have been successfully completed in 2023, as well as most of the assistance to Component 6 – Banking. In parallel, circular n°91-24 is still subject to work under NPL prevention.
Risks and Challenges	To secure the approval of the NPL Strategy by the Council of Ministers, it is essential for a lead agency, selected from the Central Bank of Tunisia (CBT), the Ministry of Finance (MoF), and the Ministry of Justice (MoJ), to prepare and present this strategy. Although the Central Bank has prepared a draft and the World Bank has provided feedback, the draft has not yet been shared with the MoF or the MoJ. Furthermore, it is recommended that the Council of Ministers concurrently approves the establishment of working groups within the GoT to ensure the effective implementation of the NPL Strategy action plan. Given the macro-fiscal challenges faced by the country, there might be a leadership deficit in advancing the NPL reforms at this juncture. This includes limited high-level coordination to submit the NPL strategy and its governance to the Council of Ministers and to implement the proposed reforms. The risk of not completed implementation of the identified reforms due to insufficient buy-in from Tunisian authorities extends beyond the developed NPL strategies to include activities related to NPL resolution, such as the reform of the SDR and the out-of-court restructuring reform.
Looking Ahead/ Plans for Next Period	All activities pertaining to the technical assistance have been successfully completed, including all necessary and agreed-upon diagnostics, analyses, and technical assistance aimed at enhancing NPL prevention and resolution in Tunisia. Based on the current context, the authorities’ appetite to implement some of the reforms is limited, such as the NPL strategy adoption and implementation, the out-of-court restructuring, the revamped circular on credit risk management by the Central Bank (CBT), or the insolvency

	framework reform with the Ministry of Justice. However, there is still an interest in pursuing dialogue on reforming the regulation of debt collection companies based on the diagnostics and analyses (benchmarks, reports, etc.) that have already been provided by this assistance. The final completion of the TA is extended until June 2025, instead of December 2024, to continue the dialogue and provide necessary support (capacity building, expert advice) to the final adoption of these reforms, depending on the authorities' interest in pursuing the reform on debt collection companies, the NPL strategy or the revamped circular N° 91-24. If the strategy is submitted to the Council of Ministers for approval, additional support could include a workshop to disseminate the strategy to the banking sector and stakeholders, and expert advice to develop an action plan with clear objectives and key performance indicators. Alternative Dispute Resolution/ out-of-court restructuring: The potential impact of the Protocol could have been significantly enhanced through the exploration of complementary measures, contingent upon the Banking Association's (CBF) confirmed engagement and the Ministry of Finance's (MoF) willingness to introduce legislation authorizing debt waivers, akin to those established under Law 36/2018. However, securing the MoF's engagement seems unlikely, given that past efforts to implement similar debt forgiveness reforms were met with the MoF's stance that such reforms are not feasible in the current context, as they may be perceived as a form of corruption. Reform of regulations governing collection companies: Improve relevant regulations applicable to collection companies by supporting the enforcement of amendments. This is subject to the Ministry of Finance's commitment to pursue such reform after the previous unsuccessful attempt (supported by another development partner) to amend the law. The areas of improvement/reforms needed have already been identified through this TA. While CBT is supporting the reform, there is no clear commitment by the MoF yet, and discussions are ongoing. For example, regarding a specific aspect of the reform — the introduction of tax easing for NPL write-offs for debt collection companies — the MoF expressed little support. Consequently, this may result in a prolonged timeline for the comprehensive overhaul of debt collection company regulations. For Component 3, the World Bank Team will continue to support and assist CBT in developing the methodology for an impact study to determine the revised circular's implementation conditions, and in revising the final draft based on the impact study. However, CBT has no clear timeline on adopting the amendments to the circular.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
The grant closing date has been extended by six months until June 2025 (instead of December 2024).	

D. Lessons Learned over Reporting Period

Given the evolving context in the country, a flexible approach is necessary in relation to the scope and the activities execution calendar.

Policy and legal reforms entail a lengthy process that requires adaptation and flexibility. Despite the urgency of the NPL reforms, the starting point is typically low, and reforms require building capacity at the level of the institutions that will oversee the reform's implementation. This is particularly the case in Tunisia, where the NPL problem is acute, and knowledge of the system's requirements is low.

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
Indicator 1: Adoption by a Council of Ministers of a 5-year NPL resolution strategy	No existing NPL resolution strategy	NPL resolution strategy adopted by 12/2023	The NPL prevention and resolution strategy was finalized in March 2023 but has not been adopted yet.	Not achieved. Strategy is now pending approval by the Council of Ministers', but submission is uncertain due to the current political context and macro-financial challenges.
Indicator 2: Publication of a circular on workout units	No existing circular	Publication of a circular on workout units by March 2022	The CBT published circular 2022-01 on workout units in March 2022	Achieved. A workshop on March 23, 2022, presented the Circular to the banking community and other stakeholders.
Indicator 3: Finalize the new circular on credit risk management	The circular on credit risk management not finalized	Initial draft by December 2023	The draft for amendment of the circular has been delivered by the World Bank.	Achieved.

Results Indicators	Baseline	Targets	Results Achieved	Comments
Indicator 4: Outcome 1.4: Penetration rate of the insurance sector	1.97% (2019)	2.3% (2020)- annual report CGA	2.3% (2023) annual report CGA	Achieved.
Indicator 5: Output 1.4.1: 18-month Strategic Orientations for Natural Disaster Risk Financing	No	Yes (Dec 2022)	Yes (Jan 2023)	The updated version of the 18-month Strategic Roadmap for Natural Disaster Risk Financing was shared with the authorities in January and adopted by a Council of Ministers in July 2024
Output 1.4.2: Database of financial exposures to natural disaster risks	No (2020)	Yes (2021)		The technical assistance has been completed.
Output 1.4.3: Diagnosis of financing and insurance mechanisms for natural disasters	No (2020)	Yes (2021)		The technical assistance has been completed.
Output 1.4.4: CAT-NAT Actuarial Model	No	Yes (2023)	Yes (Jan 2024)	ToRs for the actuarial model have been validated and finalized in January 2024.
Output 1.5.1: New Risk-Based Supervision Manual for Documentary and On-the-Spot Control/audit in the Insurance Sector	No (2020)	Yes (2021)	Yes	The technical assistance has been completed.
Output 1.5.2: Amendment to Circular 91-24 on Credit Risk Management (Activity	No	Yes (2023)	Yes. The amendments were finalized in 2023. A draft	Under the current difficult context, as the amendments are finalized, it seems unlikely these will be

Results Indicators	Baseline	Targets	Results Achieved	Comments
co-funded by CWA TF)			impact study methodology was developed and presented to the CBT in early 2024; consultations with the banking sector are currently ongoing	adopted soon. There is no clear timeline to publish the circular.

