

# TUNISIA

**Technical Assistance: Enhancing the Social Protection and Labor System while promoting Socioeconomic Inclusion of the Poor and Vulnerable (P158129) Completion Report FY16-17**

June 15, 2017

## Tunisia

### Technical Assistance. Enhancing the Social Protection and Labor System while Promoting Socioeconomic Inclusion of the Poor and Vulnerable

P158129

Completion Report FY16-17

*Final Revised Post Decision Meeting. June 15th, 2017*

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## ACRONYMS AND ABBREVIATIONS

AFD	Agence Française de Développement/ French Agency for Development
ALMPs	Active Labor Market Programs
AMG	Assistance Médicale Gratuite
ANETI	Agence Nationale de l'Emploi et du Travail Indépendant
CERES	Centre d'Etudes et de Recherches Economiques et Sociales
CRES	Centre de Recherches et d'Etudes Sociales
CPF	Country Partnership Framework
CSO	Civil society organization
FDI	Foreign direct investment
FY	Fiscal Year
GDP	Gross Domestic Product
GoT	Government of Tunisia
GP	Global Practice
ICR	Implementation Completion Report
ILO	International Labor Organization
IMF	International Monetary Fund
INS	Institut National de la Statistique
MAKS	Multi-Year Advisory and Knowledge Service
MENA	Middle East and North Africa
MOE	Ministry of Education
MOH	Ministry of Health
MSA	Ministry of Social Affairs
MVTE	Ministry of Vocational Training and Employment
NGOs	Non-Governmental Organizations
ONEQ	National Observatory for Employment and Qualifications- <i>Observatoire National de l'Emploi et des Qualifications</i> )
PMO	Office of the Prime Ministry
PNAFN	Programme National d'Aide aux Familles Nécessiteuses
SCD	Systematic Country Diagnostic
SPL	Social Protection and Labor
SSN	Social Safety Net
TA	Technical Assistance
TND	Tunisian dinar
UGTT	Union Générale des Travailleurs Tunisiens
UTSS	Union Tunisienne de la Solidarité Sociale
USD	United States dollar
UTICA	Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat
UNDP	United Nations Development Program
UNICEF	The United Nations Children's Emergency Fund
USAID	United States Agency for International Development
WBG	World Bank Group
WFP	World Food Program
WHO	World Health Organization

## ACKNOWLEDGEMENTS

*This completion report was co-authored by Carine Clert (Task leader, GSP05) and Angela Elzir (Junior Professional Associate, Jobs Group), core team member (GSP05). Key contributors to the different tasks and activities conducted under this TA include: Mayalen Claire Iron (Consultant, Social Protection), Geneviève Sempere-Briand (Consultant, Social Care sector), Malek Garbouj (Consultant, Econometrics), Sami Bibi (Consultant, Senior Economist). Supporting consulting work was undertaken by the CDCGE (Society of Consulting in community Development and Business Management - Consulting en Développement Communautaire et en Gestion d'Entreprises). The initiative was supported by dedicated efforts of Suzanne Essama (Operations Officer) and Maya El-Azzazi (Operations Analyst) GSP05 as well as of Uma Balasubramanian and Astania Kamau (Program Assistants, GSP05), as well as Rekaya Ben Mahmoud (Team Assistant, MNCTN).*

*This Technical Assistance (TA) was conducted under the guidance of Setareh Razmara (Jan-July 2016), Hana Brix, Practice Manager (starting July 2016) and David Robalino, Practice Manager (Jobs Group). Country Director Marie Françoise Marie Nelly provided guidance at Concept Stage as Chair. Peer reviewers Joana Silva, Senior Economist (LCRCE) and Ana Maria Munoz Boudet, Senior Social Scientist, (GVV03) provided valuable insights.*

*The team would also like to express its deep thanks to the Government of Tunisia and especially core directors and technical specialists from the Ministries of Social Affairs, Employment, Women, Childhood and Family, Youth and Sports, and Development, as well as from the following public agencies: CRES (Center for Studies and Socio-Economic Research - Centre d'Etudes et de Recherches Economiques et Sociales), ONEQ (National Observatory for Employment and Qualifications - L'Observatoire National de l'Emploi et des Qualifications), and INS (National Institute of Statistics - Institut National de la Statistique) for their support and engagement in the preparation of different activities supported by this TA.*

## 1. BACKGROUND AND OVERVIEW

1. **This completion report reports on completed deliverables and related results by the advisory and knowledge service “Enhancing the Social Protection and Labor System while Promoting Socioeconomic Inclusion of the Poor and Vulnerable in Tunisia” over the period March 2016 - March 2017.** This Advisory Service and Analytics (ASA) aimed to “improve the capacity of the relevant Tunisian ministries to design programs and policies to promote socioeconomic inclusion of disadvantaged groups, including the poor, the vulnerable and youth”. At the request of the Government, targeted ministries included the Ministry of Social Affairs (MSA), Employment and Vocational Training (MFPE), Women, Family and Children, as well as Youth and Sports. Initially conceived as a flexible and programmatic instrument<sup>1</sup>, the ASA was redefined as a discrete two-year Technical Assistance program on two grounds: (i) selectivity, with focus on informing the forthcoming operation on jobs and youth agreed between the Government and the Bank in the context of the CPF<sup>2</sup> and (ii) limited resources allocated for fiscal year 2017<sup>3</sup>.

2. **The selection of TA areas stemmed from the country context, counterparts’ interest and strategic Bank priorities.** The Concept Note pointed to the well-known issues of high unemployment, limited growth and job creation, as well as to worrisome trends in vulnerability and inequality, with strong intersections between these socioeconomic trends.

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<sup>1</sup> To allow for flexibility and continuity in a shifting environment, the team proposed that the TA be implemented in a two-year period: (i) March 2016 - April 2017; and (ii) May 2017 – May 2018.

<sup>2</sup> See Decision Note of April 6, 2016.

<sup>3</sup> US\$ 50,000, as opposed to 150,000 US.

For example, low levels of labor participation exist but with marked gender differences (under 26 percent for women compared with 71 percent for men). Among workers living in households in the poorest decile; for instance, the average unemployment rate is more than 30 percent, while among workers living in the richest households, this proportion falls below 15 percent. Among youth (15-24 years old), the unemployment rate is 2.5-3 times higher than that of adults. The Concept Note also highlighted serious deficiencies in job-related policies and programs that were contributing to worsening of the employment situation. One particular case in point is the fact that Active Labor Market Programs (ALMPs) lacked proper targeting and profiling systems to better assess constraints facing beneficiaries and the types of support they needed to access wage or self-employment. In the area of social protection, there were also serious inadequacies with Social Safety Net (SSN) programs that required addressing in order to improve effectiveness and impact. Issues of targeting and improvement in coverage were of paramount importance. Also of concern was the lack of proper attention to the increasing number of school drop-outs, as well as missed opportunities to improve design of SSN programs or rethink social protection in this area altogether.

