

The Mid-Term Evaluation report **of**

“ Empowering Young Change Makers” Project Search For Common Ground-SFCG, Tunisia

Submitted to SFCG-Tunisia

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Draft

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Executive Summary

SECTION I. BACKGROUND INFORMATION

1.1 Introduction/Context

Since 1982, Search for Common Ground (SFCG), an international non-governmental organization, has been working to transform the way the world deals with conflict: away from adversarial confrontation, toward cooperative solutions. SFCG is engaged in a long-term process of incremental transformation, so we make long-term commitments. We work with partners on the ground to strengthen local capacity to deal with conflict. SFCG currently has offices in 30 countries. Our “toolbox” includes mediation/facilitation training, common ground journalism, radio/TV, drama, and music.

The uprisings in Tunisia towards the end of December 2010 and in Egypt as of January 25th 2011, that followed by the revolution in Yemen marked the beginning of a watershed event that not only changed the futures of Tunisia, Yemen and Egypt, but left a lasting impact in the entire MENA Region and even some other Gulf area countries as well with what is known as the “Arab Spring”. Such transition contributed not only to changing the governments in Tunisia, Egypt and Libya, but also youth themselves felt empowered and have started to question their role in society and at the community level including their possible roles in the different community activities to contribute effectively in the development of their countries as the most important human capital in every county.

It is worthy saying that the interest for and importance of adolescent & youth¹ participation increased significantly as a result and part of the Arab Spring movements in some of the MENA region countries, demanding better life opportunities with full freedom, social justice and democracy. Nearly one in five people living in the Middle East & North Africa (MENA) region is between the ages of 15-24 the age group defined as “youth”² - the current number of youth in the region is unprecedented: nearly 82 million for adolescents (10-15 years old) in 2012³.

There is increasing recognition among governments, international development agencies, NGOs, and young people themselves of the importance of youth civic engagement. Civic engagement is one of the key components for positive youth development and the successful transition to adulthood. It allows young people to “practice” and exercise citizenship, develop life skills, and enhance their employability and learning outcomes. At risk young people can also become re engaged in society through these types of activities. Beyond their positive impacts on participants, youth civic engagement programs can significantly impact communities, increasing social capital, decreasing violence, providing key social services, and meeting overall community development needs.

¹ The term “Adolescent” in this document refers to young people aged 10-19, an age categorization used by the World Health Organization (WHO)¹, the United Nations’ Children Fund (UNICEF)¹, and the United Nations Population Fund (UNPFA). Other terms that are interchangeable used include youth, defined by the United Nations General Assembly as those aged 15-24, and young people who are commonly defined as those aged 10-24.

² United Nations; World Population aspects: The 2004 revision (New York: UN, 2005).

³ UNICEF MENA Datasheet on Young People 2012.

Tunisia marked the first anniversary of its largely peaceful revolution on January 14 2012. It has been a momentous year since spontaneous public uprisings involving women and men, old and young, rural and urban, led to the demise of a dictatorship. In October 2011, the first free and fair parliamentary elections in decades took place.

In Tunisia, the population ages 15-29- a key group for demographers- is very large, about 41-50 % of all adults ages 15-59⁴. Half of all Tunisians are below the age of 30. Young people have been the leaders of the revolution, and now need to acquire the skills to become the politicians, civil society leaders and social entrepreneurs of tomorrow. Several capacity barriers are likely to hinder youth participation in local civic governance. Tunisia does not have a recent history of independent civil society organizations and civic education, so youth and youth associations lack the advocacy, leadership, and communication skills necessary to constructively engage and effect positive change at the community level. Even for the youth who participated in leadership trainings before 2011, these were ad-hoc in nature, extremely infrequent, and with no follow up, coaching or mentoring to reinforce messages and create truly effective leaders and advocates.

Across the country civic activists, community builders and youth advocates are sounding the call to realign and re-envision the roles of youth in society⁵. Conversations with youth and adults confirm that the knowledge, skills, supports and opportunities needed to prepare and promote youth as constructive civic activists and community leaders must go beyond the current offerings of most schools and youth organizations.

With special focus on the Civil society in Tunisia and the female youth participation, it is worthy saying that Tunisia has an active women's rights movements although some NGOs have faced constraints due to certain rules that have restricted freedom of association⁶. Among the major Civil Society Organizations are the National Union of Tunisian Women (UNFT), which worked closely with the previous government, and the Tunisian Association of Democratic Women (ATFD) which submitted a shadow report to the United Nations Committee on the Elimination of Discrimination against Women for its 47th session (2010)⁷.

Search for Common Ground –Tunisia is working currently in the post-revolutionary context to help members of Tunisian society approach conflicts and differences in a constructive manner, through cooperation and dialogue. In order to promote this approach, SFCG-Tunisia is working through multiple channels, primarily with youth CSO representatives in 14 governorates out of the 24 governorates over Tunisia, the Tunisian media sector, and the local public officials, to build the capacity of individuals and institutions to approach challenges by understanding such differences and acting on commonalities accordingly.

⁴ Jeniffer Dabba Sciubba: The future Faces of War : Population national security, Feb-2011.

⁵ Merita Irby, Thaddeus Ferber and Karen Pittman: Youth action- The Ford Foundation and the Evelyn & walter HAAS, Jr Fund, 2001.

⁶ Freedom House, Women's rights in the Middle East and North Africa 2010 (report, online version, www.freedomhouse.org).

⁷ MENA Gender Equality Profile: Status of Girls and women in the MENA- Tunisia, UNICEF, October,2011.

1.2 Project Background

This project was designed as part of the SFCG-Tunisia's largest program called “**Youth Leaders Development Program**” which empower youth NGOs and political leaders of 14 governorates, in the form of youth councils, to reinforce their role and participation in local affairs during this period of democratic transition in Tunisia. Within the project timeline (Aug,2011:Jan,2013 with possible extension for additional short time, the project is intended to support the following Middle East Partnership Initiative (MEPI) Goal. The MEPI Goal is "*Participatory societies built where citizens have the regular opportunity to play an active role in making decisions that affect their lives and in holding their governments accountable*". So, the project planned to identify and train youth leaders in 14 of Tunisia's 24 governorates and create direct channels of communication with local officials.

Through this intervention, Search for Common Ground (SFCG), is planning to contribute to the empowerment of citizens, specifically youth, and to peaceful democratization through the genuine decentralization of political power. In order to achieve that, the project designed to equip young-change makers with the leadership and training skills to educate their peers on citizenship, democracy and human rights and with the project management and advocacy skills needed to engage constructively and in meaningful way in local civic governance processes and activities, either directly, through the office of an Ombudsperson, or through the creation of independent civil society organizations (CSOs).

1.3 Project Goal & Objectives

Referring to the TOR and other project documents were subject for the desk review, the following is the overall goal of the project, specific objectives and the expected results.

The **Overall Goal of the Project** is to “*Empower emerging youth leaders to effect positive change in their own communities from demand based towards cooperative engagement in local governance*”.

The **Specific objectives/Expected outcomes/results** of the project are as follow:

- Emerging youth leaders equipped with project management, advocacy, leadership, communication, NGO work, and conflict analysis skills to engage constructively in local governance.
- Emerging youth leaders, communities, and local officials have constructive dialogue, inspiration and exchange of political and social issues included through real and virtual spaces⁸.

1.4 Project Target groups and Beneficiaries

⁸ Spaces means public activities, dialogue, Facebook, YouTube, media, roundtables, any activity by CSO (Youth Council or other affiliations) as long as different parties are involved and it is connected to the primary target group and their affiliations.

- The following are the key **primary beneficiaries** groups are as follow:
 - ✓ Young people as youth leaders' between the ages of 15 and 30 years. The targeted youth people will be subject for the different capacity building activities during the life of the project or through the youth councils planned to be established.
 - ✓ The local officials through the round tables and the planned national meetings.
- As for the **secondary beneficiaries**, they are as follow: Other community members.

1.5. Project description

Program Hypothesis

If young leaders are provided with the skills and channels of communication for constructive civic engagement to effect concrete, positive changes in their own communities, and in parallel if local officials are sensitized to youth concerns and become more willing and able to view young people as partners in the implementation of changes, then civil society will be strengthened, and frustration and disaffection among youth will be reduced.

In addition to providing intensive training for young leaders and local officials, and reaching out to Tunisian youth through social media, this project includes peer learning exchanges among Tunisian youth, through national meetings and online debates, creating a national network of socially engaged youth. SFCG- Tunisia will also leverage its regional experience, organizing online debates and knowledge exchanges with social entrepreneurs throughout the MENA region to allow Tunisian youth to benefit from lessons learned elsewhere and to create an international network of contacts. Given the changeability of the Tunisian context, the project has been designed to be flexible to changing priorities and needs.

Local community-level engagement is essential to the establishment and consolidation of a truly democratic society. Particularly in today's environment of change in the North African region, the extent to which Tunisian youth are engaged in democratic reforms will determine their level of success. Promoting youth engagement in the design and implementation of practical, concrete projects to address the issues they identify as most urgent at the local level will invigorate and consolidate the process of democratization beyond the capital, and help to ensure that local communities feel included in the political process and trust in their ability to affect change without resorting to violence.

1.4 Special Circumstances Unique to Tunisia

Following the Jasmine Revolution and ouster of former President Zine Ben Ali in January 2011, Tunisian youth in particular have high expectations of the process of democratization, and have continued to protest for speedier and deeper reforms, with some protests becoming violent. In February, the head of the Higher Political Reform Commission warned that the country risked falling into anarchy as it transitions toward multiparty democracy⁹. Tunisian youth were powerful players in the revolution, and must feel that they have power in the new society to

⁹ See *Head of Reform Panel Says Tunisia Risks Anarchy as It Moves Toward Democracy*, New York Times, 21 February 2011, http://www.nytimes.com/2011/02/22/world/africa/22tunisia.html?_r=1

avoid an erosion of trust in newly-established or newly-democratic government institutions following the July 2011 elections.

Within this context, this aspect of what is now being called the “Arab Spring” in the region provides a critical backdrop for the approach to young people to make them aware about the respective correct meaning of the civic engagement concepts and terms and build a new generations of Tunisian furnished with the needed skills to play their role effectively in the community. As such, it stands as a model for adolescent and young people’ participation that preceded the revolution referring to the right understanding of the citizenship, participation and other civic rights concepts.

Tunisia is currently witnessing a flourishing of civil society. In the context of national democratic and constitutional reforms, and renewed donor interest, a great number of national NGOs are being established, with headquarters in the capital. There is a risk that this could lead to unsustainable top-down rather than bottom-up development of civil society, particularly if the power vacuum at the regional and local levels continues for long after the national elections, now set for October 2011. The funding available for civil society organizations in Tunisia will necessarily decrease in the years following the transition to democracy, so it is vital that relatively low-budget, local and regional CSOs are established at the same time as national CSOs.

This project aims to equip local youth with the skills to effect changes at the local level, to identify local priorities, and to establish CSOs and CSO networks at the local and regional level to engage with regional councils on regional development plans. Tunisia has long had decentralized structures. The country is divided into twenty-four governorates, in which regional councils are responsible for the regional development plan¹⁰.³ It is not yet certain what form decentralization will take as the process of constitutional reform and democratization progresses. However, it is likely that highly centralized reform without tangible dividends at the local level would lead to unrest. Youth outside the capital must not feel detached from ongoing changes, and must be empowered to effect concrete changes in their own local environments. This will require the establishment of channels of communications between local officials and their young constituents. Youth participation in the local political process will lead to greater transparency and accountability, reducing opportunities for corruption and nepotism.

1.5 Overview about the Consultancy Goal & objectives

Search For Common Ground (SFCG) - Tunisia commissioned me to conduct Mid-Term Evaluation (MTR) of the above mentioned project “Empowering Young Change-Makers”.

1.5.1 The overall goal of the MTR of this project is to “Provide SFCG’s with the progress made so far regarding to the peace building work with youth in Tunisia both conceptually and programmatically.”

¹⁰ For further information on the structures and mandates of decentralized bodies in Tunisia, see Gold Maghreb and UNDP, *Decentralized Administrative Structure in Tunisia*, available at: http://appi.nazioniunite.it/download/decstruct_tunis_eng.pdf

1.5.2. The specific objectives of the current Mid-Term Evaluation (MTR):

- Assess and evaluate the extent that emerging youth leaders equipped with project management, advocacy, leadership, communication, NGO work, and conflict analysis skills to engage constructively in local governance.
- Assess and evaluate the extent the Emerging youth leaders, communities, and local officials have constructive dialogue, inspiration and exchange of political and social issues included through real and virtual spaces¹¹.

As for the evaluation criteria and the key questions under each one, please check it in Annex 6.

¹¹ Spaces means public activities, dialogue, Facebook, YouTube, media, roundtables, any activity by CSO (Youth Council or other affiliations) as long as different parties are involved and it is connected to the primary target group and their affiliations.

Section 2: Evaluation key Findings

2.1 INTRODUCTION

As mentioned earlier, the specific project objectives are as follow:

- Emerging youth leaders equipped with project management, advocacy, leadership, communication, NGO work, and conflict analysis skills to engage constructively in local governance.
- Emerging youth leaders, communities, and local officials have constructive dialogue, inspiration and exchange of political and social issues included through real and virtual spaces

The evaluation process followed the indicator assessment framework as the basis of the analysis of the data collected from the different evaluation processes and activities with different stakeholders. Based on that and after consulting with the concerned project team of SFCG, it is agreed jointly to use the indicator rating framework to identify the extent the project so far could achieve the set objectives in each area as outlined under each indicator. In this regard, it is worthy saying that all the indicators outlined below are based on the specific evaluation questions outlined in the evaluation TORS and designed to respond to those.

However, the detailed indicators outlined in the evaluation plan matrix will be addressed under each of the findings resulted through the evaluation process under each of the evaluation questions that respond to the which extent the project so far could be described as an effective, relevant and sustainable in the light of its respective indicators.

