

U N D P

Promoting Citizenship and Strengthening Social Cohesion in Tunisia

2015 - 2018

Version actualisée – Janvier 2016



COUNTRY: Tunisia



Project Document

Project Title: Promoting citizenship and strengthening social cohesion in Tunisia

Expected Outcome of the CPD: Effect 1. By 2018, the civil, political and administrative institutions are fully operational, while respecting the universal principles of human rights, democracy and gender equality;

Effect 2. Citizen participation and the capacities of the institutions and counter-powers are strengthened, allowing better accountability vis-à-vis citizens.

Starting Date: 01/01/2015

Ending Date: 31/12/2018

Implementing Partner: UNDP (Direct Implementation)

National Partner: Ministry of Foreign Affairs

Summary Description

The project is part of the strategy of UNDP to support the post-transition stage in Tunisia, helping Civil Society to capitalize on lessons learned during the previous phase in order to promote citizen engagement, mainly in the disadvantaged regions. The objective is to contribute to the establishment of a sustainable democratic system which promotes citizen participation and reduces inequality and exclusion, especially at the local level. To do that, the project intends to capitalize on the results achieved by UNDP in terms of support for dialogue and Civil Society between 2012 and 2015, taking into account the changes made during the transitional period, paving the way for new perspectives in terms of local governance, decentralization and mechanisms of citizen control. For this purpose, it intends to strengthen the capacity of CSOs and their contribution to national and local dialogue on reforms and development priorities, through the following results:

- A framework for dialogue and self-regulation of Civil Society is set up;
- The mechanisms of citizen participation in local governance are strengthened;
- Civil Society capacities in the targeted areas are strengthened with the perspective of its professionalization;
- The consensus building capacities are strengthened as part of a prevention strategy of political violence;
- The initiatives of Civil Society in the fields of prevention of violence and promotion of dialogue are supported.

Duration	4 years
UNDAF axis	Governance
Atlas Award ID	83925
Atlas Project ID	92161
Date of the meeting of LPAC/Local Programme Appraisal Committee:	September 2014

Total resources required:	\$ 3 146 941
Allocated resources:	
Italy:	\$ 1 146 941
Resources to be mobilized:	
Norway:	\$ 2 000 000

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20 Janvier 2016

Executive Summary

I. CONTEXT ANALYSIS	4
II. PAST COOPERATION AND LESSONS LEARNT	6
A. Capitalization of results achieved during the 2012 – 2015 period.....	6
1) Promoting Citizenship	6
2) Social Cohesion and Prevention of Conflicts	7
3) Dialogue on Reforms	8
B. Main Lessons Learnt.....	10
III. THE PROPOSED PROJECT	11
A. Positioning over the 2015-2019 period.....	11
B. UNDP Comparative Advantages and Strategic Choices	12
1) Comparative Advantages.....	13
2) Strategic Choices	13
C. Objectives Pursued	14
D. Expected Results.....	14
1) The Theory of Change: concept and application	14
2) Output 1: Civic engagement is promoted and participation in public affairs is developed	15
3) Output 2: Social cohesion is strengthened through the promotion of Dialogue	18
IV. INTERVENTION STRATEGY.....	22
A. Areas of Intervention	22
B. Targeted Populations	23
C. Partnership Strategy	24
D. Integration with other UNDP projects	24
V. IMPLEMENTATION AND MONITORING-ASSESSMENT OF THE PROJECT.....	25
A. Project Structure and Management.....	25
B. Management Terms	26
C. Follow-up and Assessment	28
D. Coordination	29
VI. RISK MANAGEMENT AND SUSTAINABILITY	31
A. Hypothesis and Risk Analysis	31
B. Sustainability of the Project.....	32
VII. CONCLUSION.....	33
VIII. FINANCING THE PROJECT	33
A. Budget Presentation	33

B. Work Plan for the 2015-2018 period	34
C. Results and Resources Framework	45
ANNENDIX I: Management of Grants	49
1) The Selection & Management Process of the calls for proposals.....	49
2) Accompanying arrangements of partner CSOs	50
3) Arrangements for the monitoring and evaluation of partner CSOs	51
a) <i>Duplication of the component : “Promoting Citizenship and Local Governance”</i>	52
b) <i>Strengthening of the component « lutte contre la violence et promotion du dialogue »</i>	53
Annexe II – Possible axes d’expansion du projet dans la période 2015-2019	54