F. Financial Reporting

Grant Name: Promoting financial stability and resilience in Tunisia (TF0C3294)		
Grant Agreement Date: November 8, 2023	Grant closing date: June 30, 2025	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	0.00	184,318.37
Commitments	-	3,816.00
Total Disbursements	146,756.55	175,936.24
Ratio % (Com. + Disb. / Allocated)	-	97.52%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	8,382.13
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	4,566.13

Grant Name	Financial Inclusion (TF0C3006)
Task Team Leader	Miha Andrianaivo
Budget	1,743,280.57 USD, cumulatively reaching 2,322,584.52 USD with TF0B4740
A. Grant Objectives and Activity Summary	
Modernizing the financial sector in Tunisia is vital to achieve higher economic growth and reduce unemployment. Tunisian authorities are keen to consolidate the financial sector so that it can act as a better intermediate between borrowers and savers, further innovate, become more inclusive, and address new clients (especially MSMEs and lower-income households) while managing risks more cautiously and becoming more resilient to internal and external shocks. This programmatic technical assistance supports the Ministry of Finance and Tunisia's financial sector regulatory and supervisory agencies (the Central Bank, the Insurance Authority, and the Microfinance Authority) in their efforts to modernize the financial sector. The program aims to contribute to a more stable, inclusive, greener financial sector. It is implemented through three pillars: 1. Enhancing financial stability and integrity 2. Improving financial intermediation and inclusion 3. Strengthening financial protection and resilience. This grant supports the implementation of the recently adopted National Financial Inclusion Strategy (NFIS), with a focus on (i) improving the legal and regulatory framework for inclusive and responsible finance, notably for microfinance, (ii) providing capacity building for key institutional actors involved in financial inclusion, and (iii) supporting other key elements of the NFIS including promoting the sustainable growth of microfinance (including its refinancing). Through its three components, this program provides support to financial supervisory authorities in Tunisia on cross-cutting themes such as financial consumer protection, anti-money laundering and international accounting standards, which are essential to support financial sector integrity and responsible financial inclusion. This includes aligning the regulatory frameworks to best practices but also building the capacity of the supervisory authorities and the microfinance association on these topics as well as on other key themes such as microinsurance, and digital microcredit among others. Finally, the program supports the modernization of the microfinance and insurance authorities (ACM and CGA) which will enable them to improve their performance and therefore better contribute to the operationalization of the NFIS and to financial inclusion.	
B. Implementation Progress and Output Reporting	

Activity highlights / key achievements over the reporting period	Component 1: Implementing regulations of the Financial Inclusion Law The Financial Inclusion law was unexpectedly revised and renamed “Combating Financial Exclusion Law” (Lutte contre l’Exclusion Financière) and adopted by the Council of Ministers on January 9th, 2024. However, it has not yet been discussed and adopted by the Parliament due to delays from the Tunisian authorities. As previously reported, this activity had recorded strong progress, however, as a result of the current situation, further work cannot resume. Thus, it was agreed to pause until the new law is formally adopted. Indeed, the development of the implementation regulations, which are supported by this technical assistance, depends on the final version of the law (which development is not covered under this TA). Component 2: Financial Consumer Protection • During this reporting period, analysis of regulatory gaps in consumer protection for financial products was finalized and consequently reviewed by the Central Bank of Tunisia (CBT), the Microfinance Supervisory Authority (ACM), the Insurance Supervisory Authority (CGA), and the Ministry of Finance (MoF). The final version has now been shared with the authorities • The Tunisian authorities – CBT, MoF, CGA, and ACM – have requested additional support to enhance financial consumer protection – the World Bank has shared a draft work plan with the authorities with the following objectives: ○ Better understanding of the supervisory framework used by the CBT, ACM, and CGA for market conduct supervision and to recommend next steps for improvements. ○ Update the matrix of recommendations highlighted in the regulatory gap analysis with recommendations on improving market conduct supervision. ○ Conduct outreach and dissemination with relevant stakeholders. ○ Agree on capacity-building needs. These would be achieved through a series of consultations and interviews with key stakeholders. A kick-off meeting to present the findings of the regulatory gap analysis and to launch follow-on activities (focused on market conduct supervision and supervisory practices) took place on December 18, 2024. Component 3: Anti-money laundering • This assistance encompassed three financial supervisory authorities, for instance, the Central Bank, the National Insurance Authority (CGA), and the National Microfinance Authority (ACM) and was successfully concluded in June 2024 with the completion of support to the ACM. Inter alia, it included an assessment of the AML/CFT legal and regulatory framework and supervisory practices for the microfinance sector.
---	--

	• Following this success, a request for new technical assistance by the financial intelligence unit, which would also involve the financial supervision authorities, including the securities market regulator (CMF) on the AML/CFT risk-based assessment toolkit, was put forward in May 2024 and is pending approval by the Ministry of Economy. Component 4: Transition to the International Financial Reporting Standards (IFRS) A first methodology draft for assessing insurance and reinsurance companies' impact studies on the transition to IFRS has been provided to the CGA. Following the National Accounting Board's decision to postpone IFRS implementation from January 2021 to January 2023 and then postpone it further without a clear effective date, deliverables related to the assessment of IFRS17 implementation have been canceled from the consultancy contract. Component 5: Modernization of the National Guarantee Fund (FNG) At the dissemination event in December 2023, a three-year detailed roadmap was delivered with the prioritization of projects that can facilitate and accelerate SOTUGAR's transformation and the implementation of its strategy, structured around seven axes: governance; strategy and vision; business model and finances; operations; risk management and internal controls; supervision; and performance evaluation. The strategic vision was also translated into a new business model proposition for SOTUGAR to reposition their products to address MSME's needs better, improve market offerings toward financial partners, rationalize inactive funds, and reallocate financial resources. In 2024, the recommendations on the new product offering for SOTUGAR were delivered to the MoF and additional discussions were held with the Ministry of Finance and SOTUGAR to refine deliverables related to new product offerings. Component 6: Dissemination, workshops, and capacity building for the microfinance association This assistance is set to begin in 2025.
Risks and Challenges	Uncertainties regarding the approval of all the reform axes provided in the law remain, as the new financial inclusion law has not been adopted by Parliament yet leading to a hiatus for these activities. Until the law's formal adoption, the work on implementing regulations cannot continue.