The table attached in annex 8 in this report shows a matrix for the rating system the evaluator used to assess the above mentioned objectives per indicator guided by the findings resulted from the evaluation process. The below mentioned rating system includes 4 ratings: Poor, Fair, Effective and Excellent. In this regard, what we mean with each rating will be described in the below table before going ahead to present the evaluation findings under the different evaluation questions and its respective indicators. However, the judgment process on each indicator will be guided by the evaluation findings/results as found or captured from the different evaluation activities with the different stakeholders interviewed/met referring to the sampling methodology as explained earlier.

This will be followed with specific sections reviews the data collected and provide an analysis of the key findings from the perspective of relevance, effectiveness and sustainability. Each finding is linked to the original set of indicators to assess key evaluation criteria outlined in the evaluation's Terms of Reference. Refer to Annex 9 for a detailed copy of this evaluation TOR.

2.2 Evaluation findings

2.2.1 Relevance

Indicator 1.1: Youth leaders, community members, and local officials see the targeted youth leaders' council initiatives as a useful tool for addressing community issues

Rating: Effective - All/most of the target groups report that the majority of community issues could be addressed through the youth council initiatives during the life of the project so far.

The following are the key findings that support the above mentioned rating for the above mentioned indicator.

The analysis of data captured and collected from the different evaluation processes indicated that all the youth leaders and the majority of community members met including some of those are working or leading some of the civil society organizations consider the youth council initiatives as a useful tool for addressing community issues. *“I remember that one of the most important initiatives that we had the chance to be part of was the roundtable under the title “Towards a sustainable development under people’s supervision”. It was a great opportunity where we able to participate effectively because of the skills and knowledge we gained through the project.” One of the youth council members commented when she was interviewed.*

- ☒ Also, it is noticed clearly that the youth were used as resource people quite consistently in the youth-led initiatives work and there is a fairly strong commitment to the promotion of consultations with adolescents and youth in many of the hottest community issues on the part of key government partners.
- ☒ However, it is noticed that out of 13 of the local officials interviewed, in the six targeted governorates, there were 8 showed their interest and understanding of the role of the youth council as an effective platform and strong channel between the local officials particularly the policy makers and the community members in addressing the pressing community issues and decrease the gap between the local officials as services providers and the community members as services recipients. Most of those expressed about the significance and effect of the youth council initiative indicated that the youth council now equipped with the needed communication skills that contribute in playing their role more effectively especially after the Jasmine Revolution in Tunisia where the youth played a vital role to make it happen. This was showed clearly when they worked in managing some of the effective initiatives (e.g. the pollution of coast in ben Aros, the local governance simulation, the Civil Society Organizations network, etc.) *“The youth council members now started to work hand-in-hand with the local officials to achieve the strategic objectives of each governorate and turn it into tangible actions- one of the local official commented.*
- ☒ However, out of 13 of the local officials interviewed, there were 5 indicated that the youth still lack of experiences needed to play their effective role in addressing the community issues and responding to it through realistic solutions. Out of the above mentioned 5 local officials indicated that some of the youth councils have their own hidden political agenda apart from their role in strengthening the role of civil society in

the targeted governorates. Also, out of the 6 FGDs conducted with the 6 youth councils met, there were 4 youth councils indicated that there is some resistance from some of the local officials to cooperate and work directly with the youth councils. Actually, this was proved from their refusal to meet or even listen to some of the youth groups/councils with all the needed care/concern. Actually, this was evidenced from 3 out of the above mentioned 5 local officials who didn't showed their resistance to work with the youth groups/councils depending on their belief that they have other their hidden political agenda (e.g. Zaghouan & Beja) or because they haven't registered their council yet as CSO. However, this happened 3-4 times with some of the local officials as commented by the youth council interviewed. *It is worthy saying here that through observing the non-verbal communications and the body language for 3 out of the local officials interviewed that there is an artificial and wrong perception on the role of youth councils in addressing community issues constructively.* In general, this shows that there is still great gap between some of local officials and some of the youth group members when they starting their communications with them to respond to some of the community issues.

☒ Also, the analysis of data collected indicated that there are two approaches followed by the youth councils as a useful tool for addressing community issues. They are as follow:

- The 1st approach followed by all the 6 youth councils targeted in the current evaluation except Beja and Zaghouan selected to working with the local officials as the key partner/channel to strengthen the role of youth council and make it more constructive in addressing the community issues.
- The 2nd approach followed fully in Beja and partially in Zaghouan selected to work on strengthens the Civil Society in the governorate by forming partnerships/networks among the CSOs located. However, they are working with local officials but rarely in Beja and partially in Zaghouan. They believe that once the civil society will be much stronger, the linkage with the local officials to address the community issues will be more easier and supported by effective power in the community that ensure the balanced power relations inside their communities. *With reference to some of the project documents (e.g. project narrative document) and the interview with the regional director, it is worthy saying that the above mentioned finding shows one of the beauty aspects of the current project. This means that there is proper type of flexibility in managing the project approach in the 14 governorates apart from the traditional project management/implementation considering the local context and diversity in each governorate. Actually, this will result in youth council empowerment on the long-term level and ensure following the down-up mechanism for meaningful youth empowerment.*

☒ However, the evaluation findings revealed that there is absence or lack of having clear/structured strategic plan guided by clear vision/mission for the youth council. Actually, no reference showed or documented for this plan except 2 of the 6 youth council targeted in this evaluation (Sousse and Zaghouan) and even it wasn't clear adequately. In fact, this doesn't mean that they are working with no specific planning process but I couldn't find this plan when I asked for during my meeting with the 6 youth

councils except what mentioned above. Also, this matching with the above mentioned findings as each youth council had an enough space to work with the local officials and the other community groups to respond to the urgent hottest community issue but within the entire project philosophy/framework with the coordination of each project coordinator in each governorate.

- ☒ Also, the FGDs with the 6 targeted youth councils and interviews with the other targeted groups indicated that the formation of the youth council members didn't represent adequately all the governorates districts/villages. By raising this issue during the meeting with the 6 youth councils targeted, all acknowledged that the current formation of the youth council members coming from central cities rather than villages with at least 70% of the members and with about 80% in Bizerte youth council. This is highly important to be considered to ensure addressing the community issues in all the community sectors/groups. Actually, it is noticed that there was high turnover from the youth council in the majority of the youth councils because of different reasons including (e.g. the transportation difficulties and its respective fees, others got a new jobs outside the governorate or lack of enthusiasm of others to work voluntarily, etc.) . In this regard, it is worthy saying that the current youth council members characterize with the stability referring to the dynamics of each council, the level of maturity and the readiness & enthusiasm among the members who are really have the full interest to translate the role of youth council into tangible constructive actions.

Indicator 1.2: The Objectives of the project meet the needs and priorities of Tunisian youth in engaging in constructive local civic governance

Rating: Between Fair & Effective

Fair	Project objectives partially address the needs & priorities of target groups (either only the priorities or the needs, or only a few priorities and needs).
Effective	Project objectives have addressed the majority of the priorities and needs of target groups.

Summary: Based on both the discussions done with the 6 youth councils and the interviews with sample of the youth council members, it is found that the main criteria used to define their needs and identify their priorities was the degree of the community issue was very urgent to big sector of the community members or have very complicated consequences (e.g. the Coast pollution, cleanliness, lack of governance, etc.). However, the individual interviews with sample of youth group members revealed that out of the 17 were interviewed, there were about 7 couldn't articulate how to define their needs or define their priorities. The evaluator referred that because most of them haven't received the training on project management cycle especially this point will be included under the planning component or because their lack of practice of what they already know.

The following are the key findings that support the above mentioned rating for the above mentioned indicator related to the below 2 key project objectives as mentioned earlier.

- Emerging youth leaders equipped with project management, advocacy, leadership, communication, NGO work, and conflict analysis skills to engage constructively in local governance.
- Emerging youth leaders, communities, and local officials have constructive dialogue, inspiration and exchange of political and social issues included through real and virtual spaces¹².

- ☒ Considering the post-revolutionary in Tunisia where the youth played a vital role to make it happen and turn their protests into significant change and transition inside the Tunisian community, it is noticed that project objectives have focused mainly on addressing the rights, priorities and needs of Tunisian youth and investing in promoting their capacities through a strong platform called " youth council" where they engaged in constructive local civic governance. Actually, the project design respond to the needs & priorities of youth by focusing on the capacity building and giving special attention to provide a healthy spaces to exercise thee skills acquired in a tangible constructive local civic governance.
- ☒ However, it is noticed that the project design when responded to the above mentioned objectives lacks the peer-learning component adequately that allows to increase the outreach of the youth leaders and dealing with the high turnover & dropout rates in addition to transfer the trainings delivered to other youth groups. This means that despite the fact that the peer leaning was included as part of the social media strategy, there was no clear full reference or mechanism to apply it on the ground. Despite the fact that the project gave special attention to this point through the national meetings and online debates, but the peer leaning was not resulted adequately. *"We hope to have the opportunity to see the success of others as in the reality but sometimes we haven't the space to do that except few cases" 3 of the youth councils members commented in the FGDs conducted.*
- ☒ Despite the fact the Training of Trainers was included as one of the key project activities; it was postponed to be carried out by the end of the project or at least after having stable youth group council member's portfolio. Once any project have a TOT inside complete package of training workshops to increase the capacities of the targeted youth councils, the professional sequence here advice starting with the TOT even with the possible high turnover or re-scheduled clearly in the project design to be carried out in late time with justified explanations. Despite of the flexibility of the project implementation indicated earlier, this suggested approach supposed to deal with other challenges the project encountered. When the training component was raised in the FGDs with the youth councils, most of the participants indicated to the need to be trained on different skills that few of them trained on. So, in this case the TOT will be the smart solution to deal with this issue to train the other members on these skills through those received the TOT. Also, this will contribute in promoting the project outreach and peer

¹² Spaces means public activities, dialogue, Facebook, YouTube, media, roundtables, any activity by CSO (Youth Council or other affiliations) as long as different parties are involved and it is connected to the primary target group and their affiliations.

learning component and make the trained youth play the set role as change makers as well.

- ☒ Also, it is noticed that the project succeeded to deal with the diverse community issues as in the reality from needs and priority angle. This means that the youth councils addressed the hottest needs and priorities not for the Tunisian youth only but for the other groups (e.g. the pollution of coast, the local governance, environmental issues, etc.). In this regard, it is worthy saying that the project objectives could be re-phrased to include what called " youth-led initiatives" to ensure that the issues they are acting on not necessarily to meet the needs & priorities of the Tunisian youth. This was evidenced by the nature of the civic engagement activities described or narrated during the different evaluation activities where we haven't found any of the specific youth-related issues clearly. This means that issues such lack of youth participation, voluntary activities, youth's health related issues (e.g. reproductive health), youth political participation, etc.) Were not highlighted in the meetings, FGDs or the interviews where most of the issues were focused mainly on 4-5 issues (Violence in schools, local governance, environmental issues, civil society including the role of CSOs/NGOs).
- ☒ Based on the interviews conducted with some of the project management staff, it was found that SFCG is planning to work in later stages of the project with the youth councils as partners after registering it as CSO/NGO. Actually, this is considered from the evaluation perspective as an advanced methodology to work with the different project players apart from the traditional approaches.

2.2.2 EFFECTIVENESS

Indicator 2.1: The project equipped youth with skills in advocacy, leadership, and communication and Project management

Rating: Between Fair and Effective

Fair	Project objectives partially address the needs & priorities of target groups (either only the priorities or the needs, or only a few priorities and needs).
Effective	Project objectives have addressed the majority of the priorities and needs of target groups.

The following are the key findings that support the above mentioned rating for the above mentioned indicator.

- ☒ It is noticed that the data collected from the Focus Group Discussions, and semi-structured interviews conducted with the targeted youth council members and stories collected were very consistent with regard to the level of skills equipped youth. Firstly, the findings indicated that all the participants in the 6 FGDs conducted with the youth councils targeted and the semi-structured interviews with 17 of the youth individuals indicated that all have excellent communication skills in terms of the information

provided or the way they articulated about or through some of the initiatives they used to exercise these skills. The same applied with high level of satisfaction about the leadership skills (e.g. How to talk in public, how to attract their attention, how to deal with the problematic persons & conflicts inside the group led, how to use the communication skills to transfer the messages should reach to the group, self-esteem, etc..) With 12 of 17 interviewed. ***“This experience helped enhance my self-esteem and self-confidence. I learned how to deal with decision makers. Also, I started to work on anchoring the principals of good governance in the existing local associations and encourage youth to participate in identifying the issues in their area and work on solving them.”- One of the youth council members commented.***

← Referring to the FGDs conducted with the youth councils and interviews with sample of council members, it is worthy saying that it was obvious that the youth interviewed showed their proper using of the communication skills and exercise it on the ground when contacting with the local officials and decision makers. What was amazing to me in this regard is the diversity of the local officials contacted including the media staff & artists as in Ben Aros and Zaghuan. This means that they know well the strongest communication channels that can play specific role to achieve the set objectives.

- ☒ In this regard, all the 17 were interviewed individually showed an improvement in skills they acquired or trained on and about the changes they have experienced directly themselves or as impacted on their relation with local officials and community members. These changes have included :
 - Increased self-esteem and confidence
 - Decreased shyness in public
 - Increased ability to negotiate with and influence community members. However, this was different from group or individual to others.
 - Strengthened communication skills
 - Development of a sense of pride in their contribution to their communities
 - Development of a commitment to volunteerism
 - Better time management
 - Acquired leadership skills
 - Development of a belief that they can have a positive impact on their communities.

- ☒ Regarding to the advocacy techniques and skills, the evaluation revealed that no more than 4 out of 17 interviewed or through the FGDs with the youth councils who proved their proper understanding or even their knowledge about it. This means that there is great lack of understanding of what with the advocacy techniques. Actually, this finding resulted from the fact that they haven't received training on or they can't exercise on it. Again, the peer learning or using the TOT can deal with this issue successfully. This was proved through the individual interviews conducted with them. However, some of those interviewed (about 6 out of 17 interviewed) talked theoretically on what we mean with the advocacy while they indicated that they haven't used it in meaningful way despite of the fact of the great importance of having this type of skills to complement their application of the communication skills when addressing some of the hottest issues that need such skills (e.g. the pollution of coast).

