

conflict management by duplicating some activities already carried-out and which demonstrated their effectiveness in the past.

- 1.1 **Training and networking of local leaders of Civil Society and the media** on the techniques of dialogue and consensus building to raise awareness of these categories of players about the need to promote a peaceful and unifying speech at the expense of a belligerent attitude that is only fuelling tensions. The transition period has indeed revealed a media scene that sometimes tended to exacerbate the existing socio-political conflicts, which could pose a serious threat to the relatively peaceful climate that has characterized the past three years. Media responsibility and more generally the media ethics responsibility, corollaries of freedom of expression; must be disseminated so that the "fourth power" can fulfil its role within the framework of a stable and peaceful rule of law.
- 1.2 **Training and networking of youth and women leaders of the political parties** to mediation and facilitation. These training sessions will complement those already conducted by UNDP in 2013, given the request of the political parties and CSOs to expand to other participants. They will target those leading offices or committees of youth and women in different parties. Here again, this is to promote a local approach, focusing on regional leaders in order to stimulate a process of dissemination of these techniques within political parties starting from their local members to their national offices.
- 1.3 **Preparation and dissemination of a National Charter against violence** and common principles for the prevention of violence. This will be done in partnership with various local politicians who have already had some training, as well as partner CSOs which have conducted projects in relation with the prevention of violence.
- 1.4 **Technical support to the structuring of the Tunisian Network for Social Cohesion.** This structure, set up during the Autumn of 2014 following a regional training session on facilitation, must be supported in its consolidation in order to fulfil the tasks assigned to it, in terms of analysis and diagnosis production, training and strengthening of Civil Society at large on the techniques of dialogue and facilitation of consensus, and monitoring and prevention of potential conflicts. In addition, this support will involve the organization of meetings between members of the Network and the local administrative staff in order to promote the network and its usefulness with the public administration at the local level;
- 1.5 **Training of local mediators and conciliators** according to the scheme set up by UNDP between 2012 and 2015, which consists of organizing regional training sessions about facilitation in all the 24 governorates. The establishment of these workshops will strengthen the already existing group of 980 local facilitators, laying the foundations of a local capacity for mediation. The training will be conducted by a core of trainers who were identified in 2013-2014 and who are members of the Tunisian Network for Social Cohesion (*Réseau tunisien pour la cohésion sociale*). Besides, among the trained facilitators and in accordance with the operating procedure set-up in 2013, 2014 and 2015, new trainers will be identified during these workshops and will receive additional training to make them acquire this trainer status and to join, at the same time, the Network;

1.6 Preparation and dissemination of a manual (in Tunisian Arabic) on the techniques of mediation and dialogue facilitation. It will summarize the main content of the training carried out in this area, playful and simplified, so it can be accessible to any party involved in the conflict management. To do so, the CSO will be solicited, particularly in order to popularize some technical knowledge which is sometimes a complicated one. The guide will be focused primarily on practice in an everyday perspective. It will present a number of examples having no contexts in order to highlight the universal use of the techniques taught.

2. The initiatives of Civil Society in the prevention of violence and the promotion of dialogue are supported

Civil Society has an important role to play in the fight against violence and the promotion of dialogue, especially at the local level. Indeed, by its proximity vis-à-vis the populations and its detailed knowledge of the issues of the field in which it operates, it appears essential to mobilize it by supporting the initiatives of CSOs in everything concerning the pacification of relations. In addition, through its "neutral" character detached from state structures and public authorities, it must be seen as an actor endowed with a legitimacy vis-à-vis the populations that remain, especially in rural areas and disadvantaged regions, suspicious or even sometimes hostile vis-à-vis the state representative bodies. In this direction, targeted populations, starting with the young, are often more receptive to associative actions, hence the need to support them.

2.1 Support to Civil Society initiatives to promote dialogue, the fight against violence and social cohesion. This will be done, as in the axis related to the promotion of citizenship, through the awarding of grants to selected CSOs of which projects appear consistent with the guidelines laid down by UNDP. A particular emphasis will be placed on the imperative of neutrality, in order to avoid any attempt of manipulation of its activities. The process of awarding grants is detailed below, in the **Appendix I** of the document.

2.2 Organization of a campaign for raising awareness among youth, about the fight against violence, in partnership with CSOs. This will be organized through the whole territory with the UNDP partner CSOs having projects funded by the grants for the promotion of dialogue and the fight against violence. The procedure will be similar to other sensitization campaigns carried out previously, namely the implementation of a number of awareness-raising activities on the ground, with the contribution of young volunteers from the associations involved in the campaign. Indeed, their status as youngsters, as well as their acute knowledge of the territory in which they operate will allow them to approach the targeted audience and raise its awareness properly and effectively. To do that, means of transport ("awareness-raising minibus ") as well as a number of awareness means (flyers, "goodies" simplified manuals, etc.) will be made available to volunteers. Furthermore, this activity will also result in shares in coveted positions by young people, such as public

squares or Youth Houses, taking the form of artistic and recreational events capable of attracting large numbers of young citizens and to raise awareness among them, about the fight against violence.

IV. INTERVENTION STRATEGY

In order to ensure a proper understanding of the proposed project, it is necessary first to describe its various thematic policy frameworks, which vary depending on local specificities of each region. Besides, there will be details about the public targeted by the activities, as well as the management of grants awarded to CSOs and the partnership strategy to which the project is part.

A. Areas of Intervention

In search of efficiency and relevance, the project intends to adopt a modular approach. In this regard, it will take the form of several thematic modules that will be applied in specific regions, based on identified needs of each area. The geographical distribution of modules is organized as such:

1. Component "citizenship and local governance" (output 1): based on several socio-economic indicators, and on the specific context of each region, it was considered relevant and effective to focus all activities in two target regions, the South East (governorate of Medenine and Tataouine) and the Northwest (governorate of Beja, Jendouba, Siliana and El Kef).

These two regions have several common characteristics:

- A **geographical distance** vis-à-vis the major centers of economic and cultural attractions of the country, which make these areas remote and isolated;
- A **major export of local labor** to other governorates (especially coastal regions), as evidenced by the statistics produced by the INS under the chapter related to migration;
- **Indicators in infrastructure among the lowest** of all the regions of Tunisia, as described by the regular reports produced by the INS about this subject (equipment in roads, basic health care, connection to the drinking water and irrigation water networks);
- A **high unemployment rate** which is among the most important ones in the country;
- The **predominance of the informal economy** in these regions, given the fact that several Southeast and Northwest governorates are border areas;
- The **presence of dispute homes** which are potentially violent and destabilizing, as evidenced by the recent movements of social claims in Medenine, which appear regularly and also enjoy significant popular support. The terrorist syndrome is also present in the north-western region since it laid its armed base in Jebel Chaambi (Governorate of Kasserine, contiguous to Northwest and Midwest) and operates primarily in those regions.