Acronyms

ANC	Assemblée nationale constituante – <i>National constituent Assembly</i>
ARP	Assemblée des Représentants du Peuple – <i>Assembly of the People's Representatives</i>
Atlas	Progiciel de gestion intégré (ERP) du UNDP – <i>UNDP ERP</i>
CDRs	<i>Combined Delivery Reports</i>
CFAD	Centre de formation et d'appui à la décentralisation – <i>Centre for Training and Support to Decentralization</i>
CPAP	<i>Country Programme Action Plan</i>
CPD	<i>Country Programme Document</i>
DCAF	<i>Geneva Centre for the Democratic Control of Armed Forces</i>
DEX/DIM	<i>Direct execution/Direct implementation</i>
NEX/NIM	<i>National execution/National implementation</i>
DGOI	Direction générale des organisations et conférences internationales – <i>General Directorate for International Conferences and Organizations</i>
HRBA	<i>Human Rights Based Approach</i>
IVD	Instance vérité et dignité – <i>Truth and Dignity Commission</i>
INDH	Institution nationale des droits de l'Homme – <i>National Human Rights Institution</i>
INLUCC	Instance nationale de lutte contre la corruption – <i>National Commission for Fighting against Corruption</i>
ISIE	Instance supérieure des élections – <i>Higher Electoral Body</i>
LPAC	<i>Local Project Appraisal Committee</i>
CSO	Organisations de la société civile – <i>Civil Society Organization</i>
PNUD	Programme des Nations unies pour le développement – <i>United Nations Development Programme</i>
SAP	Service d'appui aux projets - <i>Project Support Services</i>
SOPs	<i>Standard Operating Procedures</i>
STT	Stratégie de transition en Tunisie – <i>Strategy for Transition in Tunisia</i>
UNDAF	<i>United Nations Development Assistance Framework</i>

ODS

Office de Développement du Sud – *Office for the Development of the
South*

I. CONTEXT ANALYSIS

Tunisia is witnessing a defining moment in its history, characterized by the completion of the political transition started in favor of the Revolution in 2011 and marked by several stages suggesting the outlines of an inclusive and sustainable democratic consolidation. Indeed, the use of national dialogue as a strategy for crisis prevention and consensus building, the adoption of a new constitution followed by an election process in end 2014 conducted in a peaceful and transparent framework to seal the setting up of the new institutions, are all factors that go in the direction of an effective and sustainable practice of democracy.

In addition to these significant advances at the institutional level, three years of deep transformation of the country are also characterized by a thirst for citizen participation, as evidenced by the strong and rapid development of associations and the flowering of new initiatives within the Civil Society, highlighting its desire to be heard and involved in the various stages of the transitional process. In fact, the strong citizen mobilization at the time of drafting the Constitution, as well as the actions of associations regarding the monitoring and the reporting of the National Constituent Assembly's activities throughout its mandate, are only few examples that highlight this enthusiasm, which carries an undoubtedly positive impact on the concept of citizenship and the relationship with the state.

However, although real and visible, that commitment remains largely the result of a certain class of society, of which the level of education and socioeconomic status predispose to pay more attention to public affairs, without ever touching the most disadvantaged social categories. In this regard, various studies¹ and surveys indicate disaffection² of young people about traditional engagement channels (parties, associations, elections). Similarly, the projects implemented by UNDP with the Civil Society organizations within the framework of the constitutional dialogue revealed the weakness of democratic culture in popular circles and a widespread ignorance of the institutional mechanisms. Added to this status, there is, in the most troubled regions, a feeling of abandonment, maintained by the weakness of formal and informal channels of communication with the governors, feeding some distrust vis-à-vis the state as well the development of centrifugal tendencies, which are sometimes expressed by incivility, by the rejection of state authority, by the emergence of radical groups and by the disenchantment with the democratic system and institutions.

