



1601 Connecticut Avenue NW Suite 20C
Washington, DC 20009-1035 USA
T +1 202 265 4300 | F +1 202 232 6718
search@sfcg.org | www.sfcg.org

Rue Belliard 205, bte 13
B-1040 Brussels, Belgium
T +32 2 736 7262 | F +32 2 732 3033
brussels@sfcg.org | www.sfcg.org

Common Ground Dialogue Building Constructive Dialogue between Conflicting Stakeholders in Tunisia

Baseline Evaluation Final Report

Search for Common Ground Tunisia
7bis, Rue Kotema, Mutuelleville, Tunis

Contact Information:

Karl-Frederic Paul, Country Director kpaul@sfcg.org
Ikram Ben-Saïd, Senior Program Manager, ibensaid@sfcg.org

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1. Executive Summary

Search for Common Ground (SFCG) has been working for a long time to transform the way local communities deal with conflicts. By “*understanding differences and acting on commonalities*”, SFCG actively promotes cooperative solutions against confrontational debates relying on first-hand worldwide experience acquired on the ground. Since 2011, SFCG Tunisia Office has been operating to “*help members of Tunisian society approach conflicts and differences in a constructive manner, through cooperation and dialogue*”. Nowadays, through its nationwide activities, SFCG aims to provide youth, women and media with the needed skills to move towards peaceful coexistence.

In the aftermath of the “Arab Spring”, Tunisia has been the first country in the region to trigger early in 2011 a democratic process based on civil and political freedoms. In the last four years, the country has undertaken political reforms, organized free elections and adopted a new Constitution. Although this process was conducted mostly in a peaceful way, Tunisia has not been spared political tensions, government instability and occasional civil unrest. Terrorism accompanied the emergence of a hardline Salafist movement and still remains the main threat Tunisia is facing while it prepares for the first post-transitory election to be held in October/November 2014.

It is commonly acknowledged that Tunisian women enjoy a particularly advantageous status in terms of rights compared to other Arab countries. This has been the result of a long-term historical movement that has led Tunisian women to fight for and defend their rights. Yet during the transition period these rights have been “a major source of impassioned debates between hardliners from opponent sides of conservatives and secularists, each of them being backed by prominent political figures.”

In this context, SFCG has designed the “Women Dialogue” program (WD) as an attempt to bridge the gap between main ideologically-opponent groups such as leftist and Islamist women CSO groups and Islamist organizations. WD Phase 1 – which started in 2013 – achieved most of its objectives mainly, raising women’s awareness on the usefulness of dialogue, enhancing mutual acceptance and helping women discover common ground concerns. This paved the way for “*specific actions to undertake*”, implying institutional commitment from each organization participating in the Dialogue. WD Phase 2 aims “to further support the existing dialogue coalition of women, to deepen the dialogue within their base and respective constituencies, to engage in joint legal advocacy efforts.”

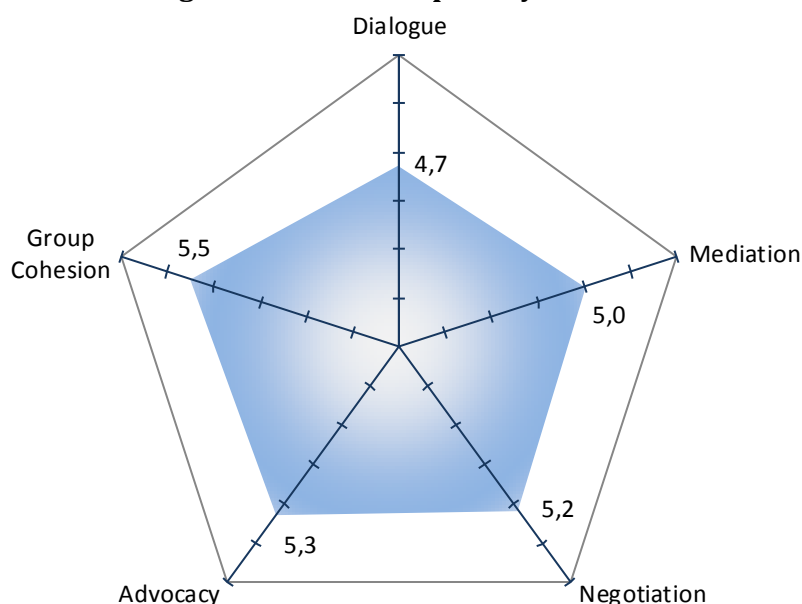
The present baseline evaluation report is intended to concretely measure (1) cohesion among women participants (2) level and quality of dialogue among participants (3) level and quality of joint advocacy activities/initiatives for select women's rights issues. The primary audience of this evaluation is Search for Common Ground Tunisia. The result will be used to shape future projects with Women rights CSO’s in Tunisia.

In order to assess participants’ pre-program ,the baseline report methodology is based on both quantitative and qualitative methods. The study’s methodological framework relies on the construction of composite indicators called “Capability Index” specific to the different components of the WD Phase 2 program namely, Dialogue, Mediation, Negotiation and Advocacy. The “Capability Index” score ranges from 0 to 7: an index value of 0 implies no performance on the respective program component; an index value of 1 (7) indicates very low (high) performance while the Score of 4 is considered as the standard level of performance. Its main advantage is to allow tracking changes over time and between participants. The “Capability Index” is constructed at participant as well as at group level for comparison purposes.

The baseline evaluation main findings show that participants’ strong motivation still remains a positive driving force of the WD program. As designed, the WD Phase 2 has captured the new participants’ interest in Dialogue as well as met the needs of former participants to ensure and develop further the achievements of Phase 1. All participants recognize the usefulness of the dialogue as an effective process to settle conflict in the current situation in the country. They all agree that common ground is always possible despite appearing conflicts.

The Capability Index analysis confirms these underlying factors and indicates a standard-to-medium level of performance of the participants. In this context, participants demonstrate better performance on Group Cohesion, Advocacy and Negotiation concerns while Mediation and Dialogue performance falls behind. Most of the time former participants perform as well as or slightly better than their new colleagues while there is a significant “performance gap” between these 2 groups on the Advocacy Component. As a rule of thumb, one may consider that participants systematically perform much better on attitude issues than they do on skills and practices – except when it comes to Dialogue. This gap makes participants develop high expectations towards the WD Phase 2 training program.

Figure 1. Baseline Capability Indexes



The baseline evaluation findings and recommendations confirm those revealed in the evaluation of the WD Phase 1 and particular attention needs to be drawn on the following:

- ❑ The negative attitudes towards dialogue such as biased perception of differences frequently emerge among participants and may act as an impediment to dialogue. It can be addressed by SFCG team providing the participants with more trust and team building activities in order to develop tolerance and lead participants to mutual “discovery”. Besides, such activities will help strengthen the group cohesion.
- ❑ The “institutional dimension” which is a requirement for long-term effectiveness of the program is still missing even among the former participants in the WD program.. Thus, further efforts are necessary to make participants more prone to go beyond the personal relationship they have created with other participants from a different ideology-driven NGO and gain institutional support from their own organization. SFCG should take any initiative to make concrete proposal of common activities on the ground.

2. Project Overview

Since its establishment in Tunisia in 2011, Search For Common Ground (SFCG) has worked to establish a culture of constructive dialogue among Tunisian women’s civil society organizations in order to reduce tensions, build mutual understanding and find common ground between conflicting groups coming from all ends of the Tunisian political and cultural spectrum. The SFCG approach aims to “(i) improve personal relationships across deep political divides; (ii) increase mutual understanding of and (iii) respect for everyone’s positions and beliefs; (iv) lead to recognition of the existence of common ground between women; and (v) decrease tensions and stereotypes between leaders and groups.”¹

The Women Dialogue (WD) Phase 2, “will aim to further support the existing dialogue coalition of women CSOs from all ideologies to deepen the dialogue within their base and respective constituencies, expand its scope to new CSOs as well as engage in joint legal advocacy efforts”. It builds on and expands the achievements of WD Phase 1 in the direction of greater “public outreach facilitated by women and joint advocacy aimed towards the Secretary of State in charge of women as well as lawmakers.” The WD Phase 1 has succeeded in (i) creating positive environment to constructive dialogue, (ii) dissipating biased attitudes and perceptions among participants from different ideological borders and (iii) discovering many unexpected common grounds far beyond apparent differences. The WD Phase 1 resulted in drafting a “Joint Statement” on common concerns between organizations represented in the Dialogue which paved the way to Phase 2 advocacy objectives. More precisely, the WD Phase 2 objectives are to (i) facilitate greater cohesion among women CSOs, (ii) promote and facilitate dialogue with women CSOs’ larger constituencies and the broader public and (iii) foster joint legal advocacy on select women’s rights issues.

The Program’s Phase 2 kicked-off on August 24, 2014 with a first session intended to introduce participants from the six new local NGO’s who will be joining the women’s dialogue platform, and will create space for dialogue and the exchange of ideas.² As in Phase 1, the SFCG team devoted the first session to a wide range of trust-building and team-building exercises aiming to create the basis of positive exchanges between participants, to discover common ground concerns and to build alliances.