Despite the various problems faced by the targeted governorates, they are also characterized by the existence of a dynamic, innovative and volunteer local Civil Society which suffers however of a still limited professionalism, particularly because of its geographical isolation

and the absence of development policies implemented in these areas. Therefore, it was considered useful to provide support by strengthening the associative capabilities in these specific areas.

2. . Component "social cohesion and dialogue" (output 2): Given the global and general nature of the issue discussed here, this axis will target all 24 governorates while accommodating the specificities of each area, particularly through investigations of potentials and instability dynamics in Tunisia and in rural areas performed earlier. These analyses have led to identify the main factors of instability, in addition to a mapping of the dynamics of conflict as well as a series of recommendations to strengthen the existing prevention mechanisms and pathways for reflection on the prospects of improvement in this area. Furthermore, the actions in each governorate will have a local dimension as they will focus on local actors (CSOs, media, politicians etc.) to promote an optimal appropriation of the knowledge and the techniques taught, and to generate a dissemination process of these gains in a vertical way, from the local to the national.

B. Targeted Populations

The project is specifically targeting young people, women and the most vulnerable citizens in disadvantaged regions in the interior regions of the country. Although they were important actors of change processes in the recent years, these groups, especially young people, have been identified by various reports as being marginalized in decision making, in Tunisia and in the rest of the Arab region. Besides, the targeting of these categories arises from the UNDP Strategic Plan, which seeks to include these social segments which are considered, at the global level, as little involved in the decision making process and in the distribution of national wealth.

Besides, the recommended approach is about working closely with local CSOs in order to give priority to the strengthening of Civil Society so that it can participate in the establishment of inclusive governance by becoming eventually a key player in the public decision making process. In fact, the three years of field activities with CSOs as part of the UNDP project preceding the project in the area of supporting dialogue and Civil Society, have helped to highlight the contrast between, on the one hand, the emergence a dynamic Civil Society expressing a desire for genuine involvement of citizens and on the other hand, initiatives which are sometimes poorly structured and stakeholders on their way to professionalization. This justifies the need to continue the work of supporting this stakeholder, initiated in 2012. It represents, in fact, a suitable partner in the achievement of the results proposed, because of:

- Its proximity to the people, its field knowledge and its independence, allowing it to contribute to the institutional balance and to the citizen control of public action;
- It represents a counter-power which is necessary to make the voice of citizens heard, express their needs and defend their interests, thus completing, through its power of proposal and contestation, the mechanisms of the representative system without really replacing it;

- These different advantages also give it a privileged position concerning the sensitization of women and youth, particularly at the local level.

C. Partnership Strategy

The project will be implemented through a partnership strategy aiming at coordinating interventions with other technical and financial partners involved in Tunisia, as well as with technical assistance providers, in order to identify and develop potential synergies.

In cooperation with the UNDP Country Office, and considering the needs of Civil Society in this phase of consolidation and sustainability of democracy in Tunisia, the project will also follow a resource mobilization strategy meant to expand the interventions planned in the component "citizenship and local governance" (output 1) to other regions or to strengthen the part relating to the fight against violence and for strengthening social cohesion (output 2). Any change in strategy or budget increase will be submitted for approval to the Project Board. Some thoughts on possible extension axes of the project are presented in Appendix II.

A special emphasis will be given to the research of complementarities with other agencies of the UN system, through joint projects and approaches. In addition, UNDP will seek, following the appropriate procedures, the support of the specialized agencies and partners for the implementation of the programme, giving priority wherever possible to:

- The development of technology partnerships and with the institutions of training and research, such as *think-tanks*, universities and expert and specialized Civil Society organizations to develop common research that may inform about the guidelines of public policies. Such a partnership would, in addition, further professionalize the training offer of the different projects and to give it a greater sustainability;
- South-South and triangular cooperation, to take better advantage of lessons learned in comparable contexts in Tunisia;
- In this context, the exchange of experiences, including sharing lessons learnt in Tunisia with other countries in the region that are undergoing similar processes of democratic transformation.

D. Integration with other UNDP projects

In order to maximize the complementarities between the different units, based on systematic research of synergies and efficiency gains, an inclusive and participatory approach with other UNDP projects will be preferred, through the following tools:

- The setting-up of common tools for supervision, monitoring and assessment. This will result in an overall steering device of the entire programme, in addition to the specific mechanisms of each project;
- Integration of transverse dimensions in the context of a coherent approach, to avoid redundancies and profit from any potential synergies. This will happen specifically for

activities related to partnership with Civil Society and to citizen control. Considering the part of the entire aspects of the project that it affects, this component will be subjected to a common approach in order to ensure consistency and maximize impact by pooling tools used in this frame. As such, a mechanism will be established for the selection of CSOs, with all due transparency;

- The gender dimension will be the subject of an integrated approach, in the areas of planning and monitoring, especially through the establishment of a cross-genre work plan summarizing all activities which contribute to this result, with a specific monitoring, in order to ensure that interventions will produce a significant cumulative impact;
- The offer of training and capacity building proposed by the various programme components will be integrated into a comprehensive and coherent approach, giving preference to professionalization and sustainability;
- The reduction of transaction costs by streamlining the project management structures, the optimization and pooling of logistics and operational functions of implementing the project, through the Project Support Service (SAP⁴) co-financed by these latter in proportion with their budget and enabling to achieve economies of scale and an effective integration of procedures.

V. IMPLEMENTATION AND MONITORING-ASSESSMENT OF THE PROJECT

The implementation of the proposed project will follow the mode of management and monitoring and assessment proposed here below.

A. Project Structure and Management

A **Project Board** will be established to supervise the implementation of the project. It will be responsible for defining the general guidelines, review and approve work plans and authorize adjustments, including budget, possibly deemed as necessary. In addition, the Committee is responsible for monitoring the project on the basis of periodic progress reports. It examines reports, validates them and makes recommendations to ensure the smooth running of the project. It meets at least once a semester. Some specific terms of reference will define its specific operating procedures.