¹ See "Civil society in changing Tunisia," UNDP 2012; "Rapid Diagnostic capabilities and needs of civil society organizations in the governorates of Tataouine and Medenine," UNDP, 2012. See, also, the study of the Carnegie Middle East Center, 2013 on education for citizenship in 11 Arab countries, including Tunisia, which emphasizes that citizen engagement is often limited to volunteer work in charity organizations

Based on this fact, the success of the ongoing mutation requires the expansion of the democratic demand in order to create a critical mass of active citizens who are aware of their role, actively participating in public life and able to defend the democratic gains against the risks of regression or authoritative restore. In this direction, today's challenge is to develop civic awareness, particularly in the disadvantaged areas, to broaden the participation in public affairs and to take up the expectations at the central level in order to strengthen the national bond. The strengthening of citizen commitment and participation is certainly a fundamental point in supporting the process of democratic consolidation. In fact, such a system cannot function effectively and in a sustainable manner unless it is composed of citizens who are aware of their rights and duties, who may be capable to understand the institutions that represent them in order to better contribute to their operations and control, through an appropriation process aiming at promoting a full identification of citizens with their new regime.

Furthermore, the current context of political transformations is characterized by a number of instabilities due to several key factors:

- **Socio-economic shortcomings**, which are mainly reflected in the preponderance of unemployment among women and youth, and spatial inequalities. This fact is emphasized by the "institutional governance system" in which the State, highly centralized, has always focused on investments and development of the coastal areas.
- **Managing development**, this has been characterized for decades by capturing local development and centralization of development activities in relation with the governance institutional system and the centralization of development activities.
- **The economy**: Being a Country integrated in the world economy, Tunisia suffered from the international crisis, the fall in foreign direct investment and in tourism which had impact on the decline of the employment rate in industry and in services .
- **The parallel circulation of people and goods**, due to the porosity of its borders in recent years and the destabilization status of neighboring countries. If the sale of subsidized goods in the bordering countries on the Tunisian market is a phenomenon observed for many years, it has increased in recent years, combined with the traffic of drugs and weapons as well as terrorists movements
- **A political-ideological polarization** stifled and repressed under the authoritarian regime and highlighted since the Revolution in favor of freedom of the press and association. This polarization is further exacerbated by the appearance of some media, emphasizing the sensational, peddling rumors and defaming public figures for partisan purposes.

While most of this dynamic instability existed long before the fall of the authoritarian regime, political upheaval observed since 2011 have tended to exacerbate latent tensions resulting from it. In addition, the transition process is marked by the evolution from a situation of uniformity forced by years of authoritarianism, to a process of differentiation exacerbated at

several levels, which particularly results in an upsurge of some forms of latent local, regional, identity or gender-related conflicts.

Highlighting these dynamics represents a potential threat to social cohesion and, ultimately, to the resilience of the country. This is why some mechanisms aiming to support social stability of the country and to prevent violence, especially at local level, should be established and encouraged to contribute to the architecture of peace.

Civil Society also has an important role to play in preventing conflicts and strengthening social cohesion, through:

- **Its role as an intermediary** between citizens and the state, allowing it to relay the expectations and the observed shortcomings, but also to enforce accountability and control of public authorities mechanisms put at its disposal (monitoring role, advocacy, watchdog);
- **Its knowledge of the specific and local people** gives it an undeniable advantage in terms of proximity but also of expertise and advice to the various authorities in charge of peacekeeping.

Based on this analysis of the context, it appears that it is a priority to support the anchoring of democracy by supporting its two corollaries, which are citizen participation within the framework of a peaceful and inclusive society.

II. PAST COOPERATION AND LESSONS LEARNT

This project, designed to promote citizenship and strengthening social cohesion, is in the continuity of the results obtained through the activities of UNDP in connection with the support for dialogue and Civil Society since 2012, particularly within the framework of the project "Support for the Constitutional and parliamentary process and the national dialogue in Tunisia." In this area, it is about capitalizing the *outputs* achieved and the lessons learnt in order to develop and build on what has been achieved through the activities previously carried out in terms of promoting citizenship, conflict prevention, social cohesion and dialogue.

A. Capitalization of results achieved during the 2012 – 2015 period

For the sake of effectiveness and continuity, it is about capitalizing the various works and achievements in three specific themes, presented here below:

1) Promoting Citizenship

- The bases of a democratic regime were consolidated thanks to the appropriation by citizens of their rights;

- The priorities of marginalized groups (youth and women) were included on the political agenda;
- Citizen participation in public affairs in disadvantaged areas has been expanded.