¹ The “Women Dialogue”, Final Evaluation Report, Phase1I, Tunis, March 2014

² Hereinafter, participants from newly represented NGOs are referred to as “new participants”. Moreover, there are 11 NGOs represented in both two phases of the WD but the respective representatives are not the same for 4 of them. We consider these 4 new attendees as “new participants” as well while participants who attend both Program Phases are referred to as “former participants”.

3. Conflict Context

Having left behind the “year of all dangers”, Tunisia entered 2014 with optimism and hope. Early this year, the Constituent Assembly adopted the new Tunisian Constitution which is considered by pundits as a “big stride towards democracy”³. Tunisia’s efforts in avoiding chaos and violence and building trustful democratic institutions to implement the rule of law have been greeted all over the world and widely reported by international media. The new Constitution which is seen as one of the most progressive in the region, guarantees equal rights for men and women and provides for freedom of conscience. Substantial progress has been made in defending freedom of speech – despite some legal restrictions – and attacking religion and accusing people of being nonbelievers is unconstitutional.⁴ The United Nations Secretary-General Ban Ki-moon commended this event as a “milestone” toward free society and celebrations took place in the streets all over the country, forgetting for a moment the political division and sporadic violence that have marked 2013.

“This is an exceptional day for Tunisia, where we celebrate the victory over dictatorship. The government and the opposition have won, Tunisia has won,”

President Moncef Marzouki speech before the Assembly after signing the new Constitution on January 27, 2014

Meanwhile, there have been significant developments on the political scene with the National Dialogue process leading to the settlement of an independent non-partisan government in order to guarantee free elections, basic economic recovery conditions and restore security in the country’s borders while fighting terrorism.

On the one side, the chaotic situation in Libya and the continuous terrorist threats in northwestern areas neighboring Algeria’s border have prompted the government to undertake continuous efforts against illegal trade/smuggling and terrorism. Despite this commitment, a particularly dreadful terrorist attack occurred during the month of Ramadan when an Algerian-and-Tunisian-led terrorist group attacked an army barracks located in the mountainous area of Chaâmbi near the Algerian borders causing the death of 15 Tunisian soldiers.⁵ This led the authorities to recognize that the country is involved “[...] in an open war. The war [of a country and its people] against a scourge.”⁶

*“Islamists and secularists have not found solid and long-term agreement. At present, they are tolerating each other simply because they do fear each other. It will be sufficient for one of these sides to weaken its positions significantly and the conflicts may spur and become more open.”*International Crisis Group, Op. cit.

During the last months, the authorities continuously report clashes between armed terrorists and security forces which mostly resulted in terrorists’ deaths or arrests. Up to now, security

³ <http://www.reuters.com/article/2014/01/27/us-tunisia-constitution-idUSBREA0Q0OU20140127>

⁴ <http://www.aljazeera.com/news/africa/2014/01/tunisia-assembly-approves-new-constitution-201412622480531861.html>

⁵ http://www.huffpostmaghreb.com/2014/07/17/tunisie-precisions-attaque-terroriste_n_5596212.html

⁶ Statement of the Ministry of Defense quoted by The Huffington Post Maghreb (http://www.huffpostmaghreb.com/2014/07/17/tunisie-precisions-attaque-terroriste_n_5596212.html)

forces have succeeded in eliminating large-scale terrorist threats on urban and densely-populated areas while containing them into particular areas mostly near the Algerian borders.

On the other side, there has been a general feeling of ease in political debates fuelled by the adoption of the Constitution and the organizing of the new elections in October and November 2014. With the looming electoral process, tensions have appeared mainly inside political forces and led to internal conflicts within a redefined political landscape. New coalitions have emerged and independent personalities have entered the political arena.

These developments have raised concerns about the extent to which they may shape the future political balance ranging from extreme polarization to pre-electoral agreement between secularists and islamist forces.⁷ As the Fitch Ratings agency put it the current political development is important in reducing political uncertainty *“but easing political and social tensions will be a long and challenging process.”*⁸

4. Methodology Framework

According to the ToRs the present baseline study is to be considered as a qualitative study. It aims to provide SFCG team with some simple but straightforward indicators for future comparison but also to describe the environment in which program participants evolve. A qualitative approach aims not only *to measure* specific outcomes but also to *contextualize* results. In other words, the evaluation methodology of the study should be able to assess the ability of the program to implement the theory of change that underlies the project.

The baseline evaluation aims at measuring three aspects of the program, namely, (i) the cohesion among women CSOs, (ii) the level and the quality of dialogue among women CSO's and (iii) the level and the quality of joint advocacy activities/initiatives for select women's rights issues. The study will address the following main questions:

- What are the attitudes, skills and practices of participants with regard to three main components of the program (Negotiation, Mediation and Advocacy)?
- To what extent are participants' organizations involved in dialogue or activities with other organizations from different ideologies?
- How do new participants perceive the dialogue between representatives of different ideological borders?

The methodology of the baseline evaluation consists mainly of a survey. The survey's questionnaire only included closed-ended questions mainly organized on *an ordinal scale* which ensures that the qualitative aspects of the program are taken into account. Most questions addressed in the questionnaire follow the same structure that asks participants to provide their opinion on a Likert scale ranging from “totally disagree” to “totally agree” on a given statement/question related to the program's outcomes. The survey serves as the main data collection tool for baseline evaluation purposes. Survey data are processed in such a manner that allows constructing composite indicators – called “Capability Indexes” – which depict participants' profile based on their attitudes, behaviors and interaction in social life as well as their degree of involvement in the dialogue process. The questionnaires will help account for the activities of NGOs represented in the program and will provide a measure of the main indicators

⁷ See for more details “L'exception Tunisienne : succès et limites du consensus”, International Crisis Group, Middle East and North Africa Briefing N. 37, June 5, 2014

⁸ <http://www.reuters.com/article/2014/01/27/us-tunisia-constitution-idUSBREA0Q0OU20140127>

of the program. All 17 participants were asked to complete the survey questionnaire on an individual basis. The questionnaire has been drafted in an Excel sheet and sent to each of participants by email. Upon reception of completed questionnaire data were entered and analyzed by the evaluator in the Excel spreadsheet. The whole process of the survey has been monitored by the SFCG team and the evaluator.

As a second step, a semi-structured interview was conducted with all 10 new participants in the program as well as with a regionally-balanced sample of 4 former participants in the program. At this stage, SFCG lacks comprehensive information on new participants and their perception of the program. The interview deepens the data collected through questionnaires and provides the evaluation team with further information likely to contextualize new participants’ perceptions prior to the program. The interview guide builds on current facts or perceptions and elaborates on how these perceptions may have changed over time. On the other hand, interviews with former participants in Phase 1 will allow identifying some major trends in their attitudes/behavior in relation to Phase 2 of the program. A major benefit of this methodology is that it allows the interviewee to elaborate on her opinions and behaviors, evoke drawbacks and achievements, express unreported opinions apparently not connected with the program and consider the same issues from different standpoints. An interview guide was drafted for this purpose. The interview guide focused among other things on the motivation of participants as a driving force in achieving the program’s objectives.

While assessing interviews and in order to ensure objectivity, an evaluation matrix has been constructed based on the Program’s objectives. This is to guarantee that the same evaluation criteria are applied to all participants being interviewed. Upon completion of an interview, the evaluator fills in the evaluation matrix – including the evaluator’s observations – which helps contextualize the reported statements or perceptions of the interviewee. By providing an extensive perspective on topics related to the program’s objectives, this tool provides additional analysis on the underlying factors of participants’ attitudes, behaviors and practices.

Finally, interviews took place from September 20 to October 10 and were conducted by the evaluator in a face-to-face context⁹ with 14 participants in the Phase 2. Depending on participants, the discussions were held in Tunisian Arabic or in French and they all were recorded upon approval of the interviewees for reporting and analysis purposes.

5. Capability Index Calculation

In line with the program’s objectives, the methodology used in this study to measure the program’s indicators leads to the construction of "aggregate scores" related to each of the 4 components of the program; hereinafter, these indicators are referred to, as “Capability Index” on Dialogue, Mediation, Negotiation and Advocacy.¹⁰ The “Capability Index” calculation is performed at each participant’s level as follows:

□ Firstly, questionnaire responses are converted into scores.

Generally, the questions addressed in the questionnaire follow the same structure: participants are asked to provide their opinion on an ordinal scale ranging from “totally disagree” to “totally agree” response options on a given statement related to the Program’s outcomes. This ordinal scale represents *levels of performance* defined as a positive attitude/behavior/skill toward a particular topic of the program. As a consequence and for the sake of clarity, participants’ answers are converted into scores ranking from 1 to 7 so that Score 1 corresponds to the lowest performance level of the participant towards the program’s objective addressed by the question. On the other hand, Score 7 ascribes participants’ best performance in achieving the program’s

⁹ There’s only one interview which was conducted by phone.

