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Common Ground Dialogue
Building Constructive Dialogue between Conflicting Stakeholders in Tunisia

Final Evaluation Report

Search for Common Ground Tunisia
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May 2015
Tunisia

Table of Contents

List of figures, tables and boxes 3
List of appendices 3
1. Executive Summary 4
2. Project Overview 7
3. Conflict Context 8
4. Methodology Framework 9
5. Main Findings and Analysis 12
5.1. Establish a Culture of Dialogue 12
5.2. Build Group Cohesion 17
5.3. Improve Participants’ Capabilities 18
6. Ensure project sustainability 22
6.1. The Participants’ Perspective 22
6.2. Public Officials' perspective 23
6.3. The NGOs leaders' perspective 25
7. Conclusions and Recommendations 26
8. Appendices 31

List of figures, tables and boxes

Figure 1. Program's Effectiveness Indicators 6
Figure 2. Dialogue Capability Index, pre/post comparison (I) 13
Figure 3. Participants' Scores on Cohesion Capability Components, endline evaluation 18
Figure 4. Participants' CI Scores on Advocacy Skills, endline evaluation 22

Table 1. Dialogue Capability Index, pre/post comparison (II) 14
Table 2. Participants' Capability Scores on Dialogue Attitudes, pre/post comparison 15
Table 3. Capability Index on Mediation, pre/post comparison 19
Table 4. Capability Index on Negotiation, pre/post comparison 20
Table 5. Capability Index on Advocacy, pre/post comparison 21
Table 6. Capability Index on Communication, endline evaluation 22

Box 1. The Capability Index 11
Box 2. "Women Dialogue" Program definitions 18

List of appendices

Appendix 1. Terms of Reference 32
Appendix 2. Data collections tools 37
Appendix 3. List of interviewees 40
Appendix 4. Summary of baseline evaluation indicators 41
Appendix 5. Summary of endline evaluation indicators 41
Appendix 6. Analytical framework for baseline/endline evaluation indicators 42
Appendix 7. Scoring composition 43
Appendix 8. Capability Index Calculation 45
Appendix 9. Survey questionnaire 46
Appendix 10. Participant's Interview evaluation matrix 46
Appendix 11. Consultant's short biography 46

1. Executive Summary

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

It is commonly acknowledged that Tunisian women enjoy a particularly advantageous status in terms of rights compared to other Arab countries. This has been the result of a long-term historical movement that has led Tunisian women to fight for and defend their rights. Yet during the transition period, spanning from January 2011 to November 2014 when new elections were held after the approval of the new Constitution in January 2013, these rights have been "*a major source of impassioned debates between hardliners from opponent sides of conservatives and secularists, each of them being backed by prominent political figures.*"

In this context, SFCG designed the "Women Dialogue" Program (WD) as an attempt to bridge the gap between main ideologically-opponent groups such as leftwing women CSO groups – identified as lobbying for a western conception of secularism and women's rights – and Islamist organizations, assumed to be more prone to grounding women's rights in cultural backgrounds. WD Phase 1 – which started in 2013 – achieved most of its objectives i.e. raising women's awareness on the usefulness of dialogue, enhancing mutual acceptance and helping women discover common ground concerns[1]. This paved the way for *agreeing on "specific actions to undertake",* implying institutional commitment from each organization participating in the Dialogue. WD Phase 2 aims "to further support the existing dialogue coalition of women, to deepen the dialogue within their base and respective constituencies, to engage in joint legal advocacy efforts."

The present evaluation is intended to measure the extent to which the program has successfully addressed (i) the cohesion among women participants (ii) the quality of dialogue among participants (iii) the quality of joint advocacy activities/initiatives for select women's rights issues. The primary audience of this evaluation is Search for Common Ground Tunisia. The result will be used to shape future projects with Women rights CSO's in Tunisia.

In order to assess participants' pre- and post-program performances, the evaluation methodology is based on qualitative methods according to the framework developed in the baseline study. This framework relies on the construction of composite indicators called "Capability Index" (CI) specific to the different components of the WD Phase 2 program namely, Dialogue, Mediation, Negotiation and Advocacy. The "Capability Index" score ranges from 1 to 7: an index value of 0 implies no performance on the respective program component; an index value of 1 (7) indicates very low (high) performance while the Score of 4 is considered as the medium/standard level of performance. The "Capability Index" is constructed at participant as well as at group level for comparison purposes. Its main advantage is to allow tracking changes over time and between participants. Hence, the program's effectiveness is measured as the pre/post percentage change of the Capability Index.

[1] "Common ground concerns" cover shared values and shared interests between participants. For example, participants discovered the critical situation of women in rural areas and all shared an interest on supporting the economic rights of rural women.

In summary, the Program has successfully facilitated a friendly environment for dialogue among participants. There is a widely shared opinion that discussions among members of the group were cordial and respectful of all participants' opinions. This aspect characterized all workshops, and although differences of views have often appeared they were not such as to influence the tone of the debate which has been, save for some exceptions, friendly. Yet, the Platform did experience moments of high tension that participants describe as "moments of confrontation and aggression" that could have seriously threatened the Platform's outcome. The process adopted by the participants to resolve the conflict is indicative that the participants' perception of the dialogue process is characterized by the following:

- *The need to succeed*. The group motivation to make the project succeed "at all costs" is often mentioned as a factor that led the participants to agree. This perceived "responsibility to succeed" is indeed a running thread throughout the "Women Dialogue" Program since Phase 1 that made the success of the dialogue a key necessity[2].

- *Reliance on personal relationships*. Several participants emphasize that the relationships they have forged with one another have acted as a catalyst for exchanges. Some among former participants identify this as the result of the work done in Phase 1, which somehow established "the rules of conduct" and paved the way for dialogue. On the other side, new participants are prone on associating this with the absence of any major cleavage likely to prevent dialogue.

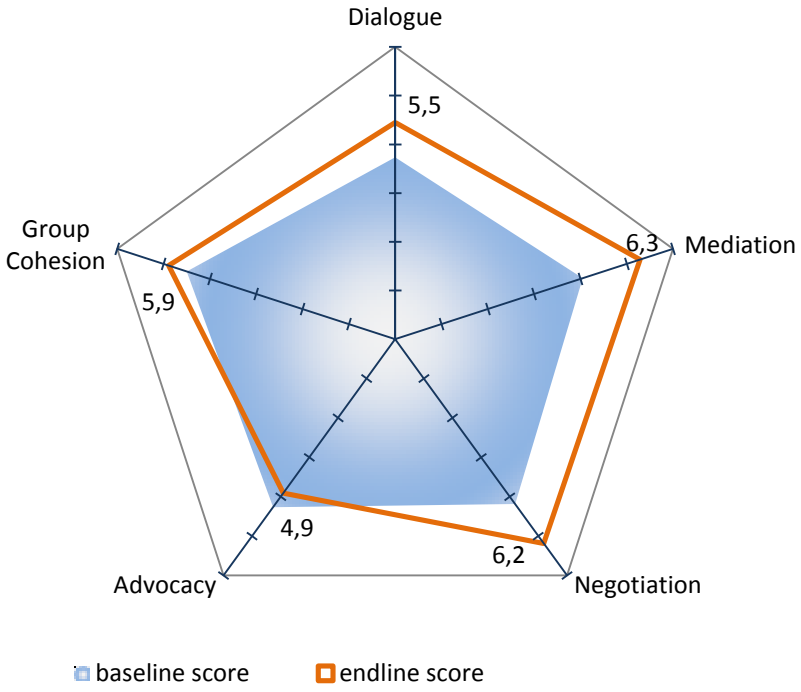
- *The attempt to make use* of some mediation practices learnt in the program that proved to be effective. Based on discussions with participants, this practice was applied in the only case when discussion was actually interrupted. Upon failure to carry on exchanges between participants, mediation consisted in appointing a "committee of wise women" representing different opinions in the group in order to find "an intermediate solution" which is the term often used by participants to designate compromise. Therefore, the program has achieved its objectives to increase group cohesion and improve participants' attitudes towards a positive dialogue. Moreover, the program helped reduce the gap between former and new participants that was highlighted in the baseline report in relation with the lack of positive dialogue attitudes.

Furthermore, the program has been effective in improving participants' skills on Mediation and Negotiation. The training sessions succeeded to meet the high expectations participants have expressed in the beginning of Phase 2 mainly by making participants feel more self-confident on these topics. Moreover, participants claim that the newly-acquired knowledge and skills have made them more prone to listening to others' opinions and increased their ability to hold a neutral position in discussions between persons with opposite opinions.

Nevertheless, the program was not successful in improving participants' capabilities on advocacy topics especially those related to the "Skills & Practices" component. While the new participants and *their constituencies* are relatively more engaged in the ongoing advocacy campaign, the NGOs participating in the "Women Dialogue" Platform are not, save for some exceptions, , taking any action in order to gain further support from public officials and they mostly adopt a wait-and-see attitude.

[2] As the Phase 1 Evaluation report put it, "from the participants' standpoint, it was critical for the program not to fail and to make the case that a common space for dialogue could always be found."

Figure 1. Program's Effectiveness Indicators



In order to enhance the program long-term effectiveness, particular attention needs to be paid to the following:

- The *need-to-succeed* attitude though it proved to be useful in the discussions within the Platform may not be sustainable if it keeps focusing on the *outcome* rather than the *means*. As a consequence, participants focus on final results rather than on the process that should lead to them. This makes ideology-driven and biased perceptions emerge among participants and may prove once again to be a serious hindrance to dialogue.[3]

- Though dialogue attitudes have considerably improved, progress on relationships issues has been mainly fueled by personal affinities and the process of discovering common interests/values is still underdeveloped among participants.

- As the previous WD evaluation reports have outlined, the "institutional dimension" which is a requirement for long-term effectiveness of the program is still missing. No efforts are made by participants themselves neither by their constituencies to capitalize on relationships the Platform has been able to establish.

- Additional efforts are required to make participants more prone to go beyond the personal relationship they have created with other participants from a different ideology-driven NGO and gain institutional support from their own organization in order to engage in common actions.

- The success of the ongoing advocacy campaign relies on the efforts of only 5 NGOs out of 16. Though more participants are taking personal initiatives on advocacy issues especially in gaining support from the civil society, the wait-and-see attitude still prevails.

[3] As the WD Phase 1 evaluation report put it " [the dialogue process was] driven by this constant concern of seeking consensus rather than building consensus through a sound, trust-based, mutual recognition and institutional-level process which may guarantee long-term effectiveness of the program

As public officials have noticed there is shared awareness by all civil society organizations and regardless of their ideological or religious background that in terms of women's rights, and despite the progress made, there is still a long way to go. Time seems propitious for advocacy initiatives with Parliamentarians and policy makers. SFCG needs not to miss the momentum and should address these shortcomings by:

- Providing a roadmap to organizations on actions to be taken in the ongoing advocacy campaign.
- Taking initiatives and making concrete proposals of common activities to be implemented on the ground and addressing the lack of cooperation between the organizations participating in the Platform.
- Ensuring that the WD Platform is widely advertised in the local media in order to encourage NGOs outside the Greater Tunis area.