Looking Ahead/ Plans for Next Period	<i>Component 1: Implementing regulations of the financial inclusion law</i> - Due to the lack of clarity on the revised provisions of the new law – and at the request of the Ministry of Finance and the Central Bank, the working groups were on hiatus in 2024 – they plan to resume work once the new law is adopted. - Finalization of the latest ministerial decree on microinsurance once the Parliament adopts the financial inclusion law. - After the implementing regulations are developed and published (once the draft law is adopted), follow-on TA activities could include (but are not limited to): (i) Support for the implementation of the decree on banking intermediation, (ii) Support for the preparation of the operating charter and (iii) Support for the launch of technical committees of the National Council for Financial Inclusion and of the National Payment Council. - All support for implementing any decree will start after the decree/implementing regulation has been published. <i>Component 2: Financial Consumer Protection</i> - A series of consultations and interviews (4-5) in January 2025 with financial supervisory authorities on FCP practices and market conduct supervision, including a kick-off meeting on December 18, 2024. - Workshop with the financial industry to be confirmed in Q1 2025 - Global wrap-up workshop on recommendations derived from the findings of the various analyses in Q1 2025. - Based on findings derived from the interviews and overall recommendations from the analyses, the next activities may include support for the implementation of recommendations. For example, it could include (all to be confirmed): (i) training and certification on customer protection principles for the Market monitoring units within CBT, ACM and CGA, (ii) transparent and fair pricing (methodology for calculating and transparency rules), (iii) capacity building and study tour, (iv) implementation of improvements of FCP in market conduct supervision and coordination for supervision, (v) establishment of a coordinating body for regulation (CBT, ACM, CGA) (to be confirmed), and (vi) develop and operationalize independent complaints handling mechanisms (to be confirmed). <i>Component 3: Anti-money laundering</i> A request for a second phase was received in May 2024, which was discussed, and the team is awaiting confirmation from the Ministry of Economy before launching new assistance. Currently, its scope goes beyond the financial supervisors. It includes training for the financial intelligence unit of Tunisia (<i>Commission Tunisienne d'Analyses Financières</i>, CTAF) and additional technical assistance to financial supervisors (ACM, CGA, and CBT) based on the World Bank toolkit for
---	---

	Risk-based supervision on AML/CFT. For this second phase, beneficiaries will also include the Central Bank, as the supervising authority for bureaux de change, the Securities Market Regulator (Conseil du marché financier, CMF), and the Ministry of Technology, as the supervising authority for the Post. AML/CFT awareness raising for decisionmakers in non-financial institutions is also planned under the new assistance request. Components 4: Transition to the International Financial Reporting Standards (IFRS) Following the National Accounting Board decision to postpone IFRS implementation from January 2021 to January 2023 and then to a further date without a clear effective timeline, deliverables related to the assessment of IFRS17 implementation have been canceled from the consultancy contract. It is planned to explore the possibility of providing technical assistance on developing a CGA data strategy (upon confirmation). Component 5: Modernization of the National Guarantee Fund (FNG) The documents will be submitted by MoF for validation by the relevant authority The new strategic vision and product offering will be validated by the Minister of Finance. The submission of the roadmap and the new business model for SOTUGAR to a Council of Ministers is no longer planned. Once the new strategic vision and product offering are validated, the next steps could include (but are not limited to): - Implementation of SOTUGAR reforms - Definition of new operational procedures for the FNG guarantee offer - Study strategic institutional and supervisory options and prerequisites for micro-savings collection (if MoF approves the continuation of work on this theme).
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
None to report.	
D. Lessons Learned over Reporting Period	
• SOTUGAR reform and the modernization of the FNG are progressing, albeit at a slow pace. Recent developments suggest growing momentum as authorities are working on a new SME Strategy which will include the reform of credit guarantee mechanisms and therefore SOTUGAR. • Sustained engagement with key stakeholders, including government ministries and financial sector authorities, has been crucial to securing buy-in. Another critical factor in the reform process consists in the adoption of a phased, multi-year implementation approach.	

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
Outcome 1 Increase of numeric payments (sent or received) (% population of at least 15 years old)	29,4% (2018)	33,3% (2022)	This indicator was already dropped in 2023 since no TA activities are supporting the indicator.	We suggested dropping this indicator in 2023 since this project has no direct support for digital finance.
Output 1.1 Publication of implementing regulations of the Financial Inclusion Law	0	5 orders 4 Decrees (2023)	Four orders on microinsurance have already been developed and one is yet to be done. Additionally implementing regulations on the (i) definition of legal entities, (ii) intermediation in banking operations, and (iii) the National Payment Council were drafted within the GOT working	On hold While the assistance has advanced very well in developing and finalizing the implementing regulations of the financial inclusion law (see comments), the law was unexpectedly revised several times, and now the draft law is pending adoption. The TA activity has, therefore, been put on hold until the formal adoption of the revised law.

Results Indicators	Baseline	Targets	Results Achieved	Comments
			groups and shared for comments.	
Output1.2: Financial Inclusion Law adopted	0 (2019)	1 (2022)	0 (2024)	The Financial Inclusion Law has been revised unexpectedly and is still pending adoption by Parliament.
Output 1.3: Improvement of the legal or regulatory framework for financial consumer protection	0 (2019)	1 (2026)	1 (2024)	Achieved. The gap analysis was completed and finalized in June 2024. The gap analysis suggested that the legal and regulatory framework is overall fine and does not require a complete overhaul of the regulations. Hence the completion of this result. The TA now focuses on analyzing market conduct supervision, and updated recommendations for FCP would be provided then.
Output 1.4: Improvement of the legal and regulatory framework for anti-money laundering	0 (2019)	1 (2022)	Completed (2024)	
Outcome 2 Increase of IMF micro-insurance contract subscriptions	2,2% (2018)	3,5% (2022)		
Output 2.2:	0 (2019)	4 (2021)	Achieved	Three training sessions for the CBT on a risk-based approach,

Results Indicators	Baseline	Targets	Results Achieved	Comments
Training on new IFRS standards completed				documentary inspection, and on-site inspection (March 2021) 1 training session for ACM on risk mapping methodology for the microfinance Sector (June 2021). 36 days of training on IFRS for the Insurance Authority (CGA) staff (2022)
Outcome 3 Increase in the number of legal persons (micro, small, and medium enterprises) among IMF clients	0 (2019)	5% (2022)	0 (2024)	This outcome cannot be achieved without Parliament adopting the new Financial Inclusion Law. We suggest postponing the target to 2026.
Output 3.1: New circular by the Central Bank acknowledging microfinance rating agencies	0 (2019)	1 (2020)	Achieved	Circular n°2020-13 issued in June 2020
Output 3.2: Publication of a new decree to reform FNG	0 (2019)	1 (2026)		The roadmap and the new business model for SOTUGAR were completed in December 2023 and September 2024, respectively. We propose dropping this indicator since the new vision of SOTUGAR does not require a new decree to reform FNG.