¹⁰ Besides, we considered Group Cohesion as an additional component of the program.

objectives as described by the question. There are however some exceptions to this rule of thumb for attributing scores. (See for details Appendix 3)

- Most of the time, the attribution of scores is equivalent to participants’ level of consent to the statement contained in the question in such a way that Score 1 is assigned to a “totally disagree” response and Score 7 is attributed to a “totally agree” response. Nevertheless, we carefully consider the cases when the wording of the question falls beyond this logic. For example, in the question reporting on the statement “*I think there's a very important difference between me and other participants*” the rationale for assigning scores is reversed: in this case, a “totally agree” response which indicates a potential deterrent for the dialogue will be attributed the score of 1 while a “totally disagree” response will be assigned the score of 7 – indicating a better performance towards dialogue as long as the difference among participants in the program is not perceived as an impediment likely to hinder the dialogue.
- In a few cases the ordinal range of responses is limited to 3 response options only.¹¹ For the sake of consistency of measures across all questions, the scores attributed to each response option are weighted by a factor of 2.33 which ensures that the scores assigned vary from 2.33 (1×2.33) – the lowest performance level - to 7 (3×2.33) – the best performance level.
- Finally, when the respondent has not expressed any particular preference and has selected the “I don’t know” response option, the score of 0 is assigned to the related question. As a consequence, all scores rank from a minimum value of 0 to a maximum of 7.

□ **Secondly, an indicator S_A is computed for each key evaluation dimension A** – Attitudes, Relationships, Practices/Skills – pertaining to a given program component D – Dialogue, Mediation, Negotiation, Advocacy.¹² The score S_A is computed as the simple mean of scores assigned to all questions pertaining to the evaluation dimension A under the program component D.

□ **Thirdly, Capability Index score is computed for each of 4 program components** as the weighted mean of the S_A scores formerly computed over all the respective key dimension A of the program dimension D. The number of questions pertaining to each dimension is used as the weighting variable.

Box 1. The Capability Index as a composite indicator

The Capability Index constructed for the baseline evaluation purposes is a composite indicator. A composite indicator is very useful to summarize multi-dimensional realities such as those encountered in “Women Dialogue” Program through its 4 components. The Capability Index presents many advantages: it is easy to measure and to interpret; reduces a set of variables into a single figure without dropping information; can assess progress over time; facilitates communication with a wide audience; enable users to compare complex dimensions effectively. But, what can be considered as its strength can also turn into a weakness. The selection of its components and their respective weights could be a subject of dispute while its simplicity may invite simplistic conclusions.

However, “[Composite indicators] construction owes more to the craftsmanship of the modeller than to universally accepted scientific rules. [...] the justification for a composite indicator lies in its fitness for the intended purposes and in peer acceptance.”

¹¹ There are 16 questions out of a total of 60 questions for which the ordinal range of responses spans from 1 to 3.

¹² Note that only the Dialogue component includes 3 key evaluation dimensions.

Source: Adapted from the “Handbook on Constructing Composite Indicators: Methodology and User Guide”, Organization for Economic Co-operation and Development (OECD), 2008

The Capability Index (CI) values as well as the S_A indicators span from a minimum of 1 to a maximum of 7. An index value of 1 (7) indicates that the participant performed quite low (high) with regard to a given program dimension/component.¹³

6. Main Findings and Analysis

6.1. Fostering Dialogue

a. Motivation to dialogue

Like in Phase 1 of the Program, participants’ motivation remains very high. As far as the group of “former participants” is concerned, motivation is primarily fueled by their ambition to implement the results of Phase 1. It should be noted here that several participants in Phase 1 would have liked to move beyond the level of agreement, evidenced by the drafting of the “Joint Statement”, to engage in concrete actions for collaboration.¹⁴ As a whole, the group of “former members” finds that Phase 2 meets this requirement and is very enthusiastic about the purpose of the program. This group believes that the success of Phase 1 cannot be complete without the realization of the objective of Phase 2.

“Even if it is not a personal initiative (participation to the program) I liked the idea of sharing opinions with people with whom we apparently did not have much in common.”

The same enthusiasm is to be found among the group of “new participants” who are certainly inspired by the success of Phase 1 – as perceived by participants – but first and foremost, it is grounded in the personal conviction of those participants. It is interesting to note that contrary to the sense of “responsibility to succeed” found in Phase 1 by the “former participants,” the “new participants” highlight rather personal reasons behind their participation in the program. For this group, the notion of dialogue between people of different – if not opposing – opinions worked its way not so much as an “absolute necessity” but as an obvious part of the rich diversity of life. This may reflect a certain anchorage of the culture of debate and exchange that is beginning to develop in the meantime in the political/media landscape. In more

“It's mainly personal motivation. I loved the concept behind this program ... I knew that there had been [in Phase 1] ups and downs in the discussions, but I can feel the consequence of that in the change of the group behavior [the “former participants].”

¹³In theory, the CI minimum value at participant’s level is 0 in cases where all the questions have been answered by choosing the “don’t know” response option. However, this is an extreme case which has no relevance in our context as long as there are quite very few questions which have been answered in that way.

¹⁴See “Women Dialogue Program Final Evaluation (Phase 1)”, p. 14, SFCG, March 2014.

general terms, this may also be the result of a less confrontational environment that may affect/determine the positions of the participants.¹⁵

On the other hand, the desire to know each other and communicate one's own ideas seems to have been, once again, an important motivating component for "new participants". Indeed prejudice and stereotypes are still there; they refer to both the past and the present times and the "new participants" did not hesitate to mention some of them during the interviews. It is therefore no surprise that the "former participants" evoke some "willingness to assert themselves" seemingly perceived in the group of "new participants".

There is, however, some distinction to be drawn from Phase 1 – since the "new participants" tend from the outset to minimize the differences between ideas or ideologies and to reduce prejudice only to relationships between people. This leads them to believe that differences of opinion are more a matter of perception of form rather than substance and that dialogue could be opened on any subject as long as "people" – not ideology – are not opposed to it. Of course this statement was made even in Phase 1, but it was largely drawn as the result of the process of dialogue and mutual discovery initiated by the program. Today, the "new participants" take this distinction for granted and adjust their behavior accordingly. This indicates a greater assimilative capacity of the dialogue by the group of "new participants". At the same time, this may reflect some positive evolution of the general environment towards greater tolerance vis-à-vis the diversity of opinions. The "former participants" do not hesitate to mention that the group of "new participants" shows a clearer readiness to engage in dialogue than they did in Phase 1.

b. Attitudes towards dialogue

Despite the vivid enthusiasm shown by all participants, attitudes towards dialogue (Questions 14 to 17) do not seem to indicate any particular progress. Thus, the Dialogue Capability Index scores a value of 4.8 slightly above the standard level of performance. Moreover, the two groups of participants do not seem to perform in any significantly different way despite a slightly higher score among the former participants' group. Indeed, the Dialogue Capability Index structure reveals that participants perform differently according to the 3 aspects of the Dialogue.

Table 1. The Dialogue Capability Index

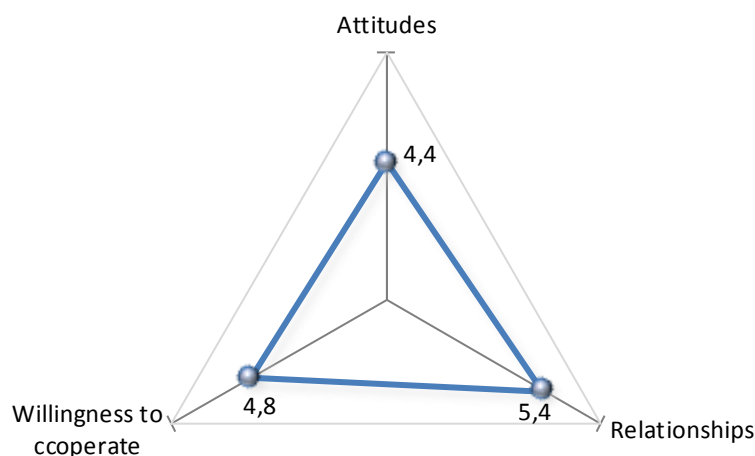
		New participants	Former participants	All participants
Dialogue	A1. Attitudes	4,5	4,2	4,4
	A2. Relationships	5,3	5,6	5,4
	A3. Willingness to cooperate	4,9	4,8	4,8
	<i>Dialogue Capability Index</i>	4,8	4,7	4,7

The Attitude component score shows the lowest value (4.4) which is around the standard level of performance, while all participants perform in a satisfactory manner when it comes to the Relationships component which scores 5.4. The willingness to cooperate – which serves as incentive for long-term exchange between participants' NGOs and other NGOs from different ideological backgrounds – does indicate an average level of performance as well. At first glance, one would have expected to observe former participants performing better than their newly enrolled peers. Despite a slightly better performance of the former participants' group, there are no significant differences between the two groups of participants.

¹⁵In Phase 1, participants had foregrounded the "need for dialogue" – particularly with respect to an environment that is not conducive to debate and to "the inability of the ruling classes in the country to come to an agreement".

What may be the underlying reasons likely to hamper or foster the dialogue between participants? The figure below provides a snapshot of how participants perform according to each statement they have provided in the survey.