The meetings of the Project Board are facilitated by the UNDP Resident Representative or the person designated by him. The Committee includes:

- Two representatives of the **Tunisian Government** from the Ministry for Development and International Cooperation and the Ministry in charge of relations with Civil Society;

⁴. Project support service, in place since 2012 to support the implementation of the various projects on the basis of shared costs. This unit includes about 6 specialists in procurement, human resources, finance and communication

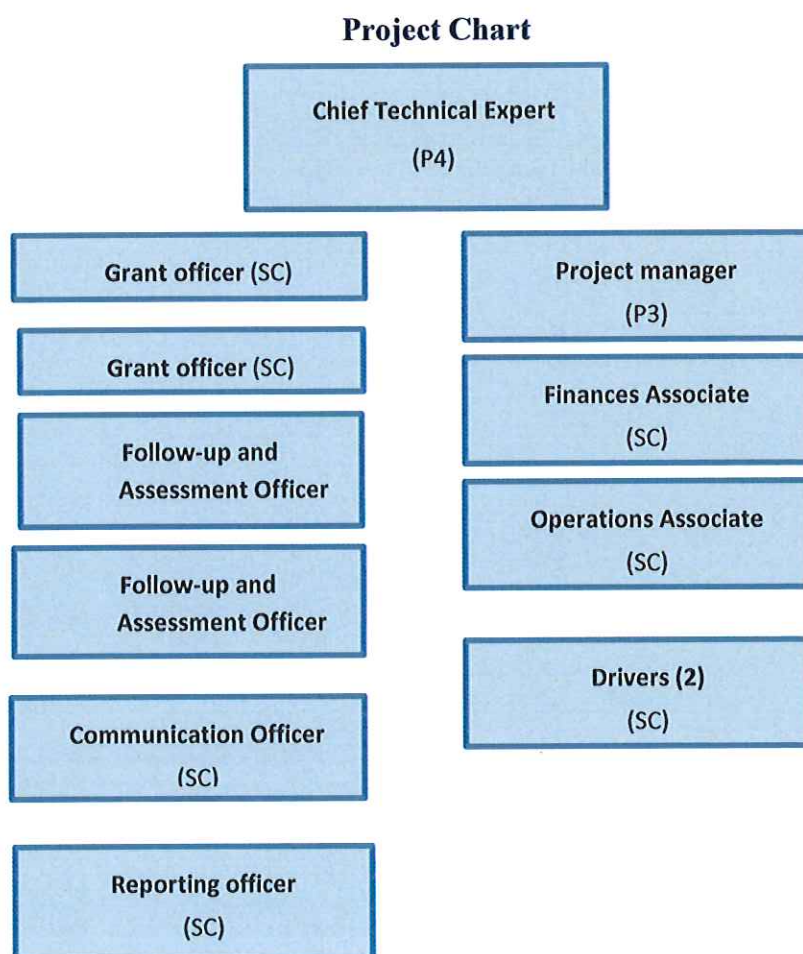
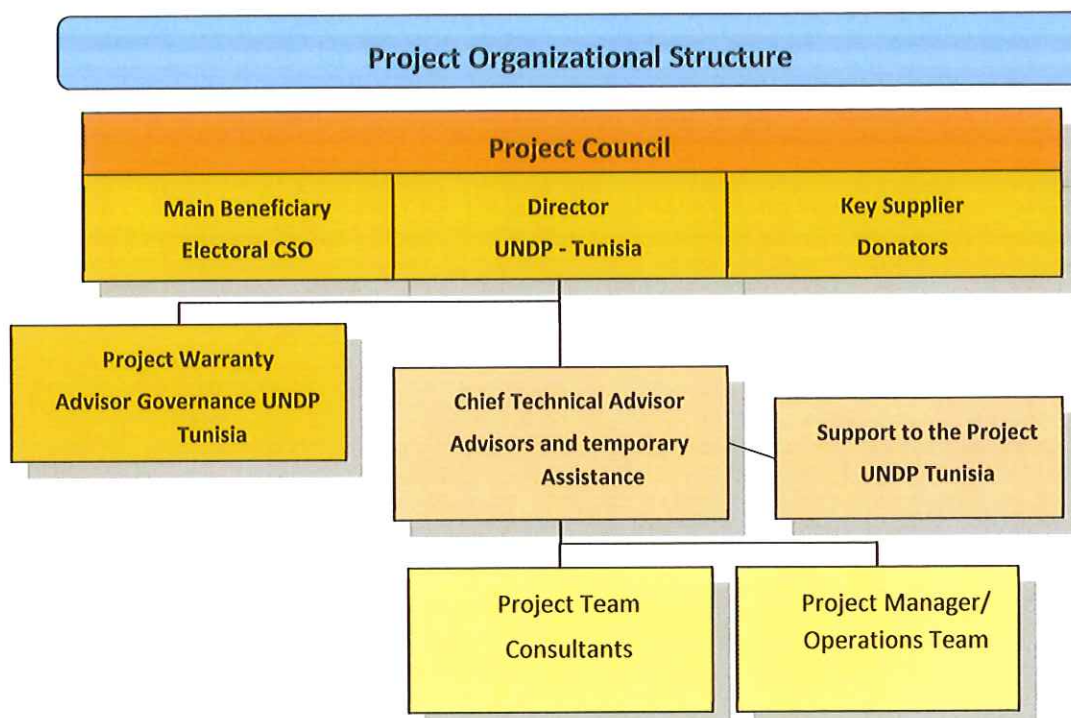
- Representatives of financial partners, including the embassy or the **Italian cooperation, from South Korea and from Norway**;
- 2 to 3 representatives of Civil Society organizations (the latter will not be among the direct beneficiaries of activities, to avoid any potential conflicts of interest).

Committee members may possibly be assisted during the meetings by their employees. Besides, **other concerned national partners**, such as the services of the Presidency of the Republic, the Ministries of Youth, Family and Women's Affairs and IFEDA Institute for Civil Society, under the Presidency of the Government could be involved in project activities on an ad hoc basis and according to the relevance of these activities in relation to their scope of concern.

B. Management Terms

The project will be implemented by the UNDP Office in partnership with national actors, according to the **direct execution modality** (DEX). This is reflected by the implementation of UNDP procedures for project management, recruitment and acquisitions. This is an overriding mode, recommended in replacement of the national execution modality (or NEX) in specific circumstances such as, in this case, the lack of a single interlocutor and representative of the Civil Society and abiding to the desire to respect its autonomy from the government. As such, UNDP will be responsible, under the supervision of the Project Board, for the implementation of activities in accordance with the requirements of transparency required by the current procedures within the organization.

In addition, the project will be **coordinated by a Chief Technical Advisor** (international), who will supervise the implementation and report to the Project Board. The leading expert will be responsible for the daily management of the project and the implementation of the decisions taken. He will ensure that the project produces the results assigned, according to the required quality standards and within the constraints of time and cost. He is under the direct supervision of the Team Leader / UNDP Governance, responsible for quality assurance, on behalf of the Project Board. UNDP will also conduct the recruitment of specialized human resources, including experts in monitoring and assessment, for the implementation of the project and the acquisition of necessary goods and services.



C. Follow-up and Assessment

In consultation with national partners; a close monitoring will be done to ensure regular evaluation of the project in order to make any adjustments that may be required. A monitoring and evaluation plan will be developed for this purpose and submitted to the Project Board. Financial monitoring will be provided by UNDP, which will regularly transmit activity reports and financial implementation, extracted from Atlas, to financial partners and to the Project Board. The matrix below summarizes the follow-up stages that will be implemented throughout the course of the project.