Key figures:

- 1635 resource persons were trained on human rights and on the electoral process;
- 27,200 people have been sensitized to issues related to citizenship;
- 2 films, 18 radio programs and 16 awareness spots promoting citizenship were produced and disseminated by Civil Society organizations;
- 4 guides for teaching and promoting democracy and citizenship were realized, including one in partnership with UNESCO;
- 7 field surveys were conducted with a total sample of 12 800 people;
- \$ 560,000 were awarded to 26 partner associations

2) Social Cohesion and Prevention of Conflicts

This component included, on one hand, the support of the initiatives of Civil Society in the fight against violence and on the other hand, capacities building for dialogue, mediation, prevention and conflict resolution.

a) Preventing violence

- Vulnerable groups (women and youth) were aware of the negative impact of violence;
- A national campaign against violence was organized by the National Council for Liberties (Conseil National pour les Libertés, CNLT) to marginalize this scourge in favor of an inclusive and peaceful dialogue.

Key Figures :

- 6,200 people have been sensitized to the culture of dialogue and non-violence;
- 32 journalists were trained on prevention of violence;
- 120 imams were trained on the facilitation of dialogue;
- 4 movies and 1 multidisciplinary artistic production on the prevention of violence were realized;
- 4 guides for imams and journalists were produced;
- 1 project on the role of women in the fight against political violence has been implemented;
- 1 code of conduct against violence has been developed for organizations of Civil Society and political parties;
- 1 survey of non-state violence has been conducted;
- 1 "lexicon of non-violence" was developed and distributed;

- USD 1, 369, 000 in grants were awarded to 11 consortia of 66 CSO partners

b) Strengthening the capacity of facilitating dialogue and consensus building

- The local ideological divisions were mitigated and bridges are built between the stakeholders;
- The consensus on the objectives of the transition was consolidated;
- A network for strengthening social cohesion was built.

Key Figures :

- A core of 23 trainers from Civil Society has been selected and trained on methods of facilitation and consensus building;
- Setting-up of the Tunisian Network for Social Cohesion was set up by UNDP and selection of the 23 trainers;
- 24 training sessions on Facilitation were organized in all governorates to form a group of 400 facilitators, 43% of them are women;
- 334 members of the regional offices of political parties including 39 women were trained on the techniques of dialogue and consensus.

3) Dialogue on Reforms

This component focused on promoting dialogue between citizens and public institutions to ensure that their expectations and concerns are taken into account in the establishment and consolidation of new democratic mechanisms introduced to support the Revolution.

a) Constitutional Dialogue

- A Broad public participation, including youth and women, to the constitutional process was ensured;
- Interaction with the elected representatives of the National Constituent Assembly (ANC) was facilitated, especially in disadvantaged regions;
- The support of the largest number of citizens to the new constitution was strengthened.

Key Figures :

- 32,000 people were directly consulted;
- 72 citizens' cafes were organized;
- 6 focus groups were set up;
- 15 conferences and discussion workshops and 8 national conferences were organized;
- 1 educational game product for ownership of the Constitution by the general public was produced;

- 10 reports documenting citizens' recommendations were developed and shared with the ANC;
- USD 1, 160, 000 in grants were awarded to 30 partner associations

b) Popularization of the Constitution

- The appropriation of the constitutional text by citizens was facilitated;
- The scope of the constitutional text was increased among vulnerable groups (women and youth).

Key Figures :

- Raising awareness of 10,000 people;
- 6 games on the Constitution were produced;
- 6 games, 1 cartoon, 5 didactic spots, 12 radio shows and five booklets on extension of the constitution text were produced;
- 1 exhibition of the best initiatives of the dissemination of the Constitution was organized;
- 2- associative projects were completely dedicated to women;
- 2 associative projects were fully dedicated to people with special needs.

c) Dialogue on the priorities of the Civil Society

- The contribution of Civil Society to the transition was assessed;
- An inventory of the constraints on the contribution of Civil Society in the transition process has been established;
- Recommendations were formulated and compiled in a report transmitted to the authorities;
- Key topics were addressed and discussed by the stakeholders.

Key Figures :

- 16 conferences were organized in 24 regions on 8 themes identified as fundamental in the transition process, namely employment, the role of women and youth, security, corruption, political violence, environment and regional disparities;
- 602 men and 417 women participated in the conferences;
- 13 experts were mobilized;
- 11 CSOs were involved in the organization of conferences;

- 1 report identifying recommendations of Civil Society was developed and shared with the public authorities;
- 1 collection of the contributions of the speakers was written and distributed to state officials and donors during an official ceremony.

d) National Survey of young people's expectations with regard to the constitutional process and the transition

- The expectations of young people were collected and compiled in a synthesis report submitted to ANC;
- Young people were involved in the constitutional process and a dialogue was engaged with their representatives.