**3. The Government and the Bank agreed to focus the TA on informing the forthcoming jobs operation for “vulnerable Groups”, with particular areas of interest.**

Two main points of context are noteworthy. **First**, at the time of Program Design, the Client had also requested the development of an inclusive jobs operation to improve the Government’s capacity to better address in improving the efficiency and effectiveness of ALMPs and set up a mechanism to better understand the heterogeneity of constraints faced by job-seekers. Key target groups for the operation at the time were work-able members of SSN beneficiary households and disadvantaged youth not served by SSN programs. As lead counterparts at the time, both the Ministry of Development and Cooperation (responsible for human development policy) and the Ministry of Social Affairs highlighted the benefit of learning from valuable international experience and seeking ways to gain a better understanding of employment barriers among beneficiaries of SSN. **Second**, Government and social partners were interested in investing in new ways of boosting job creation at regional and sector levels, including through value chains and frontier areas such as social entrepreneurship and the solidarity economy (*économie sociale et solidaire*), under discussion at the time in the context of preparing the Five-Year Plan. With respect to value chains, a Bank-supported TA was already under way to boost growth of private sector MSMEs in lagging regions (Let’s Work TA). Regarding the solidarity economy, different partners were engaging in supporting policy and legal framework, while a joint Bank/IFC diagnostic of the ecosystem for social enterprises was also underway. The Bank and Government teams decided to use the TA specifically to explore the feasibility and value of social care type services as a potential source of job creation rather than the still undefined broad area of solidarity economy. Two main factors led to this choice: (i) Tunisia’s development trends (aging population, youth exclusion, and significant coverage gaps in childcare, among others) pointed to the need and potential demand for social care type services and (ii) international evidence<sup>4</sup> suggested that reducing service provision gaps in the area of social care could reduce women’s constraints to accessing productive jobs and/or skills building opportunities since women tend to be responsible for caring for children and other household dependents (elderly, People with Disabilities). Since the Five-Year Plan had highlighted the goal of increasing women’s labor force participation and employment outcomes, the latter focus was all the more relevant.

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<sup>4</sup> See, for example, World Bank Group Renewed Gender Strategy, 2015; AFD, Concept Note for the Roundtable on “Women’s access to and retention of decent work in Turkey.”

4. **In this context, the decision was made to focus TA activities on three series of activities, or components:** (i) *Jobs Profiling (Component 1)*; (ii) *Assessing Job Creation Opportunities in Social Care (Component 2)*; and (iii) *Policy Dialogue on the Role of Social Safety Nets in Human Capital Development (Component 3)*. The following section summarizes the key list of activities completed under each component, outlines any changes from the Concept Note's stage, and outlines key results. Table 1 summarizes key activities by component, delivered products as filed and attached to this Completion Note, and results achieved. Table 2 lists key expected results for outputs, targeted beneficiaries as detailed in the CN, and how they were engaged in the TA approach. The completion note ends with a section on key lessons learned and potential implications for the future.

## **2. PROGRAM PROGRESS & ACHIEVEMENTS, MARCH 2016 – MARCH 2017**

**This section summarizes progress and achievements on Technical Assistance and Capacity Building deliverables by TA component between June 2016 and March 2017. In this regard, all deliverables laid out at the CN stage for the first phase have been delivered.** Table 1 below summarizes delivered and filed outputs, as well as key related results. Results relate to enhanced knowledge and capacity of the TA's primary audience (see Table 2), as well as the extent to which TA outputs and processes have been able to inform Government interventions/strategies as well as WBG interventions, with particular focus on the Tunisia Youth Economic Inclusion Operation. Each section reports how the TA target audience was involved in the design and/or production of \_\_\_activities, and provided feedback on the outputs.

**Table 1: TA Delivered and Filed Outputs, Initially Expected Results and Actual Results**

TA AREAS: Delivered and Filed Outputs	Achieved results as of March 2017
<b>Component 1: Jobs Profiling of SSN beneficiaries</b>	
<ul style="list-style-type: none"> <li>Awareness-raising and capacity-building: knowledge-sharing sessions on benefits and methods for jobs profiling, and international experience</li> <li>Technical note including (a) descriptive data on key labor market outcomes of MSA beneficiaries; (b) a profiling methodology for the categorization of SSN beneficiaries in groups facing similar employment barriers</li> </ul> <p><b><u>Filed outputs:</u></b>            (i) Technical note mentioned above (French and English versions) – already shared with Government team            (ii) Powerpoint presentation during validation and dissemination process with client (in French)</p>	<p><b><u>Knowledge &amp; Capacity:</u></b>            The Ministry of Social Affairs (MSA), the MFPE and other relevant ministries and partners in Tunisia have a better knowledge and understanding of factors behind lack or low labor market integration of work-able beneficiaries of social safety nets.            Improved capacity of CRES team, who now can own the methodology, and strong awareness-raising within ONEQ, the agency associated with MFPE (Employment Ministry).</p> <p><b><u>Future Government Interventions/Public Policy:</u></b>            The jobs profiling tool has a strong potential to help improve targeting and effectiveness of ALMPs to each category of individuals facing similar constraints to job access.</p> <p><b><u>WBG Interventions:</u></b>            Awareness of relevant ministries regarding the advantages of the jobs profiling tool illustrated by the request to finance the system and its operationalization in the IPF Youth Economic Inclusion Project (P158138)</p>
<b>Component 2: Assessing job creation opportunities in social care</b>	
<ul style="list-style-type: none"> <li>Completed: Assessment of social care needs and job creation/employability opportunities in a sample of selected governorates</li> <li>Creation and regular meetings of the Inter-Ministerial technical group with relevant staff from different ministries working on social care in Tunisia, which has yielded technical inputs on methodology and findings</li> </ul> <p><b><u>Filed outputs:</u></b>            (i) Full local consultancy firm CDCGE Report (PDF) on the Job Creation Potential of Social Care Services in two selected Governorates – in French            (ii) Abbreviated version (Synthesis) of the Report            (ii) PowerPoint presentation by local consultancy firm on key findings and options presented in the report, as presented to the inter-ministerial group            (iii) Minutes of one of the meetings with the Inter-Ministerial Group on Social Care</p>	<p><b><u>Knowledge and Capacity:</u></b>            The four key ministries with high stakes in the TA area (Ministries of Social Affairs, Employment, Women, Family and Childhood, Development and Cooperation) now have a better understanding of the potential of the social care services sector to be a source of job creation. The pilot assessment in two diverse governorates (Manouba in Great Tunis and Kairouan in the Center-West lagging region) has also yielded lessons learned in conducting such an assessment and the challenges associated with it.</p> <p><b><u>Future Government Interventions/Public Policy:</u></b>            Reference to the importance of social care and public - private partnerships in the Government’s early childhood development strategy, following discussions of the Group Options for investment in the social care sector could inform Government’s strategy for Social Business (Economie Sociale), jobs, and gender</p> <p><b><u>WBG Interventions.</u></b> Social care not included in IPF Youth Economic Inclusion Project to avoid adding complexity</p>
<b>Component 3: Policy Dialogue on the Role of Social Safety Nets in Human Capital development</b>	
<p>Low-key preparatory discussions and exchange of information with influential decision-makers, social stakeholders and donor partners (UNICEF, ILO, UNWOMEN), as well as a roundtable with Copartners at the WB office (Oct 2016)</p> <p><b><u>Not delivered/pending for future policy dialogue:</u></b>            Small Workshop with UNICEF and other partners and GoT on these issues</p>	<p><i>For future work (for discussion)</i></p> <p>Increase the WBG contribution to current policy and technical debates on SSN reform, with a focus on enhancing SSN effectiveness in promoting human capital.</p> <p>Complement current Education TA and forthcoming IPF Potential positioning of the Bank for SP-related multisector DPL on social sectors, to take place in the outer period of the CPF (FY18)</p>