Matrix the Project follow-up

Methods/follow-up tools	Periodicity	Responsibility
- An Issue Log is activated and updated in Atlas regularly to facilitate tracking and resolution of potential problems and changes required during the implementation of the project.	- Updated quarterly ;	- Project assurance ⁶ (UNDP)
- Quarterly progress reports (QPRs) are prepared and submitted to the Project Board to inform about the implementation of planned activities, based on pre-established indicators;	- Reports made on a quarterly basis.	- Officer in charge of the Project
- A Project Board is set up and holds regular meetings (2 per year) to ensure the monitoring and supervision of the project.	- Biannual meetings.	- Project Board
- A monitoring and evaluation plan is established for Atlas and updated regularly;	- Updated quarterly.	- Project assurance (UNDP)
- Internal Redrafts ⁵ for Capitalization	- Organized every 4 months by the Project Team.	- Project Team
- A mid-term evaluation is scheduled for the end of the second quarter to measure progress and propose the required corrective measures.	- September 2016	- Project Board
- A final assessment at the end of the implementation period of the project.	- At the end of the Project.	- External Experts

D. Coordination

UNDP implements other supports in governance, including “SEPT” which is the *Support for the Electoral Process in Tunisia*, partly funded by the Italian Cooperation, the security sector reform, justice, the fight against corruption, etc., for which, it would be important to ensure synergy with this project and ensure its implementation in a coordinated manner. Besides, UNDP will contribute, through the project, to the coordination between the initiatives to support the promotion of citizenship and the strengthening of the capacity of Civil Society in Tunisia. It will seek to maximize the use of available resources and foster synergy between the various partners involved. This coordination will be particularly

⁵ The participants to these redrafts are: the expert (s) of the project, the grants officers, the program manager (UNDP) and, if needed, a representative of the financial partner(s).

⁶ This is about the quality assurance function of the project implementation, independent of the latter and provided by UNDP (through the program officer). Its objective is to give *the project board* (or steering committee) the assurance that the project is implemented according to the initial forecasts and to its orientations.

reflected through the organization of regular consultation meetings and the exchange of information.

Coordination will also be ensured with the projects of other donors, especially the European Union (which co-hosts, since 2012, a working group of technical and financial partners of Civil Society in Tunisia). In fact, **the project is complementary with the approach of the 'Roadmap' for engagement with Civil Society⁷**, advocated by the European Union with partner countries in order to avoid any possible duplication, especially in comparison with the mapping of associations in the targeted region and at the national level. The mapping provided in the governorates targeted by the project will, in particular, be developed after consultation with the European Union and the PASC programme and will be connected to the Jamaity⁸ portal of the Civil Society, set up by the British Council with the support of the EU.

⁷ The roadmap for an EU commitment to civil society over the period 2014-2017, focuses on three priorities, namely (i): The promotion of an enabling environment for CSOs in partner countries; (ii) The promotion of a constructive and structured participation of CSOs in policies of partner countries and the EU programming cycle; (iii) Increasing the capacity of local CSOs to a more effective exercise of their roles as independent development actors

⁸ Jamaity (<http://jamaity.org/about/>) is an associative, interactive and participatory platform to facilitate the networking of Tunisian associations in the same space, access to information and sharing opportunities. Born following the initiative of the British Council and the EMHRN in partnership with the European Union, this initiative assigns objectives of (i) Collect information on the civil society and technical and financial partners, (ii) Disseminate and share the processed information, (iii) Encourage networking between associations and technical and financial partners, and (iv) promote the development of networks of associations

VI. RISK MANAGEMENT AND SUSTAINABILITY

This part aims to introduce the analysis of the risks forecast for the duration of the project and the various measures implemented to prevent and or reduce them. It also highlights the project's sustainability, of which the impact and the expected changes are part of a long-term perspective, beyond the realization of the project.

A. Hypothesis and Risk Analysis

The basic assumption is that the political, economic and social conditions in Tunisia will be relatively stable and will enable the implementation of the project without too many problems. Of course, there are risks. But their probability of occurrence seems relatively low and their potential impact remains limited.

Matrix of the Risks Analysis

Risks	Nature	Probability	Impact	Mitigation measures envisaged
1. The national or local political environment negatively affects the implementation of the project, considering the risks of instability in the targeted area, because of the situation in Libya.	Political	Average	Average	UNDP will monitor the national situation and establish, as appropriate, contingency plans to adapt the implementation of the project, accordingly
2. Les activités du projet sont dupliquées avec celles d'autres partenaires techniques et financiers intervenant dans les mêmes zones géographiques	Strategic	Average	Low	Establish / update a mapping of existing or planned interventions ⁹ in targeted areas and an targeting complementary to other partners', within the framework of an appropriate coordination mechanism
3. The choice of CSO partners through calls for proposals generates contestations	Operational	Average	Average	A rigorous process will be established and will be subject to a communication intended to the Civil Society to demonstrate its transparency (detailed selection process, based on clear criteria and a prior assessment of the capacities of projects carriers)

⁹ This complements the matrix prepared by the Delegation of the European Union within the framework of the coordination of interventions of the technical and financial partners in Tunisia

4. The project helps to create expectations to which it would not be able to respond, because of lack of sufficient resources	Strategic	High	low	To mobilize additional resources from other potential donors, in order to meet the needs of Civil Society
5. Poor management of resources by the partner organizations of Civil Society.	Operational	Average	High	The amount of allocated <i>grants</i> will be reduced and paid in instalments to control the execution of projects. A close monitoring mechanism will be put in place to mitigate risks.

B. Sustainability of the Project

The project aims to provide sustainable support to CSOs to promote the involvement of citizens in the accountability process of the institutions, especially at local level and promote dialogue with a view to strengthening social cohesion. To do that, it will be implemented in coordination with the “Programme of Integrated Local Development and Articulation of Territorial Networks (ART)” which is being initiated by the MDCI and UNDP, with the support of some technical and financial partners in the targeted regions.

Specifically, the sustainability of results will be ensured by the institutionalization of the project activities and their anchorage within structures at the local level, especially through:

- Project ownership by national actors, including through the establishment of a coordination of partner associations.
- This coordination is part of the missions of the Governorates and the ODS¹⁰, which will continue to ensure it after the completion of the project;
- Coaching and technical capacity building of the stakeholders, who will help to improve their professionalism;
- The establishment of a resource centre at the local level for the benefit of Civil Society.
- This structure, which could be integrated into a local institution like the South Development Office (ODS), will help to capitalize and disseminate the knowledge and experience gained at the end of the project and will be act as a platform of sustainable support for actors from the Civil Society at the local level. The sustainability of the Centre will be ensured through its integration as a specialized service offered by the ODS to the Civil Society. It may be, when necessary, transformed into 'Maison des Associations' or Civil Society in the South East region.

¹⁰ The ODS, created by Law No. 94-83 of July 18, 1994, is a public institution placed under supervision of the Ministry of Development and International Cooperation and headquartered in Medenine. It is responsible, among other tasks, to assist regional authorities to design, develop and implement development plans and programs in the governorates of the South and to support them in the field of coordinating implementation and monitoring of the actions of stakeholders. It is also responsible for performing any other tasks of promoting economic development of the intervention areas.