Figure 2. The Dialogue Capability Index Dimensions

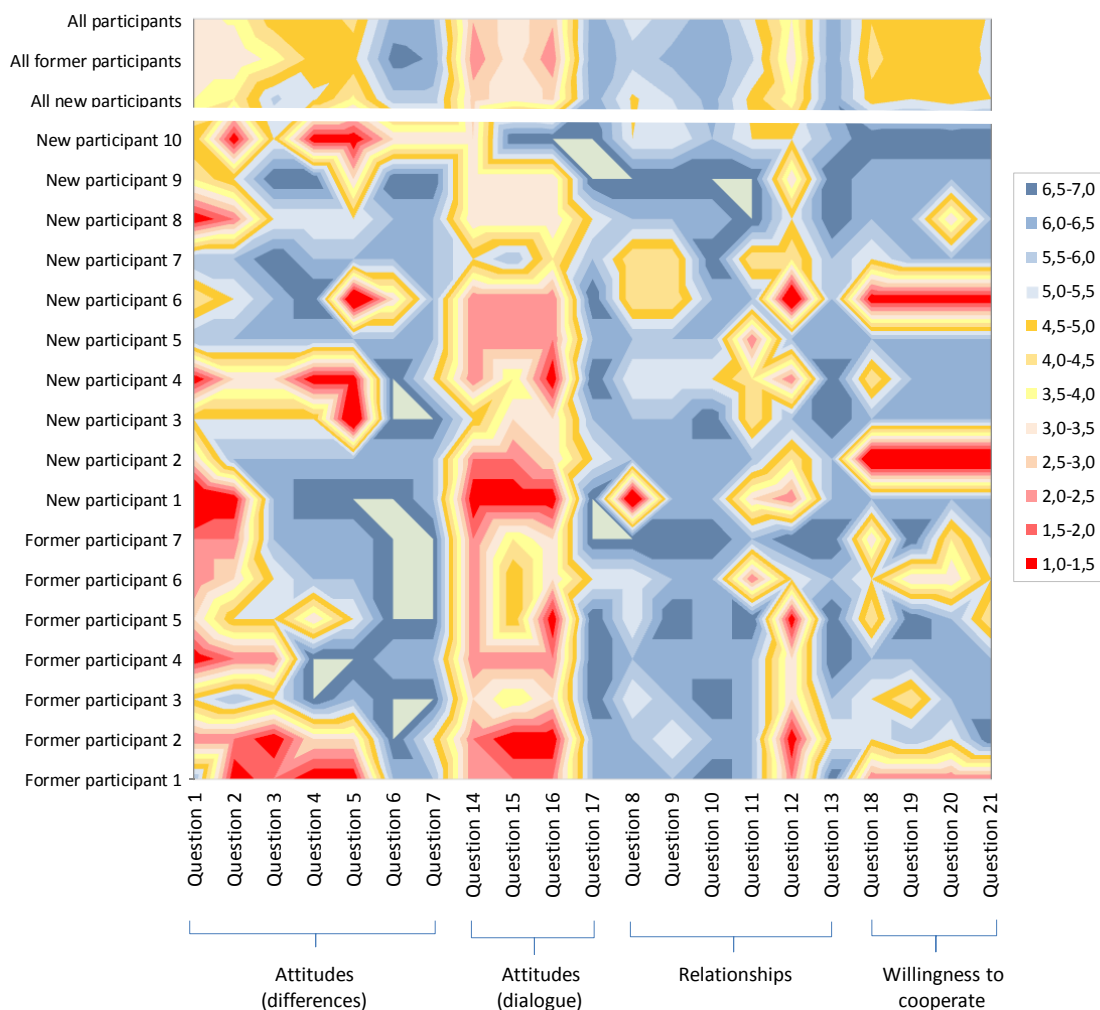


Regarding attitudes, the perception of participants of the differences in ideas/beliefs between them appears to be the first hindrance to dialogue (Questions 1 to 5). On the one hand, this may include mutual prejudices: despite not having had much opportunity for discussion, 9 out of 11 participants are still inclined to provide quick judgment on the ideological affiliation of the other colleagues who have different appearance/looks from theirs (Question 1). This handicap to dialogue is clearly noticeable in both groups of participants. On the other hand, the perception of the gap of ideas/beliefs as an obstruction to dialogue remains widespread among participants (Questions 2 to 5). This attitude is more pronounced among former participants when directed towards the new ones. There is however, a very positive achievement in relation to the uncovering of common ground issues with all former participants performing extremely well with an average score of 6.6 on Questions 6 and 7. Although falling shortly behind with a score of 5.8, new participants show a positive trend in achieving common ground issues.

However, misperceptions of dialogue as a practice of mutual exchange are always present among participants (Questions 14 to 17). Indeed, virtually all participants seem confused when it comes to separating some dialogue characteristics from those of debates. All participants score far below the standard level of performance there. For example, statements such as “defend your own point of view”, “foreground your own arguments”, “understand the point of view of other people so that [I] may criticize them even better” are still deemed to be dialogue self-evident characteristics that almost all participants adhere to.¹⁶ However, all participants show a great advance towards a useful dialogue process as they all agree (scoring 6.4 points) that “seek(ing) agreement even when other people’s arguments are contrary to your point of view” constitutes a key factor to have the dialogue succeed (Question 17). The **Erreur! Source du renvoi introuvable.** provides a snapshot of how participants perform according to each statement they have provided in the survey. Red-to-yellow areas indicate low-to-standard performance while orange-to-blue areas express average-to-high performance with respect to the dialogue issues. The figure shows at one glance, which are the most problematic aspects participants are performing quite low (deep red color) as well as it shows those aspects participants perform very well (deep blue color). For example, one quickly can note that all participants perform low on Dialogue attitudes aspects (Questions 14 to 16 are mostly colored in deep red) while virtually all participants perform well when it comes to some aspects of Relationships (Questions 8 to 10 mostly colored in deep blue).

¹⁶Note that participant’s agreement on these statements denotes confusion between dialogue and debate.

Figure 3. Participants' Capability Scores on Dialogue



The Relationships component presents the best performance across the board – with participants scoring 5.5 points. This positive effect mainly originates in participants' readiness to develop personal ties between them. Although both groups of participants take initiatives to develop mutual contacts and relationships, former participants are more likely to exert influence in creating a friendly environment for personal relationships across ideological borders and score better on Statements 8 to 10. Both participants' groups have of course carried out different mechanisms in order to integrate themselves into the WD. In this context, during the interviews, new participants often acknowledge a perceived division line between the 2 groups of participants. While former participants look more organized amongst themselves, new participants found themselves in a more timid position.¹⁷ This may explain to some extent the overall perception of participants who confess "le sentiment distant" towards their colleagues (Question12). It is worth noting that unlike former participants, new participants are not showing any particular motivation to know each other's personal story – which has been one of the well-quoted incentives behind the success of Phase 1. This notwithstanding, the process of developing personal contacts between participants is currently on its way and while the former participants' group seems to have taken the lead, this process still needs to be fostered.

¹⁷ One of the new participants has observed that there exists a kind of "grouping" which is based not so much on ideological grounds as it is on seniority.

Finally, the Willingness to Cooperate component presents a mixed record scoring 4.8 on average. In this context, the issues raised by the survey refer to participants’ involvement in activities organized by NGOs from another ideological background. By all means, this mutual exchange still needs to be developed. Although tiny, the differences between the two groups of participants show a somewhat larger inclination of the new participants for a greater sharing with other NGOs of different ideological backgrounds. However, such an inclination still remains a matter of “good will” as long as both former and new participants are not pro-actively committed to any collaboration at an institutional level as it stems from the interviews.

c. Long-term commitment to dialogue

While the interest aroused by Phase 2 is undoubtedly shared among the “former participants”, there are divergent opinions sometimes as to the organization of Phase 2 program - especially when it comes to the following two options: consolidation of the original group versus expansion of the group. The “former participants” seem to have privileged enhancement of links between associations participating in Phase 1. This request comes at a time when collaboration between old associations is virtually nonexistent. Apart from a few personal exchanges on social media, it seems that there has been no initiative to support joint projects nor any exchange or reciprocal invitations to events organized by these associations. In fact, there are arguably several federative ideas but “former participants” show no personal willingness and are keener on adopting a wait-and-see position. For example, one of the former participants points out in her interview to the opportunity for productive exchanges with her colleagues

“If I get invited, I have no problem going there.”

in the group of Phase 1. The initiative for such exchanges was taken by the SFCG team that launched the discussion on social networks. Moreover, even the distribution of the “Joint Statement” does not seem to have exceeded a small circle of people within the NGOs participating in Phase 1. At this level, it should be noted that of all 4 new representatives of NGOs already present in Phase 1, only 2 of them had heard of (or had access to) the “Joint Statement”. Although participants were not able to provide any valuable reason behind this “wait and see” attitude personal motivation seems to be behind such a behavior. For example, both new representatives of NGOs already present in Phase 1 who acknowledged having read the “Joint Statement” show sharp personal interest on WD Program. This finding shows once again that whatever participant’s personal dedication may be it does not ensure the “institutional commitment” to the program.

