

# Mid-Term Evaluation Report



**Capacity Building Project – Tunisia**

**April 2021**

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## 1. Acronyms

- **CBP: Capacity Building Project**
- **ACT: Association de Coopération en Tunisie**
- **NODEPA: Norwegian Development Partners**
- **DIGNI/NORAD: DIGNI/Norwegian Agency for Development Cooperation**
- **LA: Local Association**
- **CSO: Civil Society Organization**
- **NGO: Non-Governmental Organization**
- **FGD: Focus Group Discussion**
- **CAPI: Capacity Assessment for Project Implementation**
- **OCA: Organizational Capacity Assessment**
- **MEAL: Monitoring, Evaluation and Learning**
- **TORs: Terms of References**

## 5 Associations included in the programme.

- ✓ Bright Women Association of Today (BWAT)
- ✓ ATTALAKI
- ✓ Association Tunisienne d'Agriculture Environnementale (ATAE)
- ✓ L'amour Fraternel en Tunisie (AFT)
- ✓ Tunisia Grow (Tunis Tenmou)

## 2. Thanks

The evaluator expresses his gratitude to all those who contributed their time and energy to help him complete this work. All the staff members of ACT and All the members and staff Team of the 5 LA's he had to meet up with to understand the project's dynamics and make up the most accurate and honest evaluation sum up. He deeply thanks them for their availability, kindness and warm welcome and concern towards the project, kindly providing him the most precious info's for this report.

Note:

The opinions expressed in this report are those of the evaluator. They do not represent in any way the positions of ACT, NODERPA, DIGNI nor the institutions mentioned in the text. It is just a way to underline the most important findings of the meetings helping the process of work to mark up some ideas that might be undertaken in the forthcoming activities of the programme.

Authors and contributors:

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## 3. Executive summary of the mission:

The Mid-Term Evaluation is a Consultancy mission that states what has been done during the first part of the project/programme. It is a consistent scientific approach based on, qualitative and quantitative models. **What is stated on the current report:**

- The General overview of the situation in Tunisia regarding the social improvements and what is still to be done, how civil society helped out the kick-off the democratization process and what are the National CSO's needs in terms of capacity building
- The purposes and the objectives of this Mid-Term Evaluation: What are the most important CBP project overviews and why it is important to continue sustaining the said programme.
- The Methodology employed: As per TOR's, the methodology employed is around getting a Big Picture on the project's based on the following items: Relevance, Efficiency, Effectiveness, Impact, Sustainability and Human Rights issues. All these key-points, help to draw an entire Dashboard regarding the programme improvements; the programme targets achievements and what is still missing that shall be done
- Findings: The CBP Internal MEAL system: CAPI; OCA, 2019 and 2020 Financial statements, amongst other documents have been reviewed in order to determine the most important key points to be highlighted
- Analysis Part 1: A qualitative analysis of an organized FGD meeting at ACT office and semi-structured interviews with the 5 LA's involved in the programme, helped out to understand their views, their ideas about the forthcoming year of the CBP programme, the points they would like to change, their feelings towards CBP Management and what change they would like to advise plus some feedbacks about what has been done well and what has not. This part was very import to understand how they perceive Networking with other NGO's or Public institutions in Tunisia. In the meantime, these discussions helped out to understand the dynamics about the projects they are managing inside CBP project and get real insights about the realizations, achievements, lessons learnt and what they would like to improve in their concerned communities: Overall, the results were very positive and all the LA's are happy about their involvement in the programme plus their respective projects, despite having some delays for some of them, are on a good way to be achieved on time, and managed as per ACT standards
- Analysis Part 2: A quantitative analysis (Statistics) of the questionnaire that has been distributed to all the members of the associations: this part helped out to understand the degree of advancement of their knowledge regarding the provided trainings, the thematic they feel more comfortable with and their needs as per the capacity Building side: CBP projects training programme has been deemed very fruitful and very relevant suggestions were provided as well for the future in terms of organization of the said trainings as well as per their content
- Degree of Improvement: A Digni Grid that states an overall advancement degree of the programme concerning strengthening the 5LA's capacities and how the Gender issues have been handled: Overall the results are on Hight to High-Average level

**Conclusion:** Providing Real-Time insights about the three key points (Results of the CBP project): Result 1: Increased Organizational (Administrative and Financial) Capacity to continue operations independently/ Result 2: Increased project experience and technical capacity of local associations/ Result 3: Increased Capacity as a civil society association: And the conclusion gave a sum-up and a synthesis regarding these points, which have been handled successfully so far by CBP Management Team.

**Recommendations:** As per the Evaluator perspective recommendations were stated about trainings, ways of involvement of LA's in other national dynamics for instance

#### **4.Introduction:**

#### **4.1. Outlook:**

The important recent changes in the Arab region, mainly the revolutionary process in Tunisia, have created a new positive context of real coming democratic transition, after decades of dictatorships, lack of democracy and human rights, with no rule of pacific change of power, and no political participation for citizens.

The reforms, either achieved by the new “revolutionary governments” or implemented by the existing governments in the framework of the reforms promised by most of them, should include human rights and gender equality on a universal based approach as a major component of the democratization process.

Civil society organizations (human rights organizations, women rights organizations, labour trade unions, lawyer’s associations, etc.) played, directly or indirectly, an effective role in these movements and in the achievement of this process of reforms. On the other hand, the changes in Tunisia, and the expected changes opened large perspectives for the emergence of many independent and effective civil society organizations, young bloggers groups, initiatives of artists and movements of citizenship.

It is important to emphasize that civil society that is, at the same time, a component, and an actor of the democratic process. At the same time, successful transition to democracy depends at a large scale on an effective contribution of civil society organizations. As part of the emerging new actors within the civil society, many CSOs have been created and played an important role during the protests, and during the first transitional phase. These new actors aim to play a role in the transition to democracy, and initiatives and programs should be conducted to include them in the transitional democratic process.

However, an assessment of the CSOs situation shows that actions are needed mainly in the field of capacity building (especially for the new created CSO). Collaboration and networking are also of the most important field of action. Training on democracy transition, work plans and strategies related to democratic changes are also necessary.

#### **4.2. CBP Project as per TOR’s and project presentation:**

The project aims to strengthen civil society in Tunisia with the ability and capacity to promote democratization, human rights creation, and poverty reduction. The specific project objective is to increase the institutional and technical capacity of five local associations in Tunisia to have an enhanced impact in Tunisian civil society. The expected results of the project are:

- Result 1. Increased organizational capacity to continue operations independently.
- Result 2. Increased project experience and technical capacity of the local associations.
- Result 3. Increased capacity as a civil society association to share and learn in collaboration with others.

The target group consists of 5 local associations (LAs) in Tunisia, from each preferably 3-5 persons will be selected, leading to a direct target group of 15-25 persons. As each association implements their own small-scale project, the expected indirect target group is 500 persons (100 per project/association).

The project consists of a multi-faceted approach combining teaching, practice, and coaching, all run simultaneously to ensure and maximise impact. By running activities simultaneously, the knowledge gained through training is directly put into practice in actual project work.

Feedback and lessons learned from each project phase can be discussed in the next training and follow-up, thus resulting in a continuous loop of feedback.