F. Financial Reporting

Grant Name: TA for Implementation of the Financial Inclusion Strategy (TF0C3006)		
Grant Agreement Date: October 11, 2023	Grant closing date: February 28, 2026	Status: Active
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	0.00	1,743,280.57
Commitments	-	25,873.54
Total Disbursements	327,317.47	427,627.92
Ratio % (Com. + Disb. / Allocated)	-	26.01%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	1,315,652.65
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	1,289,779.11

6.1.2.4 Window 3: Local Governments/Decentralization

Grant Name	Local Governments and Decentralization (TF0A4458)
Task Team Leader	Dina Ranarifidy
Budget	3,815,055.62 USD
A. Grant Objectives and Activity Summary	
The objective of this grant is to support the State, central agencies, and local governments (LGs) in the effective implementation of the decentralization process - through the upgrading of local finances, the re-establishment of trust between citizens and local governments, and the strengthening of LGs and central agencies in technical and human capacities. This grant is structured around the following components: - Under component CL5, support the acquisition of IT development services for the 3rd phase of development of the Local Government Portal, as well as communication and training activities to promote the portal and facilitate its use by local governments. - Under component CL8, support the introduction of double-entry accounting, a requirement of the Local Government Code adopted in 2018. - Under component CL9, support the institutional strengthening of the Court of Auditors (CoA), the valorization of its role, and the results of its work in the decentralization process, including actions to ensure that local governments take into consideration the results of the CoA's annual audits and establish action plans to remedy the shortcomings raised by the CoA. - Under component CL12, support strengthening Grievance Redress Mechanisms (GRM). - Under component CL13, support the MALE's General Inspectorate (IGMALE), whose prerogatives vis-à-vis local governments were unclear and whose human, financial, and material resources were inadequate. - Under component CL12, support organizing a Second Local Government Day. All components were either completed or canceled before this reporting period, with only the implementation of CL5 continuing into 2024, which is the focus of this report.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	<i>Note: Progress is only reported for CL5 – Local Governments' Portal, and CL12 – Strengthening of the GRM</i> In 2024, a firm was competitively selected to upgrade the Local Governments Portal and its modules, involving necessary corrections for overall performance improvement and adjustments for an optimal user experience. Additional features have been integrated with the Chikaya module's redesign to align with current technological and functional standards, ensuring effectiveness and modernization. A mobile application has been developed to enable citizens to access all municipality information and to promote community spirit. A steering committee, chaired by the Ministry of Interior, was set up to monitor the activity's progress and ensure adherence to planning. Five taskforces were set up, each focusing on a specific module, responsible for refining and specifying the features and validating them after development. The Bank organized the CivicTech Sprint Hackathon on 13 to 15 December 2024 in collaboration with the Ministry of the

	Interior, aimed at strengthening the local governance portal through digital technologies and citizen engagement solutions. The event, which brought together 50 players, contributed to promoting the local government portal to enhance its visibility and strengthen its proximity to citizens and the local community. Three teams were the winners of the Hackathon, proposing solutions that offer an innovative approach to be implemented in the portal. These solutions will help ensure optimal visibility and seamless interconnection across the portal's various features.
Risks and Challenges	There's a need for sustained engagement from the Ministry of Interior and a close follow-up to ensure activity delivery by grant closing.
Looking Ahead/ Plans for Next Period	- Organization of Hackathons for the promotion of the portal at the national level - Testing the solution for pilot municipalities - Development of a ministerial circular to mandate municipalities to use the solution - Training and deployment of the solution
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
This grant closed on December 31, 2024. Following the closure for administrative reasons of Project 130637, "Urban Development and Local Governance," in December 2024, grant TF0A4458 has closed. Its remaining balance will be reflowed to a new grant that will be launched in 2025 to ensure continuity of activities.	
D. Lessons Learned over Reporting Period	
- Design technological systems to be sufficiently flexible and easily adaptable to institutional changes. For instance, modules such as Mandatory Minimum Conditions (CMO) and Performance Evaluation (EP) were removed because they no longer met institutional requirements. - Integrate the Data Approach with the current modular and process development approach to emphasize data quality, accessibility, and usability as central elements of the portal's design. - The portal and its modules operate and were developed independently when they should work around a single integrated information system and a common technological foundation. - Integrate the user-centric approach into the development process to create user-friendly, efficient solutions that meet users' real needs. - Develop technological systems that should be easily connected and interoperable with other systems, whether internally within the ministry or with other ministries. - A circular mandating municipality must support the deployment of the modules to use the modules - The portal was operated without a maintenance contract after its warranty period, exposing the ministry to significant security risks. Therefore, a maintenance budget should be included in the software development budget.	

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
Number of LGs with a functional grievance redress mechanism	0	272 municipalities with a functional GRM mechanism (systematically using the GRM guide)	17	Not achieved
Number of LGs carrying out their action plan following the audit of their financial accounts by the CoA	0	N/A 272 Municipalities	100	100 LGs started implementing their action plan following the audit of the financial account.
Percentage of LGs whose financial accounts are audited on a risk-basis and in compliance with International Auditing Standards (ISSAI)	0	2019: 100% 2021	2021: 100%	Percentage of LG audited on risk-based approach: 100% applied by the CoA.
Percentage of key LG information published on the Local Government's Portal in an accessible and ergonomic format E.g.: population, HR data; complaint management data (type, resolution rate, response rate), CMO results, EP results, DGNA amount, audit report (or link), procurement plan (or link), link to LGs websites, detailed budget data (expenses, revenues, debt, etc.)	0	Per the Program Operational Manual (POM), sustain 70%+ data publication and updates after the first year.	In 2022, 72.22% of the requested data was published on the main portal	Achieved. The data that has not been published mainly consists of data that does not belong to the MI, such as data from the Court of Auditors and the procurement plan

Results Indicators	Baseline	Targets	Results Achieved	Comments
Number of communication events on the decentralization process	0	1 per year	2 (2024)	Two events organized in 2024 focusing on regionalization of public policies for two sectors (Culture and Transport) with key stakeholders
Number of people (LC/CSO/public institutions/citizens/donors) participating in communication events	0	900 a year	0	Not achieved
Number of man days/TA in communication provided to MALE	0	50 per year	0	Not achieved

F. Financial Reporting

Grant Name: Tunisia - Local Governments and Decentralization (TF0A4458)		
Grant Agreement Date: February 1, 2017	Grant closing date: December 31, 2024	Status: Active (Closure in process)
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	-30,000.00	3,815,055.62
Commitments	-	133,346.71
Total Disbursements	241,917.00	3,016,541.00
Ratio % (Com. + Disb. / Allocated)	-	82.56%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	798,514.62
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	665,167.91