**Table 2: Client and Partners Involved in TA Areas/Engagement and Dissemination**

TA Areas	Government Counterparts (Primary Audience)	Influential Partners/Social Actors in Civil Society/ International Donors
<p><b>Component 1: Jobs profiling of SSN beneficiaries</b></p>	<p>Centre de Recherches et d'Etudes Sociales (CRES) - affiliated with MSA MSA; in particular, its <i>Direction de Promotion Sociale</i> covering the SSN program                      Ministry of Development and International Cooperation                      Ministry of Employment (MFPE)                      National Institute of Statistics (INS - <i>Institut National de la Statistique</i>)</p> <p><b>Engagement:</b> All associated through IPF productive inclusion meetings of the multisectoral Technical Committee and bilateral discussions/presentations/                      Final validation of profiling Technical Note (January 2017)</p>	<p>UGTT (Workers Trade Union)                      UTICA and other employers' associations (CONNECT)</p> <p>EU (IRADA program)/ AFD (PAFIP program)/ILO</p> <ul style="list-style-type: none"> <li>• <b>Dissemination/engagement mode:</b>                      Team made presentations on overall approach during TA development</li> </ul>
<p><b>Component 2: Assessing job creation opportunities in social care</b></p>	<p>Primarily [?] at Central level: Ministry of Social Affairs (MSA) in particular:</p> <ul style="list-style-type: none"> <li>• <i>Direction de Promotion Sociale</i> covering the SSN program</li> </ul> <p>Ministry of Employment:</p> <ul style="list-style-type: none"> <li>• Directorates</li> <li>• ANETI (Agence Nationale pour l'Emploi et le Travail Indépendant)</li> </ul> <p>Centre de Recherches et d'Etudes Sociales (CRES) - affiliated with MSA                      Ministry of Development and International Cooperation                      The Tunisia National Youth Observatory                      Ministry of Women and Family Affairs Engagement</p> <p><b>Final validation of Social Care Report:</b>                      October 2016 with Inter-Ministerial technical group on social care and jobs</p>	<p>UGTT (Workers Trade Union)                      UTICA and other employers' associations (CONNECT)                      EU (IRADA program)                      AFD (PAFIP program)                      ILO                      UNWOMEN                      UNICEF</p> <ul style="list-style-type: none"> <li>• <b>Dissemination/engagement mode:</b>                      Team made presentations on overall approach during TA development but more can be done next FY with UN Group on Social Protection</li> <li>• Specific discussions took place with UGTT, UTICA, and CONNECT</li> </ul>
<p><b>Component 3: Policy Dialogue on the Role of Social Safety Nets in Human Capital Development</b></p>	<p>Ministry of Social Affairs in particular:</p> <ul style="list-style-type: none"> <li>• <i>Direction de Promotion Sociale</i></li> </ul> <p>Ministry of Education; Ministry of Health                      Prime Minister's Office</p>	<p>CRES think tank                      UGTT                      UNICEF, UNDP, ILO, BAD, UE</p>

**COMPONENT 1: JOBS PROFILING OF SSN BENEFICIARIES**

5. **Objectives.** As stated in the approved Concept Note (CN), the proposed profiling activity aimed to develop a tool to categorize the targeted disadvantaged population into homogenous groups demonstrating similar constraints to accessing jobs. This tool would help improve targeting and cost-effectiveness of productive inclusion programs and/or employment services by allocating more resources and/or prioritizing the hardest-to-place



individuals. The targeted population includes the work-able beneficiaries<sup>5</sup> of the Ministry of Social Affairs' (MSA's) Social Safety Net programs.<sup>6</sup>

6. **Delivered Outputs and Comparison with CN plans.** In the CN, three outputs were proposed under this activity: (i) capacity-building activities; (ii) a technical note including descriptive data about key labor market outcomes for MSA beneficiaries, a profiling methodology including results and a qualitative assessment of each profile; and (iii) a Jobs Profiling methodology that would be able to draw on a larger sample (starting April 2017), using data that will have been collected by the MSA for the social registry. Two of these three expected outputs were satisfactorily achieved: (i) capacity building of MSA staff and its statistical agency: CRES; and (ii) the profiling note detailing key labor market outcomes of MSA beneficiaries as well as its profiling methodology and results was developed, shared and discussed with the MSA in January 2017 (see Annex 1 for a summary of findings). The results were also discussed with the broader multi-ministerial preparation team of the Government of Tunisia in the context of the IPF operations focused on jobs currently under preparation, entitled: "*Tunisia Youth Economic Inclusion Project - (P158138)*". Instead of conducting the planned qualitative assessment (as part of the technical note mentioned above) and due to limited time and budget, the team decided to include a section in the technical note that provides recommendations for operationalizing the profiling system in the aforementioned IPF pipeline operation.

7. **Key Results.** The results of the profiling exercise and technical note were well received by the Tunisian counterparts, who requested that development of this type of system as part of multi-sectoral IPF job-related operations be included. In fact, this system will be developed with a phased approach and will be used to profile beneficiaries of the project. As a result of this exercise, each beneficiary will be categorized in a given "profile" depending on the constraints to labor market faced and be assigned a relevant and adequate package of employment services to connect them to jobs. More importantly, in the first phase of the TA, capacity was built within the CRES for developing the methodology. In recent months and as part of the IPF preparation, the team has started to build awareness and capacity within the ONEQ (National Observatory for Employment and Qualifications - L'Observatoire National de l'Emploi et des Qualifications).

## COMPONENT 2: ASSESSING JOB CREATION OPPORTUNITIES IN SOCIAL CARE

8. **Objectives.** As described in the CN, in the context of insufficient job creation in Tunisia, there is scope for assessing job creation opportunities in frontier areas like social care, which would also reduce gender-based constraints to accessing jobs. Therefore, this component was intended to provide support to the Government in assessing job creation opportunities in the field of social care by building its capacity to (i) develop a methodology and mechanism for conducting social care needs assessments to determine the required services needed at the local level; (ii) identify the subsequent potential number and types of

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<sup>5</sup> Individuals of working age [15-64] who are neither disabled nor enrolled in education or training

<sup>6</sup> The two main SSN programs in Tunisia consist of the National Assistance to Needy Families Program (*Program National d'Aide Aux Familles Nécessiteuses - PNAFN*) and a free health card (*Assistance Médicale Gratuite – AMG*). A total of 235,420 households benefit from PNAFN and 578,000 households benefit from AMG. Eligible households for the PNAFN programs received a cash transfer of 100 TND per month in 2013, which increased to 130 TND per month in 2015. Eligibility criteria for the PNAFN program include: (i) self-declared (unverified) household revenue falling below the poverty line, defined as 585 TND per year (US\$1.25 per day); (ii) household size; (iii) number of household members with a disability and/or chronic health condition; (iv) household living conditions, such as dwelling and assets; and (v) the head of household's inability to work due to an impairment (physical or mental).

jobs (and type of skills) that could be created to deliver those services; (iii) identify and address any obstacles to job creation strategies in this field (safety standards, existing curricula and opportunities for certification of competencies etc., demand solvability for the poor); and (iv) draw operational implications for the Productive Inclusion Program.