- Once the project is completed, the long-term funding of the Service Centre will be provided through a mechanism combining, if any, the participation of the governorate (through a grant) and CSO contributions, through the billing of some services, such as technical training, for example. These options will be subject to a feasibility study, before the project end, which will additionally define the modalities of the Centre management.

VII. CONCLUSION

The project represents a real opportunity, in the context of the democratic changes taking place in Tunisia and in the Arab region as a whole, considering the crucial role of Civil Society in the evolution of the country since 2011 and the emergence of a 'model' of peaceful transition, based on consensus and the search of compromise. Hence, the real added value and the priority of the project are justified by the following considerations:

- The project responds to the risk of disenchantment of some social categories, especially in the disadvantaged regions and to the weakening of the social consensus having that has carried the momentum for change in the country;
- It is based on the choice of a decentralized approach, while being connected to national issues;
- It addresses both, the institutional and civic dimensions and seeks to promote partnership between local decision-makers and actors of Civil Society, which is a guarantee of an optimal planning of the development efforts;
- It is clearly based on the choice of ownership by stakeholders.

VIII. FINANCING THE PROJECT

Depending on the financial requirements for the implementation and success of the project, a resource mobilization plan has been established

A. Budget Presentation

The total amount is \$ 3, 146, 8941. The detailed budget is visible through the results framework and resources, here below.

Specifically, the necessary amount for the project implementation details as follows:

Axis 1 "Promoting citizenship and strengthening of local governance":

- Southeast Region: US\$ 1, 146, 941 (funds already secured from the Italian Cooperation);

Axis 2: "Strengthening of social cohesion and promoting dialogue":

- All 24 governorates: \$ 2, 000,000.

B. Work Plan for the 2015-2018 period

Outputs	Activities	Planned Actions	Timeframe												Responsible	Budget			
			2015				2016				2017					2018			
	1.1. Setting-up of a framework of consensus building and self-regulation of the Civil Society	1.1.1. Support to the participative production and dissemination of a charter of Civil Society for the promotion of Governance and the associative ethics		x	x	x	x	x	x	x	x	x	x	x	UNDP	Consultants, workshops	20 000		
			x	x															
		1.1.2. Production and dissemination of a guide on the internal governance of associations		x	x	x	x	x	x	x	x	x	x	UNDP	Consultants, workshops	20 000			
		1.1.3. Establishment of Consultative Committees of the Civil Society in the targeted regions	x					x						UNDP	Consultants, Workshop Technical Support	20 000			
1. Citizen participation to Public		1.1.4. Dissemination of the legal framework of Civil Society and the new Constitution		x	x	x	x	x	x	x	x	x	x	UNDP	Consultants, workshops	40 000			

C. Results and Resources Framework

Component 1 : promoting citizenship and local governance				
Results	Basic line	Indicators	Main Activities	Budget
<p><i>1.1 A framework for consultation and self-regulation of Civil Society is set up</i></p>	<p>A process closely monitoring the CSO partners, within the framework of the project to support Civil Society (2012 - 2015), has identified the following weaknesses :</p> <ul style="list-style-type: none"> - Lack of empowerment of Civil Society; - Deficiencies in internal governance - Deficiencies in the legal knowledge shown by the Civil Society 	<ul style="list-style-type: none"> - Organization of 10 committees to probe the expectations and priorities of UNDP partner CSOs - The charter is developed in a participatory manner and adopted by all stakeholders - The CSO partners have a better understanding of the legal framework of Civil Society and of the new Constitution. 	<p>1.1.1 Support to the participative production and dissemination of a charter of Civil Society for the promotion of Governance and the associative ethics</p> <p>1.1.2 Production and dissemination of a guide on the internal governance of associations</p> <p>1.1.3 Establishment of Consultative Committees of Civil Society in the targeted regions</p> <p>1.1.4 Dissemination of the legal framework of Civil Society and the new Constitution</p> <p>1.1.5 Technical support (Technical advisor p4)</p> <p>1.1.6 Technical support coordination within the framework of cooperation in the civil society sector, including with the EU</p>	360.000
<p><i>1.2 The participation of citizens in local</i></p>	<ul style="list-style-type: none"> - Citizens still not aware of the principles related to governance, given the highly centralized and 	<ul style="list-style-type: none"> - Members of the CSO partners are made aware of local governance mechanisms, including the functioning of municipal councils 	<p>1.2.1. Dissemination of citizenship education tools</p> <p>1.2.2. Organizing stimulations of local governance in the Governorates and the</p>	466.482

<p><i>governance is promoted</i></p>	<ul style="list-style-type: none"> - authoritarian character of the old regimes - Little or no interaction between local officials and citizens - Little or no appropriation by citizens of the local democracy mechanisms 	<ul style="list-style-type: none"> - The partner CSOs are actively involved in the establishment of a civic awareness campaign to promote local governance - Synergies are generated between actors of local governance across the Maghreb - 20 initiatives of Civil Society for the promotion of local governance are financially supported up to the level of US\$ 20,000 and have benefitted from a close monitoring throughout the setting-up phases of the projects. - Communication and visibility of the project activities are insured - The lessons learnt from the implementation of the project are capitalized and shared 	<p>municipal Councils with the participation of Women CSOs and Youth</p> <p>1.2.3. Organizing annual consultations between the stakeholders about the challenges and priorities of the local development (to make suggestions within the framework of the budget cycle of the local authorities)</p> <p>1.2.4. Support to the initiatives of Civil Society for the promotion of the citizen commitment at the local level</p> <p>1.2.5. Technical support to CSO, project monitoring and coaching of CSO</p> <p>1.2.6. Monitoring and evaluation</p> <p>1.2.7. Communication and visibility</p> <p>1.2.8. Mid-term Evaluation</p>	
<p><i>1.3. The capacity of Civil Society in local governance and participation in public affairs are strengthened</i></p>	<ul style="list-style-type: none"> - Civil Society is little aware of its role in the fields of advocacy and as a government partner - Public, private and associative sectors are little or not used to working together, poor mutual understanding of the roles and prerogatives of each one - CSO poorly informed on the principles of local governance (poor access to information). - CSO's little involvement in the democratic processes at the local level 	<ul style="list-style-type: none"> - The whole projects implemented are presented by the Partner CSOs as part of the final reviews - The Partner CSOs are actively involved in a campaign to promote civic engagement among young people - Setting up of a resource centres in Medenine - Administrative support is coordinated efficiently and in accordance with procedures - 100 CSO members trained on local governance - 100 CSO members trained on formulation, management and execution of projects, communication for development .. - The implementation of the work plan is coordinated and ensured in accordance with the required quality standards 	<p>1.3.1. Mapping of Civil Society (analysis of the CSO at the geographic and thematic levels in the targeted areas)</p> <p>1.3.2. Capacity assessment and identification of the needs in the field of support and capacity reinforcement of the CSOs in the targeted areas</p> <p>1.3.3. Training of local CSOs on the scope of the rights guaranteed by the Constitution</p> <p>1.3.4. Training of local CSOs on local governance</p> <p>1.3.5. Training on the formulation, management and execution of projects, communication for development ..</p> <p>1.3.6. Organization of training sessions on priority topics as identified needs</p>	<p>137.000</p>