Grant Name	Regional and Territorial Development (TF0B2810)
Task Team Leader	Dina Ranarifidy
Budget	847,803 USD
A. Grant Objectives and Activity Summary	
The objective of this grant is to improve the capacity of the GoT, especially its regional councils, to provide the services and infrastructure necessary for the socioeconomic development of all territories in an inclusive and equitable manner. The initial phase of this support, aimed at establishing a contextual and legislative diagnosis and defining a strategic orientation for the reform, has been completed. Based on this diagnostic, the World Bank drafted a detailed proposal for an integrated reform in consultation with the beneficiaries and with Moussanada's Development Partners. This proposal outlines four main activities to be supported through this grant: • The consolidation of the regionalization's operationalization strategy and development of a sequenced action plan • Support for the GoT's strategic thinking on decentralization • Preparation and integration of the related reforms: planning and deconcentration • Establishment of inter-ministerial coordination mechanisms for the preparation and integration of reforms As the political situation has evolved since July 2021, it was decided to focus on launching key studies that will produce essential information on territorial governance with the objectives of (i) supporting the GoT's reflection on decentralization in general and regionalization in particular, and (ii) laying the ground for the operationalization of the new or updated vision. In early 2024, the Bank team worked with the MEP technical teams to prepare a list of priority/no-regret type of activities to support regional development. The activities were estimated at 1.5 USD million. Due to several ministerial changes in 2024, the MEP's interest/availability to proceed with the technical TERI committee has not yet been confirmed.	
B. Implementation Progress and Output Reporting	
Activity highlights / key achievements over the reporting period	<i>1) Regionalization and Territorialization of Public Policies in Tunisia in 3 pilot sectors: Education, Culture, and Transport</i> - Completion of phase B, which allowed an in-depth analysis of selected policies, consisting of an evaluation of the potential of regionalization of certain competencies and resources, the proposal of scenarios of transfers and delegations. All proposed scenarios were validated by the steering committee co-chaired by the MEP and the Ministry of Interior (Mol). - Phase C, the third and final phase, was completed in December 2024, resulting in the development of an action plan to operationalize all proposed scenarios. <i>2) Supporting the development of a regional governance model for the Zarzis Economic Activities Park (ZEAP). A mission was conducted in October 2024 to ensure:</i> - Delivery of a capacity-building plan for regional and municipal actors which will be members of the ZEAP regional governance structure. - Approval of the final deliverable by a Steering Committee meeting. - Participative workshop for national and regional actors.

Risks and Challenges	<i>1) Regionalization and Territorialization of Public Policies in Tunisia in 3 pilot sectors: Education, Culture, and Transport</i> - The education sector assessment faced delays because key counterparts were unavailable, posing a challenge. Additionally, there is a risk due to limited political oversight of the proposed recommendations. <i>2) Supporting the development of a regional governance model for the Zarzis Economic Activities Park (ZEAP)</i> - Risk: Change in governors.
Looking Ahead/ Plans for Next Period	<i>Activity 1: Regionalization and Territorialization of Public Policies in Tunisia in 3 pilot sectors: Education, Culture, and Transport</i> • A steering committee to define the next steps. <i>Activity 2: Supporting the development of a regional governance model for the Zarzis Economic Activities Park (ZEAP)</i> • Activity has been completed.
C. Changes to Grant Activity (budget, activities, timeline, etc.)	
This grant has been closed on December 31, 2024.	
D. Lessons Learned over Reporting Period	
- Need to gather the existing coordination platform more regularly (TERI coordination committee, donors' group on decentralization) to share updates on the implementation of decentralization-focused programs. This would offer a platform to discuss extensively how the ongoing activities are being adjusted to re-align with the evolving priorities post-2022 Constitution, especially on territorial development aspects. - Despite the changes to the institutional landscape, it is important to pursue the sectorial dialogue through knowledge/analytical events (requested by national counterparts) and build on outcomes of the Territorial Development study, which benefits from strong ownership from the Ministry of Economy and Planning and the Ministry of Interior. - Rethink the current approach to focus more on no-regret investments addressing urgent needs with high impact - such as providing options to reposition the current regional development entities, updating the regional development index, etc.	

E. Results Achieved over Reporting Period

Results Indicators	Baseline	Targets	Results Achieved	Comments
Elected Regional councils operational	(2021): 0	(2026): 24 operational regional councils.	(2024): 0	Decree 2023-9 disbanded the municipal councils elected in 2018.

Results Indicators	Baseline	Targets	Results Achieved	Comments
		Intermediary targets: (2022): Orientation Law on decentralization is adopted (2023): Technical and institutional framework approved by government	(2024): 0 (2024): 0	Decree 2023-10 integrated new electoral law councils, elected in 2024. Pilot sectoral policies identified by MEP

F. Financial Reporting

Grant Name: Regional and Territorial Development (TF0B2810)		
Grant Agreement Date: May 20, 2020	Grant closing date: December 31, 2024	Status: Active (Closure in process)
Financial Highlights (unaudited) in USD		
	Reporting Period: January 01, 2024 December 31, 2024	From Inception to Period Ended: December 31, 2024
Allocated Funds	0.00	847,803.00
Commitments	-	28,457.85
Total Disbursements	197,940.10	816,606.16
Ratio % (Com. + Disb. / Allocated)	-	99.68%
Unspent Balance at the End of Reporting Period (Allocated Funds - Total Disbursements)	-	31,196.84
Available Budget at the End of Reporting Period (Unspent Balance - Commitments)	-	2,738.99

6.2 TERI's Pillars

Each of TERI's three pillars is composed of four components, making a total of twelve components. The program components are as follows (see Figure 1 below for the presentation of the pillars and their components):

Pillar 1: “A more effective and resilient public sector for citizens and the private sector”:

- 1.1 Improved budget and public finance management,
- 1.2 Enhanced access to information and statistics for citizens and businesses,
- 1.3 Improved public sector performance for service delivery,
- 1.4 Closer citizen-state relations through effective decentralization and territorial regionalization.

Pillar 2: “An environment conducive to sustainable economic growth and private sector-led job creation”:

- 2.1 Improved business environment for trade, investment, and entrepreneurship,
- 2.2 Modernized financial sector for increased access to finance,
- 2.3 Better infrastructure for enhanced connectivity,
- 2.4 Enhanced economic opportunities in lagging regions.

Pillar 3: “Enhanced services to citizens for social, economic, and regional inclusion”:

- 3.1 Improved access to and quality of basic public services for citizens and businesses,
- 3.2 Expanded, better targeted, and integrated social protection programs,
- 3.3 Employment-related policies and mechanisms for equal access to good jobs for all,
- 3.4 Relevant skills for employability.