2. Project Overview

Since its establishment in Tunisia in 2011, Search For Common Ground (SFCG) has worked to establish a culture of constructive dialogue among Tunisian women's civil society organizations in order to reduce tensions, build mutual understanding and find common ground between conflicting groups coming from all ends of the Tunisian political and cultural spectrum. The SFCG approach aims to "(i) improve personal relationships across deep political divides; (ii) increase mutual understanding of and (iii) respect for everyone's positions and beliefs; (iv) lead to recognition of the existence of common ground between women; and (v) decrease tensions and stereotypes between leaders and groups."[4]

In this context, SFCG launched in March 2013 the "Women Dialogue" Program, designed to bring together secularist and faith-driven local women's organizations, to help them discover shared interests beyond ideologically-driven differences and stereotypes, to create a sustainable exchange Platform and to build mutual trust and respect among participants. The program has succeeded in creating such a suitable environment for dialogue and mutual understanding. This resulted in the drafting of a Chart stating the shared values and the "common grounds" the Dialogue has helped bring about such as tolerance, the need for dialogue and the right to be different. The Tunisian Women for Common Ground (TWCG) Platform which arouse from this success called for further support in order to ensure the program's sustainability. This led SFCG to design WD Phase 2, aiming inter alia to turn discussions into action and develop joint legal advocacy on select women's rights issues.

The Program's Phase 2 first focused on trust and team building activities to bring the participants together in an attempt to understand each other and to work together around common issues by highlighting differences, developing tolerance and learning from each other's personal life experience[5]. Eventually, 4 training sessions took place on mediation, negotiation, communication and advocacy issues aiming at making participants familiar with the tools related to these activities while particular attention was paid to designing, monitoring and evaluating an advocacy campaign. At the end, the TWCG Platform agreed on selecting gender parity in decision-making positions in public services as the topic for the advocacy campaign. Participants established 5 working groups in relation with the judicial, communication, lobbying

[4] The "Women Dialogue", Final Evaluation Report, Phase1, Tunis, March 2014

[5] As in the baseline evaluation report, participants attending both Program Phases are referred to as "former participants" while the other participants are considered as "new participants".

and mobilization issues. The Platform held 4 regional meetings in order to raise awareness and mobilize more supporters to the campaign and obtained, with the support of SFCG project team, a hearing session with the Freedoms and Rights Committee Members of the Parliament. The advocacy campaign officially started on April 5, through an event attended by several public officials, parliamentarians and representatives of decision-making authorities.

3. Conflict Context

The adoption of the Constitution early in 2014 confirmed once again that compromise has prevailed in the country. By the end of the year, new elections have been held (October-December) and greeted as a new milestone on the path of democracy, ensuring a mostly peaceful political transition. A secularist and matured civil society has been a major player on the political ground through continuous pro-active involvement in key political processes such as the National Dialogue Process backed by the Labor Union or as observer during the elections. However, the last elections "*have revealed fault lines in Tunisian society that political elites believed they had bridged with their sense of consensus and compromise*"[6].

> *"This vote completed an electoral cycle that has harnessed the peaceful emergence of a new post-revolutionary democratic order in this 11-million strong nation."*
> The Guardian view on Tunisia's transition: a success story, Editorial, December 26, 2014

Indeed, the new political landscape that has emerged from the parliamentary and presidential elections clearly shows a north/south regional divide along the secularist versus Islamist ideological split. The respective supporters of the two major political parties – Nidaa Tunis mostly in the north and Ennahda largely in the south – see their confrontation as "*another battle in a regional cold war, notably over the Islamist question*" thus turning Tunisia into "*an echo chamber of the ideological conflicts that are shaking the region*"[7].

On the national level, this reflects not only an as yet missing agreement on common interests between secularists and Islamists but also shows that fears from both sides are still vivid; fears from a security crackdown in the name of the fight against terrorism on the one side; concerns, on the other side, about the real threats from religious-driven extremist movements that have recently devised the bloody terrorist attack of the Bardo Museum.

> *"We have the obligation to succeed."*
> Speech of the then Prime-minister Béji Caïed Essebsi in Deauville Meeting, 2011

But once again, the "consensus-prone Tunisian culture" which has proven its efficiency throughout the last 4 years and avoided violence to the country, seems to have delivered another "win-win" solution with the settlement of a new elected National Union Government. Opened to the two major parties in the country, this political and "technocratic" government is supposed to dissipate mutual distrust. However, this significant move may turn to be a short-term solution to the extent that it has shifted the potential conflicts

[6] Tunisia's Elections: Old Wounds, New Fears, International Crisis Group, Middle East and North Africa Briefing N°44, December 19, 2014
[7] Ibid

from the political scene to the socio-economic ground where the situation is more elusive and expectations are very high. Indeed, the new government is facing deep and unprecedented social unrest and strike movements throughout the country. The situation is more critical in the south which hosts the most important natural resources of the country while the ongoing chaotic events in the neighboring Libya put continuous pressure on the authorities' capacity to preserve national security.

As the International Crisis Group commented on the pre-election situation last October, "*the social crisis in the south, the lasting alliance between cartels and jihadists, the exacerbation of ideological polarization by regional developments and the approaching elections could form an explosive mix*.[8]" Few things have changed since then and the campaign for the coming local elections, though unofficially, has already started maintaining all these conflict ingredients active though latent.

4. Methodology Framework

The present final evaluation study is to be considered as a qualitative study. The qualitative study aims not only *to measure* specific outcomes but also to *contextualize* results. In other words, the evaluation methodology of the study is expected to assess the ability of the program to implement the Theory of Change (ToC) that underlies the project.

The final evaluation aims at measuring four aspects of the program, namely, (i) cohesion among women CSOs, (ii) the level and quality of dialogue among women CSO's, (iii) the level and quality of joint advocacy activities/initiatives for select women's rights issues and (iv) the sustainability of the "Women Dialogue" Platform. The evaluation explores the level and quality of the public outreach and women's (members of the Platform) participation in the public sphere. The study addresses the following main questions:

- What *changes* have been registered in the participants' attitudes, skills and practices with regard to three main components of the program (Negotiation, Mediation and Advocacy)?

- To what extent are participants' organizations involved in dialogue or activities with other organizations from different ideologies?

In order to ensure data comparability, the present evaluation adopts the baseline evaluation methodology. Therefore, the evaluation methodology will mainly relies mainly on a quantitative survey which in turn, provide the needed data for baseline vs. evaluation comparison purposes. The endline survey's questionnaire only includes closed-ended questions organized on *an ordinal scale* which ensures that the qualitative aspects of the program, mainly those related to the Attitudes and Relationships components, are taken into account (for details see Appendix 7. Scoring composition Most questions addressed in the questionnaire follow the same structure that asks participants to provide their opinion on a Likert scale ranging from "totally disagree" to "totally agree" on a given statement/question related to the program's outcomes.. Survey data are processed in such a manner that allows constructing composite indicators – called "Capability Indexes" and developed for the baseline evaluation – which depicts participants' profile based on their attitudes, behaviors and interaction in social life as well as their degree of involvement in the dialogue process. (for details, see Appendix 8. Capability Index Calculation).

The questionnaires will help account for the activities of NGOs represented in the program and will provide a measure of the main indicators of the program. All 16 participants were asked to

[8] Tunisia's Borders (II): Terrorism and Regional Polarization, International Crisis Group, Middle East and North Africa Briefing N°41, October 19, 2014

complete the survey questionnaire on an individual basis. The questionnaire has been drafted in an Excel sheet and sent to each of participants by email. Upon reception of completed questionnaire data were entered and analyzed by the evaluator in the Excel spreadsheet. The whole process of the survey has been monitored by the SFCG Tunisia Senior DM&E and the evaluator.

As a second step and in order to control for any self-reporting bias related to the questionnaire a semi-structured interview is scheduled with each of the participants. Participants are notified by an email that *upon* completion of the survey's questionnaire an interview is scheduled in view to further developing the issues raised in the questionnaire. The interview deepens the data collected through questionnaires, checks for their accuracy and provides the evaluation team with further information likely to *contextualize* participants' perceptions experienced in the project. The interview guide (Appendix 2) elaborates on how these perceptions may have changed over time. A major benefit of this methodology is that it allows the interviewee to elaborate on her opinions and behaviors, evoke drawbacks and achievements, express unreported opinions apparently not connected with the program and consider the same issues from different standpoints.

While assessing interviews and in order to ensure objectivity, an evaluation matrix has been constructed based on the Program's objectives (for details see Appendix 6). This is to guarantee that the same evaluation criteria are applied to all participants being interviewed. Upon completion of an interview, the evaluator fills in the evaluation matrix – including the evaluator's observations – which helps organize the reported statements or perceptions of the interviewee. By providing an extensive perspective on topics related to the program's objectives, this tool provides additional analysis on the potential underlying factors of participants' attitudes, behaviors and practices.

In order to explore the level and quality of public outreach, ie to understand to what extent the work of the Platform in general and the draft law in particular have found a sympathetic ear with political decision-makers, an interview guide was drafted (for details see Appendix 2) and interviews were scheduled with 4 public officials but only two of them could be available during the evaluation period. Interviews were conducted with a member from the Truth and Dignity Authority (a woman) and with the President of the National Personal Data Protection Authority (a man), both of them active civil society members.

At the same time, interviews have been conducted with the executive team of 2 women's association participating in the Platform. A last interview was scheduled with the Senior Project Manager but could not be done for availability reasons.

Finally, interviews took place from May 1st to May 22 and were conducted by the evaluator in a face-to-face context[9] with 15 participants in the Phase 2. Depending on participants, the discussions were held in Tunisian Arabic or in French and they were recorded upon approval of the interviewees for reporting and analysis purposes.

The Capability Index developed for the baseline evaluation serves as a basis for concrete measurement of the program's effectiveness. The latter is defined as the pre/post percentage change in the Capability Index measure which corresponds to the program's objective.

[9] There are two interviews which were conducted by phone.