9. **Delivered Outputs and Comparison with CN plans.** In the CN, two outputs were proposed under this activity: (i) a *technical note* including methodology development and key findings of an “Assessment of Job Creation Opportunities in Social Care” in an illustrative sample of geographic areas covered by the future project and (ii) an *action-oriented note* highlighting operational options. The technical note was delivered by a competitively contracted local firm who developed and conducted an assessment in two very different governorates of Tunisia: Manouba, a disadvantaged periurban area in Greater Tunis, and Kairouan, located in the lagging region of the Center-West. The assessment covered the provision of social care services for (i) the elderly, (ii) children aged 6 years old or under, and (iii) people with disabilities (See Box 1). For each of these services, the following was analyzed: (i) legal framework, (ii) current programs available at the local level (supply of services available), (iii) advantages and disadvantages of current service provision, (iv) analysis of potential demand and proposals on potential jobs created, and (v) a few proposed investments to develop those services.

10. A technical multi-ministerial group was also set up to discuss and validate the initial Terms of Reference, methodology, choice of governorates and final report, including key policy recommendations. The last meeting with this group was held in October 2016, during which the recommendations and findings were largely agreed upon. Given the complexity and necessary prerequisites for developing such services (for example, a legal framework, dedicated financial arrangements, strong quality assurance, etc.), the team has agreed not to proceed with specific interventions in the upcoming IPF operations. Thus, the second expected output, “an action-oriented note”, was deemed unnecessary at this point. Annex 1 provides a summary of the firm’s report while Annex 2 provides a technical review of the report, with inputs from the Bank team and an international expert.

11. **Key results.** The results analysis of the technical note confirmed the important job creation potential of the social services sector, given the high demand for these services (especially amongst the poor) and the lack of good quality services at the local level. A number of challenges to ‘successfully’ implementing and developing such services – including affordability and quality standards issues – were also identified and discussed (see Annex 2). Given the afore-mentioned challenges and complexity, the Bank and GoT teams agreed to drop this type of initiative as part of the upcoming project currently under preparation.

12. Nevertheless, it should be noted that the four key ministries with high stakes in the TA area (Ministries of Social Affairs; Employment; Women, Family and Childhood; Development and Cooperation) now have a better understanding of the social care services sector’s potential as a source of job creation. It was the first time in Tunisia that such an assessment was carried out, one that looked at the critical issues of social care, job creation, and female employment (given its potential to reduce care constraints for women). The assessment in two diverse governorates (Manouba in Greater Tunis and Kairouan in the Center-West lagging region) has also yielded lessons in conducting such an assessment and its associated challenges. Finally, the social care assessment was discussed in the Government’s early childhood development strategy and there is a great potential for the

Government's strategy on social enterprises and solidarity economy to adopt this agenda (see 3, View toward the Future).

**Box 1: Linkage between this TA and the Youth Economic Inclusion Project (P158138)**

**The Project Development Objective (PDO) is to *improve economic opportunities for targeted vulnerable youth, and businesses in selected governorates of the Borrower.*** The primary targeted population are disadvantaged youth aged 18-35. For the purposes of this Project, the notion of "disadvantaged" responds to the Government's request to ensure that intensive assistance be provided to young population segments facing special economic and/or social barriers to job access. These barriers may include poverty (including being member of a household benefiting from social safety net assistance), education levels, place of residence (living in lagging regions or marginalized peri-urban areas) and/or gender-specific obstacles. The project will use a regional approach and focus primarily 7 of the lagging region(s).

**To reach this objective, the proposed project would be composed of three interrelated components.** Component 1 will support the shift from large untargeted ALM programs to tailored support services that address barriers youth face to accessing jobs. It will also improve Government's results by relying on private providers that are paid by performance to connect beneficiaries to wage and self-employment opportunities (some of which will be created by the private sector in targeted value chains under Component 2). On the demand side, Component 2 will support private sector development within specific value chains to create jobs and improve the quality of existing jobs, while encouraging youth – especially targeted disadvantaged youth – to develop economically viable businesses. Recognizing the multi-sectoral and experimental nature of the Initiative, Component 3 will strengthen the capacity of the MFPE and other partner ministries involved in project implementation in the selected governorates, in cooperation with the private sector, stakeholders and beneficiaries.

**This TA contributed to informing the design of activities under Component 1 (in the case of profiling) and Component 2 (in the case of the assessment of Jobs Opportunities in Social Care).** Concerning the Jobs Profiling as part of Component 1 of the project, the Bank and Government teams have agreed to established a unit at ONEQ with dedicated staff to work on the establishment of the profiling system. This will require hiring and training the personnel by an international specialized firm, developing the model, creating a database with detailed labor market information for each beneficiary (collected at enrollment once the individual is selected), raising awareness at the Ministry of Employment both at the central and local levels to ensure ownership and appropriation of this new system, amongst other activities. As for TA activities on the job creation potential of social care services, it was envisaged to establish a dedicated sub-component to provide a framework and proposed interventions to identify, select and fund social enterprises. The results of this TA hveas shown that a number of steps need to be taken at the institutional, legal and operational aspect before such an area could be further developed (see previous section). In was therefore agreed with the government team not to include such interventions as part of this project.

**COMPONENT 3: POLICY DIALOGUE ON THE ROLE OF SOCIAL SAFETY NETS IN HUMAN CAPITAL DEVELOPMENT**

13. **Objectives.** As described in the CN, the main objective of this last component was, in its first phase, to resume our policy dialogue on SSNs, with a focus on sensitizing decision-makers and stakeholders to the need to enhance SSN effectiveness in promoting human capital (see context in Section I and the CN for full rationale). This policy dialogue aimed at complementing our current Social Protection Reforms Support Project. The latter is implemented by the Ministry of Social Affairs and is funded by the MENA Transition Fund. In its second phase, an expected result was to see some deeper technical work reflected in

Government policies and/or in a multisector DPL on social sectors, to take place in the outer period of the CPF (FY18).

14. **Outputs and Comparison with CN plans.** In the CN, three outputs and/or processes were proposed: (i) low-key technical enhancement of the MSA's Directorate for Social Promotion around approaches to preventing and/or reducing school drop-outs, using lessons learned from international practice to stimulate a technical discussion on relevance and feasibility in the Tunisian case; (ii) cautious engagement (an iterative process rather than a one-off engagement) with various stakeholders and partners through discussions, convening services and international experts in order to contribute to debates on enhancing effectiveness of SSN in promoting human capital; and (iii) a small seminar with GoT and UNICEF/other partners on the same issues. The team faced two sets of challenges that prevented them from advancing as hoped in this area. First, as a result of political economy challenges that emerged in July 2016, they encountered resistance from social workers toward updating the social registry to allow for improvements in targeting accuracy. This took center stage and hindered dialogue on broader topics. A change of Minister and hence strategic vision also took place. The team therefore used Trust Fund resources to advance capacity and knowledge on targeting and social registries instead. Second, budget constraints for Fiscal Year 2017 made it impossible to fund higher-level seminars.