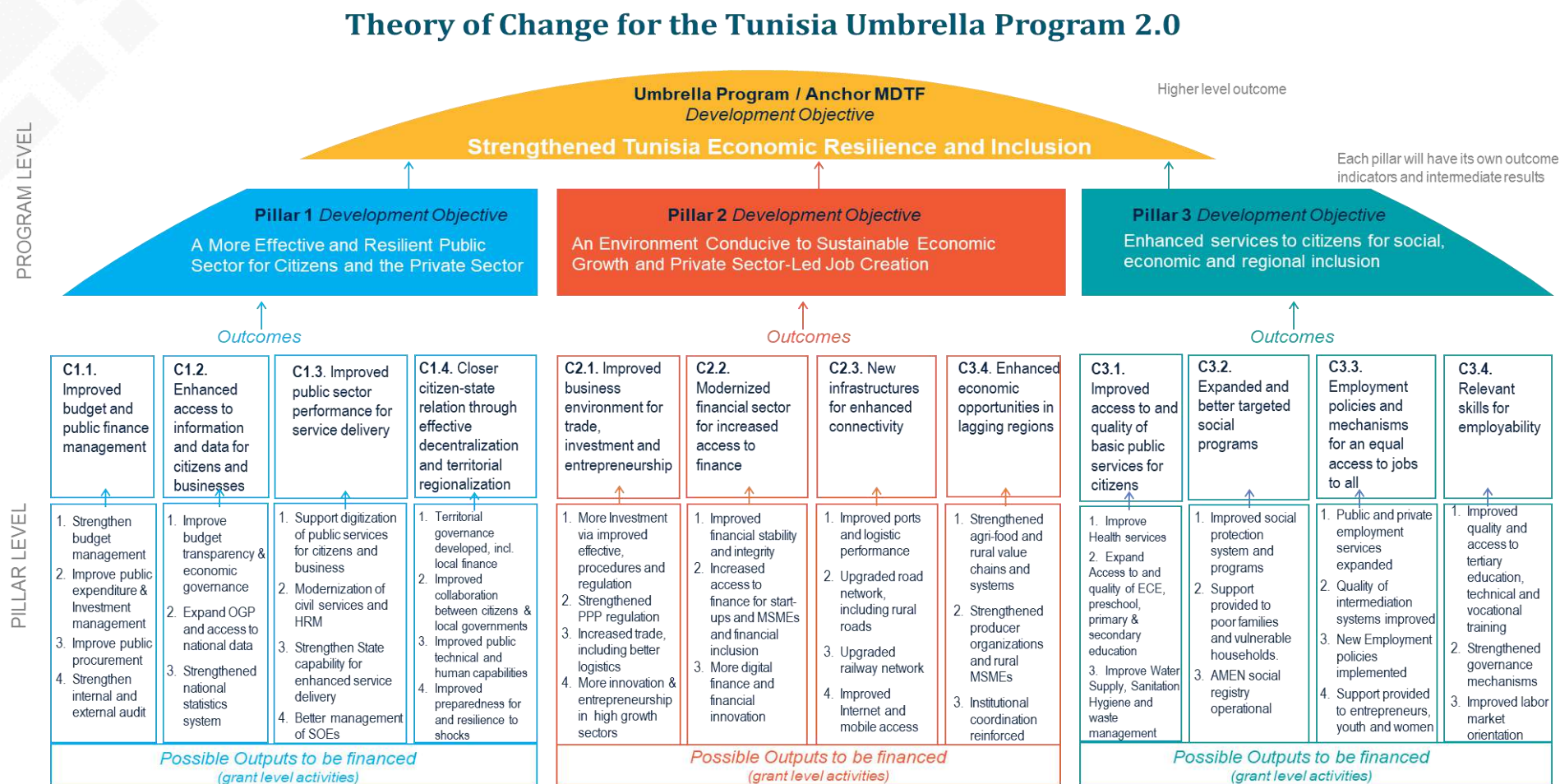


Figure 1- TERI MDTF Theory of Change and Strategic Development Objectives

6.3 Umbrella Key Data

Basic TERI Anchor TF Data	
TERI Anchor TF Number	TF# 073622
TF Managing Unit	MNCTN
Mapping Region/Global Practice	MNA
TF Effectiveness Date	March 01, 2021
TF End Disbursement Date	December 31, 2029
Progress Reporting Frequency	Annual (with mid-year updates in presentation)
Umbrella Program Manager	Asma Bouraoui Khouja
Supervising Manager	Alexandre Arrobbio
Project Management Team	Maria Chus (TF Program Coordinator) Iman Kablaoui (Program Assistant) Amine Yedeas (TF Analyst) Sana Dimassi (Communication Specialist)
Geographical Scope of TF	Country
TF Type	Programmatic
TF Purpose	Co-Financing / Technical Assistance
Execution Status	Bank-executed / Recipient-executed

Grant Description	TTL Name(s)	Team members
TERI Anchor MDTF (TF073418)		
W1: Technical Assistance to Enhance the Capacity and Effectiveness of the Tunisia Delivery Unit	Rim Kanzari, Molka Belcadhi	
W1: TA for the Implementation of Budget, Public Accounting, and Expenditure Control Reforms	Rim Kanzari	Rahma Jandoubi
W1: Digital Governance for Service Delivery	Rim Kanzari, Dolele Sylla	Marion Daull
W1: TA for Strengthening Budget Transparency	Rim Kanzari	Samia Karboul, Afifa El Almi
W1: Support to the Modernization of the Tunisian National Institute of Statistics	Federica Alfani	Fairouz Othman
W1: Robust Statistics and Reliable Socioeconomic Analyses for Effective and Timely Decision-Making (assistance to INS)	Federica Alfani	Fairouz Othman
W1: Strengthening Climate and Disaster Resilience in Tunisia	Dina Ranarifidy	Haythem Belghrissi
W2: TA in the Renewable Energy Sector	Amira Klibi, Safia Hachicha	Skander Harzi
W2: Improving Disaster Risk Finance in Tunisia	Miha Andrianaivo	Ulrike Miglo, Laurence Jacquart
W3: Support to Social Protection Program – Implementation Phases 1 and 2	Mohamed El Aziz Ben Ghachem	Mahdi Barouni, Eric Zapatero, Olfa Hamza Ep Hila, Khouloud Ben Takaya, Ameni Neji
W3: Robust Statistics and Reliable Socioeconomic Analyses for Effective and Timely Decision-Making (assistance to the CRES)	Mohamed El Aziz Ben Ghachem	Mahdi Barouni, Eric Zapatero, Olfa Hamza Ep Hila, Khouloud Ben Takaya, Ameni Neji
W3: Intermediation Systems	Angela Elzir Assy	Mohamed Aziz Majoul
Moussanada (TF072692)		
W1: Governance	Rim Kanzari	Samia Karboul, Marion Daull, Afifa El Almi, Rahma Jandoubi
W1: Public Finance Management (PIM/TARTIB)	Rim Kanzari	Marion Daull
W1: Access to Good Jobs	Angela Elzir Assy	Mohamed Aziz Majoul

