

Final Evaluation Report

ACT Capacity Building Project

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EXECUTIVE SUMMARY

This evaluation has been focused on the specific objective of the project, in order to be able to detect to what extent CBP project has increased the institutional and technical capacity of five local associations¹ in Tunisia to have an increased impact in Tunisian civil society.

We assessed the achievement of the CBP project objective through two levels; formal and fundamental. The assessment of the achievement of the project objective, at the **formal** level, was made in terms of the assessment of the target group. This means the 5 local associations (LA) in Tunisia selected by ACT. The evaluation of the achievement of the project objective, at the **fundamental** level, was carried out through two axes. *First*, in terms of the transfer of knowledge related to project management including organizational capacity to continue operations independently, the project experience and technical capacity of local associations and the capacity of civil society organizations to share and learn in collaboration with others. *Then*, in terms of the transfer of knowledge related to the priority themes identified by ACT, which are; the capacity to promote democratization, human rights creation and poverty reduction. Since the purpose of evaluation is to anticipate, monitor and analyze the effects of project and to make judgments, my analyses are expressed in terms of; **Relevance, Effectiveness, Efficiency, Sustainability, Impact, ACT added value and Visibility.**

¹ 4 associations were interviewed (AFT, Attalaki, ATAE, Tounes Tenmou). We did not receive any feedback from BWAT

I. INTRODUCTION

A. The context

Since 2011, civil society seems to be politically considered as a guarantee of democratization and "good governance", which would express the "new participatory norm". The number of associations raises the question of their autonomy and institutionalization.

B. Objectives of the ACT initiative: The Capacity Building Project

CBP is an initiative of ACT in partnership with Norwegian Development Partners (NODEPA) funded by NORAD. After the Yasmine Revolution in 2011, Tunisia has seen a tremendous increase of new local associations registered. ACT aims to help through the Capacity Building Program five Tunisian Local Associations (LAs) to become strong and effective associations.

Project Results Expected: Result 1: Increased organizational capacity (administrative, financial, governance, etc.). Result 2: Increased project capacity (project cycle management, MEAL, etc.) Result 3: Increased network capacity (sharing and learning in collaboration with others.)

II. PURPOSE AND SPECIFIC OBJECTIVES FOR THE FINAL EVALUATION

A. Objectives of the evaluation

The evaluation aims to: Assess the overall achievements of the project – both intended, as measured against the project's Expected Achievements, and unintended, to be measured through suggested theory of change indicators and other criteria to be developed and help identify lessons learnt for the upcoming projects

B. Limitations of the evaluation

There are limitations related to the two following evaluation criteria: efficiency and impact, as well limitations due to the effects of COVID-19.

Effectiveness criteria: It will be difficult to conduct a thorough assessment of the question of the project's "cost-effectiveness" given the difficulty of conducting such a complex exercise in a pandemic context, especially given the existence of external factors that are beyond the control of the project, although these factors will be assessed in the evaluation. I will therefore focus on the extent to which the project was flexible in the use of inputs (human and financial resources) to better meet the needs of the beneficiaries, and the extent to which the project was implemented on time.

Impact criteria: Some limitations of the assessment of the impact are to be expected in the evaluation, since impact can be measured in the long-term and few years after the completion of project implementation. I will however attempt to capture some "emerging impacts", identify the factors affecting the achievement of impact and assess the extent to which the results achieved by the project could contribute to the long-term goal (impact)

C. Stakeholder analysis

The evaluation will focus on the following CBP project stakeholders

- Attalaki is composed of a group of young Tunisians interested in interfaith dialogue, who seek to defend religious freedoms and call for equality between citizens.
- BWAT is a local Tunisian association that seeks to show its love for the abused, depressed and suicidal Tunisian woman.
- Tounes Tanmou is a local Tunisian association dedicated to improving Tunisian society by empowering communities.
- ATAE seeks all possible strategies to restore soil fertility and protect Tunisian ecosystems in order to preserve the future of agriculture. ATAE helps farmers to become aware of the soil situation on their farms through soil diagnosis workshops, indicator plants that allow farmers to have an assessment of the state of their soil.
- AFT is an association whose vision is to work with civil society and with all spectrums. It provides assistance as an association within a legal framework and in accordance with its basic law.

The evaluation will also look at the beneficiaries of the said stakeholders.

D. Assumptions and risks

During the course of the evaluation, problems and risks may be encountered which could have impact on the tools to be used and the timetable of the evaluation. At this stage, a number of such potential risks have been identified which are listed below together with an estimate of the probability of occurrence and an initial outline mitigation strategy. Risks and impediments to progress will be closely monitored during the evaluation and the matrix will be updated as necessary.