### 3. LESSONS LEARNED AND VIEW TOWARD THE FUTURE

15. **This completion report has shown that core expected outputs - as agreed at CN stage - were adequately finalized and that those results have largely been satisfactory.** Success in building capacity and informing an important operation on Youth and Jobs has derived from a systematic engagement of the primary target audience in the development of TORs, outputs and discussion of results. This has applied both to the jobs profiling and social care reports.

16. **TA findings and the specific strategic Tunisian context point to several key areas for the future.**

17. *Securing a wider adoption of the jobs profiling approach will require a strong and broad policy dialogue, beyond the planned IPF Youth Economic Inclusion Operation (due to Board the First Quarter of FY18). Venues such as the joint ILO-WB support to the Government's employment strategy (with involvement of social partners UGTT and UTICA) should provide a potentially useful avenue.*

18. *The encouraging findings on the promise of social care for job creation and enhancement of female employment (a major challenge in Tunisia) require more data and technical work, as well as innovation and testing on the ground.* Innovation includes testing mechanisms for affordability of these services and the right balance in terms of basic standards. The report is groundbreaking in extending attention beyond childcare to include care for dependent adults; namely, elderly and adults with disabilities. This is also consistent with other findings elsewhere (Turkey, Chile) and with the WBG strategic engagement on care as the frontier area for boosting women's access to more and better jobs. It is also consistent with Tunisia's commitment to the Sustainable Development Goals and to inclusion (Tunisia 2020 and Five-Year Plan), as well as to the Convention on the Rights of Persons with Disabilities. Should there be resource constraints in the Bank program, avenues should be explored with IFC (the emerging agenda of employer-supported childcare), donor partners

such as UNWOMEN and key trust funds supporting the Jobs and Female employment agenda.

19. *As highlighted by a recent IFC/WB report on social enterprises (Agapitova et al, 2017), social businesses hold great promise for Tunisia in a context of limited job creation. Social care is an important element of this strategic direction and the forthcoming Government strategy on the Social Economy, led by the Ministry of Employment. Although limited and imperfect, the assessment of Job Creation Opportunities in Social Care completed under this TA lays out a compelling case for government support to market activation of social care services. As part of the forthcoming government dialogue, it would be important to deepen the analysis of market and institutional constraints and have a more systematic approach to selection, prioritization and customization of demand and supply side policies for social care delivery in Tunisia by public and private sector.*

20. *The next Maghreb Social Protection TA, scheduled for FY18, could take on some of the activities and policy dialogue initially envisaged as part of Component 3 on SSN and human capital promotion. In addition, strong partnership within the Human Development teams, especially with the Education GP on the ECD strategy and the forthcoming education operation (scheduled for FY18), will be needed.*

21. *Specifically, synergies with the forthcoming Investment Financing in Education, which is planned for delivery in FY18. A serious challenge exists of disorganized and/or unregulated spaces “espaces anarchiques” for childcare (aged 0-5) although the government has tried to shut most of these down. The fact remains that there is an unmet demand for affordable childcare services (especially in poorer urban areas). To meet this demand, while ensuring the quality and safety of all childcare facilities, one of the priorities of the multi-sectoral ECD Strategy is to improve the quality and performance of professionals and paraprofessionals working in ECD through the creation / strengthening of training and certification programs. While it should be recognized that childcare does represent a promising opportunity for income generation, there needs to be capacity building and quality assurance for providers, along with other types of microenterprise support.*

## TEAM COMPOSITION AND BUDGET

### *Team Composition*

<b>Name</b>	<b>Position</b>
Carine Clert	Task leader, Lead Social Protection Specialist, GSP05
Angela Elzir	Junior Professional Associate, Jobs Group
Mayalen Claire Iron	Consultant, Social Protection
Geneviève Sempere-Briand	Consultant, Social Care sector
Malek Garbouj	Consultant, Econometrics
Sami Bibi	Consultant, Senior Economist
Suzanne Essama	Operations Officer, GSP05
Maya El-Azzazi	Operations Analyst, GSP05
Uma Balasubramanian	Program Assistant, GSP05
Astania Kamau	Program Assistant, GSP05
Rekaya Ben Mahmoud	Team Assistant, MNCTN
Setareh Razmara	Acting Practice Manager, GSP05
Hana Brixi	Practice Manager, GSP05
David Robalino	Practice Manager, Jobs Group

*Budget*

<b>Fiscal Year</b>	<b>Amount</b>
FY16	200,000
FY17	50,000

## ANNEX 1: ABSTRACTS OF NOTES

### Note on Profiling of Social Safety Net Beneficiaries in Tunisia

#### 1. Key findings

##### a. Labor market outcomes

The technical note first outlines the key labor market outcomes of the targeted population for this analysis – i.e. the work-able beneficiaries of social safety programs of the Ministry of Social Affairs (MSA). The key findings are the following:

- i. The majority of SSN work-able beneficiaries are jobless, i.e. unemployed or inactive.
- ii. Joblessness is highest amongst women.
- iii. The labor market outcomes of SSN beneficiaries are more or less similar across geographical locations
- iv. There are important variations in labor market outcomes by age group, amongst SSN beneficiaries.
- v. In terms of education attainment, inactivity is significantly higher amongst those without any education degree while unemployment is higher amongst those with tertiary education.
- vi. Amongst those who work, the majority of SSN beneficiaries are in low-quality jobs.

##### b. Statistical profiling

A latent class methodology has been applied to categorize beneficiaries of SSNs in homogenous groups facing similar labor market barriers. This multidimensional characterization aims at classifying SSN beneficiaries into groups that share common features in order to design tailored policies that seeks to alleviate social and economic challenges these groups are facing. The results of the analysis reveals that the targeted population can be grouped in the following 10 groups or “profiles” (also illustrated in Figure 1 below):