	- Increasing decentralization context (stipulated by the Constitution)		1.3.7. Setting up a coordination of CSOs project partners 1.3.8. Setting-up of Centres for Resources and Training of the Civil Society	
Component 2 : Strengthening social cohesion				
Results	Basic line	Indicators	Main Activities	Budget
2.1 The consensus building capabilities are enhanced within the framework of a strategy to prevent political violence	<ul style="list-style-type: none"> - Existing dialogue culture having prevailed during the transition, and that needs to be supported and sustained. - Passage from a forced uniformity to an exacerbation of differences since the Revolution, which tends to exacerbate latent tensions and instability, threatening social and national cohesion. - Creation in 2014 of the Tunisian Network for Social Cohesion, which needs 	<ul style="list-style-type: none"> - 400 local facilitators are trained on the techniques of dialogue and consensus building. - Tunisian Network for Social Cohesion is structured and becomes operational on the field. - Mediation techniques and facilitating dialogue are disseminated to stakeholders may have a role in the prevention and mediation of conflicts 	<p>2.1.1 Training and Networking of political parties, local leaders of Civil Society and the media on the techniques of dialogue and consensus building.</p> <p>2.1.2 Drafting and dissemination of a national charter against violence and common principles for the prevention of violence</p> <p>2.1.3 Technical support for the structuring of the Tunisian Framework for social cohesion</p> <p>2.1.4 Organizing meetings between the members of the Tunisian Network for Social Cohesion and local Administrations in order to promote the network and its usefulness among the public administration at the local level.</p> <p>2.1.5 Training of the network members on the prevention; management and resolution of conflicts</p>	455 352

	<p>support for its development and sustainability.</p> <ul style="list-style-type: none"> - Causal analysis of the instability potentials and dynamics 		<p>2.1.6 training of local mediators and conciliators</p> <p>2.1.7 Training and networking of the officers in charge of youth and women in the political parties on mediation and facilitation.</p> <p>2.1.8 Documenting results, challenges and lessons learnt.</p> <p>2.1.9 Setting-up and dissemination of a manual (in Tunisian Arabic) on the techniques of mediation and facilitation of dialogue.</p>	
<p>2.2. <i>The initiatives of Civil Society in the prevention of violence and the promotion of dialogue are supported</i></p>	<ul style="list-style-type: none"> - The Support to the initiatives of the Civil Society led by UNDP between 2012 and 2015, in the area of promotion of dialogue and fight against violence, has enabled to establish the following findings: <ul style="list-style-type: none"> - Leading role of Civil Society in the national dialogue process during the transition; - Pivot role of CSOs in raising awareness against violence and mediation; - Strong enthusiasm of Civil Society for this theme - 	<ul style="list-style-type: none"> - 35 initiatives of Civil Society for promoting dialogue, fighting against violence and establishing social cohesion are financially supported at the level of US\$ 20,000 and have benefitted from a close monitoring throughout the setting-up phases of the projects. - The whole projects implemented are presented by the Partner CSOs as part of the final reviews - The CSO partners are actively involved in a campaign to promote the fight against violence among young people. - The implementation of the work plan is coordinated and ensured in accordance with required quality standards 	<p>2.2.1 Supporting the initiatives of Civil Society for the promotion of dialogue, fight against violence and social cohesion</p> <p>2.2.2 Organizing a campaign to raise awareness among youth on the fight against violence in partnership with CSOs</p>	1.396.500

ANNENDIX I: Management of Grants

This part aims to introduce in a comprehensive and detailed manner the procedure by which the CSOs which receive the grants allocated by the UNDP are selected and monitored throughout the project on base of which they are financed.

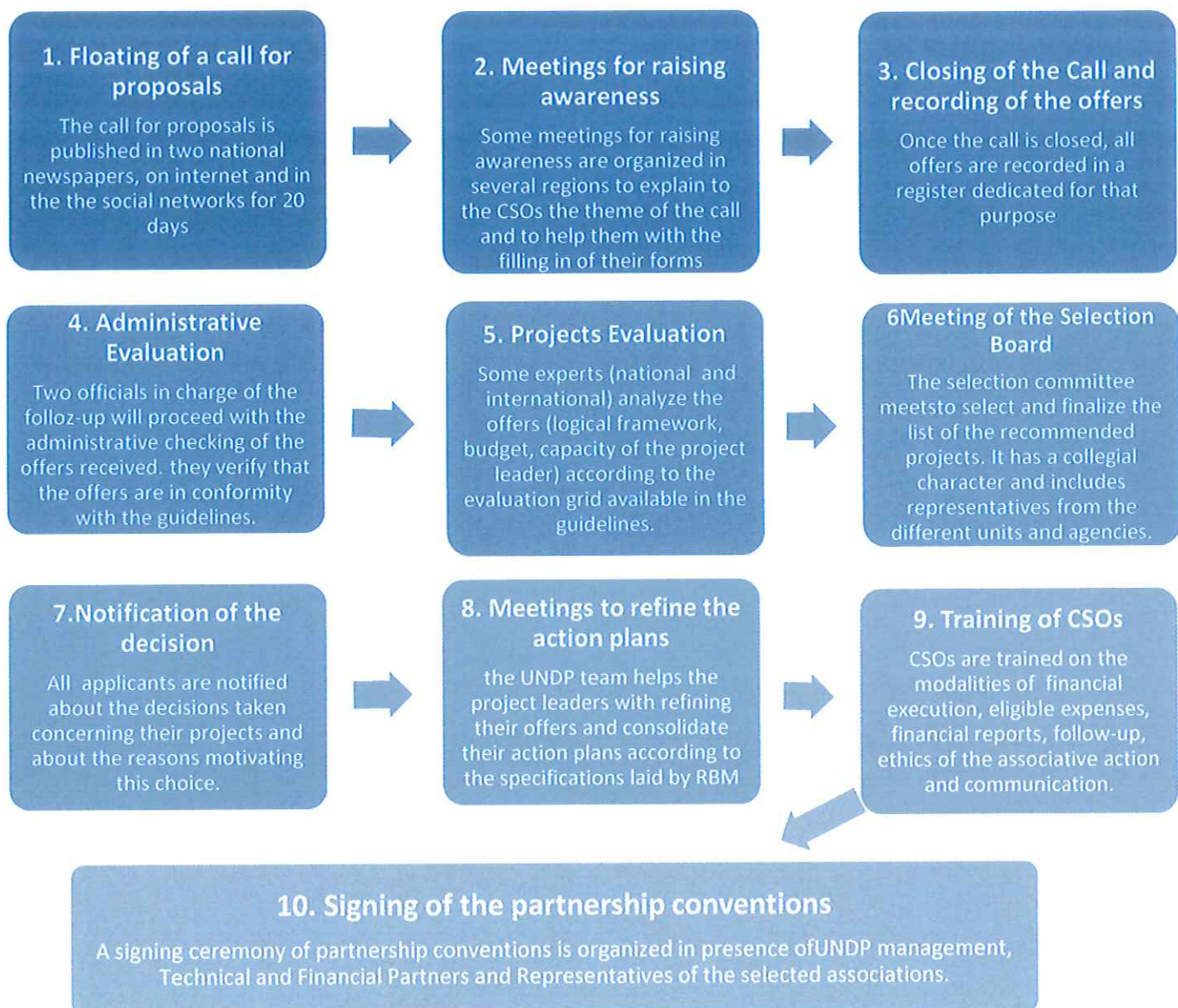
1) The Selection & Management Process of the calls for proposals