The following table provides an overview of the assumptions, risks and mitigating actions as necessary:

Assumptions		
<ul style="list-style-type: none"> ▪ The main key documentation will be available at the start of the Inception Phase, ▪ I will have easy and timely access to the main persons responsible of the project to be evaluated; in the same way, adequate responsible persons within the ACT staff should be accessible and able to answer key independent questions on technical and administrative aspects of project implementation, ▪ Assistance is provided by ACT in facilitating the schedule of key informant interviews, ▪ A complete list (with contact email) of technical experts who will be targeted is provided. 		
Risks	Probability	Mitigating actions
Increased spread/outbreak of COVID-19 in Tunisia would hinder the implementation of the field work	Low	Skype call or other on-line means of communication with stakeholders, or postponement of some field work activities with ACT.
Logistical problems and delays pertaining to the organization of meetings,	Low	These issues are outside the evaluation influence and control. Respond to evolving risk during the course of the field visit.

which may inhibit collection of information during field phase		
Difficulties in retrieving the right qualitative and quantitative data on time and of sufficient quality.	Low	The methodological framework combines a variety of complementary research methods and tools.
Unavailability of some key persons at the time of field visits or unavailability when contacting them online.	Medium	ACT will facilitate contacts with stakeholders. Meetings can be scheduled via email or phone calls, giving stakeholders adequate advance warning of visits. Phone/skype interviews will be conducted whenever face-to-face meetings are not feasible.
Lack of reactivity from interviewees	Low	Other relevant stakeholders to be contacted instead
Change in the evaluation schedule due to delays in receiving comments.	Low	We will endeavour to reduce this risk by ensuring that all persons involved have sufficient time to comment properly on outputs.

III. METHODOLOGY EMPLOYED

A. The evaluation matrix

I formulated a limited number of key evaluation questions linked to the evaluation criteria; the key questions are assessed on the basis of a number of indicators. For that purpose, an evaluation matrix was prepared as a tool for data collection and analysis to facilitate my work. The Matrix is constructed in a hierarchical manner, consisting of the evaluation questions, their answers, judgment criteria, the related indicators, data collection and data sources.

For each key evaluation question, judgment criteria were formulated. Judgment criterion is a useful tool that will help in structuring the answers to the questions asked, since the judgment criteria will determine the indicators and, more generally, the nature of the data collected and the type of analysis. The judgment criteria also help in avoiding subjectivity and formulating judgments on accepted terms as well as in improving the transparency of the evaluation by making the judgment explicit. The judgment criteria that are proposed in the inception report were be agreed upon with the Project team. A limited number of judgment criteria was defined for each key evaluation question.

The answers to the evaluation questions will constitute the main body of the report, in addition to lessons learned and recommendations.

The methodology of the evaluation should be gender sensitive, as data will be disaggregated by sex and age; it will demonstrate how interventions have contributed to advancing gender equality and took into consideration gender balance in the selection of technical experts. It will also demonstrate the extent to which particular attention was given to human rights.

B. Evaluation questions and sub-questions

The purpose of the following table is to present the sub-questions related to the key evaluation questions (as mentioned in the evaluation matrix) according to each of the evaluation criteria. The sub-questions were be developed into comprehensive questionnaires for each of the categories of stakeholders, on the basis of the indicators developed in the evaluation matrix.

Evaluation criteria	Key questions	Sub-questions
Relevance	To what extent the project addresses the problems, needs and priorities of the Tunisian local associations and its objectives and outputs are in line with ACT strategy	<p>To what extent the analysis of the problems is well developed in the project design with a credible theory of change?</p> <p>To what degree the project's objectives remain valid, especially given the evolving context?</p> <p>To what extent is the design of the project coherent to achieve its stated goal?</p> <p>To what extent has the project been adhering to its fundamental principles: inclusive representation, local ownership and technical and apolitical nature?</p> <p>To what extent gender & human rights are considered in the selection criteria of stakeholders, experts and participants</p>
	To what extent has the project strategy laid the foundations for long-term sustainability of the results through institutional arrangements and stakeholders' ownership?	<p>To what extent the project adequately described the institutional arrangements for the long-term sustainability of local association projects?</p> <p>To what extent the key partners express ownership of the project?</p>
Effectiveness	To what extent the project was effective?	<p>To what extent there is evidence of representativeness of local association project of a wide range of stakeholders?</p> <p>To what extent criteria were used in the selection of partners, stakeholders and experts?</p> <p>To what extent the priority themes and entry points are validated by stakeholders?</p>