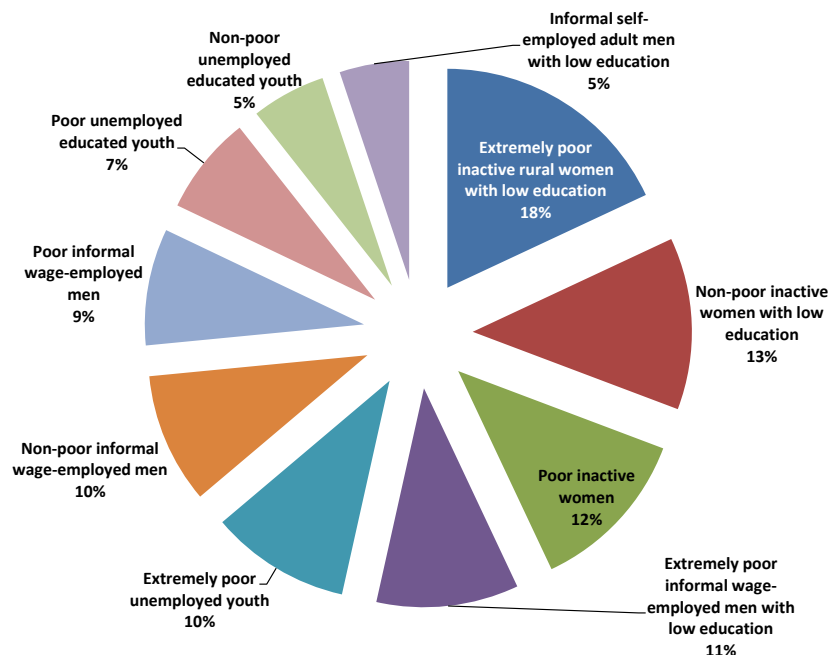
- **Profile 1: Extremely poor inactive rural women with low education (18 percent).** All individuals in this profile are inactive and extremely poor<sup>7</sup>, the majority are women (82 percent), living in rural areas (64 percent) and married (63 percent).
- **Profile 2: Non-poor inactive women with low education (12.7 percent).** All individuals in this profile are inactive and non-poor. It is the profile with the highest share of women, at 85 percent.
- **Profile 3: Poor inactive women (12.3 percent).** All individuals in this cluster are inactive and poor. The majority are female (84 percent, one of the highest share, closely following the previous profile), living both in urban and rural areas (50 percent each) and married (68 percent).
- **Profile 4: Extremely poor informal wage-employed men with low education (10.5 percent).** All individuals in this cluster are very poor, wage-employed and the majority (84 percent) are in the informal sector. It is the cluster with the highest share of men.

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<sup>7</sup> The “very poor” are defined as those below the lower poverty line (consumption per capita < 70 TND per month); the “non-poor” those above the upper poverty line (consumption per capita > 110 TND per month); the “poor” those for whom consumption per capita stands between the lower and upper poverty lines. The calculation of the thresholds was based on 2010 household budget survey and adjusted with 2014 Consumer Price Index.

- **Profile 5: Extremely poor unemployed youth (10.3 percent).** This is the youngest and one of the most educated groups, yet all individuals belonging to this profile are unemployed and very poor.
- **Profile 6: Non-poor informal wage-employed men (9.6 percent).** All individuals in this cluster are not-poor and wage-employed, the majority work in the informal sector (75 percent).
- **Profile 7: Poor informal wage-employed men (8.6 percent).** All individuals in this profile are poor and wage-employed, the majority work in the informal sector (78 percent). Except poverty levels, this profile is similar to profile 6 described above.
- **Profile 8: Poor unemployed educated youth (8.2 percent).** This group is composed of poor and unemployed individuals. It is the profile with the second highest share of youth (69 percent).
- **Profile 9: Non-poor unemployed educated youth (5.5 percent).** All beneficiaries in this profile are not poor yet unemployed. It stands out as the second one with the highest education attainment – 55 percent of its members have secondary education or more, out of which 14 percent (the highest share) have a tertiary degree.
- **Profile 10: Informal self-employed adult men with low education (5.1 percent).** All individuals in this profile are self-employed, the majority are informal (89 percent). Slightly less than half (45 percent) are not poor and the rest is evenly divided between extremely poor (26 percent) and poor (29 percent).

Figure 1: Profiles prevalence among the work-able SSN beneficiaries in Tunisia



Source: Author's calculations using CRES survey implemented with a representative sample of SSN beneficiaries

Activating the work-able SSN beneficiaries from those profiles will require a personalized combination of services, given the complex barriers to employment faced. These tailored combinations can be divided into four categories of activation packages: (i) market ready, (ii) intensified activation, (iii) hard-to-serve, and (iv) special support. The profiles described



above are categorized into four types of packages, as shown in Figure 2 below.<sup>8</sup> The types of services that could be offered for each of those groups are proposed below:

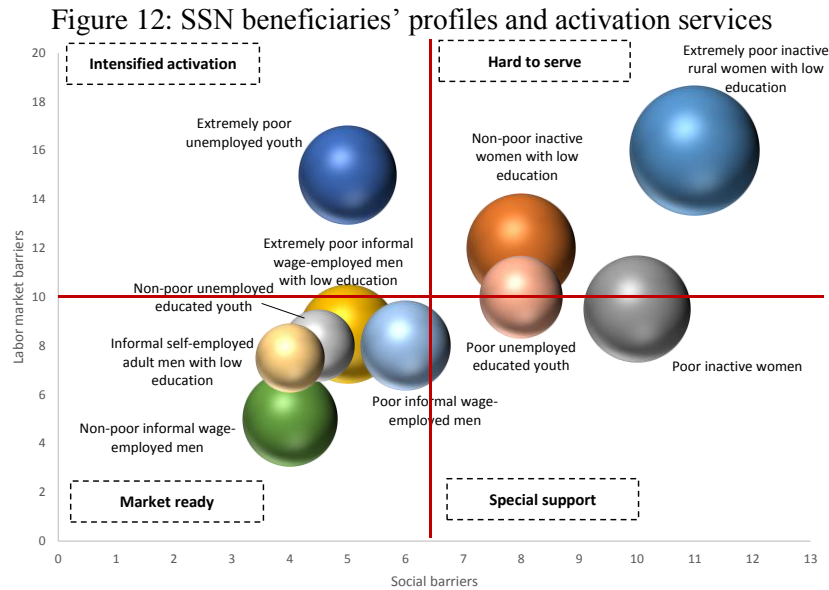
- **Market-ready:** the profiles in this quadrant are essentially composed of individuals that are easily activated. Individuals in those clusters face relatively lower labor market barriers than the other clusters as they are more experienced, educated and live in households with lower caretaking duties. For those groups, interventions that would enable to improve their productivity or move to higher productivity and formal jobs are key – such as trainings, intermediation and job-search assistance, counseling services, etc. Some clusters, such as *informal self-employed adult men with low education* (Profile 9) would require interventions to improve the earnings and productivity of the individuals' businesses. Such interventions could include access to finance, equipment and/or markets, advisory services, training, etc.
- **Intensified Activation.** The cluster in this quadrant face high labor market barriers due to their low employability. This young cluster would benefit mostly from interventions that would increase their level of education or provide them with job-specific skills, as well as intermediation information on how to find job opportunities. Given that this group is composed of extremely poor youth, additional potential interventions to incentive them to attend trainings would be to include some conditional cash transfers to avoid them taking low quality and informal jobs, below their productivity potential, to support the household/family income. Youth are in general at a disadvantaged when accessing the labor market due to their lack of experience, limited job search skills, low social capital and limited information about self-employment. Wage subsidies could also be offered to temporarily reduce their labor cost and incentivize employers to hire them by offsetting the risk they incur by hiring young workers with low productivity levels.
- **Special Support.** Profiles included in this quadrant not only require services to improve their employability but also services to increase their participation in the labor force. Barriers to participate in the labor market and be active could be multiple including, but not limited to, caretaking duties and household work, limited geographical mobility, low motivation or any disincentive in general. Individuals in this cluster would benefit from services that would lighten their caretaking duties (child-care and disability centers and services), improve their mobility (half live in rural areas where transportation might be barriers), improve their incentive to work by providing flexible work arrangements (part time or home based work, entrepreneurship package, etc.). As these groups also face high labor market barriers, they would also benefit from intermediation services, job-specific trainings coupled with some conditional cash transfers to temporarily support household income.
- **The Hard-to-Serve.** Profiles in this quadrant are composed of individuals with high labor market barriers (low education, lack of experience) as well as high social barriers (high dependency and caretaking duties needs, gender barriers, high poverty, etc.). The services that would be offered to this quadrant would be similar to those listed in the previous section (**Special Support**), however with higher intensity of the services to improve employability (training, job-search assistance, counseling, etc.).<sup>9</sup> For the poorest segment of the population, currently excluded from services provided by micro-finance institutions, a special package of integrated services are could also

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<sup>8</sup> It is important to note that all barriers may be capable of being overcome through one ALMP program alone. For example, employment opportunities for women can be limited by laws regarding night work.