- ☒ As for the project management skills, the individual interviews with the sampled youth council members revealed that out of 17 interviewed, there were only 4 showed their understanding to some of the project management cycle aspects. However, all the other interviewed showed lack of their understanding of the project management cycle especially the smart objectives, strategic planning, risks analysis, Plan of Action (POA) while all those interviewed lack of understanding of the Monitoring & Evaluation component. The evaluator used pre-defined list of questions which was jointly agreed with the project management team of SFCG to check and assess their performance in this aspects. The majority of those interviewed lack of understanding of Monitoring component while they are talking about the evaluation in very superficial or marginal way. Again, this might be because of the fact they haven't received the training on this type of skills.
- ☒ Other important aspect here is the "**Quality of trainers**" who was worked as a trainers or facilitators for the training component. Most of the FGD participants were so satisfied with the quality of the excellent trainers who provided the training on some of the above mentioned skills.
- ☒ However, all of youth council members during the 6 FGDs conducted indicated for the following issues:
 - ✓ The time allocated for most of the trainings was not enough to absorb and acquire it. They indicated that there were some topics have been covered in only half-day while it needs at least 3 days to absorb it well and to give a space for plenary discussions-when needed. For example, there were 2 trainings were conducted in 1 day, this was as crazy as we couldn't catch a lot, one of the youth council members commented.
 - ✓ On the other hand, the majority of those interviewed during the evaluation process were not happy with the fact that they were not asked to participate in the planning process of the different trainings, but rather found that the course content was mostly imposed on them. What they meant when asked about that there was a gap between the theory and practice and application in most of what they were trained about which is partially attributable to their not being consulted in the planning phase of the training. In fact, they asked for to be part of the planning process with the selected trainers/facilitators to agree jointly on the time needed to cover each topic and agree on the content in each one considering the actual training needs and gaps identified per targeted group. For example, they indicated that there were some topics have been covered in only half-day while it needs at least 3 days to absorb it well and to give a space for plenary discussions-when needed. Additionally, they indicated that few selected members were targeted in the training considering the allocated available budget and the actual training needs for each group. However, they indicated again if there is a mechanism to transfer the training received to others (e.g. peer learning using TOT or other methodologies).

- ✓ Also, they indicated that some of the trainers were not qualified enough and failed to interact with the targeted youth as trainees. This was because they dealt with the training as a lecturer and didn't give the opportunity to the participants in this training to know more details or clarify others. This was found with the trainers of the communication skills and the NGOs management. On the other hand, they were very satisfied for the trainers on topics of local governance and facilitation skills.
- ✓ Finally, they showed their concern about the importance of including all the youth council members on the different type of skills and not selecting sample of them. If this will represent an issue for different reasons including the level of maturity of each youth council, it should be there a specific mechanism to transfer what they trained to other members or using the TOT as another mechanism.

Indicator 2.2: The project activities contributed to improved relationships between targeted youth leaders and local officials

Rating: Effective

Effective: - Target groups interviewed reported that the relationships between the youth leaders and local officials have been improved and changed completely towards the right direction as a result of the project implementation.

The following are the key findings that support the above mentioned rating for the above mentioned indicator.

It is noticed that the different project interventions and activities provided enabling space and healthy environment where the youth leaders could interact with the majority of the local officials. This was represented in number of round tables forms in each council and the two national meetings organized so far in addition to the direct communications with the different channels needed to address the different community issues in each governorate. Referring to what mentioned earlier at the beginning of the report, the project has been designed to be flexible to changing priorities and needs. In order to respond to this approach, the project interventions provided many strategies & interventions such as the national meetings, Facebook, YouTube, roundtables in addition to the other specific activities carried out by the youth council in each governorate or through other affiliations (e.g. schools, hospitals, etc.). Additionally and as mentioned earlier, this resulted in the diversity of the approach used by each youth council where we found 2 youth councils preferred to strengthen the civil society before starting their deep communications or work activities with local officials (e.g. Beja & Zaghuan).

- ☒ On the other hand, the methodology followed to activate the relationship between the targeted youth leaders and local officials contributed to make this positive change happened. This means that all the round tables and the other events on the local level was organized totally and led by the youth council members where they had the opportunity to interact and communicate with the local officials without other external interference.

Actually, this resulted in gradual learning of managing such events and this one of the key direct project objectives to enable the youth groups to be more empowered and deal with the challenges encountered using creative problem solving and diverse alternatives and plans.

- ☒ However, the meetings with some of the local officials and project field coordinator indicated that most of the communications with the local officials and other targeted guests in such events done by the field project coordinator using his/her own work contacts and communications portfolio. This happened in few cases 1-2 of the 6 governorates targeted in this evaluation. Actually, this happened in the middle of the project because of the late notice as confirmed by 2 of the field project coordinators and this could be considered as part of the coaching and support. On the other hand, the data collected from interviews with 3 out of the 13 interviewed of the local officials indicated that the preparation of such communications done in late notice. Actually, this always result in some kind of resistance from the side of the local officials to attend or participate effectively in these events to ensure his/her cooperation and prompt response on the issues will be discussed inside the round tables or the national meetings. This means that we have to not be ambitious to improve the relationship between the local officials and targeted youth council members if we didn't considered the mindset that they may still have and move gradually using the communication skills to make it stronger. . Actually, it is not expected too quick of development in the relationship because the officials are normally slow to change as showed in the meetings conducted with them as explained earlier in this report.

On the other hand, no reference showed that there is regular or constant follow-up with some of the local officials attended and participated in these events. This was proved from the fact that 4 out of the 13 local officials interviewed expressed on their need to have what they agreed on in this meeting documented or reported.

Indicator 2.3: The local officials work with the targeted youth leaders as a partner in solving local community issues

Rating: Fair

Local officials perceive the role of youth leaders when communicating with them to address and deal with community issues as a complementary but not so important.

The following are the key findings that support the above mentioned rating for the above mentioned indicator.

- ☒ It is noticed that 60% of the local officials met in the six targeted governorates showed their interest and understanding of the role of the youth council as an effective platform and strong channel between the local officials particularly the policy makers and the community members in addressing the pressing community issues and decrease the gap between the local officials as services providers and the community members as services

recipients. On the other hand, the local officials in 2 governorates (Beja & Zaghouan) out of the 6 governorates of those interviewed didn't perceive the youth council as a partner in addressing and solving local community issues. Instead, they working with them from supportive groups angle that contribute in reaching some of the community groups easily. This means that they found them in some cases as supporters to carry out some of these activities on behalf of them especially they have a lot to do as they commented. Most of those expressed about the significance and effect of the youth council initiative indicated that the youth council now equipped with the needed communication skills that contribute in playing their role more effectively especially after the Jasmine Revolution in Tunisia where the youth played a vital role to make it happen. This was showed clearly when they worked in managing some of the effective initiatives (e.g. the pollution of coast in ben Aros, the local governance simulation, the Civil Society Organizations network, etc.) *"The youth council members now started to work hand-in-hand with the local officials to achieve the strategic objectives of each governorate and turn it into tangible actions- one of the local official commented.*

Indicator 2.4: Targeted youth leaders' voices considered and respected by local officials

Rating: Between Fair and Effective

Fair	Meetings/interviews with target groups show that all/most of the local officials accepted few of the youth initiatives/ideas and turned it into tangible actions.
Effective	Meetings/interviews with target groups show that the majority of the youth initiatives/ideas considered and accepted by all/most of local officials and turned it into tangible actions.

The following are the key findings that support the above mentioned rating for the above mentioned indicator.

- ☒ It is noticed that the youth leaders' voices are considered and respected by local officials but with different levels. This means that some of the local officials especially who interviewed in Sousse and Sedi- Bouzid showed their full respect and consideration of the ideas, views and initiatives recommended or suggested by the youth council members. This was proved and evidenced through some of the effective initiatives the youth council members were involved deeply (e.g., the sustainable development project of one of the Sousse city) and other as well.
- ☒ One of the major successes the project contributed whether directly or indirectly in the success of the project so far is the involvement of 3 youth council members in the task force of the above mentioned project. Their involvement in such official/local committees give them opportunity to exercise what they learned and acquired and turn it into tangible meaningful actions to address their community issues.

- ☒ On the other hand, it seems that the involvement of the project field coordinators in developing the plan of action and the planned activities of the youth council is limited. Actually, this was showed clearly through the meeting with 3 of the 4 field coordinators of the project and this impact on their relationship with the youth council members in some cases especially when they received the instructions in late notice. *We just informed about the activity we have to carry out in the field, then we have to start our coordination with the council and others to implement it without considering our point of view about it or engaging us in regular meetings to discuss it carefully- 3 of the field coordinators commented.*

Indicator 2.5: Community members see youth council dialogue meetings as constructively addressing community issues

Rating: excellent - Meetings and interviews with community members shows that they consider the youth council dialogue meetings contributing the main role in addressing all of the community issues.

The following are the key findings that support the above mentioned rating for the above mentioned indicator.

- ☒ The data collected from the semi-structured interviews with 12 of the community members and 11 of the non-participant youth revealed that they are very impressed about the youth council initiative and perceive it as constructively addressing community issues. *"I started my role with one of the Civil Society organization where I'm living after hearing about this initiative and had the opportunity to attend one of their meetings. One of the non-participant youth commented- Beja. Actually, attending this meeting lead me to look to the role of the youth in the community through such bodies like the youth council from positive angle. I started to be Optimistic about the youth in my country "- one of the community members interviewed commented- Bizerte.*
- ☒ Also, one of the major success of this project that the youth councils working directly or indirectly with different levels with number of strong and effective civil society organizations where they are located. Actually, this was shown strongly in most if the youth councils targeted in this evaluation especially Zaghouan, Beja and Sedi-Bouزيد where they have tangible effective initiatives aimed to strengthen the role of the civil society to promote their empowerment in addressing community issues and priorities. Examples of these initiatives were: Dealing with the security issues in Sedi-Bouزيد through a road map with the local officials, Conduct Civil Society Organizations forum-Zaghouan and Beja in addition to the Citizenship Café in Beja as well.

2.2.3 SUSTAINABILITY

Indicator 3.1: Youth leaders utilizing the skills they have acquired

Rating: Between fair and Effective

Fair	FGDs/interviews with target youth groups show that they started or actually utilized the skill they have acquired in few civic engagement activities/actions.
Effective	FGDs/interviews with target youth groups show that they actually utilized the skill they have acquired in many of the civic engagement activities/actions as a response to the community issues they have.

The following are the key findings that support the above mentioned rating for the above mentioned indicator.

- ☒ The analysis of data collected from the different evaluation processes and activities indicated that the majority of the youth council members started to utilize the skills they have acquired especially the communication skills and the conflict resolution and mediation skills. However, and as mentioned earlier, there still lack of understanding or practicing the advocacy techniques and skills in addition to the project management skills. This was evidenced in the success showed in transferring the skills they acquired through their actual involvement in different civic engagement initiatives and activities especially in Sousse, Ben Aros, Zaghuan and Sedi Bou-Zeid compared to others. This means that the efforts of the youth councils in these governorates impacted clearly on the hottest community issues there. Also, they have been heard well among the local officials in these communities compared to others.
- ☒ In this regard, it is worthy saying that some of the trainings (e.g. project management cycle, advocacy and TOT) didn't provided yet to the targeted youth groups as mentioned earlier and that's why it is too early to judge this component adequately. However, there are few youth council members have fair background & knowledge about some topics of these training outside the SFCG project and this enabling them to practice their skills and turn it into tangible actions with the local officials or other community groups.
- ☒ However and as explained earlier, there is request from the youth council members of having peer- learning component in the project where the trainers can transfer what they trained on to other youth groups. Actually, this was noticed clearly with the youth councils who reported high turnover or dropout among their members (e.g. Zaghuan and Beja).
- ☒ On the other hand, it is noticed that all the youth council members keep strong and effective new media tools/outlets (Facebook, twitter, documentary products, and others) where they are publishing their initiatives or events in addition to using it effectively to market for their ideas. This was showed strongly in most of the youth councils but it was used effectively in marketing to the new initiative of

the civil society networks and alliances in Baja, Sedi-Bouzeid and Zaghouan. In this regard, during the FGDs with the above mentioned youth councils that they invested an enough time to invite the CSOs to the general forum through the website and Facebook. Actually, this was confirmed with specific evidences by the community members & local officials interviewed. *"This space on the new media was a good opportunity to know each other and to start thinking of forming partnerships/alliances among similar NGOs/CSOs to avoid any kind of duplication"*- one of the community members interviewed commented. However, there is still need to have new social marketing to buy-in for the ideas/initiatives in each council to address community issues more effectively.

- ☒ Also, it is noticed that there are some comprehensive projects (e.g. the sustainable development project-Sousse) where the targeted youth council members can have a rich opportunity to utilize all the skills they acquired within long term perspective referring to the nature and duration of the project.

Indicator 3.2: The youth councils taken steps towards long term sustainability with specific vision by the end of the project

Rating: Between poor and fair

Poor	-No mechanisms in place to ensure human resources sustainability on the level of the youth leaders as a result of their participation in the project. -The absence of documented specific long-term or strategic vision of the youth councils so far
Fair	- There are a few mechanisms to ensure sustainability of the youth council level per governorate or on the project level. - There is documented specific long-term or strategic vision of the youth councils but not clear/structured enough

The following are the key findings that support the above mentioned rating for the above mentioned indicator.

- ☒ As explained earlier, the evaluation findings revealed that there is absence or lack of having clear/structured strategic plan guided by clear vision/mission on each of the youth council or the overall project level. Actually, no reference showed or documented for this plan except 2 of the 6 youth council targeted in this evaluation (Sousse and Zaghouan) and even it wasn't clear adequately.
- ☒ However, it seems that only those started to develop the strategic plan that includes vision, mission and other aspects only when they started to apply for the legal official registration. This means that in some cases, they dealt with this important component from administrative not programming perspective. During the FGDs with the youth councils, we asked about this issue where we haven't written or clear strategic plan including the vision & mission for each council except 2 of the 6 youth councils as mentioned earlier. It seems that they postponed to be coming with the transformation the

youth council into CSOs. However, it should be there as it is not necessarily that all the youth councils will be able to transform into CSO. Then, this should be clearly there to guide their work as youth council.