Box 1. The Capability Index

In line with the program's objectives, the methodology used in this study to measure the program's indicators leads to the construction of "aggregate scores" related to each of the 4 components of the program; hereinafter, these indicators are referred to, as "Capability Index" on Dialogue, Mediation, Negotiation and Advocacy.[10]

The *Capability Index (CI)* is calculated first for the baseline evaluation. In this context, it serves as an *evaluation tool* by comparing pre/post CI's values on program's objectives as well as *an investigation tool* supposed to shed light on shortcomings that may threaten the program's effectiveness. Its calculation is performed at each participant's level by converting Likert-scaled responses into scores based on the fact that the Likert ordinal scale represents levels of performance defined as a positive attitude/behavior/skill toward a particular topic of the program. The Capability Index (CI) values span from a minimum of 1 to a maximum of 7. An index value of 1 (7) indicates that the participant performed quite low (high) with regard to a given program dimension/component.
The following nominal-scale categories are used throughout this report:
- *very low* performance : CI scores less than 2.3
- *low* performance: CI scores between 2.4 and 3.5
- *moderate* performance : CI scores between 3.6 and 4.5
- *high* performance : CI scores between 4.6 and 6.0
- *very high* performance: CI scores more than 6.0

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

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

⋆*The following paragraphs are adapted from the "Handbook on Constructing Composite Indicators: Methodology and User Guide", Organization for Economic Co-operation and Development (OECD), 2008.*

A sound evaluation approach requires the data to be collected over the same persons enrolled in the program both in the beginning and at the end of Phase 2 in order to ensure data comparability. However, the way the "Women Dialogue" Program proceeded implies that this condition is not fulfilled. Indeed, 3 new participants joined the program *after* the baseline evaluation took place while a former participant surveyed in the baseline is not included in the final survey due to availability problems. Moreover, regular attendance of the participants has been an issue throughout the program and 13 out of 16 participants have, on average, attended the sessions. When unable to attend the program's events, some participants have been replaced by other representatives of their association. Therefore, the evaluation indicators (the Capability Index) calculated in the final survey for pre/post comparison purposes *may not* always apply to all participants; neither are they based on the same number of participants. This limits the scope of the findings and the analysis presented in this evaluation report.[11]

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

[11] Another feature is noteworthy regarding the comparison of the content of questionnaires in the 2 surveys. Although covering the same aspects (Attitudes, Relationships and Skills/Practices) questions asked in the

5. Main Findings and Analysis

5.1. Establish a Culture of Dialogue

Program's Objective:	Improve dialogue attitudes[12]
Measureable goal:	Not specified
Program's achievement:	15% increase in Dialogue Capability Index

In general, all participants agree that discussions among members of the group were cordial and respectful of other participants' opinions. This aspect characterized all workshops, and although differences of views have often appeared they were not such as to influence the tone of the debate which has been, save for some exceptions, "friendly". Participants describe these moments as "quiet discussions", held with "respect for others" and without any personal "offences" or "attacks". However, the Platform has experienced moments of high tension. While being very rare, these episodes are described by participants as "*moments of confrontation and aggression".* All participants say that in those moments that have occurred especially towards the end of the program, discussions stopped and continuity of work was threatened. The most critical moment, according to participants, occurred during the drafting of the bill that includes reference to the CEDAW's consecration of gender equality[13]. This reference was a subject of discord. However the participants' opinions on this episode are divergent: some consider that priority should be given to the Tunisian Constitution which enshrines gender equality; others suggest that CEDAW is now part of the legal corpus of Tunisia and there is no reason not to refer to it. Other participants see this discord as an expression of ideological and even political motivations, CEDAW being a subject of controversy between secularists and Islamists.

"We may have difference-driven conflicts but we do not have to wage a war of ideas."

"The group has always been supportive although sometimes we felt that some of us wanted to impose their views."

A "committee of wise women" was set up as a consequence of this discord. In the opinion of all participants, the committee's work was satisfactory in so far as participants were provided with a good balance between the two references - CEDAW and the Tunisian Constitution - used in the text of the draft law. The selection of committee members focused on participants who (i) represented different ideological currents and (ii) were known for their calm nature (weighted) and carefully measured words.

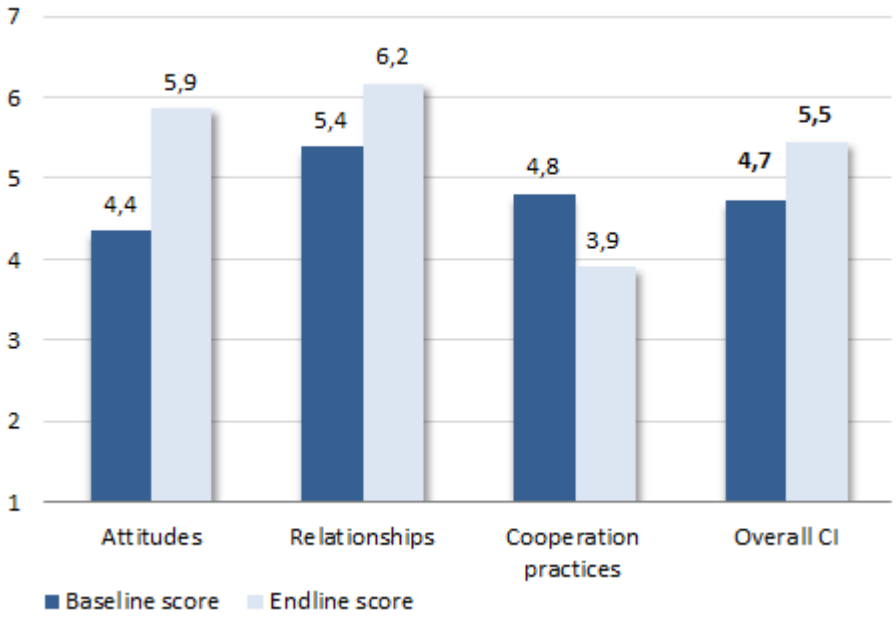
endline survey are not always the same as those asked in the baseline survey. This was done in order to reduce any response bias by avoiding that the interviewee recognizes the question already asked at the baseline survey and provides a condescending response. However, questions were worded in such a way that the subject matter or the scope of questions in both surveys are similar. Besides the wording of questions was as much neutral as possible in order not to end up with guided answers.

[12] The dialogue attitudes encompass mechanisms related to (i) the participants' willingness to know each other and dissipate misunderstanding/prejudices, (ii) the acknowledgment of common interests/values, (iii) the participants' readiness to engage in common initiatives and (iv) the capacity to create a safe environment for mutual exchanges (for more details see Appendix 7)

[13] The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) adopted in 1979 by the UN General Assembly, is often described as an international bill of rights for women. Consisting of a preamble and 30 articles, it defines what constitutes discrimination against women and sets up an agenda for national action to end such discrimination. (http://www.un.org/womenwatch/daw/cedaw/)

Nevertheless, the continuous interest and motivation expressed by all participants throughout Phase 2 are also reflected in the progress as regards dialogue within the group. Indeed, the Dialogue Capability Index which measures participants' performance over 3 components of the Dialogue scores 5.5 against 4.7 points in the beginning of Phase 2, moving from a "moderate" to a "high" level of performance. The Attitude component experiences an increase of 35% moving from a moderate score of 4.4 points to a high level of performance of 5.9 points. In the same positive trend, the Relationship component scores high at a 6.2 value with an increase of 14.6% compared to the baseline situation. Conversely, the "Cooperation practices" component – which measures the extent to which the "Willingness to cooperate" expressed in the baseline survey is currently applied on the ground by NGOs – indicates now a lower level of performance scoring at 3.9 points against a value of 4.8 in the baseline. This seems to show that despite favorable attitudes to cooperate with NGOs from different ideological backgrounds demonstrated by participants in the beginning of Phase 2, much remains to be done in order to turn wishes into practice.

Figure 2. Dialogue Capability Index, pre/post comparison (I)



Once again, as in the beginning of Phase 2, there are overall no significant differences on how the two groups of participants perform on dialogue components as shown in Table 1**Erreur ! Source du renvoi introuvable.**. Both groups perform similarly despite a slightly higher score among the former participants' group. However, the Dialogue Capability Index structure reveals that new participants perform differently only according to the Relationships aspect, scoring 6.1 points, well behind the former participants' score of 6.4. More generally, former participants have had a more rapid pace in developing a better performance on the different components of the Dialogue. However, it would be difficult to conclude whether seniority in the program is a facilitating factor for this growth considering that (i) the difference with the group of new participants is quite insignificant and (ii) the group of new participants was renewed in Phase 2 with new recruits.

A closer look to participants' performance based on answers they have provided in the survey gives insights on the underlying reasons likely to hamper or foster dialogue between participants as well as it helps understand differences between the two groups of participants.

First of all, the following attitude analysis provides additional evidence that the Platform has created a suitable environment for discussion among participants. When asked if this experience

made it possible for each of them to express her own point of view (Question 11), participants fare quite well scoring "very high" at 6.4 points, showing no difference between the two groups. This score confirms statements gathered during interviews when all participants agree that the overall environment was conducive to free and sincere exchange. Therefore, it may not be surprising that this positive climate led to greater understanding among participants. Indeed, participants claim that there have been real efforts from most of them to try and understand other women's points of view (Question 12) scoring again very high (6.4 points). As a consequence, attitudes on dialogue *as a mutual exchange* practice have improved moving from the "moderate level" baseline score of 3.7 to a "very high" value of 6.3 points at the end of the program.

Table 1. Dialogue Capability Index, pre/post comparison (II)

		Endline evaluation score		
		New participants	Former participants	All participants
Dialogue	A1. Attitudes	5,9	5,8	5,9
	A2. Relationships	6,1	6,4	6,2
	A3. Cooperation practices	3,9	4,0	3,9
	Dialogue Capability Index	*5,4*	*5,5*	*5,5*

Percentage change pre/post				
Dialogue	A1. Attitudes	32,9%	36,2%	34,5%
	A2. Relationships	15,2%	14,9%	14,6%
	A3. Cooperation practices	-20,6%	-15,8%	-18,9%
	Dialogue Capability Index	*14,3%*	*16,3%*	*15,0%*

However, this does not necessarily demonstrate that some misperceptions on dialogue issues observed in the beginning of Phase 2 have disappeared[14] but it mainly shows that – though sometimes persistent – these negative perceptions have not hampered constructive dialogue. Such a globally positive attitude is in line with the initial optimism that participants have shown in the baseline survey on "seeking agreement" as a requirement to fruitful dialogue scoring 6.4 points. This optimism has been maintained throughout the program with all participants declaring that they "have always tried to find a way out", showing a slightly lower score of 6.1 points.

> *"I've never imagined I could sit with them around the same table and discuss with them. Now this has become reality."*
>
> A new participant speaking

Does such a favorable position lead to removing the barriers to dialogue in relation to the *perceived differences* between participants brought about in the baseline report? It is worth reminding that in the beginning of Phase 2, perception of gaps in ideas/beliefs, prejudices and differences as an obstruction to dialogue has shown to be very common among participants who scored 4.7 points on these

[14] In the beginning of Phase 2, participants often provided quick judgment on the ideological affiliation of the other colleagues who have different appearance/looks from theirs. On the other hand, the perception of the gap of ideas/beliefs as an obstruction to dialogue appeared widespread among participants. Moreover, virtually all participants seemed confused when it came to separating some dialogue characteristics from those of debates. For example, statements such as "defend your own point of view", "foreground your own arguments", "understand the point of view of other people so that [I] may criticize them even better" were deemed to be dialogue self-evident characteristics that almost all participants adhered to.

issues. This "underperformance" seems to have been addressed and somewhat overcome during Phase 2 where participants perform better on these issues, achieving a score of 5.4 points. This could result from the general feeling expressed by all participants that "*the environment was conducive to free and sincere exchange*".

