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# EVALUATION REPORT

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The evaluator would like to thank the team of " Association Tunisienne pour la Promotion du Droit à la Difference" (ADD) which took the time to share its experience and information with the evaluator, as well as the project beneficiaries and stakeholders who were interviewed.

The views expressed in this report are those of the evaluator. They do not represent those of UNDEF or any of the institutions referred to in the report.

This report was written by Amal Khlif.



- Mobilization of 50 decision-makers (ministries, deputies, and political leaders) reached by an advocacy campaign in favour of the bill.

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Given Tunisia's political context at the time of the project design, its legitimacy and relevance were not questioned.

Conducting research-based awareness-raising and advocacy campaigns informed by situation assessments had a considerable impact on the credibility of the campaigns and among decision-makers as well as the general public.

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- Targeting a wide range of regional and young civil society groups engaged in various minority rights' issues.
- Empowering the organization and forging strong cohesion through capacity building and smart participatory decision-making processes -through communications' technology and influencing through action.
- Most project activities resulted in documents that can be used and have been shared between partners and UNDEF. Research and seminars generated quality reports in several languages which were uploaded to the website of the observatory and made available to all.



The observatory is a space dedicated to strengthening the engagement and collaboration between groups discriminated against, public stakeholders, and civil society. This is done through the networking between key stakeholders to rethink and fight injustices by designing structural reform. It is a monitoring tool that identifies cases of discrimination in order to make violations of minority rights visible.

The observatory is also a platform of resources dedicated to producing research on the actual situation of discrimination against minorities in Tunisia. For defenders of minority rights, it would be a guide of best practices, awareness and advocacy tools, policy briefs, and bills etc.

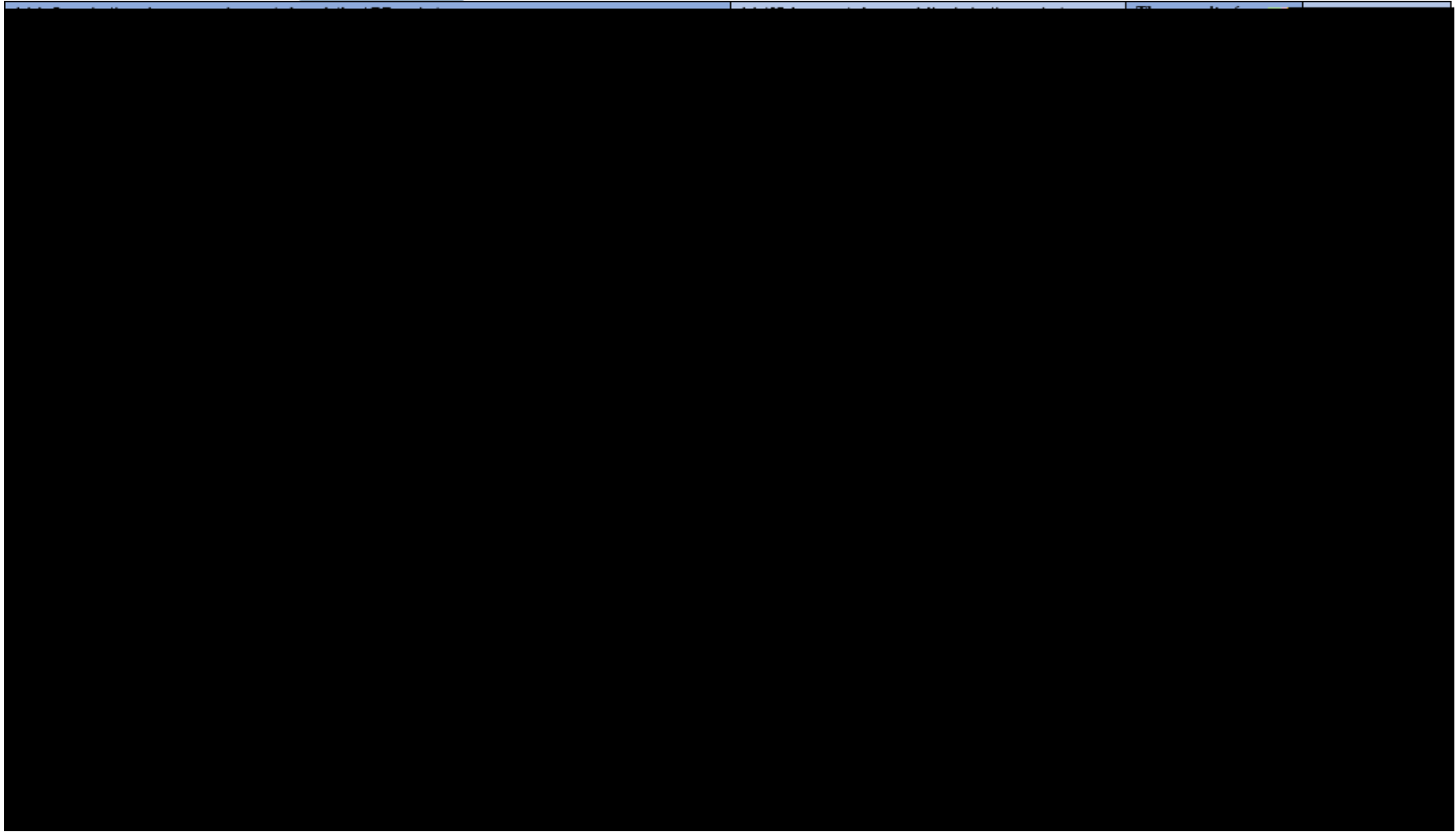
The observatory is dedicated to strengthening the capacities of CSOs through training on (i) human rights, (ii) the right to difference and the rights of minorities, (iii) techniques of communication, advocacy and, above all, (iv) reception and guidance of victims of discrimination. Trainings also include putting into practice of the fundamentals of support and familiarization with listening and reporting techniques.