SECTION 3: CHALLENGES

Some of the challenges captured during the interviews and discussions with the target groups on the project implementation have included the following:

Convincing local officials of the Importance of Youth Participation in civic engagement activities

- Some local officials are quite doubtful of the youth council members and youth groups becoming involved in volunteer activities in the community by engaging in constructive civic activities to address the community issues. However, the project made a lot of success in this regard but still a lot to be done.

Working with Multiple and diverse youth councils

- Working with 14 youth councils across Tunisia is not easy process at all considering the diversity of needs, priorities, and issues in addition to the local contexts referring to the specific nature of each governorate. Actually, this impacted clearly when the preparation of the trainings and other events organized especially on the country level considering the different training needs, the availability of trainers, etc. This means that each youth council has its own specific needs, priorities, issues and others. It is not easy to generalize the solutions taken to respond to similar issues due to this diversity. For example, when one of the youth council members asked to attend one of the events (e.g. local governance simulation) organized by other council, there was a comment that this event is discussing specific issue the government is suffering.

Institutionalization of youth council Model to work as a CSO

- Most of the youth councils started its actual work to move from working as youth council to legal official registered CSO. Despite the fact that they received short sessions on how to work as CSO, it is not easy process at all as it needs a lot of preparation, buy-in activities and other changes in communications models.

Having qualified available trainers

- SFCG faced a lot of problems when looking for the qualified trainers for the planned training topic/theme especially if they were not available or the dates suggested from his/her side were not suitable for all the trainees.

Sustainability

- Not having a system for doing the needed follow-up and monitoring of the youth-led initiatives is one obstacle to developing some of the sustainability mechanisms needed for youth participation in such community initiatives.

Section 4: Success Factors

The following some of the success factors identified and captured by the evaluator during the evaluation process:

Relevance

- The youth age group has been neglected for so long and did not have access to civic engagement activities and interact with their communities closely so they were very receptive to new opportunities and taking advantage of being offered something that was not available. Actually, this was considered as one of the key enabling factors that provided healthy atmosphere where the youth had the opportunity to exercise their rights to participate in meaningful platforms such as the youth councils.

Positive project Approach implementation

- In this regard, it is worthy saying that one of the beauty aspects of the current project is the flexibility. This means that there is positive flexibility in managing the project approach in the 14 governorates apart from the traditional project management/implementation considering the local context and diversity in each governorate. Actually, this will result in youth council empowerment on the long-term level and ensure following the down-up mechanism for meaningful youth empowerment.
- The adoption and application of a positive youth empowerment approach in all of the initiatives, particularly the youth-led initiatives model was effective in reaching youth, giving them needed skills and changing their perceptions of themselves as community actors and the adult view of what this age group is capable of doing. The training provided gave youth the skills they needed to negotiate with local officials to convince them and turn some of their initiatives and ideas into tangible actions.

Qualified field project coordinators & project management staff

- It is noticed clearly from the interviews conducted with 5 of the project coordinators that they are qualified enough and selected well. Despite the fact there are some differences in their performance, but all have all the enthusiasm spirit and team work methodology. Some of them prefer to give full delegation rights to the youth council members while they are working as the coach or as mentor while others prefer to work hand-in-hand with the youth council members.
- Also, the project management staff on the SFCG level shows their special interest to make all the success to this project especially it is considered as pilot and new type of projects being carried out in Tunisia.

The Revolution

- The role youth played in the jasmine revolution has changed Tunisian society's views of their role in society and of their capacity to foment change and take an active part in community life.

SECTION 5: OVERALL RECOMMENDATIONS

Based on this review and assessment of “Empowering Young Change Makers” project, the evaluator concluded the following recommendations. The project has a very good handle on how to work with youth councils effectively and on what is needed to build on the foundation that has already been established. Several of these recommendations have been captured from the different FGDs conducted with the youth councils, the semi-structured interviews organized with the project partners in addition to the self-observations of the evaluation consultant captured during the evaluation processes.

- Given the growing momentum on youth issues after the December 2010 uprising, SFCG need to continue to invest more in the **institutionalisation** of youth participation through youth councils to foster mechanisms through which youth can actively engage in decision-making and community development through tangible civic engagement activities.
- **Scaling-up opportunities:** With the increased role of youth NGOs and youth groups after the uprising, SFCG should expand its support to other governorates to increase the outreach of this youth council initiative to help build their capacity as active citizens and to facilitate their networking skills. This should also include working with them to help legalize their status and build in sustainable development approaches in their operations and start working with them as project partners as planned.
- It is highly recommended to revisit the training package of the project and give special attention in terms of the need to having new qualified cadres of youth trainers that promote "**Peer Learning**" approach. This will promote the outreach of the youth council initiative and will be used as a useful tool to strengthen the youth empowerment as active players in the community especially when addressing community issues with specific type of partnership with local officials and even with SFCG as partner not as recipient. Finally, such approach will contribute in increasing the level of human resources sustainability on institutional basis.
- Also, it is advised to have specific mechanism that ensures the exchange of experiences, **mutual learning** and sharing the best practices & lessons learnt among different youth councils. Selecting the proper mechanism should be agreed jointly following participatory methodology.
- On the other hand, it is advised to target the local officials and other effective community groups in the **capacity building activities** to decrease the gap between the youth councils and local officials and change their perception on the role they can play constructively in addressing community issues. This could be achieved through equipping them with the needed skills where the time and duration and even the methodology training should be suited their timing, agenda and training needs.

- Also, it is recommended to **develop a follow-up mechanism to track the progress of the initiatives** developed and led by the youth councils. In this regard, it is advised to conduct a regular analysis of these initiatives to assess the progress made in such initiatives from qualitative & advocacy angle rather than quantitative angle. In this regard, a task force team could be formed to do the needed follow-up and monitoring of these initiatives following pre-defined agreed criteria and quality standards.
- Also, it is highly recommended to develop a **social marketing strategy** to ensure the buy-in of the youth council initiative to be discussed at the beginning of the project in case of replicating the project in the future in other areas to ensure the cooperation & involvement of all the key players in the project and reduce the level of resistance and lack of awareness about the set objectives of the project. This could be managed through round-tables as one of the start-up project activities.
- Given the importance of involving and strengthen the **role of the Civil Society** in the right direction in Tunisia when changing dealing with the youth council as partner after its official legal registration, it is highly recommended to include a capacity building component of the target selected youth councils to ensure their full cooperation and meaningful participation in achieving the set objectives and maximize the results on the outcomes level. In this regard, they should be trained on how to work more effectively with other CSOs through specific alliances, networks and partnerships and provide the members with the needed skills to avoid the dominance of one person on the work of the CSO in the future. Also, they should be trained on fund raising skills, project proposal development in addition to the project management cycle including the monitoring & evaluation activities.
- Also, it is highly recommended to develop **pre-defined criteria** to select the suitable trainers who enjoy the needed skills to work with the youth age group. In this regard, it is advised to have specific committee including the youth members, field project coordinators and other project management staff in this process in participatory manner.
- On the other hand, it is recommended to give special attention to have clear and **structured strategic plan** for each youth council considering the overall project objectives and the specific context in each council. Having objectives on the long, medium and short term- levels for each council or later as CSO is highly important to promote the capacities of the youth councils guided by planning skills based on realistic objectives.
- Finally, it is highly recommended to ensure that the **sustainability mechanism** in place on different levels especially on the human resources, institutional and financial levels. Such mechanism should be developed in realistic methodology and tracked and monitored on regular basis.

Annexes

Annex 1. Focus-Group Discussion (FGD) Guide

1. With Youth council members

Name:

Sex:

Position:

Governorate:

- The evaluator will start managing the FGD by welcome notes followed by brief introduction explaining why we are here (the purpose of conducting this FGD) and how the information captured/collected in this discussion will be used. Also, the time needed to conduct it will be agreed on jointly with the group in addition to explain the role of the documenter.
- Also, it is worthy saying that getting the permission of the group to document the information what he/she will provide and the extent of how this information will be helpful to manage the project during the rest of the project implementation phase.
- The following are the main issues will be discussed as the core of the FGD with some guiding questions. Also, it is expected to raise other questions/issues or take out/and or modify others. Note that under each category of questions, the facilitator will explain what we mean in very simple way. They are as follow:
 - How you have been involved in the project?
 - Why you decided to be engaged in this project?
 - The role of the youth council in the project linked to the project objectives?
 - The key trainings received so far?
 - Their feedback about the training methodology and quality of training/trainers?
 - The key skills they received/trained one (project management style, communication skills, advocacy techniques & skills, leadership skills).
 - Would you please elaborate on how you could use this training and the skills you trained on to promote your role in the civic engagement activities?
 - How they perceive the role of the CSOs in achieving the project objectives?
 - How you perceive the transformation of youth council to CSO ?
 - Have you been involved in the national meetings conducted? Would you please elaborate about it?
 - Would you please tell us some of the key issues discussed and the key recommendations provided?
 - By the way, how you are working on the above mentioned recommendations?
 - What about your experience in registering the youth council as CSO?
 - What are the main social media products you developed (e.g. Videos, articles and broadcasts)? Please elaborate about it? And what about the key issues highlighted and addressed through these products?
 - Have you been involved in round tables? If so, elaborate about this event and how you see the role of the local officials who attended this event/
 - Would you please tell us some of the youth-led initiatives you might developed to open a dialogue with local officials?
 - How you see the role of the new social media outlets as played by the youth councils? Please elaborate about that.
 - How you see to the partnership between the different youth councils and other possible partnerships/alliances?
 - How the gender related issues managed during the life of the project?

- Have you been contributed to tackle some of the community issues or disputes?
- From your point of view, what about the key challenges encountered during the life of the project and how you dealt with?
- If the project was successful from your point of view, what are the enabling factors that contributed to make this happen?
- What can we do to improve the project management in the future?

Annex 2. Semi-structured interview Guides

2.1: With selected Youth council members

Name:

Sex:

Position:

Governorate:

- The evaluator will start managing the interview by welcome notes followed by brief introduction explaining why we are here (the purpose of conducting this interview) and how the information captured/collected will be used. Also, the time needed to conduct it will be agreed on jointly with the interviewee in addition to explain the role of the documenter.
- Also, it is worthy saying that we have to get prior permission to document the information what he/she will provide and the extent of how this information will be helpful to manage the project during the rest of the project implementation phase.

The following are the main issues will be discussed as the core of the interview with some guiding questions. Given that fact that this is semi-structured interview, it is expected to raise other questions/issues or take out/and or modify others. Note that under each category of questions, the facilitator will explain what we mean in very simple way. They are as follow:

- Would you please tell us about your experience with the project?
- What are the key trainings you received? Which one was more effective and helpful you and why?
- How you can rate your understanding of the key skills you trained one as follow and why-please elaborate:
 - ✓ Communication skills.
 - ✓ Advocacy techniques and skills.
 - ✓ Project management cycle.
 - ✓ Leadership skills.
- Would you please tell us on what you did so far in the project to apply what you trained on and use the skills you might acquire in your community?
- What we mean with the following concepts and terms:
 - ✓ Civic engagement.
 - ✓ Democratic values
 - ✓ Citizenship.
 - ✓ Peace building.
 - ✓ Conflict resolution.
- Have you been involved in some of the advocacy activities? If so, please elaborate about it.
- What about your feedback about the training methodology and quality of training/trainers?
- Have you been involved in round tables? If so, elaborate about this event and how you see the role of the local officials who attended this event? How you use it as an advocacy channel/technique?
- Have you been involved in developing some of the media products/ if so, what are the key issues addressed?
- How you select the above mentioned issue?
- Have you access the Facebook, and YouTube? If so, have you been involved in developing one of the web pages? Please elaborate

- Have you involved in any of the project activities as team leader/ please elaborate about your experience in this role?
- Have you been involved in any of the specific youth-led initiatives when you started to open a dialogue with local public officials/ please elaborate?
- Is the surrounded environment gave you an enough space to exercise your rights and carry out the project activities? Please explain
- Have you been involved in the national meetings? Is so, tell us about your experience? What about the key issues shared? And how you work on the recommendations agreed on by the end of the meeting?
- How the gender related issues managed during the life of the project?
- Have you been contributed to tackle some of the community issues or disputes?
- From your point of view, what about the key challenges encountered during the life of the project and how you dealt with?
- If the project was successful from your point of view, what are the enabling factors that contributed to make this happen?
- What can we do to improve the project management in the future?

In addition to the above mentioned questions, it is agreed jointly with the SFCG concerned staff to include the below mentioned areas to be raised during the individual interviews to assess the level of skills they have and their performance in exercising these skills where they are working. This assessment will be mainly focused on 4 types of skills as outlined below:

1. Communication skills.

- When I spoke in public, how can evaluate the way I communicate my ideas? in an understandable and easy way
- In a room full of people, how can I evaluate my confidence to speak in public and to express myself? (, I am confident/no longer afraid, I don't want to speak in public...)I'm comfortable when I talk to senior people and make my ideas understandable?
- As a facilitator, I feel comfortable to manage a room full of people/conflict between attendees
- Do I listen carefully to what people say and their ideas? Listen, make sure that I understand them correctly (have their confirmation on what I understood)?

2. Advocacy techniques and skills.

- What do we mean by advocacy?
- How can I advocate for a cause? Tools and means?
- How advocacy can help youth solving their issues at a local level? Why advocate?
- How the common ground approach could help to make more efficient advocacy activities? Why?

3. Project management cycle.

- How do I set objectives for my youth council/associations?
- How my objectives should look like? What is a good objective (SMART one)?How can I translate my objectives into reality and make change at a local level? (Activities and tasks)What should I take into account when I set an action plan of my work? (Risks and opportunities)How can I follow the progress of my work? And measure the success of my project?

4. Leadership skills.

- People follow me spontaneously and are easily convinced by my ideas? (In our day-to-day work in the youth council)?I can work as a team leader easily? (don't encounter much resistance, my peers support me)In roundtable and public activities, people recognize me and pay attention to what I say/my ideas/my comments?
- At a local level, how can I evaluate my influence on community members (family, friends, peers, others...)