Grant Description	TTL Name(s)	Team members
W2: Digital Finance & Innovation, G2P	Safia Hachicha	Skander Harzi
W2: Financial Sector Stability and Resilience	Miha Andrianaivo	Ulrike Miglo
W2: Financial Inclusion	Miha Andrianaivo	Ulrike Miglo
W3: Local Governments and Decentralization	Dina Ranarifidy	Haythem Belghrissi
TRACE (TF073418)		
Component 1		
Youth and Female Employment in Agriculture (Closed)	Johanne Buba, Eric Zapatero	Rania Dourai
NEXUS for Skills & Jobs	Himdat Bayusuf	Yosra Bouaziz, Anis Saidi, Sofiene Omri, Nesrine Souissi, Soumaya Zouari, Sameh Amara, Jan van Zoelen
Component 2		
RETF Entrepreneurship-Support Projects	Christian Berger, Yosra Bouaziz	Jan van Zoelen
Component 3		
Financial Inclusion of Agricultural Producers	Luz Maria Salamina	Margarete O. Biallas, Clara Puymartin, Youssef Mekouar, Fahd Diouri, Nina Bilandzic
Insurance Solutions for Agricultural Producers	Luz Maria Salamina	Johnny Mikhael Matta, Agrotosh Mookerjee, Sharon Adhiambo Onyango, Peter Friedrich Wilhelm Wrede
Access to Knowledge and Innovations (Closed)	Irina Schuman	Jan van Zoelen, Afifa El Almi, Mohamed Moadh M'Hiri, Khoubuib Djemai
Component 4		
Policy Briefs for a Conducive Regulatory Environment	Christian Berger	Yosra Bouaziz

6.4 Financial Highlights

TERI Anchor (TF073622)

Financial Highlights in USD (unaudited statement of receipts, disbursements, and fund balance)		
	Reporting Period: January 1, 2024 - December 31, 2024	From Inception to Period Ended: December 31, 2024
Funds Committed by Development Partner(s)		
UK - Foreign, Commonwealth, and Development Office (FCDO)	0,00	1.997.222,95
Swiss Agency for Development and Cooperation (SDC)	0,00	8.631.984,13
Swiss State Secretariat for Economic Affairs (SECO)	0,00	10.499.837,67
Netherlands - Ministry for Foreign Trade and Development Cooperation	0,00	5.012.184,00
European Commission (EC)	0,00	4.180.800,00
Italian Agency for Development Cooperation (AICS)	0,00	1.356.125,68
Total	0,00	31.678.154,43
A. Funds Received by Development Partner(s)		
UK - Foreign, Commonwealth, and Development Office (FCDO)	624.696,00	1.997.222,95
Swiss Agency for Development and Cooperation (SDC)	0,00	3.150.730,03
Swiss State Secretariat for Economic Affairs (SECO)	0,00	8.855.461,44
Netherlands - Ministry for Foreign Trade and Development Cooperation	1.573.000,00	3.744.046,00
European Commission (EC)	0,00	4.180.800,00
Italian Agency for Development Cooperation (AICS)	0,00	1.356.125,68
Total	2.197.696,00	23.284.386,10
B. Investment Income Credited	n/a	1.829.426,34
C. Administrative fees	n/a	559.635,51
Total Funds Allocated at Grant Level (Bank Executed Trust Funds)	4.072.332,94	13.945.522,67
Total Funds Committed at Grant Level	-	0,00

Financial Highlights in USD (unaudited statement of receipts, disbursements, and fund balance)		
<i>(Recipient Executed Trust Funds)</i>		
Total Project Disbursements	2.763.718,95	4.608.049,91
Cash Balance at End of Reporting Period <i>(Cash Balance = Total Funds Received – Total Disbursements)</i>	n/a	18.676.336,19
Funds Available (at the Trustee Level) for Commitments and/or Allocation at the End of the Reporting Period <i>(Funds Available for Commitment / Allocation = Funds received - Funds Allocated (BETFs) - Funds committed (RETFs))</i>	n/a	9.338.863,43
Outstanding Development Partner Commitments at the End of the Reporting Period	n/a	8.393.768,33

Moussanada (TF072692)

Financial Highlights in USD (unaudited statement of receipts, disbursements, and fund balance)		
	Reporting Period: January 1, 2024 - December 31, 2024	From Inception to Period Ended: December 31, 2024
Funds Committed by Development Partner(s)		
Swiss State Secretariat for Economic Affairs (SECO)	0,00	9.889.435,42
Swiss Agency for Development and Cooperation (SDC)	0,00	836.014,63
UK - Foreign and Commonwealth Office (FCO)	0,00	7.681.702,89
EU - Commission of the European Communities	0,00	12.697.902,50
Total	0,00	31.105.055,44
A. Funds Received by Development Partner(s)		
Swiss State Secretariat for Economic Affairs (SECO)	0,00	9.889.435,42
Swiss Agency for Development and Cooperation (SDC)	0,00	836.014,63
UK - Foreign and Commonwealth Office (FCO)	0,00	7.067.226,66
EU - Commission of the European Communities	0,00	12.697.902,50
Total	0,00	30.490.579,21
B. Investment Income Credited	n/a	1.885.177,11
C. Administrative fees	n/a	291.400,00
Total Funds Allocated at Grant Level (Bank Executed Trust Funds)	1.227.992,70	28.183.661,64
Total Funds Committed at Grant Level (Recipient Executed Trust Funds)	0,00	3.700.000,00
Total Project Disbursements	3.353.108,98	24.112.512,96
Cash Balance at End of Reporting Period (Cash Balance = Total Funds Received – Total Disbursements)	n/a	6.378.066,25
Funds Available (at the Trustee Level) for Commitments and/or Allocation at the End of the Reporting Period (Funds Available for Commitment / Allocation = Funds received - Funds Allocated (BETFs) - Funds committed (RETFs))	n/a	-1.393.082,43
Outstanding Development Partner Commitments at the End of the Reporting Period	n/a	614.476,23

TRACE (TF073418)