<sup>9</sup> More information on the length of inactivity and if previous jobs were held before, number of household members contributing to household income (financial dependency), skills level, etc. would be useful to provide more granular service recommendations.

be provided – inspired by the “graduation” or “progressive” approach (CGAP model), successfully implemented in Latin America and Asia.



## 2. Operationalizing a profiling system in Tunisia

Operationalizing the data-based profiling system requires a number of steps to set-up the system, collect data and build capacity required for such a system. More in-depth discussions with the GoT should be undertaken to tailor, adapt the proposed system to the Tunisian context. It is important to note that capacity building activities for all stakeholders involved in the development and implementation of the profiling system should initiate from the onset, including caseworkers whom will be involved throughout the process.

- i. Step 1: Set the objective of the profiling.
- ii. Step 2: Identify the target population and define the outreach strategy to find them.
- iii. Step 3: Design questionnaire to collect necessary data.
- iv. Step 4: Build the system and launch registration.
- v. Step 5: Run the profiling statistical model to cluster the targeted population.
- vi. Step 6: Install profiling software in all decentralized locations.

## **Note on the assessment of the job creation potential in the social care sector**

### ***1. Approach and Key findings***

A local firm piloted the assessment piloted in two governorates which are also part of the geographic scope of the Productive Inclusion Operation that is under preparation: one peri-urban in Greater Tunis - La Manouba and one rural in the Lagging Region of the Centre West-Kairouan. The assessment covered the provision of social care services for the: (i) elderly, (ii) children aged 6 years old or less; and (iii) People with Disabilities (PWDs). For each of those services, the following was analyzed: (i) legal framework; (ii) current programs available at the local level (supply of services available); (iii) the advantages and disadvantages of current provision; (iv) analysis of potential demand and proposals on potential jobs created; and (v) some proposed investments to develop those services.

Qualitative and quantitative information was collected through: (i) available documents from relevant ministries, institutions, international and local organizations; (ii) meetings with relevant stakeholders at the central, regional and local levels; (iii) questionnaires conducted with around 20 public and private institutions as well as “associations” who provide such social services; and (iv) 10 focus groups in both governorates with the more relevant social actors on the ground.

Across those three social services, the common findings were:

- i. Lack of availability of services at the local levels – those available are not of high quality
- ii. Lack of funding and, thus, personnel available for the services available at the local level
- iii. Inadequate availability of investment modalities for private providers
- iv. Lack of adequate, certified and quality training for staff required for such medical/social field
- v. Limited availability of services affordable for low-income groups
- vi. Important potential for scale up of those social activities to meet unmet demands of the local population.

### ***2. Discussion and Validation of the Assessment with Government Counterparts***

A meeting was organized with the inter-ministerial group established for this TA component in October 2016 (*Groupe de Travail sur les Services de Proximite*) to discuss key results and potential implications for the Productive Inclusion Operation. The analysis and report was well received by the group who agreed on the report’s key conclusions above, the potential for job creation and the urgent need for overall conclusion that the coverage of such services is insufficient to date and, as a result, there is a need to expand the provision of a high-quality services at the local level.

The main recommendations expressed by meeting participants can be summarized as follows:

- i. Requirement for the services to be provided in line with the strategies of different ministries in the area of social services (especially those of the Ministries of Social Affairs; Investment, Development and International Cooperation; Women, Family and Childhood)
- ii. Need to establish an adequate financial mechanism for such services, including ways to ensure affordability. A “check service” or voucher was discussed as a good option. The latter would benefit from targeting mechanism. The benefit of such mechanism

would be to develop a relationship of employer and employee between social care providers and users of social care services.

- iii. Requirement to improve the legal framework
- iv. Need to establish a mechanism or scheme to attract more youth in establishing enterprises/firms that would offer such services at the local level and as a result, create jobs
- v. Requirement to ensure quality skills and certificate for the provision of such services as well as ensuring strong inspection and quality assurance control

## ANNEX 2: KEY ISSUES, LIMITATIONS AND OPERATIONAL IMPLICATIONS OF THE TA SOCIAL CARE REPORT: A TECHNICAL REVIEW<sup>10</sup>

### Technical Review of the Report on the Assessment of the Job Creation Potential of social care services in Tunisia and of the Validation's Discussion with the Government's Inter-ministerial group on the topic

**Broadly speaking, the local consultancy report addresses the specifications as defined in the Terms of Reference, and the sequence of phases aligns with the methodology proposed:** collect and analyze data, hold meetings with social sector authorities at national and local levels, managers of social structures, and a focus group comprised of social workers and users of social services. The study's approach focused on the populations most likely to need local social services – adults with mobility issues (seniors, people with disabilities) and children at ages requiring options for childcare or supervision. The study ended up exploring job creation potential for a range of needs, from individual care services to sports clubs for children.

This assessment remains empirical, and at this stage provides no quantitative measurement of the need (dependents in the governorate, children of child-care age). The study does not pretend to make any projection of numbers of jobs possible.

Further work would require more in-depth assessments in all categories covered by the study, and the methodology to do so would need to be systematized. Service allocation to each of the governorates also needs to be spelled out, since service delivery to urban and rural zones would typically take place under different conditions.

Furthermore, certain benefits identified in the report that households would likely find useful extension beyond the scope of definitions of local social sector jobs [*emplois de proximité sociaux*] as defined in this study.

**At the outset, it should be remembered that the point is to respond to a demand by households. This calls for the supply of services or benefits at or close to home, to be paid for by household users of services. Included within these bounds are:**

- *Childcare services:* these cover home care for young children, with distinctions in certain countries between sole custody before mandatory school age and childcare before and after school for those above the age of 6. These services are intended principally to enable working mothers to balance their time;
- *Social services to assist and support seniors or persons with disabilities.* These are intended to permit “aging in place” (at-home care for dependent persons) rather than in specialized residences. The services involved are care, assistance with activities of daily living, and assistance with reduced mobility. These services could also help encourage mothers or young women to find work, given their traditional role as caregivers.

**The development (and construction) of retirement homes or centers for persons with disabilities, and to a lesser extent clubs for seniors or sports equipment for children, extend beyond the parameters of the study and its operational implications. This is**

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<sup>10</sup> This review was written by Genevieve Sempere Briand (WB consultant) and Carine Clert, Task Team Leader.

because these types of investments typically require meeting heavier financial demands in terms of investment and operation.