	To what extent Stakeholders' engagement, and policy framework are strengthened?	<p>To what extent the ACT project reflect the realities in the ground?</p> <p>To what extent the project's stakeholders were representative of different Tunisian groups (Civil society, government, local governments, etc...)?</p> <p>To what extent the policy options for realizing the future vision are shared by most stakeholders?</p> <p>To what extent the experts of the trainings were selected according to relevant criteria?</p>
Efficiency	To what extent the project was managed efficiently, and results were produced efficiently with respect to cost and timeliness?	<p>To what extent the project results are achieved with optimal use of human and financial resources?</p> <p>To what extent the project activities and results were achieved in due time despite changing context?</p> <p>To what extent monitoring, knowledge management and risk management are integrated in project implementation and enhance its efficiency?</p>
Sustainability	To what extent the benefits that resulted from interventions of the project will continue through adequate ownership, commitment, willingness displayed by key partners and other stakeholders?	<p>To what extent the results and benefits of the project are likely to continue with the completion of CBP interventions?</p> <p>To what extent the key partners and stakeholders consider having ownership of the project?</p>
Impact	To what extent the project contributed to building local associations capacity?	<p>To what extent initiatives are launched by local association on policy options by engaging various segments of the society</p> <p>To what extent the policy project management options of the ACT vision are used by local associations?</p>
ACT Added Value	To what extent ACT was able to accomplish through the project that could not as well have been achieved by the sole interventions of donors, or regional and international organizations?	<p>To what extent the complementarity with key partners helped in maximizing the benefits of the project?</p> <p>To what extent positive feed-back was received on the unique support of ACT among stakeholders?</p>
Visibility	What visibility and public	To what extent the public, particularly

	awareness of ACT and the donors has been created among the stakeholders?	beneficiaries and stakeholders, are aware of ACT interventions and donors' support?
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C. The approach of the evaluation

The evaluation used a mix of quantitative and qualitative data that was been collected through a literature review and fieldwork.

Desk review

I conducted an in-depth, systematic and rigorous document analysis with focus on key evaluation questions: desk review of existing primary and secondary sources, including relevant mid-year and annual reports, progress reports, lessons learned reports, monitoring reports, reports on various activities of the project, donors' and other CBP project partners' reports, etc.... More particularly, the Project outputs and other knowledge products and Project documentation mentioned in the TOR were reviewed. A desk note which includes a review of the results of the Project according to the evaluation criteria was prepared as part of this inception report (see Desk note). The desk note allowed me to identify the limitations encountered in terms of information collection, to identify the information needs and gaps to be filled during the field phase and, consequently, to develop the assessment tools.

Field work

The main objective of the fieldwork was to answer the evaluation sub-questions and detailed questionnaires, in order to better understand the relevance, effectiveness, efficiency and impact of the project's programmatic approaches in relation to the theory of change, as well as to validate, invalidate or complement the evidence that the CBP project has provided through regular reporting (desk note).

Key informant Interviews

Meetings were held with stakeholders and beneficiaries to answer the sub-questions. An interview questionnaire was prepared for each program component and according to the categories of interviewees.

The sub-questions were structured according to the seven evaluation criteria

I tried to have a broad coverage of relevant stakeholders by selecting a representative sample to be considered in the evaluation, combining a variety of complementary research methods and tools. Data triangulation will be ensured by using various tools (documentation, key informant interviews) and by assessing the evaluation criteria from different perspectives.

Interviews have been conducted with key actors and stakeholders. They were conducted face-to-face. The following persons were been interviewed:

- **ACT staff:** ACT Program Director, CBP Project manager, CBP Project specialist, ACT Financial officer.
- **The Local associations:** Attalaki, Tounes Tanmou, ATAE, and AFT
- **Some of beneficiaries of the local associations:** A farmer, ATAE’s beneficiary, and a beekeeper farmer, AFT’s beneficiary.

D. Time table of fieldwork

17April	Deadline to finish all interviews
30April	Deadline to submit the draft evaluation report
22Mai	Deadline to submit the final evaluation report

IV. FINDINGS

1. The project objectives and design are in line with the priority needs of the 5 selected local associations, with a focus on gender mainstreaming, and are in line with the ACT strategy, while the linkages with NORAD's interventions, as CBP's partner, were not evident/clear in the project design.
2. The project formulation document includes a logical framework of expected outputs (outcome), outputs and activities, and indicators. Lessons learned from previous experiences and analysis of risks and mitigation strategies have been well taken into account in the project design.
3. There is evidence of ownership of project interventions by key stakeholders, but the institutional arrangements of local associations for the long-term sustainability of project outcomes by stakeholders are not evident.
4. The training topics and follow-up visits contributed to strengthening the organizational capacity of local associations.
5. Small-scale projects (SPP) have increased project experience and helped to strengthen the project implementation capacity of local associations.
6. Network meetings have contributed to strengthening the networking capacity of local associations.
7. The objectives of the project have contributed to strengthening Gender and empowerment impact assessment of local associations.
8. The “value-for-money” of the CBP project can be considered satisfactory.