To achieve this, the CBP consists of three major activities:

- I. Training Program  
Based on a joined assessment on the organizational capacity of the LAs, a tailor-made training program is offered by ACT. Throughout the project 10 trainings are offered on organisational matters (e.g., vision, finance, etc.) and followed up in between trainings, supporting LAs to apply lessons learnt. At the same time coaching will be offered to the leadership of the LAs as well.
- II. Small-Scale (Civil Society) Project  
Each local association develops and implements a small-scale project (approx. 15.000 euro) that suits the mandate of the association with the duration of 1 to 1,5 years. The aim is to gain practical project experience, apply trainings and received tools and above all be active and have an impact in Civil Society.
- III. Network Support  
Through network meetings the LAs will meet to share knowledge and experiences and learn from one another and expand their network.

## **5. Purpose and specific objectives for the evaluation**

Evaluations are carried out using social research methods and practices to measure what changes the programme, projects and policies have contributed to, and to obtain a mature understanding of how it happened. Evaluation aims at increasing knowledge of one or several aspects of the intervention for learning, informing decision-making processes, and being accountable to stakeholders, donors, and citizens.

It is:

An assessment, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area, or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors, and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact, and sustainability.

Furthermore, Human rights and gender aspects need to be considered as part of any evaluation. It is especially important to notice that internally, CBP project had build-up a very concise MEAL system based on:

- ✓ Accurate Financing Report
- ✓ Organisational Capacity Assessment Tool (OCA) (A Baseline Survey)
- ✓ Capacity Assessment for Project Implementation (CAPI)
- ✓ Network Assessment

As per these means, and the findings of the external monitoring held on this report, a final DIGNI sum-up table will be filled in (Empowerment Assessment Tool

## 6. Methodology:

One of the Main purposes of the A programme's assessment is to help out the Management Team to reinforce its internal MEAL; that is why our **methodology has a horizontal, integrative approach. The holistic scientific Method** is based on exploiting the Evaluations Results, emphasize the Best Management to reproduce and enhance, try to arrange, or avoid the mistakes that have been done previously: **Continuous Learning process**

FIGURE 3.1 EVALUATION IN THE PROGRAMME/PROJECT LIFECYCLE



### 6.1. CBP EVALUATION Sum-up

#### CRITERIA

##### Standard evaluation criteria

**Relevance** "Extent to which the intervention conforms to the needs of participants, and other stakeholders, compliments existing initiatives, and aligns with organizational mandates and policies."

**Efficiency** "Extent to which resources and inputs are managed and used in an optimal way."

**Effectiveness** «Extent to which intended outcome-level results are being achieved.»

**Impact** "Lasting changes—positive and negative, intended and unintended—arising from the intervention."

**Sustainability** "Degree to which processes started and results obtained are likely to remain."

in place after intervention completion.”

**Human rights** "Extent to which the intervention is guided by human rights standards and Principles following a human rights-based approach and addressing issues such as non-discrimination, participation, accountability, and transformation.”

### As per TOR's:

#### **a. Relevance:**

- a.1. To what extent did the project interventions meet the needs of the project beneficiaries?
- a.2. To what degree was the project designed considering economic, social, and cultural context in the project target areas?

#### **b. Effectiveness** (this includes the quality and effectiveness of the methodologies, approaches and techniques used to achieve program outcomes).

- b.1. To what extent did the project achieve its specific project objective?
- b.2. To what extent have the three major activities (see 5 Project Presentation) contributed to the expected results of increased organisational, project and network capacity?
- b.3. What could be done by ACT, until the end of the project, to make the Local Associations (LAs) benefit more from the project?

#### **c. Efficiency** (This includes reviewing program processes and program management.)

- c.1. Have project resources (inputs) resulted in expected results?
- c.2. What can be done differently so that the project can be more efficient?
- c.3. How would you assess the “value-for-money” of the project?
- c.4. Have program management financial, technical, logistical systems been set up and functioning?

#### **d. Sustainability:**

- d.1. To what extent has the CBP contributed to strengthen civil society in Tunisia?
- d.2. What is the likelihood that the benefits of the project will endure over time after the completion of the project?
- d.3. What could be done by ACT in the remaining of the project to enhance sustainable impact?
- d.4. What are the most important lessons learnt so far and what are areas of improvements and recommendations for the remaining of the project?

In compliance with Digni-funded projects an Empowerment Assessment Table will need to be filled (see also section 7 Methods) answering the following questions:

1. To what degree is the change in empowerment – at output, outcome, or impact level?
2. At what levels are the empowerment taking place: Individual, Community or Society?
3. Are there differences in empowerment with regard to “themes/areas of work” in the project?

## **6.2. The tools of the Monitoring/Evaluation as per Proposed Evaluation Design**

### **6.2.1. Documentary analysis**

It defines the general framework of the analysis, establishes several hypotheses that can be compared with qualitative and quantitative data, and amends a first set of answers to the evaluation questions of all the criteria. The necessary documents are those relating to:

(Diagnostic report, development of a baseline situation over the past years ...), its design and planning (initial logical framework, budget, annual programming ...)

The first series of documents is a first analysis. This series has been completed by Word versions quickly exploitable and more targeted information, including ACT (CPB) activities.

#### **Documents:**

- Terms of References of the Mid-Term Evaluation
- Presentation of the CBP Project
- Empowerment Assessment Tool
- Annual Narrative Project Report 2019
- Annual Narrative Project Report 2020
- ACT CAPI & OCACBP Project
- Network Capacity Assessment CBP Project
- Sum-ups for ACT visiting's to the 5 LA's
- Programme Budget, 2019 and 2020 Finance settlements

### **6.2.2. Focus Group: At ACT Office with members from the 5 LA's and ACT staff**

The focus group is based on active methods of animation and mobilization of the actors. The aim is to stimulate an open discussion structured around an analysis grid defined according to the target audiences (5 LA's)

### **6.2.3. Semi-structured individual interviews: Visiting 5 LA's at their office and ACT Staff at ACT office**

We recommend using this method for:

- The key resource persons of the program:

The choice of the interview is justified here by the need to approach in depth the trajectories of the actors, their motivation, their needs and initial capacities, their accomplishment and evolution.

### **6.2.4. Survey: it will be developed based on the evaluative questions and the monitoring tools (Distributed to the 5 LA's members)**

***The Evaluation will enlighten the fact on how ACT has used indicators; processes to follow-up the advancements of the project and on how these latter were achieved so far.***

## 7. Findings:

### 7.1. Selection of the LA's:

An application form has been issued and a demand to be filled in and sent to Georg Stensland before May 24<sup>th</sup>, 2019. The application form gave enough of accurate information's about the Submitting Organizations and clearly shows how these CSO's share values and visions of ACT including CBP project.

The chosen association, have clear ideas about their values, and the way of processing. Even though **noticing a big gap between the professionalization advancements in skills, knowledge, and know-how.**

However, CBP management has been flexible enough to help out the different stakeholders included in the programme.