More specifically, an overall feeling prevails among participants that Phase 2 has enhanced their capacity to avoid hasty judgments and wrong beliefs contributing to dissipating previous misunderstanding and prejudices (Question 10). However, as it was in the baseline situation, former participants still persist in providing a somewhat lower performance with regards to factors that may hinder constructive dialogue. Interviews reveal that these participants still nourish prejudice against their new (or even former) colleagues who have a different ideological background. It's not uncommon to hear them utter unjustified statements on their colleagues that denote hasty judgments, prejudices, or lack of willingness to understand their views. Although such statements are also heard among some new participants, these latter tend to be generally more positive, to welcome more favorably different opinions in the group and are more prone to exchange.

This may probably be the reason behind the drawback in the groups' performance in relation with uncovering/sharing common interests/values issues. Indeed, in the beginning of Phase 2 participants unmistakably demonstrated greater interest over common interests/values scoring very high (6.1). Notwithstanding, the picture has now changed and appears more complex, with two main characteristics.

First, the trend has been inverted between the two groups of participants. New participants do confirm the positive tendency they have proven before, keeping almost the same level of performance (5.7 points against 5.8) and exceeding their former colleagues now. Conversely, former participants who rated very high in the baseline survey (6.6 points) now experience a sharp fall in their performance (5.0 points).

Table 2. Participants' Capability Scores on Dialogue Attitudes, pre/post comparison

	New participants			Former participants			All participants		
	BL	EL	% change	BL	EL	% change	BL	EL	% change
Attitudes (differences)	4,8	5,5	15%	4,6	5,2	12%	4,7	5,4	15%
Common ground issues	*5,8*	*5,7*	*-3%*	*6,6*	*5,0*	*-24%*	*6,1*	*5,4*	*-11%*
Attitudes (dialogue)	3,8	6,4	68%	3,5	6,2	77%	3,7	6,3	71%
Seeiking agreement	*6,3*	*6,3*	*0%*	*6,4*	*5,6*	*-13%*	*6,3*	*6,1*	*-4%*

BL: baseline score; EL: endline score

> *"Yes, we do share common interests … I believe we all sincerely love and do the best we can for our country but when it comes to values…. (silence and nodding of the head)"*

Second, this reduction has resulted in an overall lesser performance of the group scoring now 5.4 against 6.1 points. While new participants remain more willing to discover common interest with participants with different ideological background they appear more reluctant to see common values shared with them. In this same context, former participants seem to be even less eager to share or discover interests/values. Put aside the still remaining misperceptions and prejudices mentioned above, there is no clear evidence of what could have driven this turnaround, and this deserves further investigation. While this shortcoming did not obviously challenge the outcome of the dialogue

process it may be symptomatic of a deeper but concealed divide among participants and deserves further research.

As for the Relationships component, the baseline report's claim that "*the process of developing personal contacts between participants is currently on its way*" is largely confirmed at the end of the program and the evidence is conclusive. The Relationships component presents the best achievement across the board with participants performing very high at a 6.2 value against a 5.4 baseline score. Once again, former participants appear to have taken the lead of the group by developing a friendly environment and scoring better than their new colleagues (respectively 6.4 against 5.9). However, while interviews confirm the now well-known "*participants' readiness to develop personal ties between themselves*" – a widely spread perception throughout the group, the "*perceived division line between the 2 groups of participants*" already mentioned in the baseline report still appears to prevail. 10 out of 15 participants from both groups observe that the repeated changing of NGOs representatives participating in the Platform has not simplified the relationships building process and the developing of mutual contacts.

As a consequence, new participants, especially those who lately joined the Platform (replacing their colleagues who participated at the beginning of Phase 2) found themselves in "*a more timid position*". In order to integrate themselves into the WD, new participants are initially led by some objective criteria like age and the regional background of participants, while ideologically-grounded beliefs seem not to have been of particular relevance in this process. This may have led to a seldom encountered claim – only 3 participants have noted it – that "a soft but visible regional divide" has been established throughout Phase 2. However, such a perception does not seem to have hindered tying personal relationships among participants. It is a matter of group integration mechanisms – already emphasized in the baseline report – and it is not a barrier to integration. "Knowing each other's personal story" has proven to be in important factor behind relationship building and shows great progress, moving from "a moderate level" to "a very high level" of performance especially among new participants.

"It's not easy to build lasting relationships because we encounter new faces every time."

Finally, the Cooperation Practices component, which measures the extent to which the Willingness to Cooperate expressed in the baseline survey was implemented into actions, shows the lowest performance, scoring 3.9 points. Thus, the participants' involvement in activities organized by NGOs from another ideological background still remains sporadic in spite of an initial readiness to enhance this cooperation (scoring 4.8 points in the baseline survey). As in the beginning of Phase 1, interviews show that both former and new participants are not pro-actively committed to any collaboration. When asked about the reasons behind their lack of cooperation participants look evasive, providing statements such as "we haven't had the occasion yet" or "we'll probably do something in the future" or "it is just a matter of good will".

Though 2 participating organizations are still involved in common actions on the ground, these initiatives are prior to Phase 2 and there is no evidence that this collaboration will eventually be renewed. Moving beyond "good will" is still a challenge that has proven difficult to address and solutions cannot be devised on the sole basis of personal relations among participants.

5.2. Build Group Cohesion

Program's Objective:	Increase group cohesion
Measureable goal:	Not specified
Program's achievement:	7% improvement of Group Cohesion Capability Index

Group Cohesion is one of the program's main objectives that the final evaluation study has to address. For comparison purposes with the baseline survey, we still consider 3 underlying mechanisms supposed to enhance group cohesion namely, (i) positive perception of differences, (ii) acknowledgment of common interests/values and (iii) building positive relationships. The Cohesion Capability Index is based on 8 equally-balanced survey questions on attitudes and relationship components which cover the three mechanisms cited above.[15]

The Cohesion Capability Index scores 5.9, with the group of former participants showing virtually the same performance as the new one. (6.0 vs 5.9) – reverting to some degree the trend observed in the baseline survey where former participants outperformed the new ones (5.6 vs 5.4). Thus, though both groups have experienced an improvement in their performance, new participants have proved themselves to be somewhat more prone to improve group cohesion, scoring 5.9 against 5.5 points in the baseline survey.

Surprisingly, this overall improvement in group cohesion is not equally reflected in Attitudes and Relationship issues. It may be argued that fostering group cohesion is a process where positive perception of differences and acknowledgment of common interests/values result in better mutual understanding which in turn fuels personal relationship. It seems not to be the case as performance on Attitudes questions shows only a slight change moving from a 5.7 baseline score to 5.6 points while Relationships questions register a more important gain moving from a 5.4 baseline score to a 6.2 score at the end of the program.

This is a significant outcome which indicates that in spite of a favorable Dialogue environment, group cohesion relies more on personal willingness boosted by affinities age, personal experiences – probably even regional belonging – rather than on processes of mutual discovery driven by common values/interests and deeper mutual understanding. So once the "Women Dialogue" Program comes to an end, it is no surprise to see that participants' relations do not exceed some occasional exchanges on the Facebook page of the Platform or on the phone. By all means, there is nothing wrong with that; human relations are driven by personal affinities too but to ensure a sustainable dialogue process, common values and interests need to be more emphasized.

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

Figure 3. Participants' Scores on Cohesion Capability Components, endline evaluation

5.3. Improve Participants' Capabilities

From a general point of view, the baseline survey has revealed that participants place very high expectations on SFCG trainings in mediation, negotiation and advocacy issues. At the same time they do show very low skills and practices over the three components of the Program. The final evaluation looks at the following three main objectives: (i) the extent to which the participants' expectations have been met; (ii) the usefulness of the training in providing participants with the needed skills; and (iii) the ability of participants to make use of the tools that the trainings have provided them with.

Box 2. "Women Dialogue" Program definitions

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

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

Common Ground Advocacy refers to the joint legal campaign that will be conducted by the women participants. Following agreement on a common reform to advocate for, organizations will mobilize collectively in order to voice their campaign and reach out to the public. The participants will invest

their resources in order to support their collaborative efforts and help them succeed, which highlights the common ground they worked on through a non-adversarial advocacy campaign strategy.

Source: SFCG Team

a. Mediation

Program's Objective:	15% increase in mediation skills
Program's achievement:	70% increase in the Capability Index on Mediation Skills

Training on mediation appears to have managed to draw the participants' attention and to meet their expectations. Former participants *systematically* perform better than their colleagues and the interviews tend to confirm such a feature. Indeed, former participants show greater self-confidence when it comes to the perceived improvement of their skills and are more willing to elaborate on the "newly-acquired" mediation skills. They often cite the "listening capacity" as the most important skill they eventually feel able to practice. However, one should consider that this argument has already been mentioned in the past and it is not clear to what extent it can be attributed to the training effectiveness.

While participants recognize the usefulness of the training for themselves they are less prone to acknowledge that this may have been the case for their colleagues as well. 8 out of 15 respondents consider that the training, though useful, may not have been as much informative for the other group members as it has been for them. During the interviews, the participants often tend to underrate their colleagues' efforts on the ground that they have observed "no progress in their colleagues' dialogue practices." However, they always fail to provide evidence to support such claims.

Table 3. Capability Index on Mediation, pre/post comparison

		Endline evaluation score		
		New participants	Former participants	All participants
Mediation	A1. Attitudes	6,0	6,5	6,2
	A2. Skills/Practices	6,2	6,6	6,3
	Mediation Capability Index	*6,1*	*6,6*	*6,3*
	Percentage change pre/post			
	A1. Attitudes	1%	19%	7%
	A2. Skills/Practices	91%	49%	70%
	Mediation Capability Index	*23%*	*28%*	*24%*

The same disparity between the two groups of participants is reported when it comes to skills on mediation, with former participants scoring higher than the new ones. For their part, new participants have succeeded in filling the gap with their colleagues and have almost doubled their initial score (3.2 versus 6.2). The initial lack of training especially noticeable among the group of new participants may be one of the reasons behind this sharp increase.
They all declare that during discussions within the Platform they "sometimes tried to practice the skills/role of the 'mediator' and former participants achieve the highest score of performance (6,8 against 6,2 for the new participants). However, most of the time, they are not able to provide examples on how they made use of the mediator "toolbox" in real situations that go beyond the widespread "listening capacity" and the capacity to "hold unbiased position in

discussions between persons with opposite opinions". By contrast, participants' claims are more prolific when they argue that they try to practice these tools in their everyday life, especially with the family. For example, some participants recall discussions they had with their children about their studies. They say they now were more understanding, more relaxed, more willing to listen to them even if they did not agree with their choices or behaviors.

> *"I learned things I had not heard of in my life."*
>
> A new participant speaking

Moreover, all participants emphasize the major role played by the facilitator. Participants agree that the trainer was remarkably eager to listen to them, that he knew how to manage discussions impartially and to guide them naturally towards agreement.

b. Negotiation

Program's Objective:	15% increase in negotiation skills
Program's achievement:	37% increase in the Capability Index on Negotiation Skills

The picture changes somewhat when it comes to the participants' perceptions of the training in negotiation and its effectiveness. Generally, this training has proven effective to address the needs of participants who score better when compared to the baseline situation, moving from a "high level" to a "very high level" of performance. This improvement is equally shared within the Platform and no gap is observed between former and new participants. Once again, while participants are very enthusiastic about the perceived usefulness of the training for themselves they are more reluctant to admit the same for their colleagues.