Financial Highlights in USD (unaudited statement of receipts, disbursements, and fund balance)		
	Reporting Period: January 1, 2024 - December 31, 2024	From Inception to Period Ended: December 31, 2024
Funds Committed by Development Partner(s)		
Netherlands - Ministry for Foreign Trade and Development Cooperation	3,225,000	23,125,000.00
Total	-	23,125,000.00
A. Funds Received by Development Partner(s)		
Netherlands - Ministry for Foreign Trade and Development Cooperation	3,616,655.00	21,731,952.02
Total	3,616,655.00	21,731,952.02
B. Investment Income Credited	n/a	1,123,247.32
C. Administrative fees	n/a	599,999.90
Total Funds Allocated at Grant Level (Bank Executed Trust Funds)	(347,950.33)	6,474,706.67
Total Funds Committed at Grant Level (Recipient Executed Trust Funds)	-	11,999,998
Total Program Disbursements	5,153,297.14	12,194,718.81
Cash Balance at End of Reporting Period (Cash Balance = Total Funds Received – Total Disbursements)	n/a	9,537,233.21
Funds Available (at the Trustee Level) for Commitments and/or Allocation at the End of the Reporting Period (Funds Available for Commitment / Allocation = Funds received - Funds Allocated (BETFs) - Funds committed (RETFs))	n/a	3,257,247.35
Outstanding Development Partner Commitments at the End of the Reporting Period	n/a	1,393,047.98

6.5 Gender Reporting

MDTF/Window/ Activity	Name of Training / Coaching / Seminar / Any active sessions / On-the-job training	Total # of participants	# of women
TERI Anchor MDTF			
Pillar 1: A More Effective and Resilient Public Sector for Citizens and the Private Sector			
Technical Assistance to enhance the capacity and effectiveness of the Tunisia Delivery Unit (TF0C0864)	• 1 st Workshop for Focal Points from sectorial ministries (Economic and Infrastructure pillar)	32	16
	• 2 nd Workshop for Focal Points from sectorial ministries (Economic and Infrastructure pillar)	46	22
	• Workshop on the prioritization of reforms (Human capital pillar)	27	16
	• Center of Government: Global Best Practices, Workshop	69	40
Strengthening climate and disaster resilience in Tunisia (TF0C1075)	• EWS second conference May 2024	60	35
	• EWS study tour to Switzerland June 3-7, 2024	10	2
	• Workshop to discuss the DRM platform creation, November 2024	34	17
Robust statistics and reliable socioeconomic analyses for effective and timely decision-making (TF0C5588)	• Data Literacy Program Kickoff	36	23
	• Data Literacy Program Training and mentorship	44	24
Digital governance for service delivery (TF0C5175)	• Conference on Interoperability for Enhancing Customs Operations through the New Information System SINDA 2	210	56
Implementation of Budget, Public Accounting, and Expenditure Control Reforms (TF0C4922)	• Event: Training day on benchmarking and normative requirements related to the Audit and Internal Budgetary Control (IBC)	26	11
Strengthening open governance and budget transparency (TF0C4923)	• Workshop on portal features and introduction to the use of the open budget portal for MoF and CIMF	12	7
	• Workshop on dashboard, tables, and map generator modules for MOF and CIMF	13	6
	• Workshop on the open budget portal for budget administrators	42	19
Pillar 2: An environment conducive to sustainable economic growth and private sector-led job creation			
Improving Disaster Risk Finance in Tunisia (TF0C1647)	• Certifying Training on Nat Cat conducted by SWISS RE	21	13

MDTF/Window/ Activity	Name of Training / Coaching / Seminar / Any active sessions / On-the-job training	Total # of participants	# of women
	Certifying Training on Risk Modeling conducted by GUY CARPENTER	24	14
Pillar 3: Enhanced Services to Citizens for Social, Economic, and Regional Inclusion			
Support to Social Protection Program – Implementation Phase 1 (TF0C1183)	Training on the application of integration and recertification procedures for beneficiaries of the AMEN Social program, February 1st and 2nd in Mahdia	63	31
	Training on the application of integration and recertification procedures for beneficiaries of the AMEN Social program, February 5th and 6th in Nabeul	60	33
	Dissemination workshop on the results of the technical assistance to the MoSA regarding the digitization of social assistance payments, May 31st in Tunis	39	23
Moussanada MDTF			
Window 1: Governance/PFM/TARTIB			
Digital transformation of user-centric public services (G15)	EDV 3: I Drive a Car – 5 workshops conducted to construct the as-is and to-be plans collaboratively.	69	33
	EDV 5: I Get Reimbursed for My Medical Expenses – 16 workshops conducted to construct the as-is and to-be plans collaboratively.	168	75
	EDV 8: I Prepare for/Embark on Retirement – 3 workshops conducted to construct the as-is and to-be plans collaboratively	37	22
Supporting transparency for better governance (G16)	Coaching the Hackathon's 5 winning teams	12	3
	Technical training workshop on Ckan and Wagtail	25	15
	Presentation and information workshop on the open data portal for private companies, CSOs, and NGOs	24	12
	Awareness-raising workshop on the use of the portal for administrations / Sousse	31	12
	Open Data inventory restitution day/ Ministry of Health	39	21
	Presentation of the introduction of Open Data and its impact on the Ministry of Health	21	14
	Closing event to support the winning teams	33	14

MDTF/Window/ Activity	Name of Training / Coaching / Seminar / Any active sessions / On-the-job training	Total # of participants	# of women
Support to Public Investments Management - PIM Phase 2 (TF0C4920)	• Workshop on the Public Investment Project Prioritization Method / PAGIP experts and 5 MEP officials.	90	47
	• Workshop on Socioeconomic Evaluation / Pascal Gautier, Jincheng NI, Experts PAGIP	101	48
	• Working Meetings on the Prioritization Method, Analysis, and Consolidation of the Legal Framework	20	12
	• Ad-Hoc Group for the Implementation of the Pilot Socioeconomic Evaluation Project	16	8
	• Workshop « Critères de choix pour la création des UGO »	29	20
Window 3: Local Governments and decentralization			
Regional and Territorial Development (TF0B2810)	<i>Activity 1: Regionalization and Territorialization of Public Policies in Tunisia (in 3 pilot sectors: Education, Culture, and Transport)</i> Organization of participative workshops for the two pilot sectors (Culture, Transport), including key actors from sectoral ministries and sub-national representatives, to present and analyze in depth the regionalization scenarios.	60	28
	<i>Activity 2: Supporting the development of a regional governance model for the Zarzis Economic Activities Park (ZEAP).</i> Organization of a field visit mission, including meetings with the Governor as well as directors of ZEAP and operational businesses.	15	7

For further inquiries, please contact:

Senior Operations Officer

Mrs. Asma Bouraoui Khouja

Email: abouraoui@worldbank.org

The World Bank

MNCTN-MNA Region

Tunisia



WORLD BANK GROUP