Key Figures :

- 1100 young people aged 18 to 29 from the 24 governorates have been interviewed, as part of the study;
- 1 report summarizing the findings of the survey was published in French and Arabic;
- 1 day of dialogue between 80 young Civil Society and 5 ANC elected on young people's expectations with regard to the constitutional process was organized.

B. Main Lessons Learnt

More generally, the implementation of the project supporting the transition has identified some useful lessons for the 2015-2019 project, among which we can mention:

- The need to avoid the risk of dispersion of interventions through a better targeting of fields and intervention areas to enhance the impact of any actions taken;
- The need to improve the involvement of Civil Society to strengthen the social accountability mechanisms and the social ownership of reforms;
- The importance of strengthening the capacity of stakeholders in the shadow of the new institutional architecture established by the Constitution of January 2014;
- To benefit from the opportunity of the establishment of a new institutional architecture in order to continue advocacy for a greater involvement of the Civil Society;
- To promote an integrated approach, ensuring the coherence and synergy of interventions;
- The importance of including the activities undertaken in a sustainable support;
- The need to avoid any interference with the sovereign choices of stakeholders, and to maintain the neutral position of the organization;
- The value of investing in field analysis such as those conducted and related to dynamics and instability potentials, in order to enable a deeper understanding of the issues at the

national level and in rural areas. The generated knowledge has actually helped to better prioritize and target actions, and to provide a roadmap for conducting activities in specific relation with the management and conflict prevention but also for other future projects led by UNDP and other UN agencies.

III. THE PROPOSED PROJECT

The proposed project aims to establish a connection between the work of UNDP in terms of support for dialogue and Civil Society in the framework of the 2012 - 2015 project, and the implementation of new activities intended to fructify the gains achieved within this framework, while taking into account the institutional and political evolution of the new regime.

A. Positioning over the 2015-2019 period

In accordance with the options set by UNDAF and the 2015-2019 CPD, UNDP is positioned to support Tunisia in **the development of a sustainable democratic system** that promotes citizen participation and reduction of inequality and exclusion, especially at the local level. In addition, this project is also part of the UNDP regional approach to social cohesion.

The **selected approach** aims to **consolidate and deepen the reforms** implemented since 2011. It integrates both, the supply (by supporting the institutional stakeholders who design and implement the reforms) and request dimensions (through the involvement of citizens and CSOs who benefit from the reforms), through two complementary entry points:

- **Supporting institutions (offer of reforms):** Tunisia faces significant challenges, including the expected establishment, following the approval of the Constitution, of a **new institutional architecture** according to its provisions. In this context, UNDP will support national partners to **assist institutions** and regulatory bodies to become quickly operational and **to fully assume their missions**. This is particularly about the promotion and development of decentralization which is a principle enshrined in the Constitution and considered as the engine of local democracy development. In this regard, the project will focus on the bodies at the local level (governments, political parties, local authorities, regional and municipal councils of the targeted areas) in order to support this dynamics and strengthen the capacity of public stakeholders to improve the quality of services provided to citizens in a logic to support the consolidation of the rule of law;
- **Support of the Civil Society (request for reforms):** The success of the ongoing mutations in Tunisia and in the region involves the **expansion of the democratic demand** in order to create a critical mass of active citizens who are aware of their role, who are actively participating in public life and who are able to defend the gains against the risks of regression or authoritative restore. Otherwise, the reforms remain fragile and reversible, for lack of popular support, the role of populations reduced to vote passively, without

registering any such act in a framework of conscious participation in public affairs. In this sense, citizen **participation** is one of the **keys of the transformations** underway, as it allows to lay the foundations for **inclusive governance** promoting stakeholders' involvement in the decision making process.

The proposed positioning allows to **consolidate and build on the credibility and trust** woven with national stakeholders (government, ARP, political parties, Civil Society), thanks to the results achieved during the implementation of the previous project. Thanks to its neutrality, UNDP is well placed **to advise and engage all actors and stakeholders**, including under highly polarized contexts, as it was in 2013, and to facilitate dialogue on reforms.