Table 4. Capability Index on Negotiation, pre/post comparison

		Endline evaluation score		
		New participants	Former participants	All participants
Negotiation	A1. Attitudes	6,2	6,3	6,2
	A2. Skills/Practices	6,2	6,1	6,2
	Negotiation Capability Index	*6,2*	*6,2*	*6,2*
	Percentage change pre/post			
	A1. Attitudes	10%	14%	12%
	A2. Skills/Practices	54%	17%	37%
	Negotiation Capability Index	*23%*	*15%*	*19%*

On the side of skills and practices, new participants perform better and achieve a "very high" score performance of 6.2 points away from the baseline "moderate" score of 4.0. Generally, there is no significant difference on how the two groups of participants perform on various skills related to negotiation. The baseline report has noted that participants "*seem to consider* [the mediation/negotiation tools] *as practices to secure their own rights much more than ingredients to* [...] *find out common concerns*" which in turn, compromises participants' ability to make concessions. This may have changed now as there is some evidence that suggests participants look more prone to accept concessions as a relevant tool in achieving agreement. Indeed, in regard with the discussions that have led to the selection of the topic to advocate for, 5 out of 15

participants admit that they feel some regret as they had to give up supporting their own topic in order to reach agreement. However, most participants see this process as based only on *practical* priorities related to the degree of feasibility of the project and not indicative of concessions to be made. As one participant declared "*We all agree that the topics proposed are all equally relevant. It's only a matter of feasibility! There's nothing else at stake!*"

c. Advocacy

Program's Objective:	15% increase in advocacy skills
Program's achievement:	2% decrease in the Capability Index on Advocacy Skills

Figures concerning the Advocacy training reflect a totally different pattern mainly driven by 2 features. There is firstly an overall reduction in participants' performance over all components of the training. Secondly, former participants score systematically lower than their colleagues.

On the one side, in the beginning of Phase 2, as the baseline report has already noticed, participants have nurtured very high expectations on advocacy training rating 6.2 points, which was the highest score on Attitude components throughout the Program. Setting very high standards has also made the task more difficult to accomplish. This is all the more true that participants have greeted the training and have expressed deep appreciation. However, the interviews reveal that some persistent misperceptions such as the confusion between advocacy, lobbying and awareness-raising campaigning.

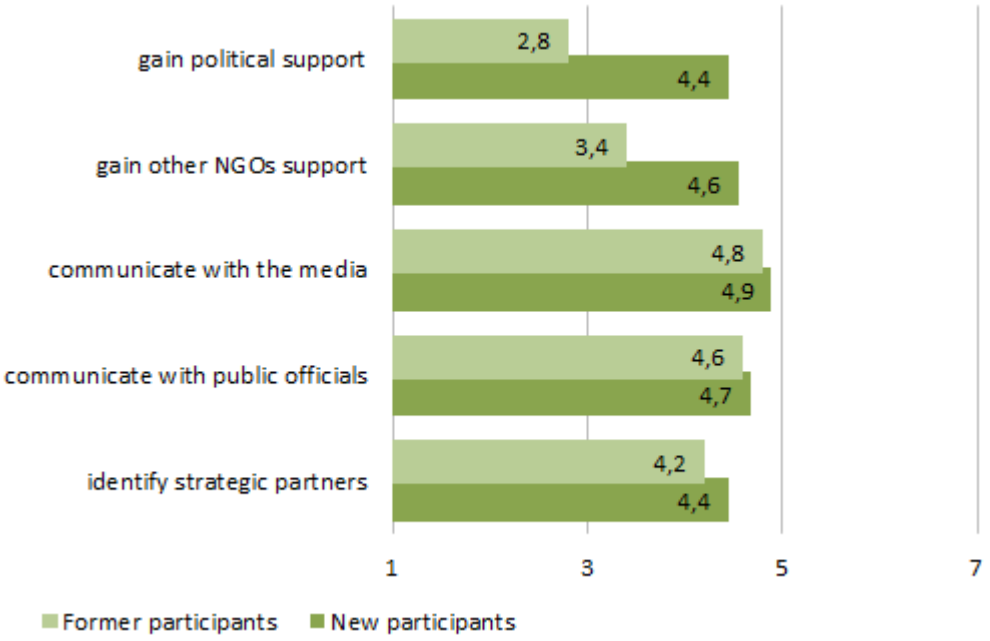
Table 5. Capability Index on Advocacy, pre/post comparison

		Endline evaluation score		
		New participants	Former participants	All participants
Advocacy	A1. Attitudes	5,7	6,2	5,9
	A2. Skills/Practices	4,6	4,0	4,4
	Advocacy Capability Index	*5,0*	*4,8*	*4,9*
	Percentage change pre/post			
	A1. Attitudes	-5%	-6%	-6%
	A2. Skills/Practices	13%	-21%	-2%
	Advocacy Capability Index	*1%*	*-16%*	*-7%*

On the other side, by the time the evaluation was conducted, participants were supposed to engage in the advocacy campaign which requires making intensive use of the tools they were provided with. However, most of the participants, with the exception of only 5 of them, do not appear to assume a pro-active role in this campaign (especially the former participants). This explains why the Capability Index on Skills and Practices has globally decreased, driven by the underachievement of former participants. In this context, the new participants perform better scoring 4.6. Such a score means that they have already accomplished, once or twice at least, one of the main campaigning tasks they are committed to[16]. In comparison, former participants' score of 4.0 points reports that on average these participants have done some contacts but do not go beyond mere promises.

[16]Such as identify strategic partners, communicating with public decision-makers, communicating with the media, gaining NGOs support and commitment to the draft law, gaining political support from local authorities…

Figure 4. Participants' CI Scores on Advocacy Skills, endline evaluation



d. Communication

An additional training session took place within the Platform in order to address communication techniques related to the advocacy campaign. Although 10 out 13 participants in this training have already attended similar trainings in the past, the session has proven very interesting and rewarding for most of the participants. Indeed, participants look very optimistic about the training: 10 out 13 participants declare the training has improved their communication skills such as getting over stress and speaking in public. In the interviews, 4 participants confess that the training has helped them overcome their shyness and gain self-confidence. Moreover, new participants show greater concern for this training as for 3 of them it is the first opportunity to be trained.

Table 6. Capability Index on Communication, endline evaluation

		Endline evaluation score		
		New participants	Former participants	All participants
Communication	A1. Attitudes	6,0	5,4	5,8
	A2. Skills/Practices	5,6	5,9	5,7
	Communication Capability Index	*5,8*	*5,6*	*5,7*

6. Ensure project sustainability

6.1. The Participants' Perspective

Generally speaking, participants' perceptions in relation with the sustainability of the Platform as expressed both through the survey and the interviews reveal that *little has changed* compared to the baseline situation. The same arguments are still evoked today and they affect the program's sustainability as shown in the following:

- The so-called "wait and see" attitude proves again to be a serious deterrent to mutual cooperation between NGOs as the Cooperation Practices Capability Index has shown. ***Participants still look towards SFCG to take the initiative and engage them in common actions*** as could be seen in the interviews. On the other side, sporadic contacts between participants are not likely to stimulate reflection on possible planning of joint projects. Yet this is not due to any shortage of ideas. All participants are willing to express themselves in interviews on topics to be addressed in the Platform, drawing sometimes on the list of topics discussed in the workshops of "Women Dialogue". However, few among them (1 or 2) go beyond the descriptive stage of a potential project and would rather expect SFCG to occupy the role of mobilizer. *While participants are generally more inclined than before to invite their colleagues from the Platform to "events" organized by their association – 7 of them declare they have done it –participation in those events remains rare quite.*

- The regional context may lead to some standardization of associations on the basis of ideological affinities within one city or region. As a consequence, NGOs in the region have virtually no relationship with associations that hold different ideologies as confirmed by a NGOs leader testimony. This is why, ***most regional participants expressed the wish to see SFCG also operate in regions or at least enhance awareness of the Platform through the local media.***

- Once again, long-established NGOs and NGOs recently created but already marking rapid progress – i.e., either those driven by a modernist ideological inspiration or those having a "faith-driven" motivation, are best able to undertake contacts between themselves. But there again, those contacts remain rather sporadic.

- These barriers prevent collaboration between the Platform NGOs from growing independently from SFCG involvement and they are felt, at varying degrees of course, when it comes to the advocacy campaign of the draft law on parity.

- As the Advocacy Practices Capability Index has shown, the involvement of NGOs in the campaign remains low and most participants/organizations (except some personal attempts) remain in a standby or waiting position with respect to SFCG. Only 5 NGOs are pro-actively involved in the ongoing advocacy campaign. ***It is relevant to point out that these are mainly large NGOs, which have already proven their effectiveness in the past. Most of the time, these are actions that engage not only persons participating in the program, but also the association they represent***. These actions are materialized through contact with the media, politicians or through sensitization of other NGOs about the Platform and the draft law. This is actually a successful example of *ownership of the program by the organizations* that is likely to ensure the continuity of the advocacy campaign. However, whether these shall prove to be long-term initiatives undertaken by those associations or whether it is a question of capitalizing on the momentum that SFCG was able to create between participants in the Women Dialogue and the authorities/elected by the Assembly of People's Representatives, only time will tell.

6.2. Public Officials' perspective

Interviews with "public Officials" *highlight some elements in favor of the project* not only as a Platform for Dialogue but also in its advocacy initiative of the draft law on parity in the civil service.

- First, although ideological or political currents are today running through civil society as a sign of the acknowledged diversity of opinions, the differences they convey are not considered as problematic or insuperable at the present time. Of course, there are topics where disagreement could be strongly impregnated with a social burden other than ideological but the discussion of these subjects is not on the agenda now and they might even be “politely dodged” by all actors. Therefore, any other difference in opinions that can currently be expressed in civil society represents in no way an obstacle to dialogue. This is primarily a question of method and approach - learn to dialogue, discover sharing – rather than set out to solve problems. At this level, “the 'Women Dialogue' Platform has shown the way and this is its main achievement”. ***The tensions that still prevailed in the Platform are signs that dialogue is a learning process and can still succeed even if it does not lead to the elimination of prejudices and clichés that die hard***.