9. The various specific and customized monitoring tools (OCA, CAPI and Network Assessment), as well as the role of the Steering Committee in their development, helped to monitor and evaluate the ongoing CBP progress.
10. CBP resources (inputs) resulted in expected results.
11. CBP Project has Financial, technical and logistical systems for managing the program.
12. Sustainability has been ensured by the knowledge that has been transmitted to local associations.
13. Impact « ACT - LA » evident, Impact « LA - stakeholders » less evident.
14. ACT is acknowledged by stakeholders as an impartial organization.
15. ACT contributes to excellent Team Building.
16. CBP project has a high visibility.

V. ANALYSIS / DISCUSSIONS

The following analyses were the basis of the findings deduced and presented in the previous paragraph. They will be discussed in terms of: Relevance, Effectiveness, Efficiency, Sustainability, Impact, Added value of the ACT and Visibility.

A. RELEVANCE

The relevance analysis looks at the extent to which the project design and objectives are relevant to the ACT strategy and the needs or priorities of the 5 local associations, and whether the project's approach and methodology are appropriate for achieving the objectives. It assesses whether ACT's partners take ownership of the project's interventions and represent a wide range of experts and stakeholders, involving women, youth, and various geographical locations in Tunisia. In this regard, the relevance will examine the criteria for the selection of project partners, experts and participants, and the extent to which the project has taken into account gender balance and human rights. Relevance will look in particular at the extent to which the theory of change clearly responds to the nature and scope of the problem, in other words, the extent to which the activities and results are in line with the project's expected outputs. It will also assess whether the project objectives remain relevant in the face of changing circumstances and priorities. Relevance will also examine whether risk analysis and mitigation strategies have been well taken into account in the project design.

Finding 1: The project objectives and design are in line with the priority needs of the 5 selected local associations, with a focus on gender mainstreaming, and are in line with the ACT strategy, while the linkages with NORAD's interventions, as CBP's partner, were not evident/clear in the project design.

The project design is in line with ACT's vision and programmatic priorities for supporting Tunisian civil society. It is mainly based on a transformational approach to development that aims at a process of positive change in values, attitudes and relationships. Within this vision, strong local associations can play a unique role in strengthening civil society with the capacity and ability to promote democratization, human rights creation and poverty reduction. As the CBP project serves to strengthen the capacity of local associations, it is clear that the objective of the CBP project is

perfectly in line with ACT's strategy.

The project design is also in line with the priority needs of Tunisian civil society. The CBP project was based on the needs coming directly from the local associations and they managed their own small-scale project on their own. This rule was made clear from the very beginning of the project, but also by the stakeholders of the 4 associations, who did not hesitate to show their shortcomings which were filled by the CBP project. Some of these gaps were identified by ACT others were been requested by the local associations. When asked about the relevance of the CBP project to the priorities and needs of the local associations, 4 associations considered the project very relevant.

The design of the project took into consideration related efforts undertaken by other Tunisian civil society entities. The CBP project was developed in close consultation with Tunisian technical partners, such as Jamaity, Ifada and others. While the relation with the funder NORAD on this project seems to be just financial, the linkage in terms of strategy is not very clear.

The project design places special emphasis on human rights, democratic, and poverty. These dimensions were made clear from the different topics of the selected mini projects of the 5 associations. Also, the project design will benefit from other projects that will continue with the selected local associations².

Finding 2: The project formulation document includes a logical framework of expected outputs (outcome), outputs and activities, and indicators. Lessons learned from previous experiences and analysis of risks and mitigation strategies have been well taken into account in the project design.

The project document contains a logical framework that includes deliverables (results), outputs and activities. The vertical logic, which clarifies the causal relationships between the chain of results (output, outcome or expected result and objective), specifies the assumptions associated with each of the results and activities that are beyond the control of the project manager. Horizontal logic, which concerns the measurement of progress in achieving expected results through the specification of indicators, baseline, target and sources and means of verification, is rich in the proposed logical

²This information was benn shared by the ACT Programme Director, when interviewed.

framework. The project management developed meaningful "SMART" indicators for this type of work. However, as a mid-term evaluation has already been carried out on this basis, I have further detailed the indicators developed in the project document, proposing sub-indicators in order to ensure greater depth of analysis, and to be able to add as much detail as possible to the mid-term evaluation.

The implementation of the project CBP is accompanied by risks associated with the strategic, financial and operational processes. The risk analysis has been well developed in the project design. For each of the risks, a mitigation strategy has been proposed. A detailed risk assessment matrix was included in the project design. For each outcome, the matrix provides a description of the risk, its category, the estimated impact, the estimated probability of occurrence, the risk control, the mitigation strategy and the management response.

The overall approach and methodology for designing can provide good practice and lessons learned for the design of ACT programs. The main lessons learned from the evaluation of the first phase of the project have been taken into consideration in the continuation of the project.

Finding 3: There is evidence of ownership of project interventions by key stakeholders, but the institutional arrangements of local associations for the long-term sustainability of project outcomes by stakeholders are not evident.