The award of grants to associations is done through the floating of **calls for proposals** for the selection and financing of projects run by Civil Society organizations active in the target regions on topics¹¹ related to the promotion of citizenship, citizen watch, the promotion of dialogue and the fight against violence, participation in decision making, accountability of local authorities, etc .. The projects submitted under the call for proposals are subjected to a codified selection process, intended to ensure the neutrality and transparency of the choice of the partner CSOs, according to rigorous evaluation, based on objective criteria related to the quality of projects and the associations' capacities.

The Calls for Proposals are processed by a **selection panel** on the basis of the assessment of (i) the quality of the projects submitted and (ii) the capacities of the project promoters, with the support of external experts. The panel operates in accordance with a specific tender specifications (terms of reference) and is the body empowered to recommend the allocation of grants to the selected CSOs, taking into account the recommendations of the experts responsible for evaluating. Its composition is collegial and diversified to ensure greater transparency of its work. In general, it includes representatives of the project concerned, the programmatic unity to which it belongs, and from another project led by a partner or a third agency. A particular attention is paid to the need to keep a neutral and non-partisan approach in the activities implemented.

The following diagram summarizes the various stages of the selection of community projects that will receive grants.

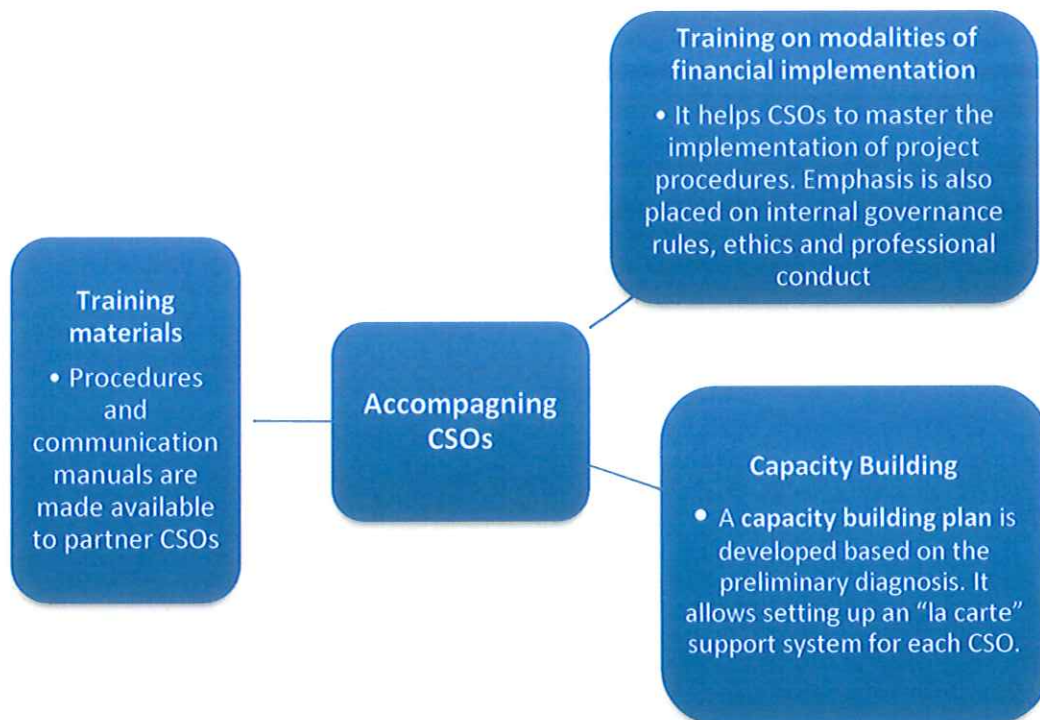
¹¹. The specific themes of the various calls for proposals will be determined by the project team, taking into account the findings of the civil society mapping in the target regions



2) Accompanying arrangements of partner CSOs

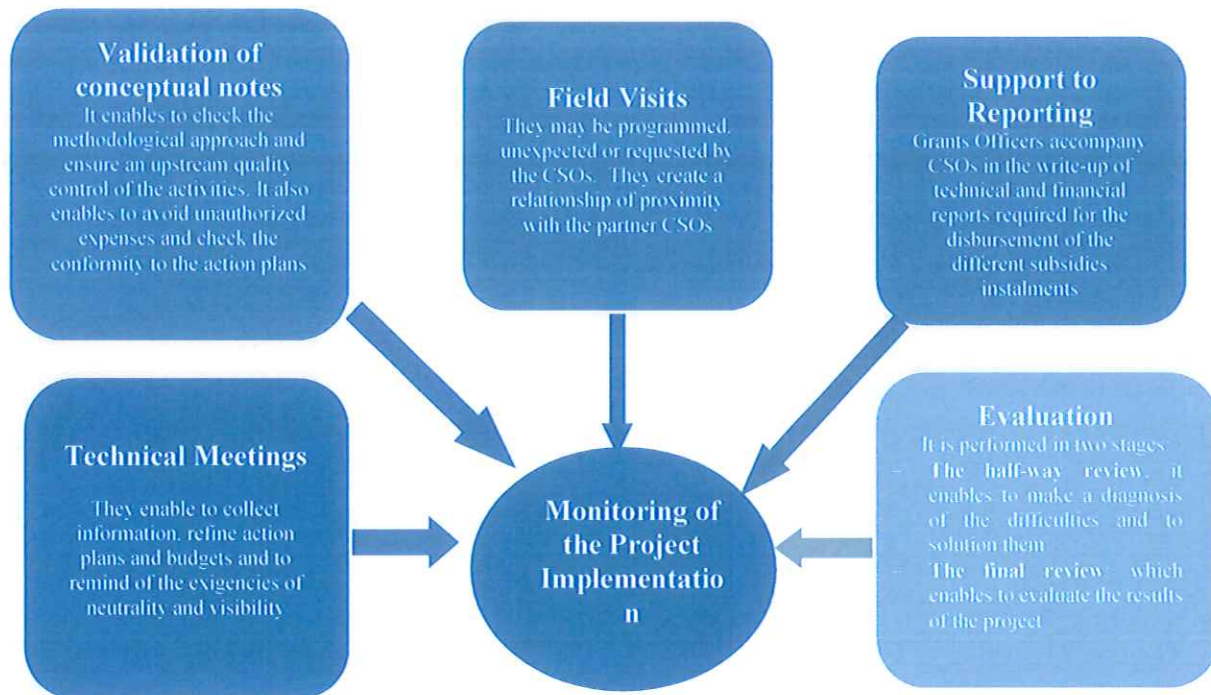
This accompaniment is done through a technical support to partner CSOs. It comes in the form of technical assistance at the finalization of the project documents, planning activities and monitoring and evaluation. A team responsible for monitoring will ensure that allocated funds are spent as part of eligible activities, as planned for in the project action plans (4 national grants officers are indeed provided for the entire duration of the project).