- Second, there is a shared awareness by all civil society and regardless of their ideological or religious background that in terms of women's rights, and despite the progress made, there is still a long way to go. This is likely to encourage the different actors of civil society on all sides to unite their efforts on themes that find a broad echo in favor of Tunisian women who up to this day are deprived from leading an active economic life or from enjoying their human rights as they stagger under heavy social burdens. If prioritizing topics in the field of defense / promotion of women's rights could be debated, the content of such topics is much less subject to prioritization. For instance, *the theme of violence against women or economic rights of women farm workers come to mind. This is an area where intervention at the legislative level can be very fruitful.*

- Third, *in the view of “public Officials”, the time seems right for advocacy initiatives with Parliamentarians and policy makers in general*. On the one hand, many laws need to be reformulated to ensure their compliance vis-à-vis of the new constitution while on the other hand, the *Parliamentarians seem particularly receptive to initiatives that originate in civil society*. Some form of cooperation culture between the legislator and civil society has been developing over the last 3 years and has been in many ways successful (inviting and consulting associations in the works of the Constituent Assembly (of Representatives)). ***Public Officials believe that advocacy on the draft law on parity supported by the Platform stands a very good chance of success***: the point is to seize the opportunity and expand the circle of associations that support the draft law and to skillfully articulate its argument based on the priorities of the different political groups present in the Assembly.

- Fourth, if legislation on women's rights sets the way to go, *awareness-raising should not be neglected so that the law is not felt to be disconnected from ground realities*. Indeed, the issue of women’s socio-economic rights and their marginalization are particularly problematic in inland areas where additional efforts are required from civil society so that the implementation of laws protecting women’s rights can actually be claimed by the concerned populations.

"The revolution has brought freedom but as regards equal opportunities we are still living under the dictatorship of mores and it is up to Tunisian women to fight for their rights. […] Women still occupy the lowest rank even when they outrank men in terms of skills."

A public official speaking

6.3. The NGOs leaders' perspective

For their part, the NGOs leaders are unanimous about the usefulness and effectiveness of the Platform because "*it is not easy to change people's opinion when they don't even know each other".* However, ***NGOs assume to varying degrees responsibilities to ensure project sustainability***. The following observations are informed by their individual answers in the interview:

- The NGOs leaders consider the *continuous change in the group composition is a factor that reduces the effectiveness of the training* provided in the program. Not all participants have the opportunity to inform in detail the other leading members in the association on the work conducted in the Platform, which affects the degree of "ownership" of the program by the association.

- The NGOs leaders recognize that, based on the assigned objectives, Phase 2 would require greater involvement of associations to ensure the broadest support to the draft law. This involvement seems to depend heavily on the motivation of partner associations and is reflected in two opposite situations. On the one hand, highly motivated associations manage to organize themselves to contribute to the advocacy campaign while others occupy a waiting position by attributing to SFCG's leadership role. At this stage, *motivation seems to be determined by one or two persons within the association that are capable of setting the pace for mobilization*.

- The *inland regions have a somewhat different situation insofar as relations between civil society and policymakers are rather infrequent* – which sets limits to the ability of the association to attract the attention of political parties/leaders. It is argued that in these areas it is common to want to appoint or "label" people belonging to this or that political tendency and therefore exchange with the "other side" is immediately made difficult.

- The NGO leaders note that now is the right time to pass the law on parity in the public service because according to them "people are aware of its importance" and women's situation is not necessarily as shiny as we always wanted to believe.

"If it were for me I would exhibit the "Women Dialogue" badge all the time."

An NGO leader speaking

7. Conclusions and Recommendations

The WD Phase 2 has successfully created a promising environment for dialogue among participants. By easing discussions and stimulating mutual exchange within the Platform the program has achieved its objectives of increasing group cohesion and improving dialogue attitudes. Although the program has enhanced participants positive attitude on dialogue there is still room for further improvement. In this respect, participants still have biased perception of differences among participants[17]. Dialogue is not only an objective *per se* but is all about *a process* that participants must make it their own. This is the only way to avoid that participants revert to their former behavior/attitudes as it seems, to some extents to be the case in the Phase2.

By providing participants with a well-appreciated training course, the program has been effective in addressing its objectives on Mediation and Negotiation skills. However, it failed in improving participants' advocacy skills as long as few participants/constituencies are pro-actively engaged in the ongoing advocacy campaign. The NGOs participating in the Women Dialogue Phase 2 seem not to take advantage of the political momentum which offers huge opportunities for civil society to make its case. Thus, it is crucial for SFCG team to take concrete steps to effectively address the program's sustainability.

1. *Provide a roadmap to organizations in order to address "the institutional dimension" of the program concerning actions to be taken in the advocacy campaign under way.*

As already mentioned, most of the organizations are not currently involved in concrete initiatives as part of the ongoing advocacy campaign. Several organizations even confess that they do not clearly know what actions they are supposed to be in charge of therefore have a waiting position vis-à-vis the campaign. It is not uncommon to hear during the interviews the participants say that they were informed only near the end of the activities about the responsibilities they were expected to assume in order for the advocacy campaign to succeed. It is it is important for SFCG to deal with this deficiency of pro-active attitude towards the advocacy campaign. This could be done through the following steps:

- Present the associations head offices a brief/summary document on the work of the Platform in Phase 2 that values the strengthening of participants' capacities originating in Phase 2. This document must contain a roadmap that specifies the actions that the organizations are called to engage in their own names in order to ensure the broadest support for the draft law on parity.

- Ensure with associations regular follow-up of compliance with the roadmap through a simple evaluation grid by offering SFCG ad hoc aid as the case may be. This is likely to encourage organizations to provide ongoing efforts in advocacy campaign. This follow-up practice has the advantage of enhancing attachment of participants to the program, contributing to the group cohesion and initiating a positive dynamic within the Platform through imitation or emulation effects.

- Provide incentives for the roadmap directed to the most successful organizations in the advocacy campaign. These measures could be implemented in joint actions/ partnership between SFCG and concerned organizations.

[17] Please note that this gap in acquiring positive attitudes on dialogue concerns has already been identified and reported in Phase 1 Evaluation Report of the program. For details, see "Women Dialogue Evaluation Report – Phase 1", March 2014.

2. *Address the lack of cooperation between the organizations participating in the Platform.*

The Dialogue Capability Index on its cooperation dimension scores far below the standard level of performance. Thus, it shows strong evidence that the NGOs participating in the program are not attempting any initiatives to develop cooperation and mutual exchanges beyond simple personal relationships and wishful promises. It must be emphasized that this is a recurring fact that was highlighted in all phases of the program and that still continues to be a handicap to the sustainability of the Platform. Based on its first-hand experience on the ground, SFCG should consider strengthening cooperation among NGOs participating in the Platform and engage them in common actions.

The following are some ideas for joint actions where SFCG could play the role of the initiator:

- Consider to replicate the "Women Dialogue" Platform with NGOs from regions outside the Greater Tunis area. SFCG should take the initiative of supporting either directly or indirectly the NGOs to launch a program similar to Women Dialogue in their regions. It is worth noting that at the regional level, there have been two attempts to organize a similar event under the leadership of a former participant at Women Dialogue, but they were not successful mainly because of the tendency of all stakeholders to claim authorship of the project. In addition to bringing its own experience, SFCG could at this level play a unifying role that seems to be lacking in the regions and between the NGOs participating in the Platform.

- Ensure more active and effective communication in the regions to echo the experience of the "Women Dialogue" including through media visibility in local radios. The aim is not only to achieve greater resonance for the Platform results but also to incentivize local hardly-visible NGOs involved in the Platform. Awareness-raising seminars like those organized in Beja and Kairouan should be expanded considering the success achieved in mobilizing the largest number of associations around the draft law. This will offer the opportunity for the NGOs participating in the Platform to build institutional relationship and become more active in taking common initiatives.

More generally, provided that the advocacy campaign gets better organized and supported thanks to awareness and mobilization of civil society (see recommendations above), the adoption of the law of parity should not face any particular hindrance. Therefore, SFCG needs to see how it could ensure the follow up for an effective implementation of the law and for the management of the related issues that will inevitably arise. To do this, the establishment of an "Observatory" may be particularly propitious here. By federating the Platform NGOs around a common project, the first aim of the Observatory would be to ensure proper enforcement of the new law. It could eventually expand its range of action and influence to become an Observatory of the Rights of Women.

3. *Review the role of the SFCG team in the conduct of program activities in order to ensure ownership of the program by all participants.*

This recommendation is based on the opinions expressed in interviews by 6 program participants. Although these opinions are not shared by all members of the group, we consider the spontaneous character of statements, the diverse backgrounds of those who made them, and the potentially negative effects this may have on the program, are nevertheless reasons enough to arouse interest.[18]

[18]Indeed, for the first time since the beginning of "Women Dialogue" Program, some participants expressed themselves spontaneously on the role and involvement of the SFCG team in the implementation of activities.

As regards the role of the SFCG team in the Platform activities, it is important to note that *9 among the participants consider that the attendance of the SFCG team to workshops and debates was a facilitating factor for exchanges*. They point to "the neutrality and professionalism" of the team members whose involvement and/or positions helped ease debates between participants and refocus discussion on what is essential. While recognizing this facilitating role, 4 other participants wish the SFCG team were more actively involved in the Platform in order to *"prevent unpleasant discussions"*. For example, by reminding participants that they owe respect to each other, that it is their duty to abide by the rules of good conduct, to keep their nerve, to back up their arguments and listen to each other and, *if necessary*, to interrupt the session.

SFCG's intervention is requested to ensure the participants' compliance with the rules of good conduct but also in order to avoid deadlocks like the one experienced by the participants towards the end of Phase 2 of the program. These participants consider that the "Women Dialogue" Program belongs as much to the participating organizations as to SFCG; both sides must work to "avoid any slippages" and "successfully complete the program". However, *3 other participants consider that the intervention of the SFCG team – especially during strong disagreements among the participants – was sometimes likely to "take the debate outside the neutrality that their position requires."* They note that the "Women Dialogue" Program is primarily the Platform of the associations participating in it and that SFCG should be confined to gathering the material conditions of the meetings and providing educational content that best suit the project goals without interfering in the discussions between participants.

These differences in participants' assessments of the role assigned to the SFCG team can influence the motivation of participants to engage in discussions and "may threaten their ownership of the program." Thus, it is important for the SFCG project team to address these issues and to ensure that such perceptions – when they appear – are managed effectively. To do this, SFCG team may consider the following:

- Make a clear statement, in the form of a "Memorandum" between SFCG and the participating associations, about its role in the Platform. SFCG may, among other things, consider that its presence during the discussions and the training is that of an "observing partner". This will guarantee that all participants have the same understanding on the neutral role of the SFCG team.

- In order to avoid potential conflict situations among participants and to ensure the continuity of project activities, the SFCG team shall make appropriate proposals to the workshop facilitator. The latter must be the only contact with the participants so as to ensure the impartiality of activities as perceived by them.