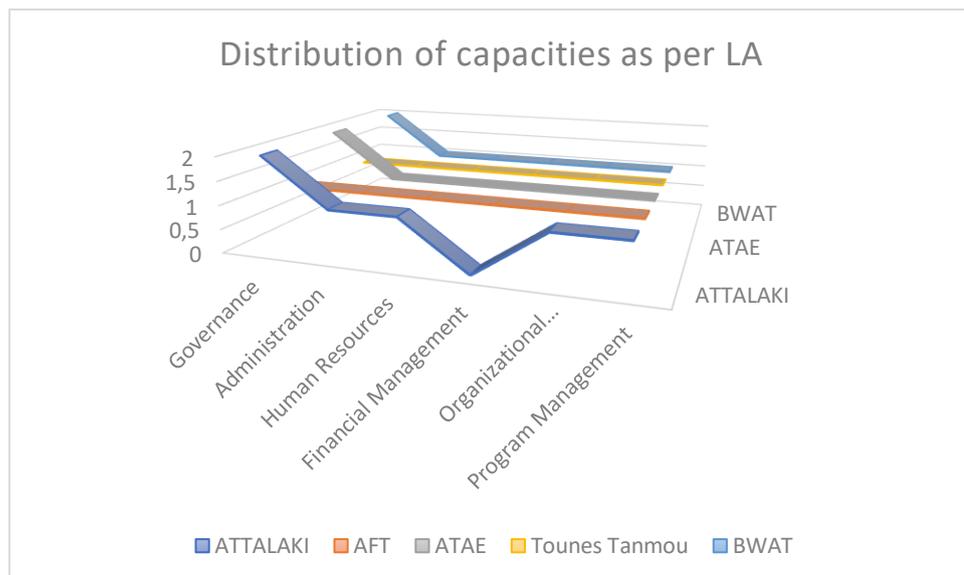
Though, different stages, levels and degrees of implementation and processing at the CBP starting point, the evaluation raises up the fact that **All the 5 LA's are at the point of the current evaluation, in a good cruising speed and advancement regarding their comprehension of the projects, its added value and the way to end up with a relevant impact of their project. All these points will be detailed later with the FGD and one-to-one discussions**

### 7.2. Findings of ACT's MEAL tools to the 5 LA's

#### 7.2.1: OCA scores:

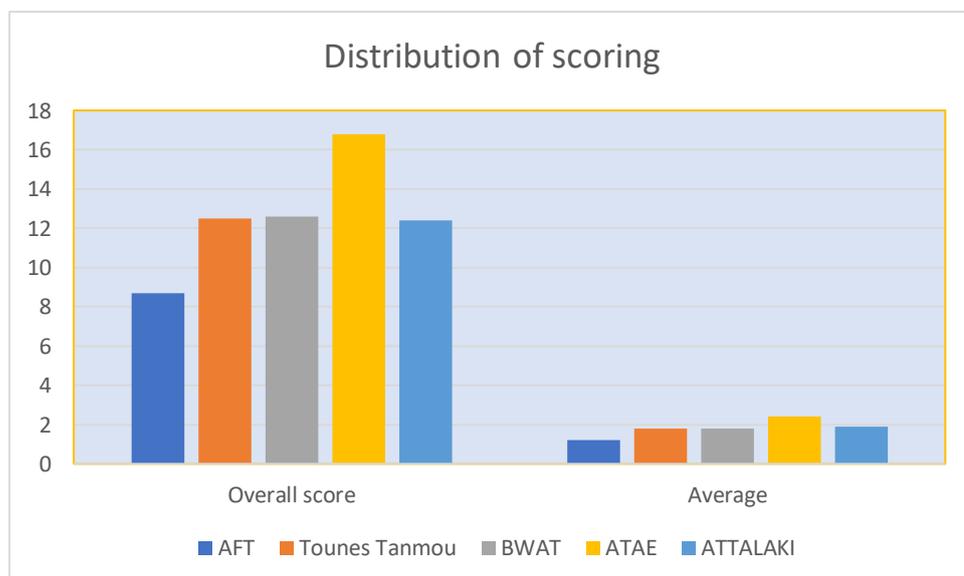
##### OCA

	ATTALAKI	AFT	ATAE	Tounes Tanmou	BWAT	Average
Governance	2	1	2	1	2	1.6
Administration	1	1	1	1	1	1
Human Resources	1	1	1	1	1	1
Financial Management	0	1	1	1	1	0.8
Organizational Management	1	1	1	1	1	1
Program Management	1	1	1	1	1	1
<b>Overall score</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>7</b>	
<b>Average</b>	<b>1</b>	<b>1</b>	<b>1.16</b>	<b>1</b>	<b>1.16</b>	



### 7.2.2.CAPI

	Overall score	Average
AFT	8,7	1,2
Tounes Tanmou	12,5	1,8
BWAT	12,6	1,8
ATAE	16,8	2,4
ATTALAKI	12,4	1,88



As per these first meetings, we clearly have noticed overall as in-depth look at the given reports though the scoring at nor that high on the beginning, a real willing in improving capacities has been noticed whilst reading those interviews.

- A remarkable shift and change in their attitude in society: Leadership skills acquired from the Training's and a social improvement attitude (entourage)
- Soft Skills acquired during the sessions that improved their live hood at LA daily basis work along: Organisation, better courses understandings'.
- Acceptance of the differences in the society
- Self-confidence improvement attested by all the interviewees.
- The beneficiaries' stating that they'd be eager to be more and more involved in the civil and society activities: Joining CSO's, creating CSO' s, be active and proactive.
- They would be eager as well to be more involved in their communities and Municipalities meetings.

## **8. Analysis/Discussions:**

### **8.1. Analysis of the Internal Monitoring Key Tools (CBP programme)**

#### **8.1.1 The sustainability and capitalization of the programme as arose from the CAPI and OCA.**

- ✓ Some of the LA's members would like to step ahead taking this responsibility:  
Leadership skills improvement
- ✓ Continuous training's cycle
- ✓ Continuous sub-granting for social projects
- ✓ A continuous follow-up (For the beneficiaries').
- ✓ **A Bottom-up approach instead of the Top-Down adopted one:** Consultancies and discussions with Beneficiaries' regarding the programme set-up: **Networking with Donors fundraisers**

#### **8.1.2. Value for Money: Analysis of the 2019 and 2020 Financial Reports and Discussion with the ACT Financial Team (Freddie Herrera and Jared Baker)**

Overall, the budget has been respected and no big surprises rides up (Although postponing the Mid-Term Evaluation due to the Pandemic delays), and LA's have been respectful to their duties (Especially after the Trainings they have had and the tremendous help after the employment of Dhoha Dridi, The Finance Assistant, who has been following up tightly the LA's projects financially and economically wise)

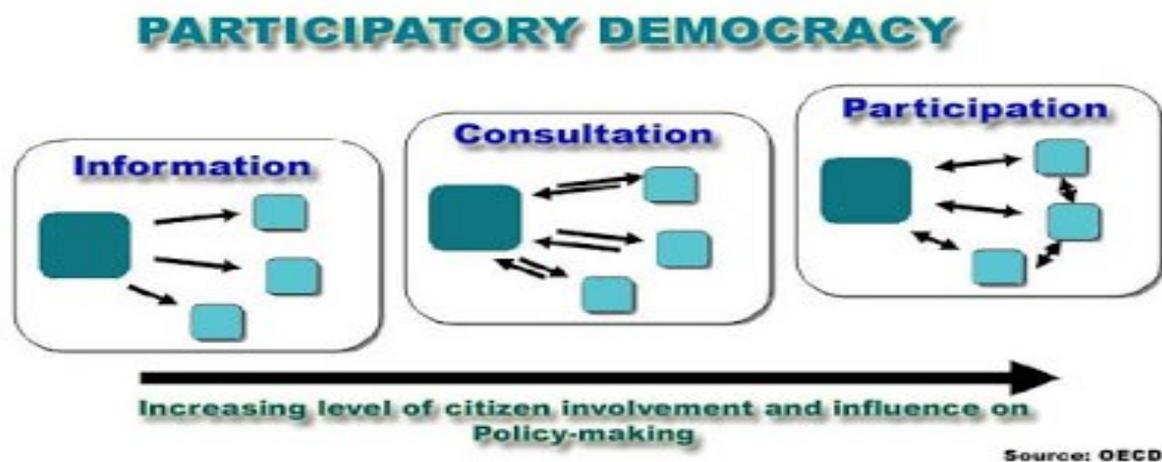
### **8.2. Analysis of the Work on the ground**