B. UNDP Comparative Advantages and Strategic Choices

UNDP has comparative advantages at the global level, as in the Tunisian context, which predispose it to support national development efforts, in the area of democratic governance, as well as to develop a number of strategic choices.

1) Comparative Advantages

- Political **neutrality**, impartiality and the multilateral character make of UNDP a trusted partner, for governments and other stakeholders, who might facilitate an inclusive dialogue on development policies;
- The **mandate of UNDP focused on human development** allows it to have an integrated approach, including the whole of development dimensions (governance, for-pro-growth, environmental protection, building resilience, etc.);
- The technical **expertise & ability to mobilize** the good practices and **international experiences** make of UNDP a **global network** and a **knowledge sharing platform** and enable it to promote South-South cooperation;
- **Good knowledge of the country and the national context** enables UNDP to provide an appropriate response to the expectations and needs of its partners;
- **Softness & flexibility** in programming and implementation;
- **Ability to mobilize financial partners** and drain funding to support national efforts;
- **The experience in supporting democratic transitions** while respecting the sovereign choices of stakeholders, make of UNDP a reliable collaborator for its national partners. The ability to quickly meet the needs of national partners in 2011, has enabled UNDP to establish a trusting relationship with the National Party, which represents a comparative advantage and a valuable asset for the implementation of the 2015-2019 programme

2) Strategic Choices

Given its comparative advantage in the area of democratic governance, the positioning UNDP Tunisia is based on the following strategic choices:

- Putting a particular emphasis on **women and vulnerable groups**, especially in rural and disadvantaged areas, to enhance their participation and effective involvement in the decision making process in order to better take into account their specific needs and expectations;
- Investing in **the capacity building** of actors to achieve a real impact of development, despite limited means and to list the activities conducted in a sustainable support action. This approach should give priority to the accompaniment of the new institutions set up in the context of the transition to help them play their full role;
- Consolidating the **gains of the transition** through the consolidation of the rule of law, of democratic institutions and counter-powers and by supporting the continuation of any reforms undertaken (decentralization, etc. ...), including through **the strengthening of the Civil Society**, to reinforce the voice of citizens during the decision-making process;

- **Building bridges between institutions and citizens**, to help reduce the fracture between citizens' expectations and the response of governments and to bring the decision-making process nearer to the expectations of the population, in such a way that the lasting reforms are those ones benefiting a broad social consensus;
- Promoting the concepts of **participation** and **inclusiveness** in planning, evaluation and control, which enhance the sustainability of the ongoing or future reforms. To continue, in this context, investing in citizens' initiatives, to create a space for dialogue to discuss problems, issues and development policies, particularly at local level, and to have citizens adhere to public policy. The objective is to promote **social accountability** mechanisms and **control by citizens** of public action, as they are the ultimate beneficiaries of the reforms and the actors of the transformation processes ;

C. Objectives Pursued

While capitalizing on the results achieved since 2012, the overall objective is to root citizen commitment and participation within the framework of an inclusive and peaceful democracy.

Specifically, it is about:

- Strengthening the capacity of the emerging stakeholders of the Civil Society and their contribution to the dialogue on the priorities of development;
- Disseminating democratic culture, especially among young people;
- Consolidating the foundations of inclusive governance through promoting citizen engagement and participation in the most disadvantaged regions in order to help reduce the deficit of trust in public institutions;
- Promoting the use of dialogue as a means of pacification of relations between stakeholders;
- Contributing to the strengthening of social cohesion through the setting-up of a local capacity for mediation and facilitation.
- The project also aims, transversely, to strengthen the dimensions related to:
 - The participation of women and youth, as key actors of change processes;
 - The participation of the most disadvantaged, little educated or vulnerable groups ;
 - The effective involvement of the priority areas.

D. Expected Results

The project's expected results were stated in terms of the theory of change. They can be divided into two main *outputs*, corresponding to the two axes in which frames the project unfolds.

1) The Theory of Change: concept and application

The theory of change addresses the change under a wide perspective, carefully exploring the assumptions that underlie each step in what can be a long and complex process. The development of a theory of change involves thinking about each step of the process towards the desired change: the identification of the preconditions for achieving (or not achieving) the

stage and the enumeration of activities create these conditions and the justification of the potential success of these activities.