Local associations have shown signs of ownership of the CBP project's values. However, these actors still suffer from institutional gaps that may affect the long-term sustainability of the project's results. Local associations have the goodwill, enthusiasm and seriousness to initiate projects and implement activities. However, their management approach is more amateurish than professional. When several members of the association feel responsible for the conduct of the project, this will show ownership, and may be considered impressive. But, this sense of ownership should not affect the distribution of tasks. The distribution of tasks in the project should be done in a clear way, with responsibilities that respect the internal structure of the association. For example, project management should not be done by the project officer and the president of the association at the same time. The board members, including the president of the association, set the association's strategy and guidelines. The project officer must have a minimum of autonomy to achieve the

project's objectives, and to be able to evaluate his or her role afterwards. In another example, the executive director of the association must not be the project officer at the same time. In this sense, the 4 associations interviewed did not have a clear distribution of tasks that met the structure of the association.

The implementation of the associative project, the central point of the development process, requires an efficient organization of the association. This structuring of the association cannot be effective in the 4 associations. I noted that the positioning of the actors was not so clear, the operating procedures are unidentified, and the planning was not really adapted. However, the local associations have fluid communication with the targets they work with, which can lead to enormous achievements.

Maybe, the so-called structural deficiencies can be explained by other deficiencies noted in the tools. As an example, I can mention that in the case of projects carried out by local associations, the project officers had an amount of 500 tnd/700 tnd per month, which could only meet the costs of transportation and meals. Although the project officers did not express their dissatisfaction, it was clear to me, that this affected not only deliverables, but also the internal organization of the associations (as the board members found themselves in a position of action also to manage the project).

In order to carry out a project in a professional manner, the project officer/manager must receive an adequate salary that will allow him/her to be available full-time, and that will allow the other structures of the association to be free for their responsibilities. In this sense, ACT should advise local associations to seek more funds, or to involve more than one fundraiser for the same project, in order to be able to allocate a budget that optimizes its implementation. Strengthening the capacity of the civil society, could happen through the strengthening of its officers, in terms of knowledge, but also financially.

B. EFFECTIVENESS

Effectiveness will examine the extent to which the project's outputs have been delivered as planned and the progress made in achieving specific objectives. The focus will be on questions such as:

whether the planned benefits were delivered and received by the target groups and to the satisfaction of the beneficiaries. In particular, effectiveness will examine the extent to which indicators related to the project's expected outputs have been achieved. It will also examine the extent to which the format of the activities and the internal and external communication strategy achieved the intended results. The evaluation will examine the extent to which the integration of cross-cutting issues (gender, human rights..) has enhanced the effectiveness of the project.

Finding 4: The training topics and follow-up visits contributed to strengthening the organizational capacity of local associations.

The interviewed associations described how the training program offered by ACT and their partners has provided them with a host of benefits. Through these trainings, the participants of the local associations learned to use a combination of complementary strategies - such as evaluation, strategic planning, information sharing, training, technical assistance, coaching, resource development... which increased their productivity, and improved their institutional culture.

According to the organizational capacity assessment, the level of capacity of the 5 associations has increased by "one point" in the fields of governance, administration, human resources, financial management, organizational management, and program management. This evolution was noticed during the project period, as shown in the following table.

Organizational Capacity Assessment (OCA)																								
LAs	Governance			Administration			Human Resources			Financial Management			Org. Management			Program Management								
	Bas e	Mid		Bas e	Mid		Fin al	Bas e	Mid		Fin al	Bas e	Mid		Fin al	Bas e	Mid		Fin al					
		Exp ec	Actu al	Exp ec		Exp ec	Actu al	Exp ec		Exp ec	Actu al	Exp ec		Exp ec	Actu al	Exp ec		Exp ec	Actu al	Expe c				
BWA T	2	2	2	3	1	2	1	2	1	1	1	1	1	2	2	2	1	1	2	2	1	2	2	2
Attal aki	2	2	2	3	1	2	2	2	1	1	1	1	1	2	1	2	1	1	2	2	1	2	2	2
ATAE	2	2	2	3	1	2	1	2	1	1	2	1	1	2	2	2	1	1	2	2	1	2	2	2
TT	1	1	2	3	1	2	2	2	1	1	1	1	1	2	1	2	1	1	1	2	1	2	2	2
L'AFT	1	1	2	3	1	2	2	2	1	1	1	1	1	2	1	2	1	1	2	2	1	2	1	2

Finding 5: Small-scale projects (SPP) have increased project experience and helped to strengthen the project implementation capacity of local associations

In terms of **development Approach**, the capacity of all associations has been enhanced; local associations have a clear mission statement, have adopted a development approach to project development and keep abreast of areas of development expertise. The members of the local associations learned to get to know each other, to share the history of the association and the professional culture of each one in order to build the collective. They also learned to animate the meetings of the collective by encouraging the participation of each one with the aim of federating around the project and creating a feeling of ownership.