2.2. With Local officials

Name:

Sex:

Position:

Governorate:

- The evaluator will start managing the interview by welcome notes followed by brief introduction explaining why we are here (the purpose of conducting this interview) and how the information captured/collected will be used. Also, the time needed to conduct it will be agreed on jointly with the interviewee in addition to explain the role of the documenter.
- Also, it is worthy saying that we have to get prior permission to document the information what he/she will provide and the extent of how this information will be helpful to manage the project during the rest of the project implementation phase.

The following are the main issues will be discussed as the core of the interview with some guiding questions. Given that fact that this is semi-structured interview, it is expected to raise other questions/issues or take out/and or modify others. Note that under each category of questions, the facilitator will explain what we mean in very simple way. They are as follow:

- Would you please tell us about your experience with the project?
- What are the key trainings you received? Which one was more effective and helpful you and why?
- Have you perceive the role of youth in civic engagement activities?
- I was informed that you have received training on the non-violent communication and constructive engagement with youth? What about feedback and experience about it?
- How you can rate your understanding of the key skills you trained one as follow and why-please elaborate:
 - ✓ Advocacy techniques and skills.
 - ✓ Mediation techniques and skills.
 - ✓ Political engagement skills.
- Would you please tell us on what you did so far in the project to apply what you trained on and use the skills you trained on where you are working?
- What about your feedback about the training methodology and quality of training/trainers?
- Have you been attended the round tables organized by youth council? If so, what about your experience about it including the role of the youth council? How it is used as an advocacy channel/technique?
- Have you been received any of the specific youth-led initiatives? If so, how you see it from your point of view?
- Have you been involved in the national meetings? Is so, tell us about your experience? What about the key issues shared? And how you work on the reflective ideas/issues agreed on by the end of the meeting?
- How the gender related issues managed during the life of the project?

- From your point of view, what about the key challenges encountered during the life of the project and how you dealt with?
- If the project was successful from your point of view, what are the enabling factors that contributed to make this happen?
- What can we do to improve the project management in the future?

2.4: With non-participant youth

Name:

Sex:

Position:

Governorate:

- The evaluator will start managing the interview by welcome notes followed by brief introduction explaining why we are here (the purpose of conducting this interview) and how the information captured/collected will be used. Also, the time needed to conduct it will be agreed on jointly with the interviewee in addition to explain the role of the documenter.
- Also, it is worthy saying that we have to get prior permission to document the information what he/she will provide and the extent of how this information will be helpful to manage the project during the rest of the project implementation phase.

The following are the main issues will be discussed as the core of the interview with some guiding questions. Given that fact that this is semi-structured interview, it is expected to raise other questions/issues or take out/and or modify others. Note that under each category of questions, the facilitator will explain what we mean in very simple way. They are as follow:

- Do you have any idea about the youth-change makers' project?
- Would you please tell us about your experience with the project?
- If you have the opportunity to participate in this project, what are the main trainings or skills you need to acquire and why?
- How you perceive the role of youth in making the needed change in your community through different civic engagement?
- How you perceive the role of youth council in making the needed change in your community through different civic engagement?
- How you perceive the role of local officials in making the needed change in your community?
- If you one of your friends who participated in this project, what is the main experience he had and shared it with you?
- Have you been involved in some of the advocacy activities apart from this project? If so, please elaborate about it.
- As we were informed, the above mentioned youth councils were involved in round tables and national meetings? How you look to the effectiveness of such activities/interventions to reach the set objectives?
- The same as above but for using the Facebook and YouTube in promoting the civic engagement activities and increase the communication channels with the similar youth groups and other groups as well?
- Have you involved in any of the activities in your life as team leader/ please elaborate about your experience in this role?
- Is the surrounded environment given the youth in your community providing an enough space to exercise their civic rights? Please explain

- How you look to the involvement of both of male & female youth in the different civic engagement activities in general?
- From your point of view, what about the key challenges such projects might encounter during the and how we can deal with?
- From your point of view, what are the enabling factors that might contribute to make the success happen in such projects?

2.5: With community members

Name:

Sex:

Position:

Governorate:

- The evaluator will start managing the interview by welcome notes followed by brief introduction explaining why we are here (the purpose of conducting this interview) and how the information captured/collected will be used. Also, the time needed to conduct it will be agreed on jointly with the interviewee in addition to explain the role of the documenter.
- Also, it is worthy saying that we have to get prior permission to document the information what he/she will provide and the extent of how this information will be helpful to manage the project during the rest of the project implementation phase.

The following are the main issues will be discussed as the core of the interview with some guiding questions. Given that fact that this is semi-structured interview, it is expected to raise other questions/issues or take out/and or modify others. Note that under each category of questions, the facilitator will explain what we mean in very simple way. They are as follow:

- Do you have any idea about the youth-change makers' project?
- Would you please tell us about your experience with the project?
- If you have the opportunity to participate in this project, what are the main trainings or skills you need to acquire and why?
- How you perceive the role of youth in making the needed change in your community through different civic engagement?
- How you perceive the role of youth council in making the needed change in your community through different civic engagement?
- How you perceive the role of local officials in making the needed change in your community?
- Do you have the opportunity to attend one of the national meetings, if so, what about experience and feedback about the effectiveness of such meetings
- If you one of your friends who participated in this project, what is the main experience he had and shared it with you?
- Have you been involved in some of the advocacy activities apart from this project? If so, please elaborate about it.
- How you look to use the Facebook and YouTube in promoting the civic engagement activities and increase the communication channels with the similar youth groups and other groups as well?
- Have you been involved in any of the youth-led initiatives in your community? if so, what about experience and feedback about it?
- Have you involved in any of the activities in your life as team leader/ please elaborate about your experience in this role?

- Is the surrounded environment given the youth in your community providing an enough space to exercise their civic rights? Please explain
- How you look to the involvement of both of male & female youth in the different civic engagement activities in general?
- From your point of view, what about the key challenges such projects might encounter during the and how we can dealt with?
- From your point of view, what are the enabling factors that might contribute to make the success happen in such projects?

2.6: With the field program coordinator

Name:

Sex:

Position:

Governorate:

- The evaluator will start managing the interview by welcome notes followed by brief introduction explaining why we are here (the purpose of conducting this interview) and how the information captured/collected will be used. Also, the time needed to conduct it will be agreed on jointly with the interviewee in addition to explain the role of the documenter.
- Also, it is worthy saying that we have to get prior permission to document the information what he/she will provide and the extent of how this information will be helpful to manage the project during the rest of the project implementation phase.

The following are the main issues will be discussed as the core of the interview with some guiding questions. Given that fact that this is semi-structured interview, it is expected to raise other questions/issues or take out/and or modify others. Note that under each category of questions, the facilitator will explain what we mean in very simple way. They are as follow:

- How you have been involved in the project?
- Why you decided to be engaged in this project?
- The role of the youth council in the project linked to the project objectives?
- The key trainings received so far? Are they relevant enough to the project objectives?
- Their feedback about the training methodology and quality of training/trainers?
- Would you please elaborate on how you could use this training and the skills youth trained on to promote their role in the civic engagement activities?
- How you perceive the role of the CSOs in achieving the project objectives?
- How you perceive the transformation of youth council to CSO?
- Have you been involved in the national meetings conducted? Would you please elaborate about it?
- Would you please tell us some of the key issues discussed and the key recommendations provided?
- By the way, how they are working on the above mentioned recommendations?
- What about your experience in registering the youth council as CSO?
- What are the main social media products developed (e.g. Videos, articles and broadcasts) in your governorate? Please elaborate about it? And what about the key issues highlighted and addressed through these products?
- Have you been involved in round tables? If so, elaborate about this event and how you see the role of the local officials who attended this event/

- Would you please tell us some of the youth-led initiatives you might developed to open a dialogue with local officials?
- How you see the role of the new social media outlets as played by the youth councils? Please elaborate about that.
- How you see to the partnership between the different youth councils and other possible partnerships/alliances?
- How the gender related issues managed during the life of the project?
- From your point of view, what about the key challenges encountered during the life of the project and how you dealt with?
- If the project was successful from your point of view, what are the enabling factors that contributed to make this happen? And what we do to improve the project.

Annex 3: Brief background about the MSC technique

Brief background about the Most Significant Change technique- MSC

Introduction:

- The most significant change (MSC) technique is a form of participatory monitoring and evaluation to follow up and monitor the qualitative output. It is participatory because many project stakeholders are involved both in deciding the sorts of change to be recorded and in analyzing the data. It is a form of monitoring because it occurs throughout the program cycle and provides information to help people manage the program. It contributes to evaluation because it provides data on impact and outcomes that can be used to help assess the performance of the program as a whole.
- We would like to refer that this technique involves the collection of significant change (SC) stories emanating from the field level, and the systematic selection of the most significant of these stories by panels of designated stakeholders or staff in addition to partners and beneficiaries. The designated staff and stakeholders are initially involved by ‘searching’ for project impact. They define the changes to be measured and then they sit together and read the stories loudly. This also can include deep discussions on the value of the changes occurred in the stories. When this technique is applied successfully, the team sheds light on the program impact that is expressed in the stories.
- The intervention of the Most Significant Change Technique came originally from the efforts that’s been exerted by Rick Davis through his work in one of the rural development projects that mainly rely on the participatory style in Bangladesh in 1994 . This was considered an attempt to meet some challenges that were related to the activities of the monitoring and evaluation for this program that contained many activities related to implementing, monitoring, and evaluating the qualitative output. Since then, this technique was developed and improved on a wider level by Jessica Dart in Australia afterwards.
- The MSCT is one of the Techniques that do not rely on specific criteria or indicators for pre monitoring, especially those that need to be measured and counted. It is worth mentioning that this technique includes implementing 10 steps after the modifications of some of its steps that were 8 when the technique first appeared. There are also some questions that are posed in the beginning of each step, and answering those questions will help your group to improve the processes related to the Most Significant Change Technique.

Facts and Important points related to MSCT:

- The MSCT is one of the Techniques that do not rely on specific criteria or indicators that are preset for monitoring, especially those that need to be measured and counted.

- The MSCT is not like the other interventions of monitoring that are interested in functioning and using quantitative indicators, but it cares for using the intervention of the qualitative indicators.
- The MSCT is not like the other traditional monitoring techniques that focus on monitoring the activities and the quantitative output, but it focus on the qualitative output for monitoring and the feedback of implementing the programs with its different interventions.
- The MSCT supports what is mentioned before that the answer of the main questions related to the change in the stories that cares for answering the questions who, what, when, why, and this is the reason why this technique is unique and not like the other used techniques.
- This technique is related directly to the concept of learning. That's what made the designers of this technique name it an evolutional approach, and we as an organization that pays great attention to learning from the lessons learnt that are expressed in the case studies and through the stories that are told through this technique.
- The MSCT cannot be used as a sole tool to monitor the qualitative output, but it is used along with other valid techniques that each developmental organization sees for further monitoring for the qualitative output and to measure the feedback of implementing the programs with its different interventions on the lives of people, their approaches and behaviors.

The main reasons why the majority of the organization that work in development use this technique:

- A good means for specifying the unexpected changes from the program interventions.
- It is a good way to determine the values that manipulate the organization and it includes a practical discussion about the values that have importance and indication. When this happens, it helps people to think and discuss about the changes, and see which of those changes can be featured as the most significant. This can happen on all levels of the work of the organization.
- This technique helps and encourages analyzing the data that had been collected through these stories, because people has to justify the reasons why they think that a certain change is more significant than the other changes in their lives for a certain period of time.
- This technique can help building the functional capacities of the staff of the organization, especially the program staff in analyzing data and reviewing the observed program feedback.
- Through this technique you can form a rich image of what is going on more than the other techniques that can hardly indicate the improvements in the social, economic, and organizational dimensions of the implemented programs.
- It can be used to monitor and evaluate the community initiatives (from down to up), especially that it does not include the necessity to have pre-determined outputs in return of what is evaluated.

When and when not use MSCT:

In a simple program with easily defined outcomes (such as vaccination, perhaps), quantitative monitoring may be sufficient and would certainly consume less time than MSC. In other program contexts, however, conventional monitoring and evaluation tools may not provide sufficient data to make sense of program impacts and foster learning. The types of programs that are not adequately catered for by orthodox approaches and can gain considerable value from MSC include programs that are:

1. Complex and produce diverse and emergent outcomes
2. Large with numerous organizational layers
3. Focused on behavioral change
4. designed with repeated contact between field staff and participants
5. Programs that the role and importance of the different parties in implementing them is shown.
6. The programs that faced many difficulties when using the traditional monitoring systems.
7. Highly customized services to a small number of beneficiaries
8. (Such as family counseling).

As for the programs that may not suit the MSCT, they can be featured as follows:

- capture expected change
- develop good news stories for public relations (PR)
- understand the average experience of participants
- produce an evaluation report for accountability purposes
- Complete a quick and cheap evaluation.
- Some of the key enablers for a successful MSC are:
 - an organizational culture where it is acceptable to discuss things that go wrong as well as success
 - Champions (i.e. people who can promote the use of MSC) with good facilitation skills
 - A willingness to try something different.
 - Time to run several cycles of the approach.
 - Infrastructure to enable regular feedback of the results to stakeholders.
 - Commitment by senior managers.

Ten Steps to Implementing MSC:

1. Getting started: establishing champions and getting familiar with the approach
2. Establishing 'domains of change'
3. Defining the reporting period
4. Collecting stories of change
5. Reviewing the stories within the organizational hierarchy
6. Providing stakeholders with regular feedback about the review process
7. Setting in place a process to verify the stories if necessary
8. Quantification
9. Conducting secondary analysis of the stories en masse.
10. Revising the MSC process.

Annex 4 : Selected Most significant Change stories:

The following are 3 of the stories collected and captured during the Focus-Group Discussions conducted with the youth council members or through the individual interviews conducted with sample of the youth council members. These stories shows in a narrative way how the project impacted on tangible changes on the youth empowerment & development as step towards the achievement of the project objectives whether on the individual or collective & community angle.