The expected project results were:

- Outcome 1: The capacity for monitoring and reporting on discrimination increased;
- Outcome 2: The mobilization and level of knowledge (reception, orientation of victims) of public stakeholders and CSOs against discrimination increased; and
- Outcome 3: Support for a modification of the legal framework in favour of the protection of minorities increased.

Annex I inform on the original results framework of the project.





This evaluation is intended to assist UNDEF in advising future projects and in project short-listing for future funding by building on the experience, achievements and lessons learned from project implementation experiences, and to propose recommendations for continued adaptations. The evaluation rationale is informed by the people-centred evaluation (PCE) approach and conducted in accordance with the Norms and Standards for Evaluations developed by the United Nations Evaluation Group and the OECD criteria of evaluation.

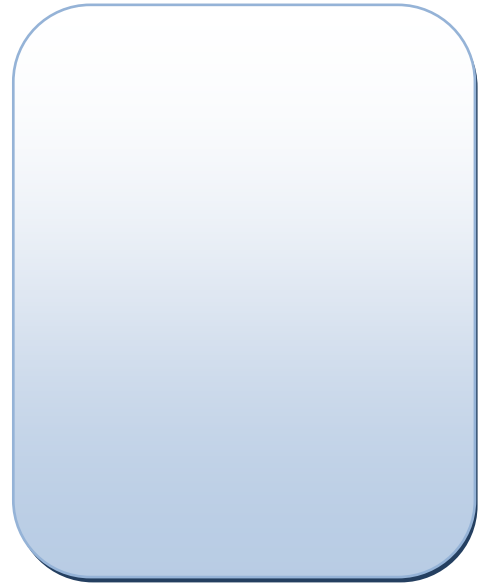
As the practice of remote post-project evaluations is gaining traction in many project management communities due to COVID-19, this evaluation was conducted entirely remotely. All interviews were held online, and data analysed and presented in this report were collected according to the OECD-DAC criteria of relevance, effectiveness, efficiency, impact, and sustainability. Considering the lack of relevant data, the evaluator omitted the coherence criterion.

The evaluator prepared a preliminary launch note in June 2020, which was based on a review of the project's documentation (See Annex 3). The evaluator and the grantee then proceeded to hold introductory conversations on Zoom to develop a schedule of online interviews that took place from 22 June to 06 July.

Data collection took place during the second phase of the deconfinement in Tunisia, so most people were not available or reachable online.

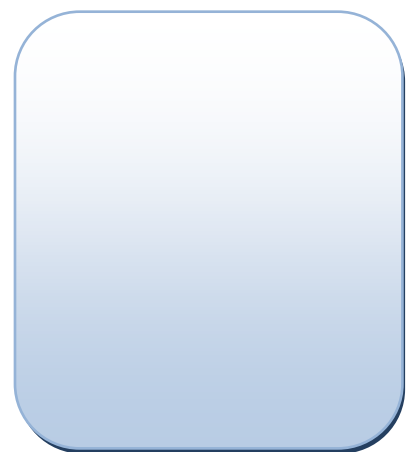
It was difficult to "measure" impact due to the project's design and the lack of a baseline / end line assessment or meaningful reporting that captures change during the project's lifetime.