At the **Proposal development/drafting/planning** level, local associations now have members capable of planning a project, obtaining baseline data, producing clear and coherent proposals and working with logical frameworks and indicators, The mini-projects were an opportunity for members to learn to provide a comprehensive overview of proposal writing. Associations learned the elements of effective proposal writing, including proper formatting, content development, meeting programme criteria, demonstrating social benefits, meeting funding agency requirements, demonstrating project sustainability, selecting project leaders, monitoring and evaluation, and proposal follow-up.

At the **project Implementation & Evaluation** level, local association's members capable of monitoring and evaluating the project, have successfully implemented activities/projects and monitor progress against well-defined indicators. The mini-projects presented an opportunity for local associations to measure the effectiveness of their projects, and to determine whether the project is being carried out as planned and whether it is reaching the intended audience.

In terms of **project Administration**, Local associations have an adequate logistical infrastructure, sufficient IT skills and report regularly to their stakeholders. Through the mini-projects, local associations learned to ensure that projects are managed in accordance with the organisation's requirements and best practice; to manage the project budget, to plan and schedule resources; to monitor the use of resources, to update project tasks, to monitor and report on project progress, to establish and maintain the project documentation library, to manage time sheets, meetings, prepare

agenda, take and share follow-up notes.

In terms of **Project Financing**, through the mini-projects, local associations have learned how to have a financial file justifying all expenses. They have learned about the production of project budgets and the use of a financial system to control project finances. They became aware of the need to have a procurement system and a trained and qualified member to manage the project finances.

In terms of **Professional staff and project volunteers**, the local associations have managed to build up a useful network of volunteers. They also have members with the necessary technical skills/knowledge and standard contracts for staff/project work.

In terms of **Donor Capacity**, local associations are aware of the donor community and starting to build a diverse network of donors who can be future sponsors.

Finding 6: Network meetings have contributed to strengthening the networking capacity of local associations.

Local associations attended the network meetings with the sharing strategy. This helped build trust and mutual support to achieve goals. Local associations regularly engaged with their contacts and found opportunities to help them. This helped strengthen relationships. In doing so, the associations sowed the seeds of mutual assistance. Thanks to the CBP project, the local associations have succeeded in expanding their network. The evaluation carried out by ACT showed that the local associations have increased their membership, the number of friends and volunteers, and the number of donors.

Finding 7: The objectives of the project have contributed to strengthening Gender and empowerment impact assessment of local associations

Local associations have tried, and proved, to take into account the gender dimension in their different project.

C. EFFICIENCY

The assessment of efficiency will look at the extent to which the project resources (inputs) have led to the expected results. It will analyze how the various monitoring tools (OCA, CAPI, and Network Assessment) and the steering committee helped monitor and evaluate the project's progress. It will assess the "value for money" of the project, and whether the financial, technical, and logistical systems for managing the program have been put in place and are functioning.

Finding 8: The “value-for-money” of the CBP project can be considered satisfactory.

The efficiency of the project in terms of input costs versus output can be considered satisfactory. The efficiency of the project was affected by factors beyond the control of ACT management, which are related to Covid19. However, it appears that the pandemic only affected the duration of the CBP project, which was extended. But this did not result in any new expenses. The ACT finance department simply adjusted and updated the budget in terms of the expenditure lines, without affecting the total cost of the budget

Finding 9: The various specific and customized monitoring tools (OCA, CAPI and Network Assessment), as well as the role of the Steering Committee in their development, helped to monitor and evaluate the ongoing CBP progress.

Different monitoring tools (OCA, CAPI and Network Assessment) throughout the CBP project, together provide the data needed to guide strategic planning, design and implement SMART project objectives, and allocate and reallocate resources more effectively.

The steering committee developed various monitoring tools, namely, OCA, CAPI and Network Assessment. These tools were specific, clearly defined and personalized. They are directly linked to the work of the people in charge of achieving the objectives. They are easily understandable by all team members, so that the objectives are legitimate in the eyes of all. They are also in line with the ACT's global strategy. OCA, CAPI and Network Assessment also include measurable objectives, the data is quantifiable and measurable. The numbers to be achieved are precise, which was excellent to know if the CBP project has achieved its objectives.

The objectives to be evaluated were also acceptable. The data took into account the financial and human means of the CBP project. The objectives were not too ambitious and therefore they did not present a source of frustration and discouragement for the LAs. The assessment was also realistic; the objectives assessed were relevant. These objectives were consistent with resources and temporally defined.

Finding10: CBP resources (inputs) resulted in expected results.