The diagram below shows the accompaniment measures envisaged:



3) Arrangements for the monitoring and evaluation of partner CSOs

The monitoring and evaluation of projects implemented by CSOs will be performed by the project team, based on the following process, inspired by the mechanism implemented by UNDP in Tunisia since 2012 as part of other projects. This system is suitable for risk management in the field of the support of emerging Civil Society, of which capacities (including management) are not yet well established. It allows to accompany and technically support the organizations in the implementation of their projects and to intervene whenever needed, while respecting their decisional and organizational autonomy.



Perspectives to scale-up the project "Promotion of Citizenship and Strengthening of Social Cohesion"

Explanatory Note

This note aims to detail the enlargement prospects of the project "Promoting citizenship and strengthening social cohesion", in terms of targeted geographical areas as well as of deployed operations. This development will be operational according to the granted additional subsidies.

1) Duplicate the "Citizenship and Local Governance" component (output 1) into two new target areas

This component is part of the strategy of UNDP support to the post-transition stage in Tunisia, helping Civil Society to capitalize on lessons learned during the previous phase to promote citizen engagement, including in disadvantaged regions. To this end, it proposes to build capacity and contribution to the dialogue on reforms and development priorities, through the following results:

- **A framework for dialogue and self-regulation of Civil Society is established;**
- **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 Initiatives to promote citizenship are supported in the targeted areas.**

The approach advocated in this framework is designed to be deployed in two other areas considered "priority areas" on the basis of relevant socio-economic indicators.

a) Greater Tunis (Tunis, Ariana, Ben Arous and Manouba)

The strong socio-economic contrasts that can be seen between, on the one hand, the rich areas of the capital and on the other hand, the periphery pockets of poverty in urban areas, are a source of frustration and social tension.

In addition, the emergence of phenomena of "street gangs" in some peripheral areas is fuelling violent outbreaks that could spread in the capital, considering the geographical proximity of these areas and their high population density. These phenomena could provide a fertile ground for potential radicalism tendencies.

b) Centre (Kairouan, Sidi Bouzid, Kasserine and Gafsa)

This region, home and theatre of the main Revolution protests, is still marked by a strong sense of injustice and resentment, as well as a lack of trust vis-à-vis the state.

Moreover, this area, particularly the mining area, reflects the frustration felt by people in these governorates, illustrating the paradox of the hinterland: while natural resources are important, people feel a sense of economic marginalization.

In general, the issue of access to resources in its land dimension (collective land / private land / state land) remains a major challenge for the region and a source of potential instability. Finally, the emergence and development of jihadist violence in the border areas of the governorate of Kasserine, accompanied by poverty and crime make of this area a priority, in terms of intervention.

Despite the dynamic of instability and latent tensions that characterize the Greater Tunis and the Centre of the country, these areas of intervention translate, however, into a dynamic local, innovative and motivated Civil Society, illustrating the dynamics between, on one side, a booming associative background and on the other, a professionalism that is still limited, hence the interest to support CSOs in these specific governorates.

The duplication of this promotional approach to citizenship and local governance was planned following the request of the Tunisian Ministry of Foreign Affairs, UNDP's main interlocutor.

2) Strengthening the Component "Fighting against violence and promoting dialogue" (output 2)

The overall objective of this component is to strengthen peace and to promote a sustainable democratic, peaceful and inclusive consolidation through a better management and prevention of conflicts, at the local level. To do that, the component aims to achieve the following results:

- **The consensus building capacities are strengthened** within the framework of a strategy for the prevention of political violence.
- **The initiatives of Civil Society for the prevention of violence and the promotion of dialogue are supported.**

Since this component covers all 24 governorates, the widening of this output will be via the introduction of new activities to achieve the expected results by deploying actions which are relevant and consistent with the objectives.

1. Identification and training of local intermediaries and facilitators in the field of prevention of violence;
2. Support for the creation of an independent Observatory, which would act as a barometer office to monitor deviations and pull the alarm against the risks of violence and instability, with a view to set up a mechanism for the monitoring of violence
3. Support to Civil Society initiatives for the promotion of dialogue and the fight against violence;
4. Conducting a study on the mechanisms for dialogue and conflict management at the local level and how to support and / or strengthen them;
5. Documentation and capitalization of the experience and the national dialogue process in Tunisia;

6. Training of resource persons and establishment of reference interlocutors for dialogue and conflict prevention at the local level;
7. Development of programs / projects for preventing radicalization at local level with the mosque imams, teachers of civic education and special educators.

3) Budget

a) Duplication of the component : "Promoting Citizenship and Local Governance"

Greater Tunis : 1.240.000 \$

Centre : 1.240.000 \$

Total : 2.480.000 \$

b) Strengthening of the component « lutte contre la violence et promotion du dialogue »

Planned Action	Budget	
	Budget Description	US Dollar
<i>Identification and training of local relays and animators in the field of violence prevention regulations</i>	Workshops, consultants	100 000
<i>Support for the creation of an independent Observatory for monitoring violence</i>	Workshops, consultants	100 000
<i>Supporting the initiatives of Civil Society to promote dialogue and the fight against violence</i>	Grants, Project functioning	1.200.000
<i>Conducting a study on the mechanisms for dialogue and conflict management at the local level</i>	Consultants, missions	40 000
<i>Documentation and capitalization of experience and national dialogue processes in Tunisia</i>	Consultants	40 000
<i>Training resource persons and establishment of reference interlocutors for dialogue and conflict prevention at the local level</i>	Consultants, workshops	100 000
<i>Development of programs / projects to prevent radicalization at local level with the mosque imams, teachers in civic education and special education teachers</i>	Consultants, workshops	300 000
Total		

c) Total Budget

Component	Budget \$
Promotion of citizenship and local governance	2.480.888
Fight against violence and promotion of dialogue	1.880.000
Total Activities	4.360.000
GSM (8%)	348.800

Total	4.708.800
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