For their part, the new participants and the organizations they represent have virtually no relationship with associations that hold different ideologies. Some reasons for this lack of contact may emerge from the interviews and they can be associated with different measures to address them.

There is first, and quite naturally, sheer ignorance of associations to each other – as contacts between them are almost always drawn on the basis of affinities to the ideological positions they are supposed to stand for. This leads some of them to state: “no one invites us” and others to claim that “they are very different from us; we have nothing specific to tell each other.” There again, we can recognize the crippling weight of stereotypes and prejudice.

Second, the regional factor may well add up and lead to some standardization of associations on the basis of ideological affinities within one city or region. Thus, for some specific regions i.e. the southern and to a less extent, the western regions – and despite the diversity of community life – it is the prominent activities of NGOs driven by one particular ideological side that pace the rhythm of life in such regions. In fact, as mentioned by one of the participants, it seems that

"there is no one with whom we could really exchange opinions because almost all of us (the NGOs of the region) share the same ideological inspiration."

There is finally one aspect that relates to the size of the NGO. Large NGOs – i.e., either those driven by a modernist ideological inspiration and long-established in the landscape of civil society, or those having a "faith-driven" inspiration, recently created but already marking rapid progress – are best able to undertake contacts between themselves. But there again, those contacts remain rather sporadic. For example, between the end of Phase 1 of the Project and the beginning of Phase 2, there has been no exchange between associations, and in terms of preparation for joint activities, no invitation or other initiative could be reported. Having said that, all participants have readily expressed their willingness to exchange and work with NGOs from different ideologies.

6.2. Building Group Cohesion

Program’s Objective: Increase group cohesion

Facilitating greater cohesion among participants is one of the program’s main objectives that the baseline study had to address. We consider 3 underlying mechanisms which may promote group cohesion: (i) positive perception of differences, (ii) acknowledgment of common interests/values and (iii) positive relationships. A Cohesion Capability Index is constructed consisting of 9 survey questions which cover the three mechanisms cited above.¹⁸

The Cohesion Capability Index scores 5.5 with the group of former participants showing a slightly better performance (5.6 vs 5.4) Indeed, former participants continuously outperform on almost all the components of the Index. They show greater interest and positive attitude in discovering common ground issues and appear to be more willing to allow for human relationships to be forged. This confirms the leading role that the former participants seem to have taken such as evoked many

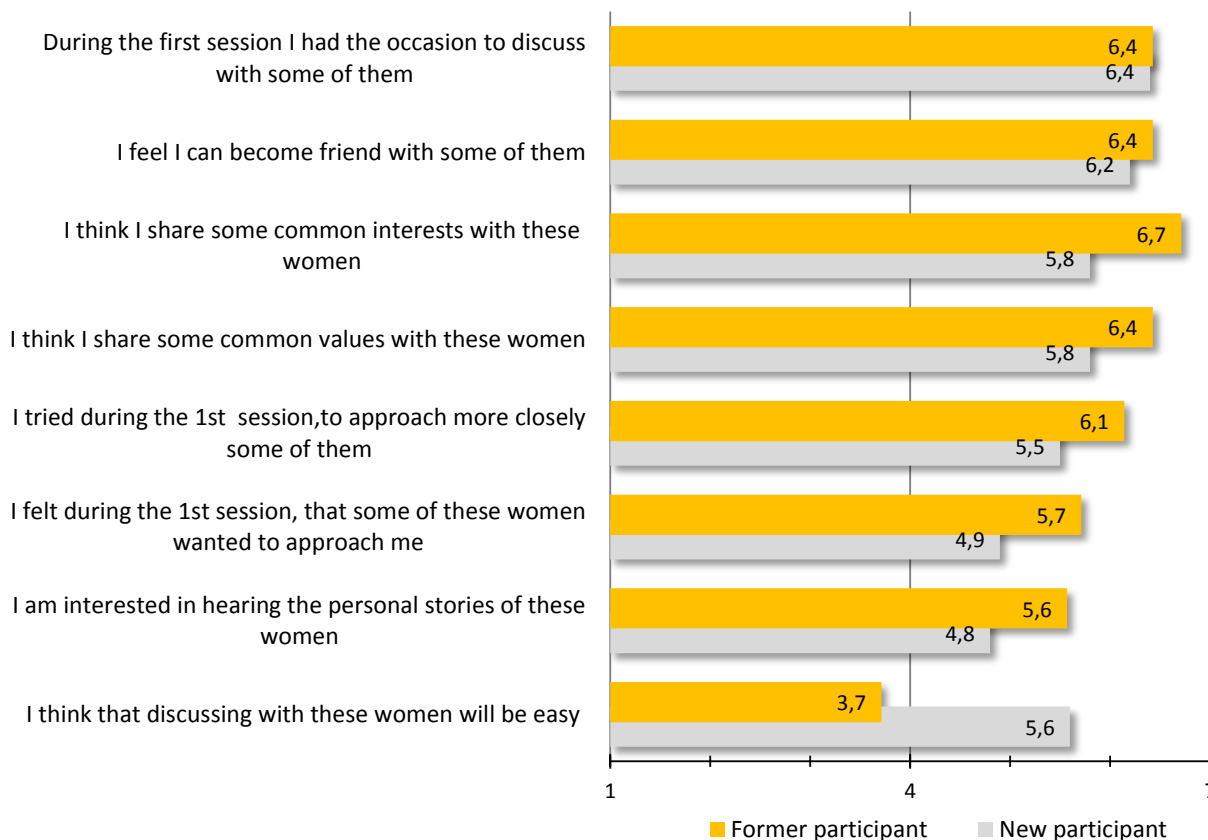
times by the new participants during the interviews. There are however two particular concerns with the group cohesion on matters relating to mutual perceptions. Both

*“What I am unable to see, others can see it better than me
... in order to reach a happy medium.”*

groups of participants acknowledge feeling that some of their colleagues that represent a different ideological background “wanted to keep their distances” was the why of this probed into during the interviews? (Question 12 scoring below value 4). Moreover, the survey shows that most of the former participants declare that dialogue with new participants from a different ideological background may not be easy. As in-depth interviews show, these affirmations do not extend beyond personal perceptions as long as they are not supported by any specific examples. They may only reflect the lack of opportunity for participants to further elaborate on their discussions during the Program. This notwithstanding, it may be helpful for the Program’s effectiveness to have this issue dealt with in order to dissipate any potential risk for the group cohesion.

¹⁸ The Cohesion Capability Index calculation shares the same guidelines with the other capability indexes as presented in the methodology.

Figure 4. Participants’ Scores on Cohesion Capability Components



6.3. Enhancing Participants’ Capabilities

The WD Phase 2 aims to increase participants’ capabilities in mediation, negotiation and advocacy skills. The data collected from the baseline survey reveals that participants perform quite differently on these program’s dimensions – depending not only on which group they belong to but also on participants’ perceptions. In other words, participants’ very high expectations and very low skills and practices are the main features of the baseline situation over the three components of the program.

Program’s Objective: 15% increase in negotiation, mediation, and Common Ground advocacy skills

Box 2. Women's Dialogue definitions

Mediation is an effective tool used to alleviate tension between conflicting parties. It requires applying third party assistance in order to effect a peaceful settlement between the contending parties. The Women's Dialogue project involves women representing different ideological perspectives in terms of women's rights advocacy. In order to reach a common advocacy strategy, a third party is needed in order to facilitate the dialogue and the selection of the law or the reform to be changed.

Negotiation is a process that looks into finding a common ground and resolving a dispute where opposing parties can reach a compromise, build alliance and forge networks. The negotiating parties discuss ways to collaboratively address a significant women's rights issue in Tunisia and advocate for it. Negotiations can be conducted with or without the assistance of a third party, such as a solicitor.

Common Ground Advocacy refers to the joint legal campaign that will be conducted by the women participants. Following the agreement on a common reform to advocate for, the organizations will mobilize collectively in order to voice their campaign and reach out to the public. The participants will invest their resources in order to support the success of their collaborative efforts which highlights the common ground they worked on through a non-adversarial advocacy campaign strategy

Source: SFCG Team

At first glance, it emerges that participants’ skills over the 3 dimensions score quite low throughout the groups compared to participants’ attitude. Indeed, 13 (12) out of 17 participants have not received any training on Mediation (Negotiation); 9 participants have not been trained on advocacy issues either. The lack of training is more noticeable among the group of new participants whose scores are much below the normal standard and far from the performance of the group of former participants. Moreover, the lack of training is not limited to the participants only but also affects, to varying extents, the board members of the NGOs represented in the Dialogue. As the survey shows,, almost half of the NGOs represented in the WD have no trained board member in mediation, negotiation or advocacy This appears to be a paradox: during the interviews, all participants emphasized the high degree of interest for mediation, negotiation and advocacy training as a valuable tool in their everyday professional life yet the needed training has not been provided. This may be another reason for participants to unanimously welcome the SFCG training on these issues.