Knowledge management has helped CBP improve its effectiveness, as the project's knowledge products have been widely shared and used by stakeholders. The activity reports of the local associations provide an account of the progress made in achieving the results, an explanation of the differences between forecasts and achievements, and corrective actions.

Finding11: CBP Project has Financial, technical and logistical systems for managing the program.

CBP project had its financial, technical and logistical systems for managing the program. These systems were developed by ACT and made available to local associations. These systems worked to ensure the smooth implementation of the CBP project. They were coherent and inclusive. This has been made clear from the reports.

Progress reports focused on both inputs and outputs. The ACT annual reports summarises the activities. They faithfully transcribe the evolution of the CBP project, the major risks it faces and the issues it must address.

D. SUSTAINABILITY

Sustainability will look at the extent to which the benefits of the project are likely to continue after funding is withdrawn, particularly the areas of the project that are likely to be sustained and those that still need future support. It will also look at the extent to which the benefits that resulted from interventions of the project will continue through adequate ownership, commitment, willingness displayed by key partners and other stakeholders as well as at the capacity of the partners to sustain the achievement of the project. It will also look at the extent to which the project was able to create sustainable structures and mechanisms to enhance the sustainability of results of ACT interventions.

Finding 12: Sustainability has been ensured by the knowledge that has been transmitted to local associations

ACT has chosen a clear working method based on obvious principle.

- Learn to fish, rather than give a fish away
- Practice makes perfect
- Strength in numbers

Therefore, the local associations have received specific training and continuous support to develop their organizational and project capacity. They have been able to plan, execute and evaluate their mini projects and their capacity to share and learn in collaboration with others has increased.

Thanks to this approach, by the end of the CBP project, the Associations have increased their institutional capacity and have applied for funding for new projects from new donors. Among these requests, there are proposals that have even been accepted.

E. IMPACT

Impact is related to the extent to which the project objectives contribute to the construction/institutionalisation of a culture to promote democratization, human rights creation and poverty reduction.

Finding 13: Impact « ACT ⇨ LA » evident, Impact « LA ⇨ stakeholders » less evident.

The CBP project has led to capacity building of the 5 local associations. As a result, the effectiveness of the project has a clear impact on the local associations. Since the local associations will subsequently act for the benefit of their stakeholders, this second level of impact seems to be less obvious.

Since "civil society" refers to all non-governmental and non-profit associations that act as pressure groups to influence government policies in favor of the interests of those they represent, there is a risk that local association projects will act as a charity institution, rather than as a pressure group to defend the interests of their Stakeholders.

However, the project that aimed to help the farmer to improve the production of his olive trees, or the project that aimed to help the beekeeper to have beehives, for example, did not plan in their conception, collaboration with public institutions, or with the private sector. In these cases, the local associations have given these stakeholders materials and products, which is good in the short term, as it has benefited the stakeholders, but it will not solve their long-term problems. A good collaboration with public institutions, or with the private sector would have made these projects more impactful.

F. ACT ADDED VALUE

This is linked to the extent to which ACT has been able to use its unique position and comparative advantage to achieve results, maximise project benefits and strengthen its leadership role through its coordination and complementarities with relevant programmes/projects of national and international organisations.

Finding 14: ACT is acknowledged by stakeholders as an impartial organization.

ACT's impartiality, which reflects its ability to act in an egalitarian manner, without preconceived opinions or pre-judgments, seems to have impressed local associations. ACT's impartial behavior

has been summarized by the fact that it "acts without taking itself into consideration in the action". The members of the local associations have great confidence in ACT, and have no bad impressions or doubts about its aims, even though they think badly of other organizations.

Finding 15: ACT contributes to excellent Team Building.

ACT has succeeded in creating stronger links between members of local associations through different types of activities and events, and in building a cohesive team, by:

- Increasing the involvement of the teams by recreating and strengthening the links between them and with the ACT. It is mainly about connecting people.
- Improving group dynamics by developing skills, creating a playful environment that has changed the usual hierarchy and everyone can get closer to colleagues they are not used to interacting with. By working as a team, ACT has been able to build trust and improve leadership and communication skills as well.

G. VISIBILITY

The visibility of the CBP project may seem a bit vague and not technical enough. However, our assessment broadly refers to how important information is communicated within the project.

Finding 16: CBP project has a high visibility.