1. Towards local governance

One of the most important challenges that Search for Common Ground organization decided to go for and is promoting through its project “Empowering Young Change-Makers” in 14 states, is to entrench the culture of local governance and identifying the right mechanisms of application.

This encouraged me, Kais, and my peers to start searching for ways and means that facilitate our communication with the local authorities to identify a common ground for working together and breaking the barriers between the government officials and the civil society with all its components. So, through our participation in the Empowering Young Change-Makers project a group of youth including me took the initiative to approach the governmental administration and concerned authorities to start a dialogue and propose solutions including the possibility of having us, youth, involved in the working programs of these entities.

We were successful in convincing them and they started to involve us in many activities the most important of which was having part in the preparatory workshops for the strategic plan of Sousa state under the supervision of the municipality. Another important experience was when I and Maaly as representatives of the Sousa Youth Leaders Board participated in a dialogue with the parliament representatives and the officials on how to collaborate together.

The suggestion was to have representatives of the Youth Leaders Board as part of the Cultural, Sports, Youth, and Heritage Preservation official committee. We even participated in the election of the governing body and I was elected to be the head of the committee and Maaly was elected as the general secretary. Actually this was not appealing for some of the members and they wanted to redo the elections and exclude us totally, and when they could not do this they boycott the next sessions.

“We did not give in and continued with the sessions on regular basis. We were also keen on including more youth representing the different categories of the society to help pass this phase and do the required work.”

We started with organizing an event to celebrate the global and national environment day through which a group of local associations were approached and were more than willing to work together on that event. The main objective behind this event was to get all the associations to work together on a unified goal to achieve a greater impact, because although the existence of many civil society associations, they lack the organization and synergy which affects their ability to better apply local governance.

This initiative was also a good opportunity to evaluate the outcome of the associations participating in the organization of the event. It was fascinating how they collaborated together and worked as a team forgetting the idea of who rules as they all got unified on a shared goal that each was trying to achieve through their available resources.

“All the associations were very dedicated and showed great believe and interest in volunteering work. They were so enthusiastic about being able to benefit their country and are willing to do more.”

This was the starting point of developing a data base with all the reliable associations that can be part of social initiatives with a space for including others who were willing to participate in other initiatives after the sound success of the environment initiative.

“The success of the Global and National environment day event was acknowledged by the people, authorities, and the media with its different types.”

This was just the beginning for a long term planning for a series of initiatives that concerns both people and officials, and that will work on bringing together the different groups and sectors working on providing participatory programs to help promote active citizenship, political participation, and respect of laws, rights and duties that will consequently create a better Tunisia.

2. My experience with Civil Society Organizations Pre and post the Tunisian revolution

I am Omar Elkamaty. I will tell you about my own experience and the change that took place in my life after participating in the Empowering Young Change-Makers project.

Before the Tunisian revolution, my interaction with local organizations was like all my peers watching from a distance. I always thought that these organizations are attributed to political parties and work on promoting their ideologies and approaches.

As for the governmental officials, we never had any interaction with them as there were no channels to communicate or relate with them. Officials always consider themselves as the sole decision maker.

In my area, Zaghouan, we had a very bad experience with Salwa Elmohseny the state governor. She was so controlling and takes individual decisions without counseling with anyone else. One of her strange decisions was removing all the trees on the sidewalk along the road between Tunisia and Zaghouan. She also prohibited the coffee-shops to use any outer spaces, forbidden the call to prayers to be done through microphones, and finally the decision to demolish the Water Temple cafe, which was one of the oldest and most beautiful cafes in the area.

“I was so frustrated by her decisions and most of all because she never shared or consulted anyone before taking them. All the youth and the older people were infuriated by her over controlling style”.

After the 14 January Revolution and the changes that took place in our country, I decided to enter the arena of civil society and benefit my own country. My decision came into action when I received, through one of my friends, a nomination letter to participate in a project on youth development called Empowering Young Change-Makers, funded by Search for Common Ground organization.

Through the project I got to know a group of youth who share the same willingness and passion for uplifting Zaghouan area.

“This was the beginning of the evolvement of what we call now The Youth Leaders Board of Zaghouan area”.

We started to achieve our dream of a better Zaghouan. We participated in the decision making processes related to our area and our first initiative was to get involved in the organized discussions on the first draft of the constitution. We were well prepared having our proposals in a written document which won the admiration of the attendants and above of all the government officials who provided us with their contacts and expressed their willingness to help us.

After that we started our next step which was strengthening our relationship with the decision makers through orienting them on the Youth Leaders Board, its goal, objectives and activities. We had all of this documented in a printout and we shared it with them.

Gradually, the Youth Leaders Board became known among a number of officials and its objective of uniting the efforts of the existing associations and forming a network among them became visible to all the concerned stakeholders, especially after the success of the Associations Day event that the Youth Leaders Board organized on the 27th of April, 2013.

Now the Youth Leaders Board of Zaghouan area is always on the list of invitees of any meetings that take place between the officials and the civil society organizations.

All this success is because of the skills that my peers and I have acquired through participating in the participating in the Empowering Young Change-Makers project. It was a turning point for all of us. We learned how to be part of the civil society and have a say in the issues and decisions related to our area and country. We learned how to active citizens.

“This experience helped enhance my self-esteem and self-confidence. I learned how to deal with decision makers. Also, I started to work on anchoring the principals of good governance in the existing local associations and encourage youth to participate in identifying the issues in their area and work on solving them.”

I will continue on transferring the knowledge and skills I gained through the Empowering Young Change-Makers project to my peers and will never stop till we all together achieve our dream of a better Zaghouan and a better Tunisia.

3. Women are the future of their countries as well

The Tunisian revolution had a great influence on the political, economic and especially social level in the country. It was a sudden and drastic change accompanied by the huge number of organizations that swept through Tunisia and spread a culture of voluntary work as required by the current phase of the need to unite all efforts to overcome the crisis and bring about stability. This was my starting point, Maaly a Tunisian citizen who wants besides having a successful career, to be able to participate in rebuilding and shaping the future of her country through participating in the civil society work.

One of the most important steps I took, besides participating in the work of a number of civil society organizations, was participating in the project of Empowering Young Change-Makers funded by Search for Common Ground organization. I became member in the Youth Leaders Board of Sousa state. It was a great opportunity to enhance my skills and knowledge, and to identify opportunities to benefit my country in this critical stage.

Through this project we had the chance to interact with many associations and worked on unifying their efforts to organize and work together for better impact, something which most of the associations lack in Tunisia.

“I remember that one of the most important initiatives that we had the chance to be part of was the roundtable under the title “Towards a sustainable development under people’s supervision”. It was a great opportunity where we able to participate effectively because of the skills and knowledge we gained through the project.”

We knew that the municipality is preparing the strategic plan of the state “state’s sustainable development strategy”, so we worked on taking part in the preparation of this strategy as representatives of the civil society that has the right to be partner in making such decisions especially now that we are aiming at achieving good governance on the local level which will only be a reality through bringing people and officials.

“We succeeded to be part of the preparatory team of the strategy and to get involved in other areas as well such as local governance, environment, citizenship and civil planning. Another area which is so important and which we were trained on through the project is conflict resolution and identifying common grounds between different people.

“Acquiring such skills proved to be very useful as they helped me during my daily life in many situations concerning my family, friends and work colleagues.”

My peers and I had the chance to practice these skills on a higher level when a conflict took place between an art association and the municipality of the old city in Sousa which used a group of conservatives to bully the art association to evacuate the building and leave the area.

This conflict would have led to an unpredictable state of violence and chaos. So, we decided to take the initiative and try to resolve this conflict. Kays Elahmar, Hala BoGanah and I worked on

reaching a peaceful solution between the two sides. We succeeded to reach a common ground between them and the conflict was solved.

“All these experiences and many others are just the beginning of the journey. We still have a lot to learn and do in this critical phase which requires a lot of patience, objectiveness, faith and strong will to continue the journey and reach the sought destination

Annex 5: Evaluation plan matrix & time frame

S	Key task/activity	Timeline/ Date (June 29: July 31,2013)																											
		29	30	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26/7 : 31/7/2013
1	Preparation & desk review																												
2	Develop the inception report, evaluation plan matrix and design MTR tools																												
3	Tunis arrival																												
4	primarily meeting with the concerned staff at SFCG staff to finalize the evaluation tools & matrix																												
5	Data collection process (The following 5 activities will be repeated in each of the 6 governorates)																												
	Governorate # 1 : 1. 3 interviews with youth council members. 2. 2 interviews with selected local officials. 3. 2 interviews with sample of non-participant youth. 4. 2 phone interviews with sample of community																												

Evaluation plan matrix							
Evaluation objectives	Lines of Inquiry (Indicators, Standards)	Means of Verification (MOV)-Methods	Data Source & Quantity	Location of Data collection	Conflict considerations	Means of Analysis	Time
Assess and evaluate the extent that emerging youth leaders equipped with project management, advocacy, leadership, communication, NGO work, and conflict analysis skills to engage constructively in local governance.							
	7 CSOs ¹³ established	Quarterly reports Interviews with youth council members	Program manager Youth council	SFCG-Tunisia Office		Review the project documents	4 days
	50 % of youth leaders already register their youth council into a CSO.	FGDs with youth councils Semi-structured interview with youth council members	Youth council/per governorate Program manager			Data compilation captured from the application of the MTR process and analyze it	6 days
	50 % of the youth councils are registered legally as CSO.						
	% of project participants who shows change/improvement in advocacy and perform advocacy functions as a result of the training received and skills acquired.	Semi-structured interviews Stories collected using the MSC technique	External consultant			Collate the consistency of the data collected from different sources	6 days

¹³ The establishment of the CSOs here means their official registration legally either separately or registers the youth council as CSO.

	Public Meetings attendance at youth council with average 50 community members	Quarterly reports	Program manager				
	# of round tables organized by youth councils and attended by local officials	QRs Semi-structured interviews	External consultant Program manager				
	# of social media (# of videos, articles and broadcasts) products developed by the youth councils	FGDs Individual interviews	External consultant				
	# of issues addressed through the social media products developed	E-Survey Semi-structured interviews	External consultant Program manager				
	# of Facebook fans of youth council social media products	QRs Semi-structured interviews					
	# of YouTube viewers of youth council social media products	QRs Semi-structured interviews					
	% of youth participate who think it is possible for them to have	Semi-structured interviews					

	someday become an established civil society or political leader (before and after the project)	Story-telling technique					
	# of national meetings conducted	Desk review					
	# of youth-led initiatives to open a dialogue with local officials	E-survey Semi-structured interviews	External consultant				
	# of youth-led initiatives to tackle community issues or disputes	E-survey Semi-structured interviews Phone interviews with community members	Program manager				
	% of youth who feel these spaces provide opportunities for learning from peers and other CSOs to better engage in local civic governance.	Semi-structured interviews Story-telling technique					
	# of youth participants who demonstrate their skills to identify issues and, priorities.	Semi-structured interviews Story-telling technique	External consultant Program manager				

Evaluate and assess whether and how the training increased skills in communication, leadership, advocacy and project management skills of the youth targeted in the project so far.							
	# of who received communication skills training.	E-survey	External consultant (MTR report)	SFCG-Tunisia Office			
	# Of who received project management skills training.	Semi-structured interviews	Program manager				
	# Of who received advocacy skills training.	Desk review					
	# Of who received leadership skills training.						
	# Of who received conflict analysis skills training.						
	# of efforts of youth council members in reaching out to public officials (meetings, phone calls, emails)						
	# Of youth council partnerships created as a result of local and national roundtables and meetings.						
	# of capacity building workshops conducted to the youth groups						
	% of target participants who shows better						

	understanding of political concepts, democratic values and civic engagement skills						
	% of target participants who shows better application & practice of the project cycle/management skills	Semi-structured interviews FGDs	External consultant (MTR report)				
	% of target participants who shows better application & practice of leadership skills	Semi-structured interviews FGDs	External consultant (MTR report)	SFCG-Tunisia Office			
	% of target participants who shows better application & practice of communication skills						
	% of target participants who shows better application & practice of advocacy/mediation techniques						

ANNEX 6: EVALUATION CRITERIA & QUESTIONS:

Key evaluation criteria:

In addition to the above, the following are the key three evaluation criteria will be considered in the evaluation process. The following table shows the main questions will be subject in all the evaluation tools to be discussed and analysed in terms of the 3 key OECD-DAC criteria: Effectiveness, Relevance, and Sustainability considering the fact that this evaluation is Mid-Term Evaluation. (Please check it in annex)

Evaluation criteria	Key questions
Relevance	<ul style="list-style-type: none"> • Do the project objectives meet the needs and priorities of Tunisian youth in engaging in constructive and meaningful local governance? • Do youth leaders, community members and local officials see the targeted youth leaders' council initiatives as a useful tool for addressing community issues?
Effectiveness	<ul style="list-style-type: none"> • To what extent have the agreed objectives been achieved? • To what degree has the project equipped youth with skills in advocacy, leadership, communication and project management? • To what degree have the project activities/interventions contributed to improved relationships between targeted youth leaders and local officials? • Are the successfully achieved activities sufficient to realize the agreed outputs? • Have there been unforeseen results or unforeseen beneficiaries? • What are the reasons for the achievement or non-achievement of outputs or outcomes? • Perception of local officials for the youth leaders' role: To what degree do the local officials work with the targeted youth leaders as a partner (not as a recipient) in solving local community issues? Are targeted youth leaders' voices considered and respected by local public officials? • What could be done to make the project intervention more effective? • To what degree do community members see youth council dialogue meetings as constructively addressing community issues?
Sustainability	<ul style="list-style-type: none"> • Are youth leaders utilizing the skills they have acquired and in what capacity? • Has the improved capacity, or local groups, project team and other groups, to manage resources enabled them to replicate or refine project/program interventions? • To what degree have the youth councils taken steps towards long term sustainability? What is their vision beyond the end of the project? • Did the project partner & other stakeholders participate in planning and implementation of the intervention to ensure local engagement from the

	<p>start?</p> <ul style="list-style-type: none"> • Are there real local ownership captured by the youth councils and CSOs established so far? • To which extent the set indicators would contribute of having a well-structured monitoring/tracking system to carry out all the planned project interventions & activities. • To what extent can the project interventions and strategies be replicated, stopped or expanded? • To what extent do the positive results captured so far justify continued investments in each of the human and institutional levels?
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1.5.4. Other Key evaluation considerations:

Gender equity

The Mid-Term Evaluation process will assess the gender equity as will be showed in the project as follow:

- Verify how and to what extent did the project considered gender equity and equality to marginalized groups particularly for the participation component.