**During the implementation of this technical assistance program of World Bank and in discussions with the Government Inter-ministerial Group created for this purpose, the question of extending Project's interventional scope was up for discussion.** The Bank team clarified that the objective of the study was not to assess needs for and demands of social care services in a broad social policy sense. The Bank team also clarified that the TA's specific objective was to examine the extent to which sources of employment could be detected within the social care area, and whether this would be worth pursuing in the context of the Productive Inclusion Project. This was well understood at the final validation meeting of the TA study in October 2016. Key stakeholders – especially the Directorate for Human Development at the Ministry of Development, Cooperation and Investment –acknowledged the intended scope of the study but stressed that any investments in social care would need to be aligned with the orientations of the Government Five-Year Plan, which focus on personal autonomy and quality early childhood services. These orientations, it was argued, would make any public investment to build or finance retirement homes inconsistent with supporting the elderly to remain in their homes. Similarly, any public investment in childcare; for example, would have to meet basic standards as defined in the Strategy on Early Childhood under development at the time. This multisectoral strategy has been led by the Ministry of Women, Family and Childhood Affairs, and received the support of UNICEF and the World Bank (Education Team).

**Another point made in discussions was whether coaching services (to support the unemployed, and especially the hard-to-serve) could be regarded as a social care service under this TA and further work.** This point was made by the General Director for Employment at the Ministry of Vocational Training and Labor

From a **supply standpoint**, the study provides a comprehensive assessment of existing social structures in order to respond to the needs of populations previously identified in each of the selected governorates- Manouba in Greater Tunis and Kairouan. The country does indeed have multiple categories of institutions and services, but as the report shows, they are of insufficient number and uneven quality, as well as poorly diversified. The situation; therefore, is unsatisfactory not only within the governorates surveyed, but also seemingly throughout the country. Social workers and service consumers criticized this situation in the focus groups held.

At the very least, not one social care service as defined by the study exists at the present time in selected governorates. This observation regarding existing offerings opens prospects for service implementation and development, either in addition to as mitigation for the flaws in the system.

With regard to the needs previously mentioned, the study could not determine the number of services or employees, since no standard exists for elderly persons or persons with disabilities. Only the question of care for children 0-6 years of age is being considered in depth at present by the Ministry of Women's, Family and Children's Affairs.

From the **demand standpoint**, as expressed by some households interviewed in the focus groups, the study provides evidence that families are ready to pay for quality services. They appear to consider that free services sponsored by government and civil society associations,

which in any event were largely ineffective, were reserved for needy families under the Social Safety Net (SSN) Program PNAFN. An example of this is the development of various types of private childcare as a consequence of the unavailability of TUSS (Tunisian Social Solidarity Union) kindergartens designed for use only for needy families.

In the same vein, the report points to the few private facilities that were established by families either on their own or via associations, who set up both retirement homes (two institutions in Manouba) and centers for autistic children (one in each of the governorates). These initiatives confirm that the most affluent segments of the population are in search of solutions, even costly ones. This position is important with respect to the concept of social care service jobs (*emplois de proximité de type social*), because it stands in opposition to the requirement for universality on which social policies are based in many countries. This clearly signifies that affluent families are not willing to wait for public assistance.

If this demand really exists, it has not been formalized, inasmuch as no revenue collection system has been organized in the country. Only the mechanism of the PNAFN registers this type of information for needy families.

**Satisfying this demand through privately paid services assumes purchasing power. Yet the study provides no evidence regarding the solvency of the residents in the two governorates.** It appears that this data is difficult to access; it would nonetheless be essential in order to measure the demand (calibration of services, geographic location, determination of pricing). Communicating specific information as to the nature and level of population incomes in the different governorates will become essential to run simulations based on market assumptions.

With respect to **resources needed within the framework of the project** as an incentive to encourage development of social care services, the study identified three types of measures:

- Vocational training activities (with proper certification) in the area of social care.
- Grants for support to necessary investments and service operations. These could apply to small private enterprises with a social benefit in mind and therefore to social enterprises – an emerging area that attracts major interest from the Government and social partners at the moment.
- Support for project developers/promoters.

**Regarding training activities, the well-structured Tunisian vocational training system in the social sector professions is mentioned as a possible anchor for all action plans.** This system may be managed publicly or privately. Professions in the social care service sector are varied and of different training levels. They would vary according to the type of service. The positions of nanny (Level VI) and caregiver (level IV) would be the most numerous. Workers could practice either as employees or self-employed. When new businesses are started up, administrative jobs and managers in smaller numbers will be affected. On current information, their number cannot be estimated.

**One option would be to involve the project not in initial training but in complementary targeted training tailored to young graduates seeking jobs in certain professions.** Shorter training could be designed for positions that require fewer qualifications. The report's conclusions emphasize that all training needs to be officially certified. In this vein, the project would benefit from relying on the existing institutional arrangements. As a matter of fact, it seems that many associations in experimental projects have developed training the Tunisian

government does not recognize, which has not helped mobility. Without information on the geographic location of this apparently highly centralized arrangement, its use by any potential World Bank project will need to integrate deconcentration requirements for its retooling training or for brief childcare training.

**Concerning the project's implementation and institutional responsibilities**, it will be important to keep a close eye on the Ministry of Vocational Training and Employment's emerging strategy for promoting socially responsible businesses. The goal of this strategy is to provide a methodology for business start-up designed for new entrepreneurs in the sector of socially responsible organizations. Essentially, this involves training activities targeting management (finance, human resources, legal framework) on one hand and establishing support arrangements during the process of project set up on the other. Indeed, even if the project chooses a shared management structure, it would make strategic sense for the same process to take place.

**Another clear conclusion of the Inter-ministerial discussion on the study and its operational implications was that in the specific case of caregivers, only the basic quality standards currently under development by the Ministry of Women's, Family and Children's Affairs could serve as a guide.**

**In terms of financial support for investment or operations, we conclude from the study that:**

- Investment support for equipment whose importance in value and size varies according to the nature of the service – investments in a kindergarten or in individual care services are inherently different from one another. The report doesn't make explicit distinctions among types of support. This needs further elaboration.
- Operating support. This must not be a question only of *ad hoc*, non-renewable aid (start-up assistance, financing a working capital fund, for example).

**Testing of the methodology needs to be refined and codified with the perspective of replicating in other governorates in the context of a joint effort:**

- A more exhaustive list of targeted data to be collected would need to be determined;
- A potential collaboration with the National Institute of Statistics and of regional field directors would help validate the relevance of the tools to be further developed.

**In conclusion, the study confirms initial hypotheses:** Social care services open broad possibilities for job creation in the form of businesses or self-employment. However, launching any mechanism assumes obtaining targeted data on needs requested by households. Further refinement should allow, in addition to designing practical methodology, the modeling of a proposal *comprising* these services. A concrete operational option would be the development of these local services as social enterprises in Component 2 of the economic inclusion project for vulnerable populations or through other instruments if this operation cannot contain this intervention at this stage. Competitive business plans attributing points to promising businesses in this area would be one possibility.