First, the project document has clearly defined the scope, stakeholders and roles. This upfront visibility ensured that everyone understood how their work fit into the project and portfolio objectives. As the project progressed, regular progress reports from the ACT and LAs provided more visibility into the CBP project. Good communication between ACT and AL communication has been a strong point in project management. Guidelines are clearly given and tasks are explicitly assigned. The ACT team encouraged LAs to consult them if they had a problem, a doubt or a question. Weekly meetings were organized to address and resolve problems. The management of the CBP project demonstrates a high level of visibility on the part of all actors involved. The ACT has emphasized transparency and good communication

VI. CONCLUSION AND RECOMMENDATIONS

In conclusion, based on the assessment conducted, we may deduce the following;

- ✓ The design of a logical framework based on the theory of change is a prerequisite for effective project implementation and monitoring and evaluation. This would ensure transparency and accountability in project management, as well as the ability to learn lessons and make adjustments to the project design. The cumulative result of all these conditions was the strength of the CBP project.
- ✓ The contribution of national stakeholders to the design of a project is one of the main factors that ensure stakeholder ownership. The contribution of members of local associations to the design of the CBP project through various mini-projects has strengthened local ownership of its outcomes.
- ✓ Stakeholder ownership of the project design and implementation process will not be fully achieved unless sustainability is ensured through appropriate and effective interventions.
- ✓ Focusing on the work of local associations and individual stakeholders with little involvement of institutions (public institutions, CSOs, private sector, etc.) in the implementation of mini-projects would affect the sustainability of the project.
- ✓ Confining the CBP project to technical issues has proven to be an effective approach to bring together wide range of stakeholders with different views.

At the end of this evaluation, I would like to make the following recommendations;

- It would be beneficial to think about the collaboration between the civil society and the public and private sectors during the next phases of the project. This remains essential for achieving greater project impact; especially when the projects aim to promote the culture of democracy, human rights, and poverty reduction. These topics need to be advocated.

- The trust between ACT and local associations is strong, so it would be good to build on it. It would be good if ACT would consider institutionalizing this relationship, by creating a new body or commission within ACT (such as a forum) in which local partners would be members. This would be useful for the future.

- The internal structuring of local associations needs to be improved. The CBP project has worked on this from a knowledge perspective, but in order to put this knowledge into practice, the local associations need material support (funding), to be able to finance key positions in the associations that they need. It would be good if ACT could provide them in the second phase of the project with a budget setting, to enable them to do this restrict.

REVIEWED DOCUMENTS

ACT CBP: Training – Introduction de projet et strategie
Agenda Formation Fundraising-JAMAITY
ACT Concept Paper Template (July 2021)
ANNUAL REPORT 2019
ANNUAL REPORT 2020
ANNUAL REPORT 2021
ASSOCIATION TUNISIENNE D'AGRICULTURE ENVIRONNEMENTALE ET ETATS FINANCIERS DE L'EXERCICE CLOS LE 31 DECEMBRE 2019
ATAE OCA mid report
AFT OCA mid report
Agenda Formation Fundraising-JAMAITYFR
Agenda Steering Committee ACT CBP 24.3.2020
BP 2021 Summer Assignment
Bienvenu au projet CBP
BWAT OCA mid report
CBP Thursday meeting with LA's
CBP Monitoring Matrix 2021 Annual report
CAPI (self assessment form)
CBP PPT - Finance
CBP Training – Eng
COMMUNICATION HANDBOOK
Communications handbook and graphic manual
C CBP 2021 Summer Assignment FR
CBP Mid Term Evaluation April 2021 (final)
Financial Manual For Associations
Fundraising Training Evaluation
Formation “Storytelling & visibilité”
GEA Baseline AFT (Translated)
HANDBOOK FOR EFFECTIVE, PROFESSIONAL COMMUNICATION

IMPLEMENTING PARTNER CHECKLIST
Introduction de projet et strategie(December 2019) - red Baha
Local associations selected for the CBP
Meeting: Steering Committee Meeting ACT Capacity Building Project (CBP) minutes
Meeting: OCA follow up / Operational Manual / Budget Vs Actual
M & E pres
Manuel de communication et de visibilité pour les actions extérieures de l'Union européenne7
Network Meeting 2021 (Q1
organigramme-ATAE 03-09
Operational Manual Template
Procès-Verbal De L'Assemblée Générale du 28 Février 2020 ATAEE ASSOCIATION
Programme de renforcement des capacités pour les associations de la société civile tunisienne.
PROJECT DOCUMENT, <i>ACT Capacity Building Project</i>
CBP annual calendar 2021/2022
PLAN DE FORMATION DE L'ATAE (OCA)
PLAN DE FORMATION ATTALAKI (OCA)
PLAN DE FORMATION DE L'AFT (OCA)
PLAN DE FORMATION (OCA)
Project Proposal Template ACT (English)
RAPPORT DE VISITE DE L'ASSOCIATION TUNISIENNE D'AGRICULTURE ENVIRONNEMENTALE (ATAE)
RAPPORT DE VISITE ATTALAKI (OCA)
RAPPORT DE VISITE AFT (OCA)
Storytelling & visibilité
Storytelling notes
Training 2 Proposal Writing (6 February 2020) FR
VISITE DE TOUNES TANMOU (OCA)
حوكمة التصرف الإداري و المالي للجمعيات