Key evaluation principles

The Evaluation plan took the following principles into account:

- **Inclusiveness**—the methodology should include a wide range of viewpoints.
- **Testing the theory of change**—specific data needs to be generated by the methodology which addresses the theory of change.
- **Mixed-method approaches**—both qualitative methods need to be present in the methodology.
- **Rigor of evidence**—gathered information needs to be reliable and transparent
- **Unexpected impacts**—the methodology needs to include techniques which assess planned and unplanned impacts.
- **Ethics**—the methodology needs to consider ethics in order to insure that the evaluation is fully objective.

ANNEX 7: EVALUATION METHODOLOGY USED AND STAKEHOLDERS MET

7.1: Scope of the evaluation

7.1.1: Geographical scope of the evaluation

The evaluation will take place in Tunisia and particularly focused on 6 geographical areas (Governorates) out of the 14 governorates targeted in the project interventions/activities. They were as follow:

- | | | |
|-----------------|--------------|-------------|
| 1. Beja | 2. Ben Arous | 3. Bizerte |
| 4. Sedi Bouzeid | 5. Sousse | 6. Zaghouan |

Sampling process

Due to the nature of the project and the target groups and referring to the TOR, the Mid-Term Evaluation is proposing used a random sampling to agree jointly on the above mentioned 6 governorates. This means that the evaluator had the opportunity to choose who will be interviewed among the full list of local officials and other community members from the list kept in SFCG based on their dealing with during the life of the project. But on the other hand, the youth participated in the evaluation process based on their presence and availability when we met with the youth councils in each of the 6 governorates sampled.. However, the following are the other criteria used in the sampling process:

- ✓ The geographical location considering the different regions participated in the project.
- ✓ The level of the implementation of the project activities/interventions so far. This was because of the fact that the project activities in few governorates did not precede according to the set action plan of the project interventions/activities for different reasons.

The above sampling process was conducted with the consultation with the concerned staff of SFCG of Tunisia when the work plan was developed considering the adopted quality standards.

On the other hand, the evaluator recommended to start with one of the most active governorates in terms of the activities implemented so far to be referred for learning purposes for the other targeted governorates as pilot application to the evaluation methodology. Then, we can consider the feedback during the application of the tools will be designed to do the needed changes in the methodology –when needed.

7.1.2: Programmatic scope & areas of focus of the current evaluation:

The current evaluation was focused on the following programmatic components whether in the methodology developed or the process carried out in the field to collect the needed data to respond to the key evaluation questions and criteria outlined as will be explained above. They were as follow:

- **Investigate three principal target groups** as follow:
 - The youth council participants in 6 governorates.
 - The community participants.
 - The local officials.

Program area of focus was mainly the assessment of the capacity building activities delivered to the above mentioned groups to identify the extent they contributed to achieve the set project objectives so far. Also, the public events, such as roundtables and national meetings conducted by the youth where the local officials and community members were involved in checked and reviewed during the evaluation process.

7.2: Evaluation Methodology

With reference to the TOR and the consultation of the concerned team members of SFCG, the evaluation process followed participatory methodology, process and tools, the following are the tools used during the evaluation process referring to the TOR in addition to other suggested tools by the evaluator after conducting the desk review process & develop the inception report as follow:

Phase 1: Desk Review

To fulfill the planned objectives and to ensure that the developed evaluation plan, methodology, process, tools and reporting of the evaluation process, desk analysis process was conducted by the evaluator. So, the desk review process included the following documents:

- Project proposal.
- List of indicators.
- Some of the national meetings reports of youth leaders councils.
- Some of the project quarterly reports.
- Sample of overall assessments of the MEPI.

Phase 2: Develop work plan-Inception report

Based on the above extensive desk analysis, a detailed work plan to carry out the evaluation process activities was designed with the consultation of the concerned project management team.

The mentioned evaluation work plan included the following items:

- Develop the evaluation plan **matrix** shows that who will do what, when and where and how for each project indicator to be measured in the MTR.
- Also, this will include process, methodology; **tools** will be used, guiding forms and the revised time-frame based on the available dates for all the concerned parties/partners.
- Agree on the suggested **Sampling** process
- Based on the feedback of the project team, the **revised plan** was developed to start the evaluation process activities in the field.

Phase 3: Data collection process (Project review process)

In order to carry out the evaluation process of the targeted project following participatory methodology, process and tools, the following were the actual tools used during the evaluation process referring to the TOR in addition to other suggested tools by the evaluator as follow noting that the different tools will be used to ensure the consistency of the data will be collected and follow the triangulation principles as well.

Note: All the guides and forms of the below outlined tools will be thatched as annexes to this report.

S	Tool used/ process
1. Semi-structured interview with youth council members	
Purpose & process	The consultant used a more traditional semi-structured interview process (question-and-answer method) based on interview guidelines designed to collect data to determine the relevance, effectiveness, and sustainability of the project. The interviews will be loosely structured, relying on a list of issues to be discussed allowing free flow of ideas & information needed. Such interviews aimed to assess their individual performance in terms of the skills they trained on. Also, it aimed to capture the feedback and the perception of sample of the young council members as the key target group about the capacity building activities provided included the training and assess the extent these training contributed to promote their role in the civic engagement activities led by the skills acquired through this training. Also, their recommendations as the key stakeholders in the project were captured through these interviews.
# of interviews	3 interviews with 3 of youth council members per governorate and 2 members in one of the youth councils with total 17 interviews.
Others	The selection process considered some pre-defined criteria such as the sex, the socio-economic status, the geographical location, the different age group within the age group (15-30), and others to ensure the good representation and the quality of process and the diversity of information.
2. Semi-structured interview with sample of non- participant youth	
Purpose & process	The consultant will used a more traditional semi-structured interview process (question-and-answer method) based on interview guidelines designed to collect data to determine the relevance, effectiveness, and sustainability of the project. The interviews were managed in loosely structured, relying on a list of issues to be discussed allowing free flow of ideas & information needed. Such interviews was aimed to collect the needed data from sample of non-participant youth to compare their level of skills in all the training topics provided to the participant youth in the project to be used later for comparison purposes. Also, their recommendations were captured through these interviews.
# of interviews	2 interviews with 2 of non-participant youth per governorate with total 11 interviews.
Others	The selection process considered some pre-defined criteria such as the sex, the socio-economic status, the geographical location, the different age group within the age group (15-30), and others to ensure the good representation and the quality of process and the diversity of information.

3. Semi-structured interview with Local officials	
Purpose & process	The consultant used a more traditional semi-structured interview process (question-and-answer method) based on interview guidelines designed to collect the data needed to determine the relevance, effectiveness, and sustainability of the project. The interviews were managed in loosely structured, relying on a list of issues to be discussed allowing free flow of ideas & information needed. Such interviews aimed to capture the feedback and the perception of sample of local officials about their role in the project and how they perceive the role of the youth as change-makers in the project and to which extent the participant youth succeed to engage in different civic activities. Also, their recommendations in the project were captured through these interviews.
# of interviews	2 interviews with 2 of local officials per governorate with actual total 13 interviews.
Others	The selection process will be managed randomly to select the targeted groups in these interviews.
4. Phone interviews/ or face-to-face interviews with selected community members in each governorate	
Purpose & process	The consultant will used a more traditional phone interview process (question-and-answer method) based on interview guidelines designed to collect data to determine the relevance, effectiveness, and sustainability of the project. The interviews were managed in loosely structured, relying on a list of issues to be discussed allowing free flow of ideas & information needed. Such interviews will aim to capture the feedback and the perception of sample of the local officials about their perception about the role of young leaders as change makers and identify the level of their support, understanding and response to their role. <i>However, the actual application of these interviews resulted in conducting it following face-to-face interview methodology except only 2 interviews was conducted over phone/Skype as showed in the below table.</i>
# of interviews	2 interviews with 2 of community members per governorate with total 12 interviews.
Others	Pre-defined criteria were developed to ensure that the selected sample will represent all the type of decision makers as local officials in the local units in each governorate considering the gender issues as well. However, the selection process was managed randomly using the entire list/sheet of the stakeholders.
5. Focus-Group Discussions with sample of youth participants in each governorate	
Advantages	Advantages of using Focus Groups Discussion technique are the friendly and inclusive open dialogue and discussions have allowed the evaluator and facilitator to capture the needed information needed for the evaluation process.
Purpose	The focus groups discussion (FGDs) were facilitated to <ul style="list-style-type: none"> • Capture the outcomes resulted from the implementation of the project from the perception of the youth themselves within group perspective. • Also, conducting such FGDs aimed to explore attitudinal as well as learning outcomes on their perception about the young people “change makers” in their communities and to which extent they succeed to expand what the learned to their peers in the communities targeted.

	<ul style="list-style-type: none"> Finally, the results captured from the above mentioned were used to identify and assess the level of Knowledge (and skills acquired), Attitude and Practice (KAP) resulted from the trainings received through the communication of the youth councils with them.
process	The evaluator used tailored model of FGDs with a friendly user features to suit the nature and age group of the young people to be more attractive and allows to the effective interaction during the facilitation of the FGD (Please refer to annexes section) . It was used as a reflection tool as well to capture the knowledge they have after their participation in the project, skills acquired, attitudes changed, challenges encountered in addition to the way forward including their recommendations based on their level of satisfaction about the project. Each group consisted of 10-15 participants .
# of FGDs	1 per governorate targeted and sampled in this evaluation with total 6 FGDs with total 51 participants .
Others	The selection process considered some pre-defined criteria such as the sex, the socio-economic status, the geographical location, the different age group within the age group (15-30), and others to ensure the good representation and the quality of process and the diversity of information.
6. Semi-Structured interviews with the program coordinators in each governorate	
Purpose	The consultant used a more traditional semi-structured interview process (question-and-answer method) based on interview guidelines designed to collect the needed data to determine the relevance, effectiveness, and sustainability of the project. The interviews were managed in loosely structured manner, relying on a list of issues to be discussed allowing free flow of ideas & information needed. Such interviews aimed to capture the feedback and the perception of 6 of the program coordinators (1 per targeted governorate) about their perception about the role of young leaders as change makers and identify the level of their support, understanding and response to their role. Also, their recommendations as the key stakeholders in the project were captured through these interviews especially on the institutional & organizational level.
# of interviews	1 interviews with 6 of program coordinators (1 per governorate with actual total 4 interviews). It is worthy saying that there were more than one covering 2 governorates as showed in the below table.
7. Semi-Structured interviews with the program ,management team in addition to the regional director	
Purpose	As mentioned above with special focus on their feedback from institutional & management angle with total 4 interviews.
It is recommended to have participant list for all the above mentioned MTR activities to be referred when needed.	

8. Most Significant Change Technique

Due to the time and financial constraints, the evaluator used a highly simplified variation of the “Most Significant Change” (MSC) technique as part of the FGDs or during the individual interviews. This participatory methodology focused on documenting what members of each focus group or during the individual interview have found to be the most significant change they

have experienced as a result of participation in the project. This process resulted in the selection of 3 stories as attached in annex 3 of the MTR report.

The following table shows the number of participants in the evaluation process per governorate for each of the evaluation activities. As shown in the table, there were 116 of the project participants were subject or interviewed during the evaluation process.

One of the key notes resulted from the reading of this table, that the biggest number of the youth councils was **Bizerte** with total 15 participants while the lowest number was in **Zaghouan** with total 5 members only.

Table 1: Number of stakeholders/participants met during the evaluation process

Evaluation activity/process	# Total activities	# of events & participants per governorate					
		Sedi Bouzid	Sousse	Ben Aros	Bizerte	Zaghouan	Beja
Semi-structured interviews with Local officials	13	3	3	2	2	2	1
Semi-structured interviews with Sampled community members	10	2	1	2	0	3	2
Phone interviews with community members	2	0	1	0	1	0	0
FGD with Youth council	6 (51)	9	9	7	15	5	6
Individual interviews with Selected youth council members	17	3	3	2	3	3	3
Semi-structured interviews with Sample of non-participant youth	11	1	2	2	2	2	2
Semi-structured interviews with the Field project coordinator	4*	1	1	1	1	0	0
Semi-structured interviews with Program management team SFCG	4	4					
Stories collected/selected using Most Significant Change technique as part of the FGDs	3	3					
Total of events	70	19	20	16	24	16	14
Total of participants/stakeholders met		116					

* Also, it is noticed that the number of field project coordinators was 4 only as there was only 1 coordinator for 2 targeted governorates (Sousse & Zaghouan) while there wasn't a project coordinator of Beja youth council.