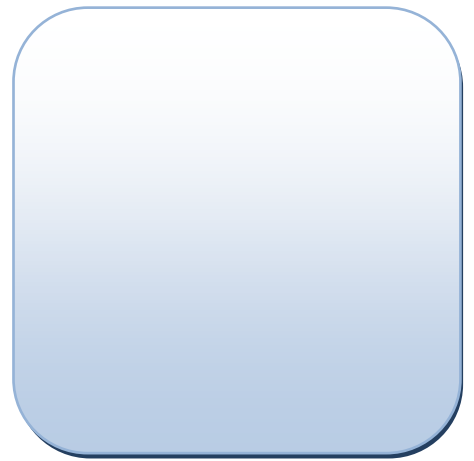
In examining the relevance of the project, the evaluator distinguished two levels of analysis: (i) the relevance of the project as a response to a specific problem and (ii) the relevance of the project activities for the achievement of a specific objecti



each video produced. The very low reach of these videos on YouTube can be explained by the inadequate choices of messages and media, which is due to the absence of a well-thought and targeted communication. Whether these tools are effective enough to raise public awareness on the right to be different in a way to attain a change in perception and/or engagement in action remains to be assessed and discussed.

The strategy of joint action for mobilizing CSOs, authorities, and media (output 2.3) was not informed by a strategic document. At the time of project implementation, no concrete synergy was noted between (output 2.3) and the production of six





- The informality of reports facilitated the work but did not allow the professionalization of the implementation and the documentation of the whole process.

Those funds should have been deployed under a different budget component to grant more efficiency.

The project had various degrees of impact at the level of partner organizations, of stakeholders engaged in the fight against discrimination, of politicians, and of community members. Nonetheless, the lack of linkages among beneficiary groups and across activities reduced prospects for deeper impact expected from more synergies and interlink between activities.

The observatory allowed partners to move from micro-spaces in which they mobilized to an organizational structure with regional reach and decentralization of resources, and that was to have more presence and visibility.

The heads of interviewed associations all agreed on the importance of this structure and the substantial added value that the observatory brought in terms of concentration of networking, research, and advocacy efforts. It was no longer a one-off coalition for a given intervention, bmi8BT/F1 10.98



The various activities of training and networking, as well as the work on the awareness campaign and the joint reflection and mobilization all allowed participants to open to other topics on discrimination and various forms of exclusion. This awareness of the extent of discrimination has enabled a better understanding and

The most durable change of this project is that relating to the capacity building of youth associations for more empowerment and professionalization. Although ADD has not yet found the best system to expand the reach of trainings to all members of associations, it is certain that direct beneficiaries will succeed in making the work of their organizations evolve and in looking for more openness and collaboration.

Despite the efforts for leverage and documentation shared by all of the observatory's partners throughout the project, and despite the sustainability elements described above, the observatory did not succeed in formalizing the entire process and in documenting all the changes and adaptations necessary to leverage the learning.

The design of the intervention rationale lacked systematization and a sustainability mechanism, especially in terms of advocacy activities, which were "reactive and opportunistic" because of the early elections. Adaptations were discTf1 0 i

1. At a crucial moment of the democratic transition

- The Tunisian observatory for the right to difference constitutes a great potential coalition with a wide variety of skilled individuals, bringing together activists, lawyers, academics, researchers, and senior consultants in international organizations etc. The project made a great step towards organizational cohesion and long-term partnerships, but additional efforts are needed to explore its potential through partner assessments and skills mapping. (Based on conclusions 1, 7 and 10);
- The Tunisian observatory for the right to be different should develop an internal strategic plan that describes the rationale of its contribution to change towards the promotion of minority rights in Tunisia. (Based on conclusions 4 and 5);
- The Tunisian observatory needs to think more strategically about interventions and be more careful to present a tactical theory of change including smart indicators to measure outcomes. (Based on conclusions 3 and 5);
- Evidence-based advocacy is a proven approach; however, it should be systematic and well described in an advocacy campai

The lessons learned presented in this section highlight the functional practices identified from project experience, which could be taken into consideration in the design of other projects in the same context or under the same theme.