4. *Review associations' selection criteria and modalities for establishing the participating group so as to ensure both program effectiveness and diligent attendance of participants.*

All participants declare that the *diversity of the group was its greatest asset and one of the success factors of the dialogue*. Above all, diversity of opinions, ideas and geographical origins are essential ingredients for the dialogue and the acknowledgement of diversity leads to the discovery of "common grounds and common interests". However, *the Platform brought together 16 associations with unequal sizes, maturity and ability of mobilization*. In addition, representatives of the associations that were directly involved in the activities do not occupy the same positions nor have regular relations with the governing members of their respective associations. Therefore, ***the participants do not all have the same bargaining power, both within the Platform and within their associations to ensure the effective involvement of these associations in the program***. This sometimes leads participants to express reservations about the actual contribution of each of them in the work of the Platform. Such perceptions are

an obstacle to the work undertaken but they might also impede the sustainability of the project. Indeed, the Platform operates at two speeds today; on the one hand, there is a group of 4 to 5 associations that are active in the advocacy campaign and on the other hand, all other associations that adopt a more passive approach or even a wait-and-see attitude towards SFCG. In this context and in view of the replicability of the project, the following elements should be taken into consideration:

- Integrate in the project associations with demonstrated capacity of mobilization and/or action management. This (lowest) common denominator should ensure the continuity of initiatives/activities even after the completion of the Platform work.

- Ensure homogeneity of participants regarding their position and level of involvement in their respective associations and with respect both to decision-making and to project management experience. This contributes to greater ownership by all associations of the work undertaken in the Platform and the resulting actions. Moreover, this measure helps reduce the ambiguity often perceived by the participants between personal statements and positions representing the associations.

- Consider reducing the number of associations participating in the Platform. Although participants have divergent opinions on this point19, it is worth recalling that the baseline evaluation report had already mentioned this concern and pointed out that, for Phase 2 of the project, "the former participants seem to have privileged enhancement of links between associations participating in Phase 1" instead of expanding Phase 2 to other organizations.

5. *Adopt other ways of organizing workshops in order to ensure more regular attendance of the participants.*

- All participants acknowledged the difficulty of bringing together 16 associations in conditions that were suitable for everybody[20]. However, some participants expressed reservations regarding collegiality in the selection of the program schedule. At this level, two proposals could be made:

  - Consider an "alternate organization" of workshops to be held in different regions. This organization has the advantage of stimulating group cohesion but also supporting the promotion or the integration of the "Women Dialogue" Program in the local community life. For example and according to the testimonies, the organization of awareness-raising seminars on the gender parity law in rural areas has been very positively received by local associations. These latter do not fail to point out that the theme of women's rights is still little discussed in the regions.

  - Consider an *in situ* group organization, for a period of ten consecutive days to ensure continued commitment of the participants. Of course, this type of organization depends on the selection of participants and it could be envisaged at that level that recruitment of participants includes only employees in the associations. This

[19]The question of the number of participants in the Platform was raised during interviews. While most participants are indifferent to this aspect, others formulate competing considerations. On the one hand, reducing the number of participants is for some necessary to foster improved mutual understanding; on the other hand, the group expansion represents for others the best way to ensure greater support and greater visibility of the Platform work.

[20] In the opinion of the participants, these conditions are all the more difficult to meet than many of them have a full-time profession.

modality has the advantage of ensuring very large involvement of participants while creating a *label* – as it is the case with the most famous training courses – that clearly distinguishes “Women Dialogue” from other more or less similar training initiatives that target Tunisian civil society today.

- Propose to the participants, a more formal recognition of their participation in trainings, for example the preparation of audio-visual media outlets which should make sure that “all participants” are there and carefully avoid to give grounds to feelings of exclusion among participants[21].

[21] Such a feeling has appeared at the “closing ceremony event” during which SFGC distributed an award for NGOs participating in the program. However, the participants who could not attend the ceremony did not know that other members of the organization could take part in the ceremony and be delivered the “trophy”.

8. Appendices

Appendix 1. Terms of Reference

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Search for Common Ground (SFCG) Tunisia
Terms of Reference
Final Evaluation
Tunisia Women's Dialogue Phase II

Search for Common Ground (SFCG) seeks an experienced consultant to conduct a Final Evaluation for the Women's Dialogue project in Tunisia. **The study should begin March 30 2015** and be fully completed by **April 25, 2015.** The first draft is due April 15, 2015.

1. Background

1.1. Organization Overview

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

1.2. Intervention Summary

The Tunisian Women's Dialogue aims to gather women activists with differing visions and ideologies in order to foster a culture of constructive dialogue and to advocate for common interests in the field of women's rights.
The first phase (2013/2014) resulted in the drafting of a joint charter based on a set of shared values including tolerance and acknowledgment of the right to differ. The chart also called on all citizens, civil society and the political sphere to acknowledge the importance of dialogue in enhancing the status of women in society and safeguarding it from extremism, violence and terrorism. Symbolic of their commitment to working together in spite of their divides, the participants named the platform Tunisian Women for Common Ground.

In response to the participants' request to pursue and expand their collaboration within this platform, Search for Common Ground-Tunisia introduces the project's second phase (Phase II) which aimed to achieve further depth of dialogue within the platform as well as to extend the platform's reach to the supporters of the participating organizations. The platform expanded its scope to 5 new organizations and consequently engaged in joint legal advocacy efforts about the parity law in the public function. The project will come to an end by March 31, 2015 and we are looking at assessing phase II based on the index framework developed for the baseline study back in October 2015.

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2. The Final Evaluation and Dialogue Perception final study

2.1. Study's Goal and Objectives

The goal of the final evaluation is to appraise both the short term and long term objectives (including long term goal) of the project as described in the proposal.

The two evaluation criteria to be assessed are effectiveness and sustainability *(by sustainability we mean to what extend has the project contributed to the goal of the project, namely 'Women's rights CSOs in Tunisia promote a culture of cooperative dialogue on legal reform and other women's rights issues among Tunisian women CSO constituencies)* of the project, including the relationships, attitudes and skills of the women's CSO participants, their constituencies and the opinions/voting records of relevant public officials.

The evaluation aims to address several questions, as detailed below:

First, to what extent did the women platform:

- contribute to a greater cohesion among women CSOs;
- promote dialogue with women CSO's larger constituencies and the broader public (to be defined with the consultant)
- foster a joint legal advocacy on selected women's rights issues
- Increase relationships and understanding among ideologically diverse women CSOs
- create a sustainable female cross political parties network that could lobby on women's issues related

The evaluation would explore the level and quality of the public outreach and women's (members of the platform) participation in the public sphere - This will include interviewing the team that has implemented the project, namely the senior project manager as well as the program associate, the women's participants as well as members of the parliaments that have been involve directly or indirectly to the platform.

Please note that the baseline study will be used as reference point in both the tools used and in the analysis.

2.2. Audience

The **primary audience** of the final evaluation will be SFCG more specifically the project team that will use its findings and recommendations for future projects when appropriate.

2.3. Methods

The final evaluation will target both the women and women led-NGOs participating in the dialogue as well as selected public officials.

The targeted governorates are where the women's organizations are based at and they are as follows: Tunis, Kasserine, Kef, Kairouan, Sidi Bouzid, Sfax, Tozeur, Tataouine and Beja.

The data collection methods will include:

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- Targeted survey of women participants who have participated in the Women's dialogue Phase II;
- Semi-structured interviews discussions with women participants;
- Interviews with the executive team (President or Vice president) of the women's association participating in the platform (other than the ones that participated in the project)
- Interviews discussions with selected public officials (information will be provided by SFCG beforehand) - The anticipated number of interviews are 4

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

3. Implementation Information

3.1. Final Evaluation Manager
The consultant will work closely with SFCG-Tunisia, Women's dialogue Program Associate and DM&E Coordinator who will be ensuring that milestones are met, coordinating logistical support. Both the Senior Program Manager and the Tunisia Country Director will be in charge of signing off on the final report.

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

3.3. Deliverables
- A **final evaluation inception report** detailing a proposed methodology, completed data collection tools; and a completed final evaluation data collection plan matrix and plan ;
- A **draft final evaluation report** for review by SFCG staff and to be approved by SFCG Tunisia Country Director, Women's dialogue Senior Project Manager and SFCG DM&E Regional Specialist ;
- **Raw data/notes from the surveys and interviews ;**
- Providing a **data visualization** and/or Power point presentation with key final evaluation outcomes and lessons learned ;
- A **final evaluation report** (maximum 25 pages in length excluding appendices) based on the following table of contents:
  - ✓ List of acronyms
  - ✓ Executive summary of no more than three pages
  - ✓ Overview of the context
  - ✓ Organization and program background
  - ✓ Methodology
  - ✓ Evidence-based conclusions: These include the findings and the analysis
  - ✓ Recommendations for SFCG project
  - ✓ Appendices:

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Appendix A – Terms of reference
Appendix B – Data collection tools
Appendix C – List of Interviews conducted
Appendix E – Project's indicators evaluation measures
Appendix F – Bibliography
Appendix G – Consultant Biography

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

3.4. Deadlines

- Baseline consultant recruitment deadline: March 11, 2015
- Deadline for finalizing the data collection tools: March 15, 2015
- Deadline for the draft report: April 15, 2015
- Deadline for the final deliverables: April 25, 2015

3.5. Logistical Support

SFCG Tunisia will provide the consultant with logistical support through:

- Ensuring that the consultant receives key documents in a timely manner (trainings content, pre and post analysis and project proposal)
- Helping, when possible, to set up the interviews meeting
- Providing administrative support such as photocopying, fax machines, and office space.

SFCG Tunisia cannot provide transportation or accommodation.

4. The Final Evaluation Consultant

4.1. Role and Responsibilities of the Consultant

The consultant will be responsible for:

- Developing a complete methodology for measuring the goals and objectives as described on Page 2 as well as Relationships, Skills and Attitude (using the same index indicator developed for the baseline study);
- Developing and test the data collection tools in collaboration with SFCG team: (1) the survey and (2) the Interviews Guide for both the women participants and the public officials ;
- Implementing the final evaluation including surveys and key informant interviews;
- Designing an inception report;
- Collecting the data through surveys, and semi-structured interviews ;
- Analyzing the data & Reporting ;
- Providing a data visualization and/or Power point presentation with key final evaluation outcomes and lessons learned

4.2 Consultant's Qualifications

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

- Strong communication and writing skills in French, English and Arabic ;
- At least 7 years of experience in project evaluation or the equivalent in DM&E expertise, including collecting and analyzing data from interviews, surveys, FGDs, etc;

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- Understanding of and experience working with women empowerment and women's rights in Tunisia;
- Experience in working with international organizations ;
- Experience in conducting baseline studies and final evaluation ;
- Advanced research and evaluation methods and data collection skills ;
- Ability to be flexible with time and work schedule ;
- Ability to work and travel independently;
- Attention to detail and ability to meet tight deadlines ;
- Conflict transformation and peacebuilding experience

5. Application Guidelines

SFCG Tunisia invites all interested and qualified candidates to submit a resume, a proposal for the final evaluation, including methodology and a tentative budget and a letter of interest, clearly explaining how their experience meets desired qualifications by March 1, 2015 to the following contact: **emploitunis@sfcg.org**

6. Contact Details

For more information, please contact Selma Talha Jebril stalhajebril@sfcg.org

Appendix 2. Data collections tools

Participants Interview Guide

The interview aims at exploring issues related to participants' behavior, perception and practice of dialogue and relationships within the WD Platform. The sustainability of the training sessions is also addressed in this interview.