#### **8.2.1. FGD with the 5 LA's (Attendance sheet in the Annexes below Annex 10.2)**

Before getting to know more deeply the five associations. A Focus Group discussion has been held at ACT office. One representative of each association has been invited to attend the meeting. The discussion was very constructive and has helped it out to make sure that people adhere to the essence itself of the evaluation process. In the meantime, the five associations understood clearly how important it was to make up an evaluation at this point of the programme. That would be very fruitful to take time underlining and measuring the advancement of each one of them and trying to think how the programme could evolve during the next year, the discussions clearly showed off the following points:

- ✚ ACT has a strong connectivity in the Association and NGO environment in Tunisia NGO. Which is an exceptionally good point for selecting stakeholders and people sharing the same values and visions
- ✚ We have already talked about the fact that the associations have different levels of understandings and capacities however this has not been a hurdle at all in gathering all these different associations around the same targets.
- ✚ As per capacity building topic itself the interviewees felt that they are mastering the fact to build up project and managing each side of a project.

- ✚ The associations try it to raise up how important their projects have as an impact on a positive change in their environment and on the beneficiaries live it is though one of the main aspects that the programme head to build its activities around which is this sustainability and a lifelong duration of the activities
- ✚ The associations or at least some of them made a very important point discussed during this focus group gathering which is the relationship that they could have pushed forward with the public authorities and starting from this point we would clearly have a first recommendation that will be obviously discussed later on however we would like to emphasise clearly on the participatory approach between public authorities either way national regional or local with associations and how their project would give the beneficiaries a better sustainability a brighter efficiency in the forthcoming activities that they will undertake



### Capitalization as per FGD discussion

- ✓ A steady follow-up with the beneficiaries has to be implemented.
  - ✓ Encouraging the trained beneficiaries' to be trainers as well (Peering process their programmes)
  - ✓ CSO's activity are having a real impact on the ground and on the close entourage.
  - ✓ Civil and civic trainings are important and shall be improved: they are the basis to guide the LA's and get them aware about how important to be an active part in the society or community they are belonging to.
- *The acquired skills for beneficiaries provided during the sessions were successful.*

**8.2.2. Analytical view of the CBP project’s governance following the FGD discussion and the documentation synthesis.**

	<b>Measures</b>	<b>Changes achieved and realized measured at the evaluation/ Advises/ Notes</b>
<b>Organization - Administration</b>	The bylaws of ACT are good	ACT has employed Dhoha Dridi in order to help the LA’s in managing in the better way their project’s finances. Yassine Farhat as a Project Facilitator alongside Baha Fnaiech the project Assistant constituted at the end of the day a stable Organizational structure held by the managing Team.
	Knowledge of the mechanisms of operation of an association is clear.	Flexible structure. Accurate Daily Management procedures and processes
	Proven Existent internal democracy (Accountability procedures, internal control).	Excellent internal governance processes
<b>Visions - Objectives - Strategy</b>	Vision defined.	On-going alongside with the project
	Values and commitment clearly defined	On-going with the project aims and purposes
	Organized objectives: ad hoc actions, action, monitoring and evaluation	Management well-processed
	Organized strategy: Priorities defined in documents and objectives.	Make continuous watching towards opportunities!
<b>Visibility</b>	Existing logo	High-definition logo finalized. Graphic charter specific to the association and used in official documents.
	Administrative documents standards with visual identity	Visit’s cards / Letterheads / ACT Charter Documents carried and used regularly.
	Page FB little dynamic regarding CBP project.	FB page made more active since LA’s projects have started.

		<p>Work on Twitter and Instagram ++ with videos plus photos advised.</p> <p>Make film recap of success stories advised.</p> <p>Contact the advertising agency advised.</p> <p>Website ++ advised.</p>
	Project FB Page Exists but not continually active and no update	Communication and Digital Marketing 2.0 though to be improved.
	No return indicator notoriety	<p>Increasing evolution of FB subscriptions</p> <p>LA more and more solicited by other CSOs to participate in various associative projects</p>
<b>Communication</b>	Procedures organized on internal communication (mailing, no files ...), however an added Newsletter might be a plus.	<p>Reinforced internal communication with regular meetings with the board and the steering committee</p> <p>Internal files shared on Dropbox with the staff</p> <p>Official communication with the board by email</p> <p>Still no newsletter (no specific staff and qualified for external professional communication). A community Manager hiring would help efficiently</p>
	No communication plans. internal and external	On-going
	Circulation of information in internal is OK.	In-house information circulates on Dropbox.
	Archiving of the Reporting's'	Archiving of reports made and documented on Dropbox.
<b>Resources wise</b>	Procedures are OK for the staff.	Accession procedures clarified and followed.

	<u><i>Value for Money</i></u> clearly seen	A financial strategy has been implemented supported by ACT in order to manage carefully the funds received.
<b>Suggestions</b>	The programme might establish a conduct charter (The Do's and Don'ts) with LA's	On-going daily process basis
	Strategic plan-oriented projects with follow-ups boarding's-oriented projects. Including a monitoring and Evaluation system amongst all types and kinds of beneficiaries' (Apart CAPI and OCA)	Implement strategic planning of projects with regular scorecards, monitoring, evaluation, and impact of projects in the territories or with the public concerned.  <b><u><i>Each project held by the LA's could have a small MEAL system included to measure up the social impact of it</i></u></b>
	Set up a Community Manager to research calls for projects and be able to answer them with the LA's for some forthcoming funds.  Helping the LA's to underline the successes of their projects and communicate more widely about them.	Project Manager / ACT Director looking for new opportunities.  Responsible communication
	Ensure the sustainability of the LA's in all aspects of professionalism is a Top priority	Sustainability of the projects held under CBP project would help out the LA's to see through a brighter future.

### **8.2.3. Semi-structured interviews**

The associations have kindly opened their doors today's evaluation so one to one interviews have been held with these Association's staff member and members.

Here under collected the most important facts talks notices and remarks that have been discussed.

These important key points are essential in order to analyse the positive change occurring during the programme what has to be done clearly in the next year and the way of reshaping some stuff about managing activities in the programme.