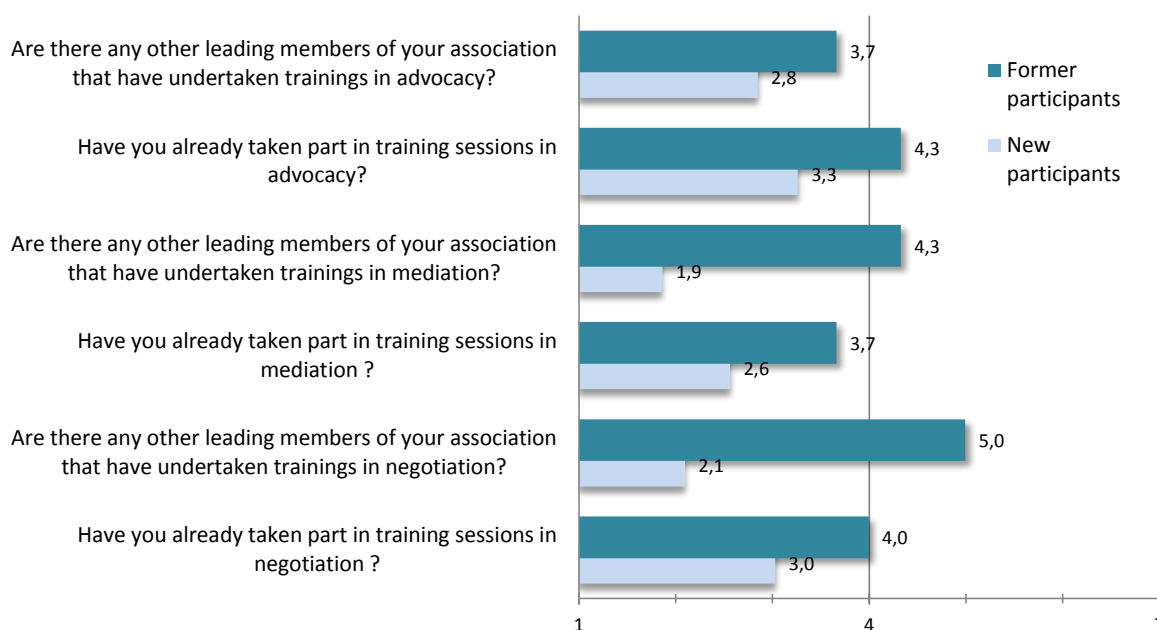
Table 2.Capability Index on Mediation, Negotiation and Advocacy

		New participants	Former participants	All participants
Mediation	A1. Attitudes	6,0	5,5	5,8
	A2. Skills/Practices	3,2	4,4	3,7
	<i>Mediation Capability Index</i>	5,0	5,1	5,0
Negotiation	A1. Attitudes	5,6	5,5	5,6
	A2. Skills/Practices	4,0	5,2	4,5
	<i>Negotiation Capability Index</i>	5,1	5,4	5,2
Advocacy	A1. Attitudes	6,0	6,6	6,2
	A2. Skills/Practices	4,1	5,0	4,4
	<i>Advocacy Capability Index</i>	4,9	5,7	5,3

Besides, this general lack of training may explain the very high expectations participants seem to show towards these topics. This “extreme” positive attitude, although based in wishes for the training to succeed, may sometimes lead to misunderstandings about the usefulness of these tools. Indeed, there is an overall tendency among participants to attribute loadable virtues to both mediation and negotiation techniques. For example, participants look very optimistic in stating that mediation/negotiation allows everyone involved in a dialogue process to get what he/she asks for. Thus, they seem to consider these tools as practices to secure their own rights much more than ingredients to ease dialogue and find out common concerns. This perception is somewhat controversial as it leaves little room for the concessions that a dialogue process may require in order to reach agreement. For that reason, the observed “overconfident” reliance on mediation/negotiation needs to be addressed and considered in close relation with participants’

attitudes on dialogue. As the survey showed, when it comes to attitudes towards dialogue, there is a clear readiness in participants to confuse dialogue and debate.

Figure 5. Participants’ Scores on Mediation, Negotiation and Advocacy Skills



As a consequence, in their attitudes toward negotiation/mediation participants appear to seek solutions to settle debates, to be on “the winner side” much more than to look for mutual concessions. It is worth mentioning that participants’ lack of knowledge made them experience difficulties defining these techniques and distinguishing one from the other during the interviews. When asked to provide a description of these techniques, participants always tend to assign the same characteristics while paying greater attention to conciliation-based concerns rather than concession-based ones. Not surprisingly, participants scored very high in attributing positive effects to negotiation/mediation as techniques that allow reconciliation between people and help improve personal relationships. By all means, all these are useful components but not necessarily the greatest advantages of these techniques which mostly consist in teaching people how to make concessions?

A similar pattern is found in Advocacy issues where participants’ attitudes outperform practices and skills. Indeed, most of the participants are inclined to confuse advocacy with awareness-raising campaigning and they lack contact with public/political decision-makers. With the exception of three nationwide secularist NGOs and one islamist-ideology-driven NGO represented in both phases of the program, no other NGO, especially among the new ones, has ever been committed or involved in advocacy campaigning. While new participants have little knowledge on this topic, former participants seem to be well aware of this technique and of its use in their NGO activities. They all agree that advocacy should be a key component for civil society and that it can equally be useful beyond working life context. However, it is interesting to notice that while attitude towards advocacy tends to become uniform in both participants’ groups, former participants clearly distinguish themselves and score much better than their colleagues when it comes to the need for advocacy as legislative leverage in women’s rights matters.

Interviews show that this “advocacy’s utility gap” between the two groups of participants may originate from different perceptions – some participants

“You may have a very good law which guarantees women’s rights but how to ensure that the law is going to be enforced? How to ensure that women themselves want the law to be enforced?”

defined it as “a perception shift” – of the women conditions in the country. Participants from NGOs operating in the hinterlands emphasize the regional local context that makes women’s living conditions difficult. These participants suggest that women themselves are not aware of their rights and that laws, when available, have very little power on women’s mentality and therefore do not improve much women’s living conditions. They argue that women in their regions need particularly to be informed of their rights much more than to engage in any legislative moves.

7. Conclusions and Recommendations

The success of Phase 1 of the Program, such as perceived by the participants, has contributed to very high motivation of participants from all sides and can act as a driving-force for the success of Phase 2. This enthusiasm seems grounded in the personal conviction of all participants – especially the new ones – that the dialogue is necessary to move beyond conflicts. It also reflects the fact that a culture of debate and exchange is going to pave its way in the Tunisian political landscape which over one year has been characterized by the easing of political tensions and the rising of new hope over the adoption of the new Constitution. However, in spite of this overall promising environment and as long as the baseline study is concerned one may conclude – based on the Capability Index analysis – that participants’ behavior towards the main components of the WD Phase 2, namely mediation, negotiation and advocacy, is characterized chiefly by two main tendencies: very positive attitudes and standard-to-low skills and practices.

In this context, the following trends emerge among participants which need to be considered in order to enhance the program long-term effectiveness:

- ❑ The Dialogue Capability Index scores short above the standard level of performance. This situation is mainly due to insufficient positive attitudes to enhance a sound dialogue process. In this respect, participants from all stripes still have biased perception of differences while misperceptions of dialogue versus debate are always present among participants.¹⁹ Moreover, one may have expected that former participants would have performed better than their new colleagues on dialogue capacity but this seems not to be the case. As a consequence, the Phase 2 of the program may include more extensive trust and team building activities in order to develop tolerance and lead participants to mutual “discovery”. The program should insist that the Dialogue is not only an objective *per se* but is all about *a process* that participants must make it their own. This is the only way to avoid that participants revert to their former behavior/attitudes as it seems, to some extents to be the case for the former participants.
- ❑ Although participants show themselves very keen to discover common ground issues and to build personal relationships, this positive attitude does not lead to greater collaboration between NGOs from different ideological backgrounds. Thus, further efforts are required to make participants more willingly to go beyond the personal relationship and seek support from their respective organizations to develop mutual exchanges. This lack of initiatives has already arisen in the Phase 1 and seems not having been addressed.²⁰ However, as long as SFCG Tunisia is concerned, it may propose and engage the organizations participating in the WD Phase 2 in common actions on the ground. Former participants show a slightly better performance in forging group

¹⁹ Please note that this gap in acquiring positive attitudes on dialogue concerns has already been identified and reported in Phase 1 Evaluation Report of the program. See for details “Women Dialogue Evaluation Report – Phase 1”, March 2014.