ANNEX 8: INDICATOR RATINGS CHART FOR OVERALL EVALUATION FRAMEWORK

Please note that all of the indicators outlined below are based on the specific evaluation questions in the TOR and as designed in the evaluation plan matrix

Indicators	Poor	Fair	Effective	Excellent	Data Collection Methods
1.0 Relevance					
1.1 Youth leaders, community members, and local officials see the targeted youth leaders council initiatives as a useful tool for addressing community issues	All the target groups report that they didn't perceive or see the youth council initiatives as a useful tool for addressing community issues in very limited degree or not all.	All/most of the target groups report that they perceive or see partially that the youth council initiatives as a useful tool for addressing some of the community issues.	All/most of the target groups report that the majority of community issues could be addressed through the youth council initiatives during the life of the project so far.	All/most of the target groups believe and consider the youth council initiative as a useful tool for addressing all the community issues.	<ul style="list-style-type: none"> • Progress reports • Focus group discussions • Semi-structured interviews • Semi-structured interviews with non-participant youth "community members".
1.2 The Objectives of the project meet the needs and priorities of Tunisian youth in engaging in constructive local civic governance	<ul style="list-style-type: none"> - Project objectives have only not addressed the needs and priorities of Tunisian youth in promoting the constructive local civic governance. - No reference in project reports to link between objectives and needs & priorities of target groups. 	Project objectives partially address the needs & priorities of target groups (either only the priorities or the needs, or only a few priorities and needs).	Project objectives have addressed the majority of the priorities and needs of target groups.	Project objectives have taken into consideration all of the priority needs of target groups.	<ul style="list-style-type: none"> • Progress reports • Monitoring and evaluation reports • Focus group discussions • Semi-structured interviews. • Project proposal and other documents.
2. Effectiveness					
2.1 The project equipped youth with skills in advocacy, leadership,	<ul style="list-style-type: none"> -All/most of targeted groups of youth didn't receive or equipped with all these skills. -All/most of the youth 	<ul style="list-style-type: none"> -All/most of targeted groups of youth didn't receive or equipped some of these skills. -All/most of the youth 	<ul style="list-style-type: none"> -All/most of targeted groups of youth received or equipped the majority of these skills. -All/most of the youth 	<ul style="list-style-type: none"> -All/most of targeted groups of youth fully equipped with skills in advocacy, leadership, communication and project management. 	<ul style="list-style-type: none"> • Monitoring and evaluation reports • Focus group discussions • Semi-structured interviews.

Indicators	Poor	Fair	Effective	Excellent	Data Collection Methods
communication and Project management	interviewed reported that the quality of training on these skills was poor.	interviewed reported that the quality of training on these skills was good in some training and poor in others.	interviewed reported that the quality of training on these skills was good and effective	-All of the youth interviewed reported that the quality of training on these skills was good in all training received.	<ul style="list-style-type: none"> • Stories collected
2.2 The project activities contributed to improved relationships between targeted youth leaders and local officials	- Target groups interviewed reported that the relationships between the youth leaders and local officials have been not improved as a result of the project implementation.	- Target groups interviewed reported that the relationships between the youth leaders and local officials have been improved partially as a result of the project implementation.	- Target groups interviewed reported that the relationships between the youth leaders and local officials have been improved significantly as a result of the project implementation.	- Target groups interviewed reported that the relationships between the youth leaders and local officials have been improved and changed completely towards the right direction as a result of the project implementation.	<ul style="list-style-type: none"> • Focus group discussions • Semi-structured interviews • Stories collected and documented.
2.3 The local officials work with the targeted youth leaders as a partner in solving local community issues	-Local officials perceive the role of youth leaders when communicating with them to address and deal with community issues as not effective or important at all.	-Local officials perceive the role of youth leaders when communicating with them to address and deal with community issues as a complementary but not so important.	-Local officials perceive the role of youth leaders when communicating with them to address and deal with community issues as an important & effective in most cases.	-Local officials perceive the role of youth leaders when communicating with them to address and deal with community issues as real partner and change makers	<ul style="list-style-type: none"> • Semi-structured interviews with local officials
2.4 Targeted youth leaders' voices considered and respected by local officials	-No reference shows that there are some youth council initiatives or ideas adopted by local officials through tangible actions.	-Meetings/interviews with target groups show that all/most of the local officials accepted few of the youth initiatives/ideas and turned it into tangible actions.	-Meetings/interviews with target groups show that the majority of the youth initiatives/ideas considered and accepted by all/most of local officials and turned it into tangible actions.	-Meetings/interviews with target groups show that the all of the youth initiatives/ideas considered and accepted by all/most of the local officials and turned it into tangible actions.	<ul style="list-style-type: none"> • Semi-structured interviews with local officials. • FGDs with youth councils. • Stories collected and documented.
2.5 Community members see youth	No reference at all shows that the community members perceive the role of	Meetings and interviews with community members shows that they consider the youth	Meetings and interviews with community members shows that they consider the youth council dialogue	Meetings and interviews with community members shows that they consider the youth council dialogue	<ul style="list-style-type: none"> • Focus group discussions • Semi-structured interviews with non-participant youth

council dialogue meetings as constructively addressing community issues	youth council dialogue as constructive role in addressing community issues.	council dialogue meetings contributing partially in addressing community issues.	meetings contributing significantly in addressing all/most of the community issues.	meetings contributing the main role in addressing all of the community issues.	"community members".
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3. Sustainability					
3.1 Youth leaders utilizing the skills they have acquired	-No reference shows that the youth leaders started to utilize the skills they have acquired in tangible civic engagement or tangible actions/activities	FGDs/interviews with target youth groups show that they started or actually utilized the skill they have acquired in few civic engagement activities/actions.	FGDs/interviews with target youth groups show that they actually utilized the skill they have acquired in many of the civic engagement activities/actions as a response to the community issues they have.	FGDs/interviews with target youth groups show that they actually utilized the skill they have acquired significantly in diverse types of the civic engagement activities/advocacy activities/ actions in an effective way as a response to the community issues they have.	<ul style="list-style-type: none"> • FGDs with youth councils. • Stories collected and documented. • Semi-structured interviews with youth. •Project Progress reports.
3.2 The youth councils taken steps towards long term sustainability with specific vision by the end of the project	-No mechanisms in place to ensure human resources sustainability on the level of the youth leaders as a result of their participation in the project. -The absence of documented specific long-term or strategic vision of the youth councils so far	- There are a few mechanisms to ensure sustainability of the youth council level per governorate or on the project level. - There is documented specific long-term or strategic vision of the youth councils but not clear/structured enough	- There are a many mechanisms to ensure sustainability of the youth councils but not all used adequately. - There is documented specific long-term or strategic vision of the majority of the youth councils targeted in this evaluation where some of them started to translate it into actions.	- There are well-structured mechanisms to ensure sustainability of the youth councils all used adequately. - There is documented specific long-term or strategic vision of all of the youth councils targeted in this evaluation where all of them started to translate it into actions.	

ANNEX 9 : TERMS OF REFERENCE

Mid-Term Evaluation and Baseline Study **“Empowering Young Change-Makers in Tunisia” by** **Search for Common Ground-Tunisia**

Search for Common Ground-Tunisia seeks an experienced evaluator to carry out a mid-term evaluation of its project “Empowering Young Change-Makers.”

Context and Background

Organizational Background

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. SFCG is engaged in a long-term process of incremental transformation, so we make long-term commitments. We work with partners on the ground to strengthen local capacity to deal with conflict. SFCG currently has offices in 30 countries. Our “toolbox” includes mediation/facilitation training, common ground journalism, radio/TV, drama, and music.

Search for Common Ground-Tunisia is working in the post-revolutionary context to help members of Tunisian society approach conflicts and differences in a constructive manner, through cooperation and dialogue. SFCG- Tunisia is working through multiple channels, primarily with youth CSO representatives in 14 governorates, the Tunisian media sector, and local public officials, to build the capacity of individuals and institutions to approach challenges by understanding differences and acting on commonalities.

Project Summary

SFCG-Tunisia’s largest program is the Youth Leadership Development Program, which empowers youth NGO and political leaders of 14 governorates, in the form of youth councils, to reinforce their role and participation in local affairs during this period of democratic transition. Specifically, SFCG provides training and coaching to these youth in media communication techniques, NGO work local governance and conflict resolution to effectively engage in local advocacy efforts. This coaching and support process has enabled the 14 youth councils to facilitate over 37 public events, reaching 3,221 community attendees, addressing issues of local importance and involving advocacy with local and national officials. Additionally, the youth councils widen their impact through media outreach including social media.

Evaluation criteria

Evaluation Objectives

The intended study is a mid-term evaluation to explore how the project was implemented, and to what extent the project objectives were achieved. Specifically, the evaluation seeks to evaluate whether and how the training increased skills in communication, leadership, advocacy and project management skills of the youth and how this training facilitated constructive engagement in local governance by:

- 1 Evaluating the effectiveness of the project

- a To what degree has the project equipped youth with skills in advocacy, leadership, communication and project management?
 - b To what degree have the project activities contributed to improved relationships between targeted youth leaders and local officials?
 - c To what degree do the local officials work with the targeted youth leaders as a partner in solving local community issues? Are targeted youth leaders' voices considered and respected by local public officials?
 - d To what degree do community members see youth council dialogue meetings as constructively addressing community issues?
- 2 Evaluating the relevance of the project activities to the overall conflict context
- a Do youth leaders, community members, and local officials see the targeted youth leaders' council initiatives as a useful tool for addressing community issues?
 - b Do the objectives of the project meet the needs and priorities of Tunisian youth in engaging in constructive local civic governance?
- 3 Evaluating the sustainability of the project over the long term.
- a Are youth leaders utilizing the skills they have acquired and in what capacity?
 - b To what degree have the youth councils taken steps toward long term sustainability? What is their vision beyond the end of the project?

Audience

The primary audience of this evaluation is Search for Common Ground. The result will be used to shape future projects with youth in Tunisia.

3 Evaluation Methodology

Approach: The SFCG approach to evaluation is grounded in the guiding principles of our work: participatory; culturally sensitive; committed to building capacity; affirming and positive while honest and productively critical and valuing knowledge and approaches from within the context. SFCG and the hired evaluator will agree upon a joint set of evaluation standards when negotiating the final contract of agreement.

SFCG will engage an external consultant to evaluate the effectiveness of the implementation of the Youth Leadership Development project. The evaluator should take a collaborative approach with the SFCG team in order to develop and refine the evaluation methodology.

Scope: The evaluation will investigate two principal target groups: the **youth council participants** in 6 governorates across Tunisia, and the **community participants and local officials** who took part in the youth council's public events and activities.

Methodology: The evaluation will follow a mixed qualitative/quantitative model. SFCG will not concentrate on statistical significance for this evaluation.

The evaluation will draw on the following sources:

- 1 All of the documentation collected during the project activities
- 2 Targeted interviews of 4-6 selected youth council members per governorate

- 3 FGDs with the youth council members.
- 4 Electronic survey of all youth participants across Tunisia (approximately 112 youth)-
Cancelled after consulting this point with the selected evaluator.
- 5 Targeted interviews with 2-3 selected local officials in each governorates
- 6 Targeted interviews with 4-5 community members in each governorate
- 7 Interviews of 6 program coordinators to assess the implementation of the program, community response to the youth councils and further contextualize the responses of the youth council members.

This information will be collected from the evaluator directly. The Search for Common Ground project team will provide regular assistance, including logistical support.

At the beginning of the evaluation period, a detailed plan will be constructed and finalized with the consultation of the SFCG Design, Monitoring, and Evaluation staff. The plan should take the following principles into account:

- **Inclusiveness**—the methodology should include a wide range of viewpoints.
- **Testing the theory of change**—specific data needs to be generated by the methodology which addresses the theory of change.
- **Mixed-method approaches**—both qualitative and quantitative methods need to be present in the methodology.
- **Rigor of evidence**—gathered information needs to be reliable and transparent
- **Unexpected impacts**—the methodology needs to include techniques which assess planned and unplanned impacts.
- **Ethics**—the methodology needs to consider ethics in order to insure that the evaluation is fully objective.

The evaluation must not only follow SFCG’s guiding principles, but also comply with the OECD DAC Evaluation Quality Standards.

Scope of Work

Location

This evaluation will take place in 6 of the 14 governorates which Search for Common Ground works in throughout Tunisia, including: Beja, Ben Arous, Bizerte, Sedi Bouzid, Zaghouan, and Sousse. The finalized analysis and report writing will take place in the evaluator’s home location.

Deliverables

- An evaluation plan detailing a proposed methodology and written evaluation tools
- A draft evaluation report for review by SFCG staff and other stakeholders
- A Final Report (20 pages in length) that consists of :
 - Executive summary of key findings and recommendations – no more than 2 pages
 - Table of contents
 - Research findings, analysis, and conclusions with associated data presented, where appropriate in clear graphs or charts
 - Recommendations for future action

- Appendices, which include collected data, detailed description of the methodology with research instruments, list of interviewees, bibliography, and evaluator(s) brief biography
- 2 bound hard copies and submitted in electronic form
- The full report should be in English.

SFCG will exercise no editorial control over the final evaluation report.

Duration & Deadlines

*The duration of the contract will be a total period of 30 days, beginning June 10, 2013. This includes a total of 6 days of evaluation preparation and tools designs, 12 days of data collection across the governorates, and 12 days of data analysis and report writing. The final evaluation report will be due to SFCG-Tunisia no later than July 15, 2013. – **The new revised agreed deadline is Aug 12, 2013 after postponing the travel of the selected consultant.***

Logistical Support

SFCG will provide preparatory and logistical assistance to the evaluator, which include:

- 1 Background materials (project proposal, meeting notes, reports, et cetera)
- 2 Meeting, phone, email communication
- 3 Quantitative and qualitative documentation of project activities
- 4 Interviewees (and their contact information)
- 5 Technical assistance
- 6 Field visit logistics (e.g., travel cost, translation services)
- 7 Meeting arrangements with stakeholders and beneficiaries
- 8 Assistance in logistics by SFCG Team Members

The Evaluation Team

Evaluator's Role

The evaluation will be conducted by an individual managed by the evaluation focus point person at SFCG-Tunisia. The evaluator and field coordinator will travel to the previously mentioned governorates to conduct this work. The final writing of the deliverables can be conducted externally to the area.

Evaluator Competencies

SFCG seeks an experienced evaluator with the following qualifications:

- *Proficiency in Arabic, French and English.*
- *More than 5 years of experience in project evaluation or the equivalent in DM&E expertise, including collecting data in interviews, surveys and focus groups*
- *Experience working with international organizations*

- *Strong communication and writing skills*
- *Understanding of and experience working with youth and engagement in local civic governance*

- Understanding of and experience working in the post-revolutionary context of Tunisia.
- *Evaluation methods and data collection skills*
- *Ability to be flexible with time and work schedule*
- *Available for future evaluation contracts with SFCG*
- *Conflict resolution/peace building experience*

Interested Candidates

SFCG- Tunisia invites all interested and qualified candidates to submit a letter of interest, clearly explaining how their experience meets desired qualifications, resume and 2 references, by April 12, 2013 to exploitunis@sfcg.org.