[Research question: To what extent have ideological differences/stereotypes influenced the group cohesion, the relationships and the discussions within the Platform?]

1. You have already spent 8 months in the WD2 program. How can you describe the relationship among participants in the Platform?
2. Were these relations crosscutting through different ideological grounds (as well as new versus former participants)? In your opinion, what are the main factors that have driven these relationships? –*Note: check for sincerity, common values, life/professional experiences, interests…*
3. Were relations limited to the personal/informal level? To the Platform only? If not, how?/ How often (if applicable)? / In what context are they expressed outside the Platform?
4. Could you differentiate between participants who were/weren't particularly prone to share your points of views/thoughts during the discussions? In your opinion, what are the underlying factors of such a behavior/interaction?

5. Can you tell me about the process for selecting the topics you have to advocate for? – *Note: check how consensus was reached and the role of informal discussions among participants in that - Was the negotiation training helpful in that sense?*
6. What were the subjects you did/didn't particularly support? Who among the participants shared the same views?
7. Given the discussions that took place, do you think that the final topic was definitely the "*best one"*? Why? – *Note: What are, from the participants' perspective, the relevant factorsthat lead to a widely accepted agreement?*
8. Do you think that you gave up supporting your topics in order to reach agreement over the selection of the final topic /Do you think that to reach common ground might be better here? Do you think that other participants did the same? If yes, what are the reasons, in your opinion, behind such a behavior? In your opinion, have discussions on the topics been driven by ideological concerns?
9. Have you had any occasion to talk about these topics outside the WD Platform (your organization, broader audience, media…)?
10. Throughout the WD meetings, can you tell me about one or two particular moments you felt the discussions turned into serious disagreement among the participants? In your opinion, what were the underlying factors? How did the participants overcome these moments? – *Note: check for the role of mediation and communication in such circumstances; check for dialogue attitudes mentioned in the survey…*

[Research question: To what extent have the trainings on mediation, negotiation, advocacy and communication provided participants with the needed skills? To what extent are participants making use of them?]

11. In the WD program, you have been trained on mediation, negotiation, advocacy and communication. Did these trainings meet your expectations? In which way did/didn't they do so?
12. For each of these trainings **can you mention a** tool/aspect/example that you found particularly interesting and of which you were not aware before joining the WD Platform? Do you think you – or any other participant – have made use of it during the discussions within the WD Platform? If yes, on what occasion? What was the result? – *Check for particular skills mentioned in the survey that participants have to elaborate on*
13. Currently, you are actively involved in an advocacy campaign. From your personal perspective what are the most/least difficult aspects of this campaign? (Communication, coalition building, planning, lobbying, evaluating the progress of the campaign, etc…)
14. To what extent did your training address these "personal" difficulties?
15. Is your organization supporting you in this campaign? Why/How? - *Is the organization involved in any way? How? Please provide concrete examples. Who is involved? (Members of the organizations or key personnel such as President, etc…)*
16. From a general perspective, do you think the tools and concepts you have been trained in have any relevance in your professional/everyday life? Or, can you figure out the way you could make use of them outside the WD Platform?
17. How would you describe in few words your experience/participation in the WD program? From your point of view, what were the greatest challenge(s) of the program? Do you think these challenges have been successfully addressed? How/Why not?

Public Official Interview Guide

The interview aims at exploring issues related to public officials' motivation and attachment to the draft law presented by the WD Platform. The interview will raise concerns on the perceived relevance of gender parity throughout the political scene.

[Research question: Are public officials informed, concerned/motivated by supporting the WD initiative on gender parity? At what level (personal, political, institutional)? What means?]

For almost 2 years, the WD Platform has been gathering 18 women from civil society and from different ideological backgrounds - with the ambition to make them discover how common values exist beyond differences and help reduce conflicts.

1. What is your personal opinion on such an initiative?
2. In the current situation, do you think there are compelling issues to address in relation with women's rights? Briefly, how do you see the role of civil society in dealing with such issues? Do you thing proactive actions such as lobbying and advocacy by civil society are necessary to make things evolve when it comes to women's rights? [*Note: check for the relevance of advocacy/lobbying v s awareness raising*]
3. Have you ever had the opportunity to *concretely* address such issues in the governing/ decision-making bodies/election campaign/of your party/parliament/government? – [*Note: check for concrete initiatives such as speeches in the Parliament, debates on TV etc… Check as well for support to women-related issues within the political structures.*]
4. From a women's rights militant perspective, what is your opinion on the attachment of political parties to enhancing women's rights through concrete actions?

The WD Platform has resulted in a draft law on gender parity in public employment. Despite undeniable progress, women still experience difficulties when it comes to employment.

5. What is your opinion on the relevance of such a topic in addressing women's rights?
6. Do you think this draft law would be supported by your party? What chances does this initiative stand? Is there any other similar initiative undertaken or that you have supported in the past?
7. How can you envision the following steps towards the voting of this law? How can the WD Platform be involved in increasing political concern with this law? – [*Note: check for concrete actions]*
8. According to you, what should be done in order to create a sustainable cross-political parties network interested particularly in women's rights issues?
9. You have followed the WD Platform since its inception in 2013. What are your comments on the sustainability of this Platform? What can be done with a view to reaching a broader audience both at the public and the political levels?

NGO's Leader Interview Guide

The interview aims at exploring issues related to the NGOs motivation and attachment to the WD Platform in general and, more specifically, their support to advocacy for the draft law presented by the WD Platform.

[Research questions: To what extent does the NGOs staff (leaders, members) express understanding, motivation and clear support to the WD Platform? How do NGOs envision the way forward to ensure the networking sustainability among WD participants' constituencies?]

1. In total how many members, from your organization, have participated in the Platform training and/or events?
2. Have you been informed on a regular basis about the events, trainings and press conferences organized by the women? Have you been systematically invited by SFCG staff and/or members of your organization?
3. Have you been regularly informed, about the goals/discussions/contents/outcomes of the WD Platform?
4. Do you feel that your organization (yourself, other members) has been involved/consulted as to the contents/topics of the WD Platform outputs (the draft law-WD2 and the Joint Statement-WD1)? *If Not, how could such a consultation/involvement have been done?*
5. Do you think that the outputs of WD Platform (WD2 and/or WD1) are in line with the objectives/actions of your organization?
6. From a general viewpoint, do you think that the WD Platform has met your NGO's expectations? How or how not? Does your organization consider that dialogue among people with different convictions is important nowadays? Does your organization work to promote such a dialogue?
7. Is your organization planning another initiative comparable to the WD Platform or any other initiative that brings together people with different ideologies?
8. The WD Platform has been brought to public attention through the media. Did you take any advantage of this "public visibility" in order to move ahead with your activities?
9. What kind of initiatives are you going to take up in order to expand support to the draft law presented by the WD Platform?
10. How do you consider the role of SFCG in such initiatives?

Appendix 3. List of interviewees

Organization	Interviewee	Status
1. Femme et Citoyenneté	GhofraneHeraghi	Former participant
2. Amal pour la Famille et l'Enfant	MoniaGarci	Former participant
3. Voix d’Eve	Janette Kadachi	Former participant
4. La Femme Libre	Sana Abidi	New participant
5. Forum Tunisien des Droits Economiques et Sociaux	RymAgrbeoui	New participant
6. Tunisian Association of Management and Social Stability	DarineBel HajHassine	New participant
7. NissaTounissiet	FatmaCherif	New participant
8. Union Nationale de la Femme Tunisienne	RadhiaJerbi	New participant
9. Chambre Nationale des Femmes Chefs d’Entreprises	Leila Belkhiria	New participant
10. AFP	Imen Hosni	New participant
11. Connecting Group	AmelChahed	New participant
12. Union Nationale du Travail de Tunisie	Akri Balti	Former participant
13. Femme et Leadership	IkbelGharbi	New participant
14. Association Femmes	GhofraneBenhamed	New participant
15. Tounsiyett	Monia Bouali	Former participant

Appendix 4. Summary of baseline evaluation indicators

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

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

Appendix 5. Summary of endline evaluation indicators

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

Appendix 6. Analytical framework for baseline/endline evaluation indicators

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

Appendix 7. Scoring composition

Survey Questions	Dialogue			Group Cohesion		Mediation		Negotiation		Advocacy		Communication	
	Attitudes	Relationships	Cooperation practices	Attitudes	Relationships	Attitudes	Skills / Practices	Attitudes	Skills / Practices	Attitudes	Skills / Practices	Attitudes	Skills / Practices
Question 1	●			●									
Question 2	●			●									
Question 3	●												
Question 4	●			●									
Question 5		●			●								
Question 6		●			●								
Question 7		●			●								
Question 8		●			●								
Question 9	●			●									
Question 10	●												
Question 11	●												
Question 12	●												
Question 13			●										
Question 14			●										
Question 15			●										
Question 16			●										
Question 17													
Question 18													
Question 19													
Question 20													
Question 21													
Question 22						●							
Question 23						●							
Question 24						●							
Question 25							●						
Question 26							●						
Question 27													
Question 28							●						
Question 29							●						
Question 30							●						
Question 31													
Question 32													
Question 33													
Question 34													
Question 35													
Question 36								●					
Question 37								●					
Question 38								●					
Question 39									●				
Question 40									●				
Question 41													
Question 42									●				
Question 43									●				

Survey Questions	Dialogue			Group Cohesion		Mediation		Negotiation		Advocacy		Communication	
	Attitudes	Relationships	Cooperation practices	Attitudes	Relationships	Attitudes	Skills / Practices	Attitudes	Skills / Practices	Attitudes	Skills / Practices	Attitudes	Skills / Practices
Question 44													
Question 45													
Question 46													
Question 47													
Question 48													
Question 49										●			
Question 50										●			
Question 51										●			
Question 52											●		
Question 53											●		
Question 54											●		
Question 55											●		
Question 56											●		
Question 57											●		
Question 58													
Question 59													
Question 60												●	
Question 61												●	
Question 62												●	
Question 63													●
Question 64													●
Question 65													●

Appendix 8. Capability Index Calculation

1. **Convert questionnaire responses into scores.**

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

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

2. **Secondly, an indicator S_A is computed for each key evaluation dimension A** – Attitudes, Relationships, Practices/Skills – pertaining to a given program component D – Dialogue, Mediation, Negotiation, Advocacy.[22] The score S_A is computed as the simple mean of scores assigned to all questions pertaining to the evaluation dimension A under the program component D.

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

[22] Note that only the Dialogue component includes 3 key evaluation dimensions.

Appendix 9. Survey questionnaire

See Excel file

Appendix 10. Participant's Interview evaluation matrix

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

Appendix 11. Consultant's short biography

Artur Bala is an independent consultant with extensive experience in program evaluation and performance monitoring. His work covers a wide range of topics in relation with development policy evaluation and capacity building for non-profit organizations. He has conducted several baseline/endline and behavioral surveys as an independent evaluator for various international organizations based in Tunisia. Artur holds a Master's Degree in Economics from the University of Tunis and was trained on social policy evaluation from J-PAL Europe at the Paris School of Economics.