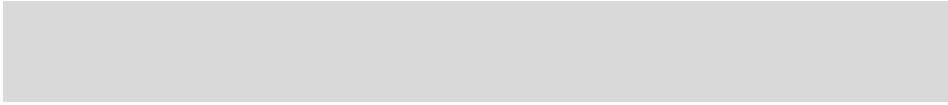
- Unity makes strength, and sustainable coalitions are more impactful than isolated CSO efforts;
- Networking Unity ma

	By the end of the project 70% of discriminations submitted to partner associations are listed in the database	497 cases of discrimination identified in 24 months

Outcome 1:

By the end of the project, 60% of experts and actors associations engaged in the project collaborate and produce research on discrimination (other than publications produced in the project lifetime).

70% of experts and actors





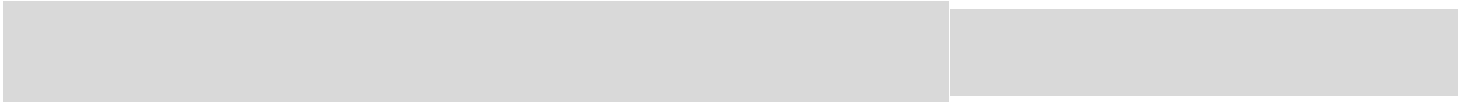






2.3.2 Joint mobilization campaign with CSOs and authorities (ministries) 2.3.3 Awareness campaign among decision-makers		
Raising awareness of 35000 people on the fight against discrimination in the regions Activities: 2.4.1 Awareness campaign in six regions of Tunisia	35000 sensitized to fight against discrimination	20 events are organized in 10 regions and more than 40000 citizens are aware about fight against discrimination
	By the end of the project 30% of deputies have increased their knowledge on discrimination and 10 deputies, including 5 women, are directly involved in work to improve protection of minorities rights in Tunisia	No price data about percentage of deputies who increased their knowledge on discrimination issue. 10 deputies, including 6 Women support the legal initiative of ADD and partners.





	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	<p>Were the objectives of the project in line with the needs and priorities for democratic development, given the context?</p> <p>Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?</p> <p>Were risks appropriately identified by the projects?</p> <p>How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</p>
	To what extent was the project, as implemented, able to achieve objectives and goals?	<p>To what extent have the project's objectives been reached?</p> <p>To what extent was the project implemented as envisaged by the project document? If not, why not?</p> <p>Were the project activities adequate to make progress towards the project objectives?</p> <p>What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?</p>
	To what extent was there a reasonable relationship between resources expended and project impacts?	<p>Was there a reasonable relationship between project inputs and project outputs?</p> <p>Did institutional arrangements promote cost-effectiveness and accountability?</p> <p>Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?</p>
	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to a

	<p>To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?</p>	<p>To what extent has the project established processes and systems that are likely to support continued impact?          Are the involved parties willing and able to continue the project activities on their own (where applicable)?</p>
	<p>To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?</p>	<p>What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc).          Did project design and implementing modalities exploit UP8.1 5792fvu ab</p>

*Silvia Quattrini, 2018, Identity and Citizenship in Tunisia: The Situation of Minorities after the 2011*  
<https://minorityrights.org/wp-content/uploads/2018/11/MRG-Tunisia-briefing-Final-ENG-Nov-2018.pdf>

*The civil collective for individual rights, 2018, Mask off State of Individual Liberties, Tunisia*  
[https://tn.boell.org/sites/default/files/uploads/2019/04/1.\\_rapport\\_etat\\_des\\_li\\_2019\\_version\\_integrale.pdf](https://tn.boell.org/sites/default/files/uploads/2019/04/1._rapport_etat_des_li_2019_version_integrale.pdf)

*Human Rights Committee, 2020, Review of the 6th Periodic Report of TUNISIA, Geneva*  
[https://minorityrights.org/wp-content/uploads/2020/02/CCPR128\\_Tunisia\\_MRG.pdf](https://minorityrights.org/wp-content/uploads/2020/02/CCPR128_Tunisia_MRG.pdf)

<https://colibe.org/report/?lang=en>

*United Nations Development Programme, 2010, Marginalized minorities in developing programming*  
<file:///C:/Users/hp/Downloads/Marginalised%2520Minorities%2520in%2520Development.pdf>

Review of the following project documentation:

- Mid-term progress and final narrative and financial reports;
- Milestone verification reports; and
- UNDEF Program Officer mission notes
- Newsletters
- All attendance lists
- Annexes: all documents produced through project activities
- Policy brief
- Manual for good practice
- Awareness campaign videos
- Vision of the observatory
- Partnership contract
- Evaluation report



23 June 2020

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