	The Launching inside CBP project	Positive changes
<b>ATTALAKI</b>	<p>ATTALAKI is very well-know CSO and has already stated a Great Impact on the ground so far.</p> <p>We do notice a remarkably interesting professional side of the association.</p> <p>The CSO is having a Great Network, and knows how to get subsequential Grants from Grantors such as USAID (150 K)</p> <p>Attalaki has had some serious issues with some ACT staff members, however, the problems solving has been processed and nowadays, things are clearer</p>	<p>It would be interesting to think more closely deeper and deeper on how the project they are managing about the concept of acceptance can have a real impact and make up a difference in laws and the society organization on its all stakes for a real and fundamental change of mentalities.</p> <p>Their satisfactory towards ACT programme especially about the use of the facilities went on progressively and this a great point to notice.</p> <p>How to deal with different other CSO's in Tunisia is not easy however the process in a way or another has to be done be well established and accepted by different stakeholders. This is a way of shifting strategy that could be put on the table to endorse more collectively Human Right's issues, and acceptances awareness in the Tunisian society</p>
<b>ATAE</b>	<p>ATAE has a strong Network as well with different actors and Stakeholders from the civil society environment.</p> <p>Their members are highly- skilled and know exactly about the scientific Approach of their project.</p> <p>The members that attend the training's inside CBP project are very motivated young people</p>	<p>The project they are managing, helping 5 landlords in TebourSouk area seems to be perfectly accurate and is absolutely consistent.</p> <p>The members have expressed their interest in continuing the training sessions with CBP projects and have learnt so much of it, especially regarding the financial side of a project and once again cited how much Dhoha Dridi's session cleared lots of things for them as well the MEAL session they had with former Nour Al Hayet Managing Rep.</p>

		<p>ATAE seems clearly interested in communicating more about their achievements and the positive change that has occurred with their beneficiaries lately.</p> <p>ATAE expressed as well as the potential on building up a trust relationship between the beneficiaries (Farmers) and the local authorities as it would be an especially important shift in the way of processing for Local Development</p>
<p><b>BWAT</b></p>	<p>BWAT is a constituted of skilful and professional members.</p> <p>They do share ACT vision likewise all the other 5 LA's and this is a key-point to keep up all over CBP project.</p> <p>BWAT has had some serious issues with some ACT staff members, however as Attalaki, the problems solving has been processed and nowadays, things are clearer.</p>	<p>Their project endorses women and helps out the beneficiaries to be get some self-esteem and have a real place in the society which is such an important key-point on the impact they would like to reach.</p> <p>We clearly notice as well, BWAT members have a vision and long-term sight in order to help out the beneficiaries for the future.</p> <p>The sustainability of their actions is clearly wide and might constitute one of the major Best practises to enlighten (Concrete activities, concrete activities,)</p> <p>The process: Input-Output-Outcomes is clear as well.</p>
<p><b>AFT</b></p>	<p>Although AFT is new based association, however we notice they are in demand of professionalism skills, of trainings and to be independent: <b>Empowerment processing</b></p>	<p>The way, how enthusiastic the members are, and how well they know the problematics of their regions shows that despite starting a bit late on being involved in the project implementation, the delays will not be any obstacle to achieve the set-up goals.</p> <p>Thinking about how collectively, they would like to advance is a great point to underline, each time the discussion went along with AFT, they were willing to listen</p>

		<p>to suggestions and might make up some changes that could provide a stronger positive impact in their community as per the second phase of their project.</p> <p>AFT, seems clearly open to all suggestions to get more training sessions, and constitute a CSO that could have a real impact in the region for the next decade.</p>
<p><b>Tounes Tanmou</b></p>	<p>Tounes Tanmou has joined a little bit lately the programme because they did not know exactly what to do and how to manage the project properly.</p> <p>Despite all difficulties they have faced understanding the programme goals at first, Tounes Tanmou has shown a certain level of willingness to get involved professionally in the CBP programme</p>	<p>Clearly attending the monitoring and evaluation session was fruitful for this Association.</p> <p>Tounes Tanmou staff Understood clearly how important it is to set up a marketing strategy and communication plan around their projects that is why they are in demand of such training and sessions in the future.</p> <p>It seems that this Association has clearly understood how important it is to be professional nowadays that is why its staff are clearly in demand of more trainings about the legal part and the legal side and in the meantime about or what concerns getting more and more professional.</p> <p>The project the LA is holding and managing throughout the CBP project has great potential for a sustainable impact as it calls out a “Peering” methodology, and reinforces the capacitation of loads of potential Youth Leaders in their communities (Popular places): This I s a very important point to keep up for the future and that has to be cherished by Tounes Tanmou alongside with ACT, as these future Leaders might be some “Relay/Key</p>

## **Capitalization**

- ✓ It is formerly important to enhance the follow-up process with the beneficiaries’ projects: A steady and continuous Monitoring system amongst all the stakeholders of the programme.
- ✓ The projects are doing well so much and giving such a Great added value, however not having a Community Manager and a Communication Responsible made them almost invisible and though comparing to other initiatives in the NGO environment in Tunisia, they are way more successful and fruitful.
- ✓ A Bottom-up approach in the strategic plan for the next steps programme is highly recommended via Networking processes with local authorities.
  - The noticed synergy effected between LA’s daily basis work and CBP project consisted of the CSO capacity enhancement and building up a self-esteem leading these latter to be effective members in their environment
  - Real success stories have been noticed amongst the beneficiaries and their entourage.
  - The adopted pedagogy was well-adapted to the matter of difficulties of these beneficiaries: Each case is different, ***that is why the adapted trainings to each LA’s needs might be a solution to increase the impact of the programme***

### **8.2.4. Questionnaire (Attached in the Annexes, Annex 10.1)**

In order to provide an in-depth view and a sharper perspective of the appreciation regarding the programme, a questionnaire has been distributed to the 5 LA’s.

Each concerned member of the said association, filled in the survey.

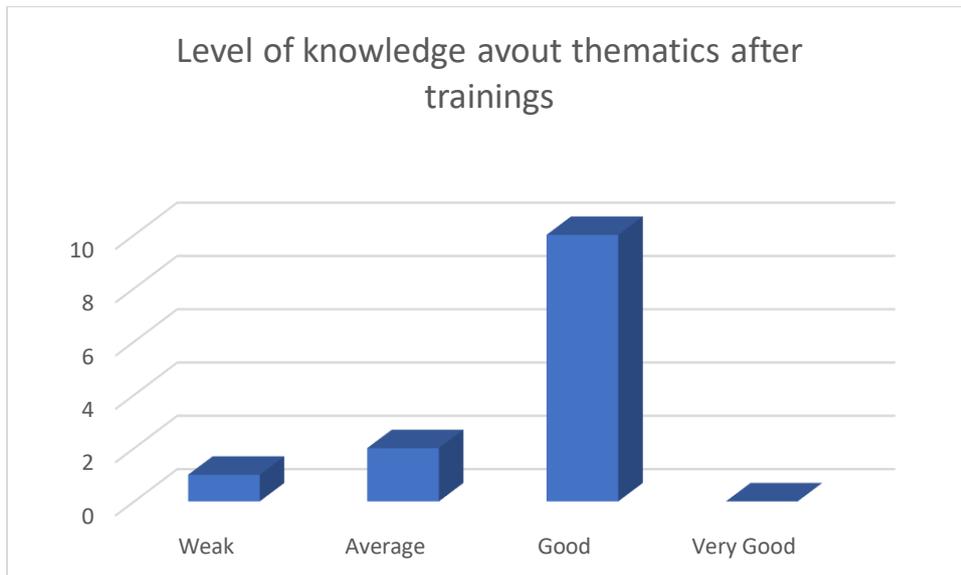
This quantitative approach resumes and completes the findings from the FGD and the semi-structured discussion, to complete the whole picture of the evaluation.