Accordingly, as described accurately and comprehensively in the section on expected outcomes, each activity planned in both axes of the project has been properly envisaged so that it can contribute to the desired global changes, through the achievement of the presented results. The feasibility and relevance of the activities were analyzed in the light of what has been achieved by the previous UNDP project in support to Civil Society and dialogue, while taking into account the contextual developments observed throughout this period.

2) Output 1: Civic engagement is promoted and participation in public affairs is developed

The intervention areas are:

- South-East (governorate of Medenine and Tataouine)
- North-West (governorates of Kef, Jendouba, Siliana and Beja)

The overall objective is to root the democratic culture through the promotion of citizenship and local governance at the local level.

• Main expected results:

A framework for dialogue and self-regulation of Civil Society is set up

The explosion and the renewal of associative dynamics since the revolution have deeply changed the role and place of the Civil Society in the ongoing transformations. This situation was also accompanied by a need to further anchor these new actors within an ethical framework which is capable to help them escape the various temptations (politicization, confusion and poor internal governance, excessive personalization etc.) and to become more professional, based on the requirements of the new legal framework of the Civil Society and of the related good practices. This will be achieved through the following activities :

- 1.1 Establishment of **Advisory Committees** of Civil Society (*Civil Society Advisory Committee*) in target areas (one for each governorate) to act as a forum for dialogue with the actors of the Civil Society and facilitate policy dialogue on development priorities. The project team, with the support of national consultants recruited for this purpose, will be responsible for developing a proposal on the terms of reference, statutes and internal regulations defining the mandate and the working modalities of the Committees. This will be shared with Civil Society in the targeted regions and with the local authorities, for its validation. The selection mechanism will be proposed by the team of consultants but the appointment of members should be a broad consensus among stakeholders. The Committees will include representatives of associative networks or families of associative actors, by category of organizations and by thematic, as well as local personalities recognized and accepted by all stakeholders.

- 1.2 Preparation and dissemination of a **practical guide**³ on the internal governance of the associations for the dissemination of good practices. This guide will be based on both legal requirements of Civil Society in Tunisia, and on examples and best practices in other countries. It will be developed by a consultant recruited for this purpose and will be reviewed by a reading committee composed of experts as well as the project team. In order to reach the greater number of associative stakeholders, it will be developed in a bilingual version (Arabic / French) and will be distributed during the training sessions planned within the framework of the project.
- 1.3 Supporting the participatory development and dissemination of a **Civil Society Charter** for the promotion of governance and ethics of associative action. This activity will be carried out through a wide consultation with CSOs, including in the targeted areas, in order to gather ideas and proposals that will be, subsequently synthesized and presented during a meeting at the national level for validation. This Charter shall be particularly signed by all the partner associations of the project.
- 1.4 Dissemination of the **legal framework of Civil Society** and of the new **Constitution**. Dissemination will be done through the support to Civil Society initiatives, including awareness-raising activities, through drama, written records, audiovisuals, etc. The most relevant projects, because of their potential impact, will be selected and will receive technical and financial support.

1. Citizen participation in local governance in target areas is encouraged

The actors of Civil Society are supported and their capacities are strengthened in order to be involved in the debate on development priorities in the so-called targeted regions including the discussion of budgetary issues. This will be achieved through the realization of the following activities:

- 2.1 Establishment of **consultative bodies** and **ad hoc channels of citizen participation** at the local level (*Civil Society advisory committee, hearings, Civil Society commissions, Civil Society hearings etc.*) and organization of local governance simulation in the municipal councils of the targeted governorates, to facilitate dialogue on reform and development priorities. The participation of women and youth associations will be promoted in this context, to encourage them to become fully involved in public life.
- 2.2 Some **Awareness campaigns** in partnership with CSO partners to inform citizens about the different governance mechanisms to scale and to promote civic education will be carried out. This activity will be conducted on the basis of a close collaboration with local organizations since the young members of CSO partners will be the party to ensure the implementation of various awareness-raising activities, in order to establish a suitable contact with the targeted

³ All guides and supports produced by the project will be developed in Arabic and French to reach as many beneficiaries as possible.

audience (young people). Awareness tools (flyers, stickers, small simplified guides etc.) will be produced by the project and distributed to volunteers, as well as transports means that will be made available to them so that they can move and ensure awareness-raising in the most remote rural areas.