²⁰ Note that the WD Evaluation Report Phase 1, mentions that participants “still consider SFCG as a key actor in taking initiatives to scale up the program.”

cohesion such as measured by the Cohesion Capability Index which scores at a 5.5 value. Due to their seniority in the program former participants appear to occupy a leadership position in the group as perceived by some of the new participants. Although there is no evidence that such a behavior may lead to misunderstandings within the group, this is an issue that may need to be addressed to avoid any potential hindrance to the dialogue that may arise. The trust building activities recommended above will also help foster the cohesion among participants

- ❑ Capability Indexes on negotiation and mediation techniques score quite low and show visible lack of skills and practices. For most of the participants, this is the first time they are offered the opportunity to get trained in these topics. As a consequence, they all nurture great expectations towards Phase 2 especially when it comes to the training component. It will be the program’s main challenge not only to meet participants’ expectations but also to dissipate some misperceptions that participants hold on these issues. Participants expect these tools will help them deal with various contentious situations. Thus, the training program needs to provide significant case studies making clear the effective use of these tools not only on women’s rights issues but also on everyday life.
- ❑ Advocacy Capability Index shows that participants’ attitudes outperform practices and skills. The participants in the program – except some former ones who represent deep-rooted NGOs – have never been involved in advocacy campaigning. Although they all show great interest in advocacy issues, they do not all agree on the utility of advocacy for legislative purposes on women’s rights. This may be a threat for the success of the program as it may keep participants from gaining support from their respective organizations for the advocacy campaign. This issue is of particular relevance as long as the “institutional dimension” is a key requirement for the advocacy campaign ought to crown the WD Phase 2. At this point of time, the program needs to ask participants to provide the SFCG team with a roadmap elaborating the way they think their organization will be involved in the final advocacy campaign. This will be an early incentive for participants to gain support from their NGOs and ensure that the advocacy campaign will be backed not only by the participants but also by their organizations.

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Appendix 1. Summary of baseline evaluation indicators

Program component	Evaluation dimension	New participants score	Former participants score	All participants score	Capability Gap *
Dialogue	A1. Attitudes	4,5	4,2	4,4	7
	A2. Relationships	5,3	5,6	5,4	4
	A3. Willingness to cooperate	4,9	4,8	4,8	1
	<i>Dialogue Capability Index</i>	4,8	4,7	4,7	2
Group Cohesion	A1. Attitudes	5,7	5,6	5,7	1
	A2. Relationships	5,3	5,6	5,4	1
	<i>Group Cohesion Capability Index</i>	5,5	5,6	5,5	-
Mediation	A1. Attitudes	6,0	5,5	5,8	-
	A2. Skills/Practices	3,2	4,4	3,7	10
	<i>Mediation Capability Index</i>	5,0	5,1	5,0	-
Negotiation	A1. Attitudes	5,6	5,5	5,6	-
	A2. Skills/Practices	4,0	5,2	4,5	6
	<i>Negotiation Capability Index</i>	5,1	5,4	5,2	1
Advocacy	A1. Attitudes	6,0	6,6	6,2	-
	A2. Skills/Practices	4,1	5,0	4,4	7
	<i>Advocacy Capability Index</i>	4,9	5,7	5,3	2

* number of participants scoring below standard performance level (score 4)

Appendix 2. Analytical framework for baseline evaluation indicators

Outcome	Key evaluation component (D)	Key evaluation dimension (A)	Measures at participant's level			Outcome measure <i>Capability Index</i>
			Survey questions/ Statements	Indicators		
				Dimension (B)	Component Capability Index (C)	
Facilitate dialogue and greater cohesion among women	D1. Dialogue	A1. Attitudes	<u>Question 1</u> <u>Question 2</u> ...	Mean score	Weighted mean score (B)	Mean score of (CI) over all participants
		A2. Relationships	<u>Question 1</u> <u>Question 2</u> ...	Mean score		
		A3. Willingness to cooperate	<u>Question 1</u> <u>Question 2</u> ...	Mean score		
Enhanced participants' capacity in negotiation, mediation and Common Ground (non-adversarial) advocacy skills	D2. Negotiation	A1. Attitudes	<u>Question 1</u> <u>Question 2</u> ...	Mean score	Weighted mean score (B)	Mean score of (CI) over all participants
		A2. Skills/Practices	<u>Question 1</u> <u>Question 2</u> ...	Mean score		
	D3. Mediation	A1. Attitudes	<u>Question 1</u> <u>Question 2</u> ...	Mean score	Weighted mean score (B)	Mean score of (CI) over all participants
		A2. Skills/Practices	<u>Question 1</u> <u>Question 2</u> ...	Mean score		
	D4. Advocacy	A1. Attitudes	<u>Question 1</u> <u>Question 2</u> ...	Mean score	Weighted mean score (B)	Mean score of (CI) over all participants
		A2. Skills/Practices	<u>Question 1</u> <u>Question 2</u> ...	Mean score		

Appendix 3. Scoring rule (continues)

Survey Questions	Dialogue			Group Cohesion		Mediation	Negotiation	Advocacy	Scoring rule *
	Attitudes	Relationships	Willingness to cooperate	Attitudes	Relationships	Attitudes Skills / Practices	Attitudes Skills / Practices	Attitudes Skills / Practices	
Question 1	●								rule 2
Question 2	●								rule 2
Question 3	●			●					rule 2
Question 4	●								rule 2
Question 5	●								rule 2
Question 6	●			●					rule 1
Question 7	●			●					rule 1
Question 8	●				●				rule 1
Question 9	●				●				rule 1
Question 10	●				●				rule 1
Question 11	●				●				rule 1
Question 12	●				●				rule 2
Question 13	●				●				rule 1
Question 14		●							rule 2
Question 15		●							rule 2
Question 16		●							rule 2
Question 17		●							rule 1
Question 18			●						rule 1
Question 19			●						rule 1
Question 20			●						rule 1
Question 21			●						rule 1
Question 22						●			rule 1
Question 23						●			rule 1
Question 24						●			rule 1
Question 25						●			rule 1
Question 26						●			rule 1
Question 27						●			rule 1
Question 28						●			rule 1
Question 29						●			rule 1
Question 30						●			rule 1
Question 31						●			rule 1
Question 32						●			rule 1
Question 33						●			rule 2
Question 34						●			rule 1
Question 35						●			rule 1
Question 36							●		rule 1
Question 37							●		rule 1
Question 38							●		rule 1
Question 39							●		rule 1
Question 40							●		rule 1
Question 41							●		rule 1
Question 42							●		rule 1
Question 43							●		rule 1
Question 44							●		rule 1
Question 45							●		rule 1
Question 46							●		rule 1
Question 47							●		rule 2
Question 48							●		rule 1
Question 49							●		rule 1

Appendix 4. Scoring rule (end)

Survey Questions	Dialogue			Group Cohesion		Mediation	Negotiation	Advocacy			Scoring rule *
	Attitudes	Relationships	Willingness to cooperate	Attitudes	Relationships	Attitudes Skills / Practices	Attitudes Skills / Practices	Attitudes	Skills / Practices	Attitudes Skills / Practices	
Question 50										●	rule 1
Question 51										●	rule 1
Question 52										●	rule 1
Question 53										●	rule 1
Question 54										●	rule 1
Question 55										●	rule 1
Question 56									●		rule 1
Question 57									●		rule 1
Question 58									●		rule 1
Question 59									●		rule 1
Question 60									●		rule 1

* Rule 1: Score 1 attributed to "totally disagree" response; Score 7 attributed to "totally agree" response

Rule 2: Score 1 attributed to "totally agree" response; Score 7 attributed to "totally disagree" response

Appendix 5. Survey questionnaire

See Excel file

Appendix 6. Interview guide

The interview aims at elaborating on issues raised in questionnaire in relation with participants’ perception and practice of dialogue, mediation, negotiation and advocacy. Not all the questions apply to all participants. The interview is adjusted to the participants’ response of the questionnaire.

(N: New participants; F: former participants)

1. What motivated you the most to participate in the “Women Dialogue” Program Phase 2? N
2. What are you expecting from the “Women Dialogue” Program Phase 2?
3. Do you consider the Phase 2 in line with your expectations as of the SFCG role in fostering the WD sustainability? F
4. At your opinion, how important is the gap between diverging opinions in the group? N How much serious is this gap to hinder a peaceful debate?
5. To what extent can you perceive some common interests/values that you share with participants holding opposite convictions to yours? (Elaborate on values, perception of differences and nuances, etc...) N
6. In general, do you think that the proximity of your shared opinions facilitate integration into this group? N
7. In the present situation, do you believe that entering into dialogue with people whose interests/opinions are different/opposite is necessary? Unavoidable? Open to all topics? N
8. As a former participant in the WD, how do you perceive, in regard with your former experience in the WD, the new participants in terms of their inclination to dialogue? F
9. To what extent do you feel your personal or professional relationships are affected by discussions with persons whose opinions differ from yours? (Tolerance and acceptance of differences) N
10. Does your organization support any initiative to actively cooperate with NGOs with different ideological background? Do you think that the dialogue with such organizations is necessary?
11. Have you or your organization ever had the opportunity to work with NGOs with different ideological background? N
 - a. Since June 2014 (WD Phase 1 completed), have you been invited in an event organized by the other participants’ organizations or by other organizations whose opinions differ from yours? Have you in turn, invited in your events representatives (participants) from other NGOs of different ideological background? F
 - b. Have you kept in touch with participants in “Women Dialogue” that had opinions/ convictions different from yours?
12. Should you be invited, are you ready/willing to work with organizations/individuals having political/religious convictions different from yours? N
13. Can you tell me if you always keep sharing with people the Joint Statement drafted at the end of Phase 1? F
14. What mediation means to you? What are your expectations at the issue of a mediation process? How does it help, in your opinion, to build a fruitful dialogue? Did you ever find yourself in situation where you think mediation skills would have been useful to you? Do you see any topics in relation with women’s’ right where you think mediation is necessary to dialogue? Why?
15. Same as 12 on negotiation
16. Same as 12 on advocacy
17. At the end of Phase 2 you are expected to actively advocate a specific legislative initiative related to women’s rights. How do you think you could ensure your organization support to back this initiative?