*14 survey sheets* have been received from the 5 CSO’s (4 from ATAE, 3 from BWAT, 2 from Tounes Tanmou, 2 from ATTALAKI, 3 from AFT) as per gender wise, 8 answers from Female beneficiaries and 6 from Male)

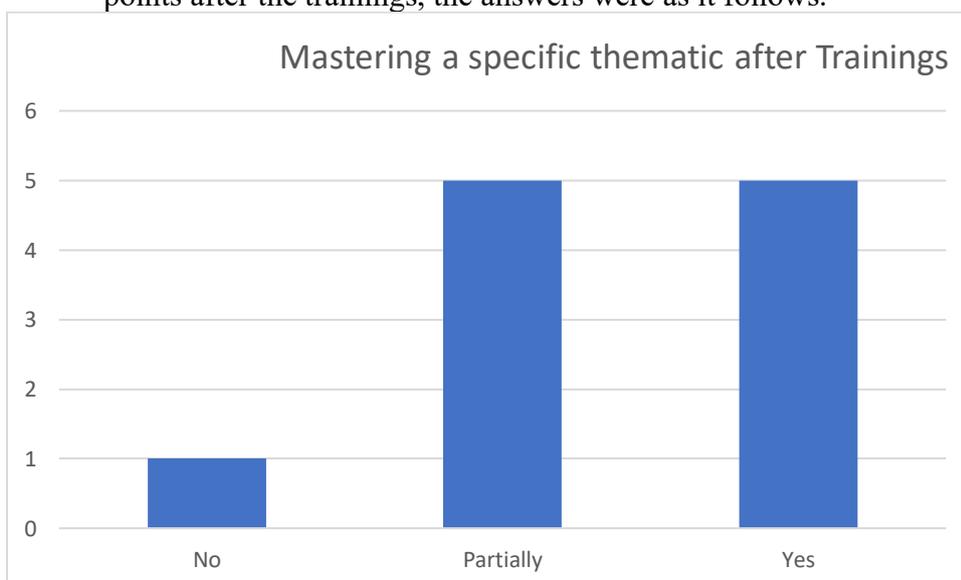
It is to notice, that all cases, and boxes have not been fully completed by all the interviewees (Some have not attended some Trainings for instance), that is why sometimes the sum of answers in, under 14 at some points of the survey results.

The results were as it follows:

- ❖ To the question regarding how the LA's staff/ members evaluate their overall level and degree of knowledge regarding the thematic provided during the CBP trainings sessions so far, the results were as following.



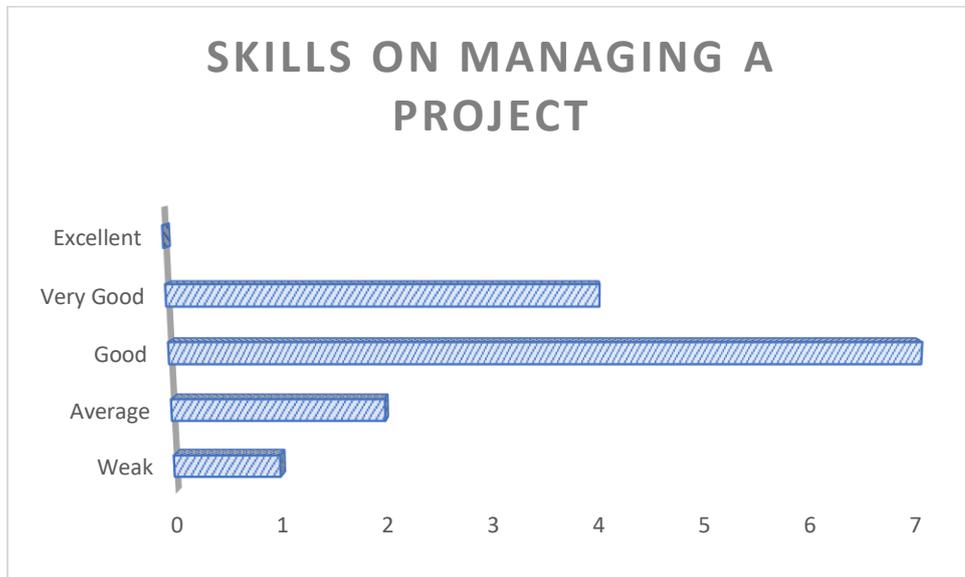
- ❖ To the question, whether the beneficiaries' feel there are mastering a specific key-points after the trainings, the answers were as it follows.



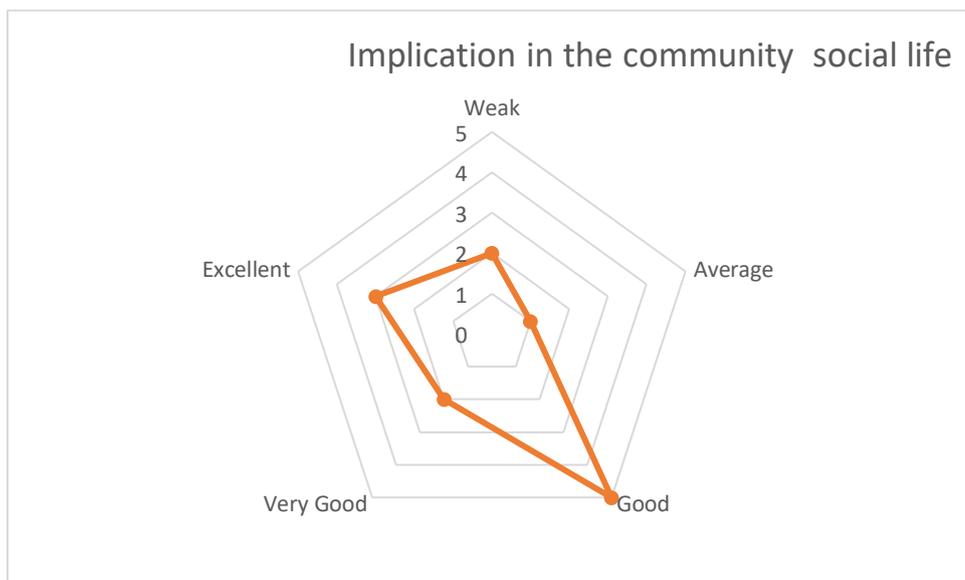
Complementary answers were:

- ✚ Financial Management
- ✚ Project Building-up
- ✚ Monitoring and Evaluation of Project
- ✚ NGO's Legal Environment

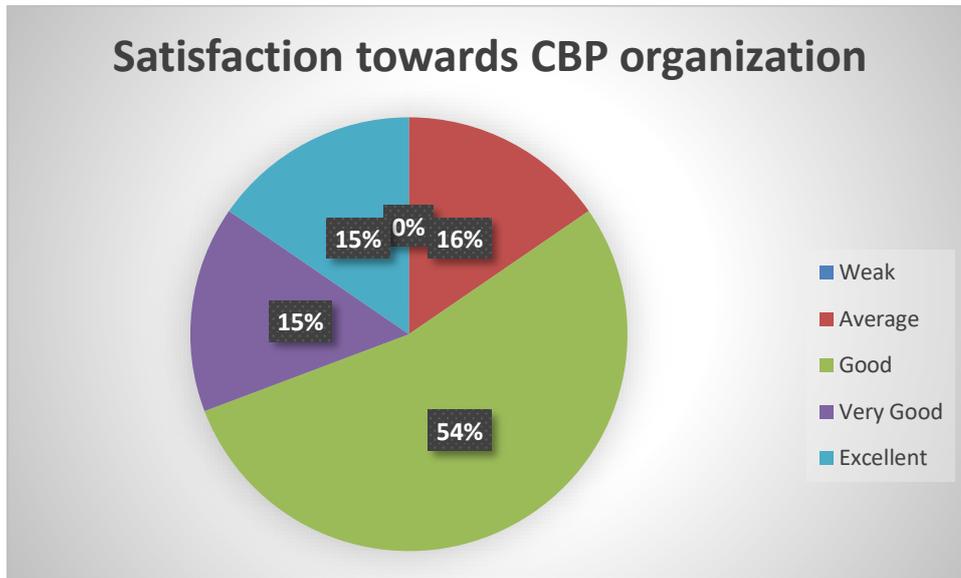
- ❖ To the question about their skills of Managing an associative project, the answers were:



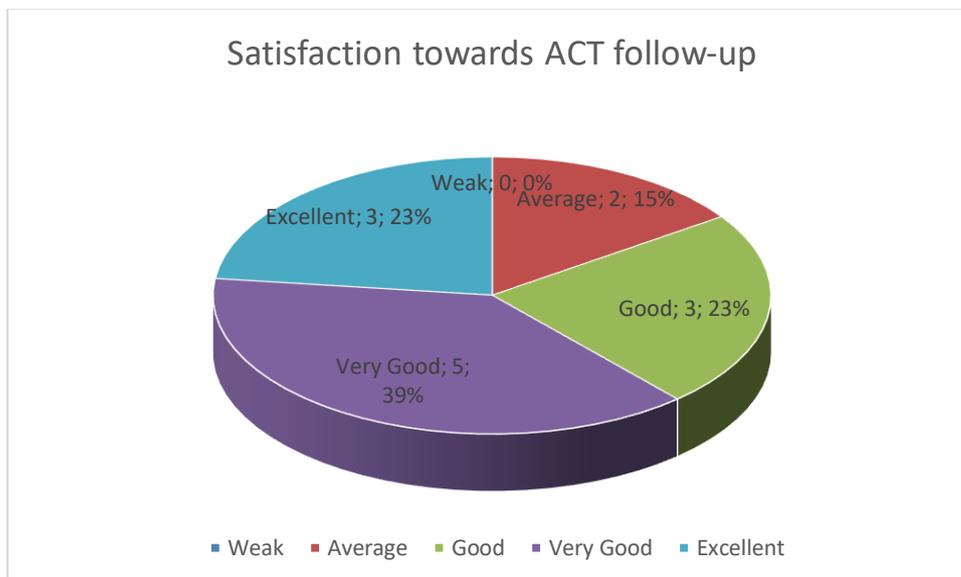
- ❖ To the question, about how do the interviewees feel their implication in the social life of their community (**Networking**), the answers were as it follows.



- ❖ The answers about how the beneficiaries estimate their degree of satisfaction regarding the CBP project organization overall (Meetings...) were:



- ❖ As per the question regarding how the LA’s members deem ACT follow-up to their respective projects; the answers were:



- ❖ **To the question, whether CBP beneficiaries would like to launch another associative project afterwards the answers were at 100% positive as well, as noticing whether their implication in ACT project reinforced their sentiment and feelings of belonging to the NGO world and dynamics.**

## Capitalization

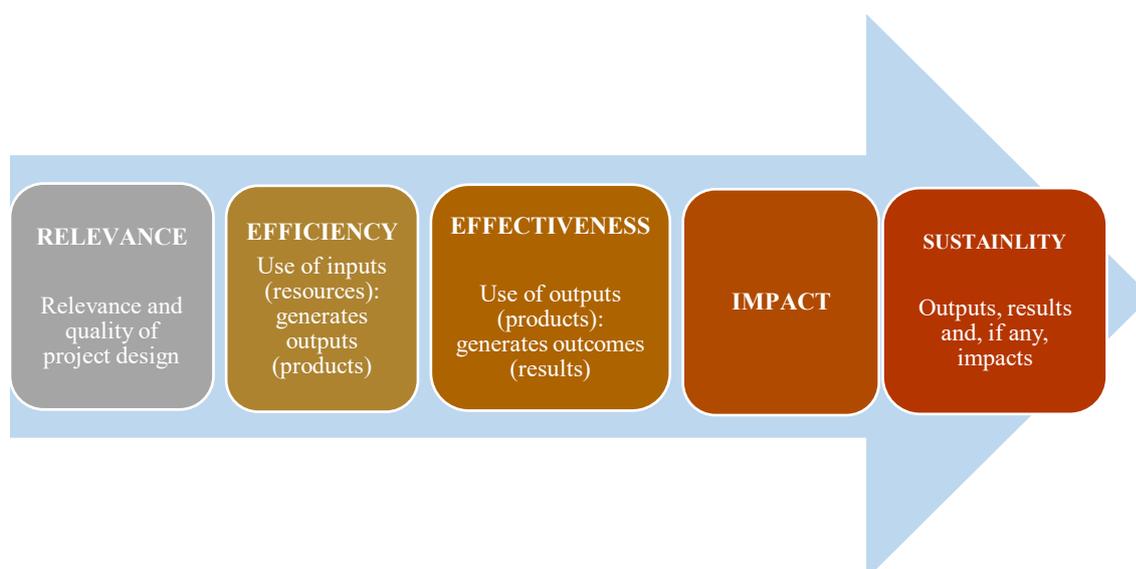
- The curriculum of the entire sessions helped lots of the beneficiaries to make a 180°-degree shift in their way of thinking and rather than looking for some daily-basis aid as being an association but having a long-term way of thinking and building up a real perspective of being an important actor of change in their communities.
- The capacitating programme, the self-empowerment programme goal set was one of the Greatest rewarding and achievements (accomplishments) noticed in the project.
- The beneficiaries felt the sense of responsibility and how important to be self-relevant in their association and in their communities.
- ✓ A linkage (**Networking**) with public initiatives and other CSO's look alike projects would help to sustain the project.
- ✓ **The curriculum Trainings to LA's) shall be continued and maintained and even elevated (Management, Accounting courses...) because they are definitely the real demonstration on the ground how CBP programme obtained and demonstrated a positive change in the society.**
- ✓ Specific and peculiar trainings according to each case/LA speciality is also highly recommended. That would help the beneficiaries to get deeper in details of their activities and handle any kind of difficulties related to the sector they are working on.

### 9. Degree and level of empowerment:

DEGREE AND LEVEL OF EMPOWERMENT							
THEMATIC AREAS OF RESULT		Level 1: Output	Level 2: Output	Level 3: Outcome	Level 4: Outcome	Level 5: Impact	
		Individual or community	Individual or community	Individual or Community	Community and/or Society	Community/ Society/ Structural	
	Strengthening Civil Society (mandatory)					x	
	Gender Equality (mandatory)			x			
<b>Total assessment of project</b>					x		

- *The project was relevant in that it was based on an in-depth analysis of the situation and on innovative methodologies.*
- *The project was effective, through the local development micro-projects.*
- *Most of the planned results were achieved to a degree that surpassed the expectations.*
- *The project was efficient.*
- *Project management was more than satisfactory and excellent at some points.*
- *The project had a substantial impact on local stakeholders and partners.*
- *The project's sustainability stems primarily from the micro-projects*

## **10. Conclusion and Recommendations:**



### **CBP Evaluation Criteria summary**

#### **10.1. Degree of Advancement:**

	ATTALAKI	ATAE	BWAT	AFT	Tounes Tanmou
Result 1: Increased Organizational (Administrative and Financial) Capacity to continue operations independently	High	High	High	Above Average (On-going process, result could be easily achieved with the next year)	Above Average (On-going process, result could be easily achieved with the next year)
Result 2: Increased project experience and technical capacity of local associations	High	High	High	High	High
Result 3: Increased Capacity as a civil society association	Efforts could be done. There is still much to do especially in the Human Rights field	An effort has to be done; especially within CBP project as a start	We did not notice such key-points. It would be interesting to enhance it	The willing is on, the action still not. A key-change may occur	Not really noticed yet. Might be a topic to think about in the future

## **10.2. Synthesis**

The project was remarkably **relevant**, in that it correctly identified the lack of social cohesion as a major problem of the targeted beneficiaries, and developed strategies and activities that specifically addressed the needs of the beneficiaries.