- 2.3 Organization of **annual consultations** between the stakeholders on local development issues and priorities to make proposals and take into account the proposals of Civil Society, particularly in the context of the budget cycle of the local authorities.
- 2.4 Organization of a **Regional Conference** (across the Maghreb) aimed at presenting the different national and local experiences on local governance. This will allow the different associative actors of the Maghreb to present their initiatives related to citizen contribution to local governance by highlighting the various lessons learnt and their recommendations, so that other CSOs can build on by adapting the specific situations in their community / country. In addition, the gathering of multiple organizations working on this theme will generate synergies and prospects of cooperation of joint works.
- 2.5 **Support to Civil Society initiatives** to promote citizen engagement at the local level. The grants will be distributed to a selection of local CSOs having projects related to this theme. This financial support will be accompanied by continuous monitoring throughout the implementation of the project from conception to final evaluation, and some field visits to evaluate the progress of the activities will also be carried out. The "mid-term" meetings to enlist the difficulties encountered and possibly reframe the project if it does not meet the initial expectations are also planned. The entire process of allocation of grants is detailed in **Appendix I**;

2. The capacity of Civil Society in local governance and its participation in public affairs are strengthened

The focus will be on technical training on the role of citizens in public life, the institutional system, citizens' rights and duties, equality of gender and decentralization. A specific focus will involve the promotion of dialogue between public sector, private sector and Civil Society, as well as advocacy techniques made available to CSOs. These different results will be achieved through the following activities :

- 3.1 Production of a **map of local Civil Society organizations** (analysis of CSOs positioning, geographical and thematic levels, in targeted areas). This work will then help in **assessing the capacities and identifying needs** for support and for capacity building of Civil Society actors in the targeted areas (*capacity assessment*) to ensure the usefulness and relevance of activities to be conducted and to adjust them to the specificities of local Civil Societies, both in the South-East and the North West regions.
- 3.2 Establishment of **mechanisms enabling to include Civil Society in the economic reforms**. This activity will enable be hear and take into account the expectations and claims in the local economic transformation initiated in favour of the actual new regime. The fact to use participatory debates and discussions involving CSOs and other civil parties (politicians, media, intellectuals, independent activists, researchers etc.) on key issues such as economic reforms

will enable to guide government decisions taken at the local level and will contribute to the development of the decentralization process, ensuring Civil Society as a key player to get involved in debates on the contemporary issues of Tunisia.

- 3.3 Valuation of the **"tripartite"** cooperation between public authorities, private sector and Civil Society at local level. This will require the design and dissemination of a **practical guide** to explain and encourage this form of partnership, which is essential in the context of an inclusive governance system. The conception of this guide will be able to engage consultants / experts from these three key areas so as to achieve a comprehensive document, highlighting the role and duty of each of the three sectors in this area. In addition, **training sessions** intended for representatives of the public sector, the private sector and the Civil Society will be organized on the basis of the content of the guide.
- 3.4 Design and dissemination of a **simplified guide on advocacy techniques** destined to CSOs to familiarize them with the various existing tools and methods in this sector and to highlight their role in this matter. Capacity building in this area will enable them to fully assume their role of "mediator" between citizens and the State, as well as their responsibility for monitoring and watchdog vis-à-vis the public policies implemented at the local level.
- 3.5 **Technical support to initiatives of Civil Society** in local governance and participatory democracy. This will be done in the same way that the result 2.6 detailed here above (the details of the process for awarding grants are given in **Appendix I**).
- 3.6 Setting-up of a local **Resource Centre** to coach and build the capacity of Civil Society Organizations in a continuous way and provide technical support to partner CSOs in a process of sharing experiences. As such, this structure can constitute a place of training and be asked by local authorities to organize workshops for works and inter-association meetings as well as between local administrative staff and CSOs.

3) Output 2: Social cohesion is strengthened through the promotion of Dialogue

Area of intervention : The whole of the 24 governorates

The overall objective is to strengthen peace and to promote a sustainable democratic consolidation, peaceful and inclusive through a better conflict management and prevention at the local level.

- **Main Expected Results :**

1. Consensus building capacities are strengthened as part of a strategy to prevent political violence

The project plans to strengthen social cohesion by strengthening the capacities of actors in mediation and consensus building. It will train political actors and Civil Society in the targeted areas, on mediation and dialogue facilitation, as a continuation of the activities of UNDP at the height of the political crisis in the summer of 2013. It is essentially about capitalizing on the results achieved during the last three years, as well as to build on the initiatives taken in the building of local and national capacities in mediation and