Appendix 7. Interview evaluation matrix

Evaluation criteria	Evaluation topic					
	Motivation for dialogue	Relationship	Common values	Mediation	Negotiation	Advocacy
<i>The topic emerged clearly/spontaneously during the interview</i>						
<i>No particular need for the evaluator to reframe questions</i>						
<i>The interviewee elaborates on her opinion (if applies)</i>						
<i>The interviewee provides examples/references to support her opinion (if applies)</i>						
<i>The interviewee elaborates on gaining institutional support from her organization (if applies)</i>						
<i>The interviewee avoids contradictory/confusing purposes on the topic throughout the interview</i>						
General observations						

Appendix 8. List of interviewees

	Organization	Interviewee	Status
1.	Femme et Citoyenneté	GhofraneHeraghi	Former participant
2.	Amal pour la Famille et l'Enfant	MoniaGarci	Former participant
3.	Association des Femmes Tunisiennes pour la Recherche	SamiaLteif	Former participant
4.	La Femme Libre	MounaHadar	Former participant
5.	Forum Tunisien des Droits Economiques et Sociaux	RymAgrbeoui	New participant
6.	Tunisian Association of Management and Social Stability	DarineBel Haj Hassine	New participant
7.	NissaTounissiet	FatmaCherif	New participant
8.	Union Nationale de la Femme Tunisienne	RadhiaJerbi	New participant
9.	Chambre Nationale des Femmes Chefs d'Entreprises	Leila Belkhiria	New participant
10.	AFP	Lilia Andoulsi	New participant
11.	Connecting Group	AmelChahed	New participant
12.	NissaAssilet	Janet Nasraoui	New participant
13.	Femme et Leadership	IkbelGharbi	New participant
14.	Association Femmes	MeriemChebli	New participant

Appendix 9. Terms of Reference



Search for Common Ground - Tunisia
7Bis, Rue Kotema
Mutuelle Ville, Tunis
Telephone +216 98 743 804
emploi@sfcg.org | www.sfcg.org
Telephone +216 98 743 804

Search for Common Ground (SFCG) Tunisia

Terms of Reference

Baseline Study

Project: Women’s Dialogue Phase II

Search for Common Ground (SFCG) seeks an experienced consultant to conduct a Baseline Study for the Women's Dialogue project in Tunisia. **The study should begin September 8, 2014** and be fully completed by **October 6, 2014**. The first draft is due September 29, 2014. The applicants meeting the criteria listed further in this document should send their application before **September 05, 2014**.

1. Background

1.1. Organization Overview

Since 1982, Search for Common Ground, an international non-governmental organization, has been working to transform the way the world deals with conflict: away from adversarial confrontation, toward cooperative solutions. We work with partners on the ground to strengthen local capacity to deal with conflict. Operating within 36 countries, SFCG uses creative, multi-faceted approaches to help divided communities understand differences while working toward commonalities. SFCG has been working in Tunisia since 2011 and works to promote a culture of dialogue and social cohesion through a combination of youth leadership initiatives, dialogue facilitation, and conflict sensitivity media training. For more information, visit <https://www.sfcg.org/tunisia/>

1.2. Intervention Summary

The Women’s Dialogue Phase II, (Phase I completed in 2013) will aim to further support the existing dialogue coalition of women CSOs from all ideologies **to deepen the dialogue within their base and respective constituencies, expand its scope to new CSOs as well as engage in joint legal advocacy efforts**. While the first phase focused on closed-door dialogues, the proposed second phase will focus on public outreach facilitated by women and joint advocacy aimed towards the Secretary of State in charge of women as well as lawmakers.

2. The Baseline and Conflict Perception Study

2.1. Study’s Goal and Objectives

The goal of the baseline study is to improve peaceful and constructive dialogue practice conceptually and programmatically. Specifically, we are looking to concretely measure **(1)** cohesion among women CSOs **(2)** level and quality of dialogue among women CSOs **(3)** level and quality of joint advocacy activities/initiatives for select women's rights issues.

2.2. Audience

The **primary audience** of the Baseline Study will be SFCG more specifically the project team that will use its findings and recommendations to review the project logic and set an M&E plan based on the baseline information.

2.3. Methods

The study will target both the women and women led-NGOs participating in the dialogue. Several governorates will be targeted for the baseline study; the names will be shared with the consultant upon the contract signature.

The data collection methods will include:

- Targeted survey of previous women and women-led NGOs who have participated in the Women's dialogue Phase I
- Interviews and focus group discussions with current and new women participants

The specific locations of data collection, as well as numbers of surveys, interviews, and focus groups will be determined in negotiation with the Project Manager and Evaluation Coordinator. **The hired evaluation consultant will be expected to develop (1) methodology for concretely measuring Attitudes, Relationships and Skills; (2) Baseline Plan (3) Data collection tools.**

3. Implementation Information

3.1. Baseline Manager

The consultant will work closely with SFCG-Tunisia, Senior Project Manager and DM&E Coordinator who will be ensuring that milestones are met, coordinating logistical support. Tunisia Country Director, will be in charge of signing off on the final report.

3.2. Location

For data collection purposes, the consultant will have to travel to the 9 different governorates. The SFCG Tunisia office will assist with coordination, scheduling, and transportation.

3.3. Deliverables

- A **Baseline Inception report** detailing a proposed methodology, completed data collection tools; and a completed baseline data collection plan matrix and a baseline plan
- A **draft Baseline Study report** for review by SFCG staff and to be approved by SFCG Tunisia Country Director and SFCG DM&E Regional Specialist
- **Raw data/notes from the surveys, FGDs and interviews**
- A **Baseline Study report** (maximum 25 pages in length excluding appendices) based on the following table of contents:
 - ✓ List of acronyms
 - ✓ Executive summary of no more than three pages
 - ✓ Overview of the context
 - ✓ Organization and program background
 - ✓ Methodology
 - ✓ Evidence-based conclusions: These include the findings and the analysis
 - ✓ Recommendations for SFCG project
 - ✓ Appendices:
 - Appendix A – Terms of reference
 - Appendix B – Data collection tools
 - Appendix C – List of the FGDs and Interviews conducted
 - Appendix D – Project Logframe
 - Appendix E – Project's indicators baseline measures
 - Appendix F – Bibliography
 - Appendix G – Consultant Biography

NB: The final baseline report will be written in English.

3.4. Deadlines

- Baseline consultant recruitment deadline: September 8, 2014
- Deadline for finalizing the data collection tools: September 13, 2014
- Deadline for the draft report: September 29, 2014
- Deadline for the final deliverables: October 8, 2014

3.5. Logistical Support

SFCG Tunisia will provide the consultant with logistical support through:

- Ensuring that the consultant receives key documents in a timely manner
- Helping to set up the interviews and recruit the interviewees
- Helping to set the FGDs, recruit the participants and organizing travel if necessary
- Arranging meetings with the project team and key staff
- Providing administrative support such as photocopying, fax machines, and office space.

4. The Baseline Study Consultant

4.1. Role and Responsibilities of the Consultant

The consultant will be responsible for:

- Developing a complete methodology for measuring existing Relationships, Skills and Attitude
- Developing and test the data collection tools in collaboration with SFCG team: (1) the survey (2) the Interviews Guide and (3) the FGDs guide
- Designing an inception report
- Collecting the data through surveys, interviews and FGDs
- Analyzing the data & Reporting

4.2 Consultant’s Qualifications

SFCG-Tunisia seeks an experienced consultant with the following qualifications:

- Proficiency in Arabic and English (or, French and English)
- At least 5 years of experience in project evaluation or the equivalent in DM&E expertise, including collecting and analyzing data from interviews, surveys, FGDs, etc.
- Understanding of and experience working with women empowerment women's rights programming in Tunisia
- Strong English language writing skills
- Experience in working with international organizations
- Experience in conducting baseline studies
- Strong communication and writing skills in Arabic
- Research and evaluation methods and data collection skills
- Ability to be flexible with time and work schedule
- Ability to work and travel independently
- Attention to detail and ability to meet tight deadlines
- Conflict transformation and peacebuilding experience

5. Application Guidelines

SFCG Tunisia invites all interested and qualified candidates to submit a resume, a proposal for the Baseline (including methodology and a tentative budget) and a letter of interest, clearly explaining how their experience meets desired qualifications by the September 5, 2014 to the following contact: exploitunis@sfcg.org

6. Contact Details

For more information, please contact Ikram Said ibensaid@sfcg.org