The project was broadly **effective**, in that in that most of the planned activities were implemented, and planned results were essentially achieved. The level of effectiveness was high.

**The project has also been efficient in that it provided a good level of value for money and had and expressed a Greater achievement as per the predicted results.**

The project was appropriately managed in financial and administrative terms, and activity monitoring by the ACT team was consistent with original commitments. The project team was competent and committed; it is clear that its pro-active attitude contributed to the success of the project.

The project also achieved identifiable and attributable *elements of impact*. It is clear for example that it contributed to the development of the LAs' expertise in relation to community support, and to the formulation of innovative strategies. It also indirectly contributed to shaping the attitudes of some community leaders, and probably also of some local officials. It is also clear that the project had an impact on at least some micro-project beneficiaries, in terms of attitudes towards other communities and of capacity building.

The project had elements of **sustainability**. These included the fact that CSO capacity-building helped them to enhance their technical capacity, and therefore their ability to take on new projects. The micro-projects are sustainable to the extent they were specifically designed to last beyond the project period, through self-financing. New skills were also acquired by communities, and by ACT itself, which should also contribute to the sustainability of the project's results.

## **10.3. Overall recommendations**

- Despite having a common plan, sometimes, it might be accurate trying to work on smaller groups as per the knowledge and know-how basis of each LA: That would be more accessible, more understandable, and less frustrating sometimes for the attendees: **Tailoring the empowerment process as per each LA advancement and needs.**
- Communication/Marketing Plan around CBP project has to be implemented as nowadays visibility is a key-factor for success.
- **The Participatory Approach** might be one of the items to be discussed and how to pursue a collaborative and constructive space of dialogue with local authorities.  
**We highly recommend to set-up sessions with professionals regarding topics such as governance, local governance, Local development, decentralization and how it implies different stakeholders (Public authorities, Civil society actors, entrepreneurs...)**
- Projects might have a wider **approach of social inclusion** “Gender”; “Handicapped people” (Although BWAT project is focusing only on gender issues via a real and

concrete case helping those in need getting a real handful skill to be independent, this project target is based on gender, but we advise the 4 other projects trying to see whether they could implement some activities in the future as per human Rights awareness and Gender equity and inclusion)

- Projects **Best Practises and social innovation** must be highlighted (Communication, added value): it would help out ACT to understand the social dynamics in Tunisia so far, what would be suitable to sustain as initiatives and what would be effective to work along in the future.: **Sustainability of the programmes comes from both sides: Capacity empowerment of the LA's and from the project's Management and Learning process.**
- We could encourage the way that sessions are internally given (All ACT Team members have skills to share) and this creates a real cohesion and collaborative spirit.
- Some session about making-up a **Territorial Scientifical Diagnosis** would be very fruitful for the LAs: it is obvious they know exactly how to handle the issues they are working on; however, they would be needy to some scientific tools of boarding (**Dashboarding, Qualitive and quantitative analysis of the beneficiaries needs...**) which come along with the scientific and Mathematical tools of making up a MEAL system inside each association,
- Should also work to disseminate the lessons learned and good practices stemming from the project by Networking with other Tunisian CSO's.
- In the medium term, should continue to work on projects aimed at enhancing social cohesion and supporting communities to enhance and embrace a better environment for the beneficiaries (Implementing a follow-up and steady process related and linked to a visibility and communication strategy)
- In order to build-up some sustainable key-points as per the LA's work wise, we highly recommend sustaining their projects' empowerment via a session of training about on-how to build up and construct a **Policy Brief, a Policy Paper** alongside a full session on how to build a full fruitful strategy of **advocacy** about any given subject or matter (It is already on, the pipeline of Trainings though and we wanted to emphasize about how important this matter is)
- We notice that some LA's tend to work on the same area in their projects inside the CBP project such as ATAE and AFT (Both work alongside the agri-entrepreneurs and self-made young farmers), that is why, the idea of combining energy and making up synergies between them, would provide a deeper and stronger in the society (Sharing experiences, sharing knowledges, sharing know-how, connectivity, Data Gatherings, **exponential growth at all levels**)
- Session Timings might be more diffused on time, a 3-hour session has been somehow tight for some accordingly to their feedbacks. That is why, to be more concise the Agenda might be dispatched onto two days length or more as per the quantity and the quality of the subject and the difficulty of its substance.
- Sessions of Trainings and meetings might be arranged on weekend if possible, as some LA's members expressed the fact, they would be eagerly more available on these days rather than within the week (Members have duties, working schedule.)

*ACT/CBP project deserves all the help and support from Grantors as per the quality of their work, and the Results provided by the staff members and LA's achievements*

## 11. Annexes

### Annex 11.1: Questionnaire

Bonjour,

Le présent document est à portée pédagogique pour l'association ACT et dont le but est d'avoir votre opinion sur les points-clefs du projet CBP.

C'est un questionnaire anonyme, dont les données sont strictement en possession de l'association ACT.

**Prière de cocher les cases qui correspondent à vos réponses**

	<b>Homme</b>	<b>Femme</b>
Vous êtes ?		

	<b>Faibles</b>	<b>Moyennes</b>	<b>Bonnes</b>	<b>Très bonnes</b>
Comment évaluez-vous, dans son ensemble, vos connaissances <b><u>(Concernant les thématiques traitées par les formations du projet CBP)</u></b> après toutes les formations auxquelles vous avez pris part dans le cadre du projet CBP ?				

	<b>Non</b>	<b>Partiellement</b>	<b>Oui</b>
Pensez-vous maîtriser un point/sujet/thème en particulier suite aux formations eues dans le cadre du projet CBP ?  Si oui, lequel ?.....			

	Faible	Correct	Bon	Très bon	Excellent
Comment jugez-vous votre niveau en matière de mise en œuvre d'un projet associatif?					
Comment jugez-vous votre intégration/participation dans la vie sociale de votre quartier/Ville?					
Comment jugez-vous le cursus de formation, les tables rondes, les réunions... du projet CBP dans son ensemble ? (Organisation et matière prodiguée)					
Comment jugez-vous <b>le suivi de vos progrès</b> par le projet CPB ?					

	Oui	Non
Avez-vous l'intention de lancer un autre projet (Autre que celui incubé par ACT) (associatif) suite à votre implication dans le projet CBP ?		
Votre participation au projet CBP vous a-t-elle aidé/e dans votre implication citoyenne ? A-t-elle renforcée votre activisme dans la société civile ?		

**Association et votre âge SVP :**

.....

**Merci de votre collaboration!**

**Annex 11.2.: FGD Attendance sheet**



# ACT

Steering Committee Q2  
05/04/2021  
ACT Tunis

Nr.			tion	
1	Baha	Fraïech	ACT	
2	MASRI	MASRI	ACT	
3	Mahjoub	Daadaa	Attalaki	
4	Wagdi	Ohb	ATNE	
5	Ahmed	Lachhab	Tunisia Grow	
6	Khalil	Hameda	BWAT	
7	Adnan	Jageong	ACT	
8	Yasmine	Fahid	ACT	
9	Bechar	Boyyan	EV Syntex	
	Rachad	Ben Amal	ATTALAKI	
11				
13				
14				



**Annex 11.3. Attachment: PowerPoint Presentation regarding the whole Evaluation with ACT and LA Staff and Members**