

Global Partnership for Social Accountability (GPSA) Grant Application Form | Word Version

GPSA requires that all grant applications be submitted using an online application form. Applicants may use this Word version to work on the grant proposal offline, and copy and paste its contents into the e-application. Please refer to the GPSA website at www.worldbank.org/gpsa to find the link to the e-application, to download this document and the Application Guidelines. You may contact the GPSA Helpdesk at gpsa@worldbank.org for questions about the grant application process.

PART 1 OF GPSA APPLICATION

SECTION 1: PROJECT BASIC DATA SHEET

1.1 Project Title. Insert name of Project.
<i>Building citizens' capacities and state responsiveness for an open and transparent democracy in Tunisia</i>
1.2 Country where the Project will be implemented. Mark all that apply. <i>[List of participating countries will show in e-application]</i>
Tunisia
1.3 Project Overview <i>[Click on text field in e-application to complete the list of questions below in pop-up window]</i>
➤ Recipient/executing organization name. For mentoring proposals, name of mentor organization.
Al Bawsala
➤ Address of recipient organization. Please make sure address includes the country.
➤ Country in which applicant CSO is a legal entity. Please select from list below. <i>[List of participating countries will show in e-application]</i>
Tunisia
➤ Mentee(s) organization(s) name(s)
n/a
➤ Project Manager. If manager not appointed yet, indicate name of Project main contact person.
Selim Kharrat
➤ Phone. Include country area code.
➤ Email of main project contact person.
➤ Project implementation period: Start date. Estimated date when the Project would begin receiving GPSA funding; an estimated start date should be anytime after July 1st, 2013. If the Project is already being implemented, please explain so under Part 2: Project Description/Description of Components and Activities <i>[Upon clicking on text field calendar will appear to select date] September 1st, 2013</i>
➤ Project implementation period: End date. Estimated closing date should be between 3 to 5 years after Project start date. <i>[Upon clicking on text field calendar will appear to select date] September 30th, 2017</i>
➤ Project geographic scope: Indicate if project will be implemented at the (a) National level or (b) Sub-national level only. If (b), specify geographic areas covered by the project
National level
➤ Requested GPSA Grant amount. Total Project cost. (in US dollars) Requested amount should range from US\$500,000 to US\$1,000,000; requests below US\$500,000 may be considered depending on the Project's duration and characteristics. GPSA financing may cover 100% of total project cost but it should not exceed 50% of the organization's total operating budget.
➤ Total Project cost. (in US dollars) Overall project cost, including GPSA requested funding.
US\$ 593,110

- **Financing sources.** Additional financing sources. If yes, please list them and include the budget amount contributed by these sources to the Project.

A portion of this Project's activities would be partially co-funded from other sources:

- Monitoring the National Constituent Assembly: \$150,000 From OSI for funding public information analysis and management of Marsad.tn website
- Organization of Public Dialogue Forums: \$50,000 from Heinrich Böll Foundation for co-financing Public Dialogue Forums in selected regions

SECTION 2: PROJECT OBJECTIVES

2.1 Describe the proposal's core objective(s), distinguishing between the higher-level goals that guide it and the specific, strategic objectives that are expected to be achieved during the project's time frame.

Project objectives describe outcomes by explaining the intended benefits (physical, financial, institutional, social, or other types) to a specific community/group of people or organizations, and/or institutional changes that are to be realized, through one or more interventions. The intended benefits should be:

- Measurable and
- Specific.

By reading a PO, one should be able to determine which group is being targeted directly by the project and what they will be doing better or differently as a result of the project interventions. The nature of the outcome(s) described in the PO should be based on a realistic (and evidence-based) assessment of what effect can be achieved with the available resources (and inputs provided by the Project) over the relevant time horizon using the approach being pursued. Outcomes described in the PO will have to be defined later on in the Proposal's results framework, through indicators, which are often, but not always, quantifiable and measurable or observable. Some indicators are qualitative. In some settings, desired outcomes may include changes in people, organizational or institutional processes, practices, behaviors and relationships, which may best be tracked through qualitative data.

Before the January 2011 Tunisian revolution, open government and accountability were distant concepts in Tunisia. Under the dictatorship of Ben Ali, political information was extremely inaccessible—and when it was provided, the information was often censored and biased. As a result, disconnect developed between citizens and their political knowledge. Even as the revolution has pushed the country towards democracy, many citizens remain uninformed about their government's leaders and policies. At the same time, politicians struggle to embrace open government practices.

Tunisians expect their government to become more open, but the switch from a culture of government secrecy to transparency won't happen overnight. When Tunisians took to the streets, they called for an end to the authorities' abuse of the system. For an end to bribery in public procurement, to promoting their own interest and misuse of public funds, through rendering all public data accessible to all Tunisians at all times – in one word, transparency.

Last year, our initiative Marsad.tn -which means "observatory"- was launched to increase citizens' political knowledge and to monitor the Tunisian National Constituent Assembly's (NCA) transparency and accountability. Feeding off citizen's eagerness to understand their transforming country and politicians' emerging comfort with transparency, our website "Marsad.tn" offers public access to the NCA's voting records, committee memberships, NCA's representatives, open government policy proposals, and drafts of the new Constitution under discussion.

Under President Ben Ali, citizens feared voicing political opinions and taking political action. To reengage people, Al Bawsala is implementing Public Dialogue Forums in the country's regions. The forums convene citizens and NCA's representatives in face-to-face meetings, where citizens pose questions and engage in discussions with them. This type of engagement aims at fostering the practice of public deliberation that may help Tunisians better understand the emerging democracy, while narrowing the gap between representatives and citizens.

Thirty-six percent of Tunisia's population lives in rural areas. While technology played a crucial role in connecting citizens during the revolution, many rural people and disadvantaged groups do not have access to the Internet, leaving them

uninformed about Tunisia’s politics and current events. Marsad.tn knows that rural communities seek and share news via radio, so we are partnering with local groups to distribute information on Tunisian politics through community radio networks. When the new constitution is released over the coming weeks, we will broadcast over the radio to inform people of their rights and how the articles of the constitution directly relate to them.

Before the overthrow of President Ben Ali in 2011, the Tunisian media produced content that was uniform, censored, and often biased. Since the revolution, journalists are now “free,” yet many lack knowledge of professional practices and standards. The Tunisian media today largely reflects the old regime. Tunisia doesn’t have journalists who are qualified to cover this kind of transition. It will take time for civil society and the media to rebuild themselves, but we do expect a new media to emerge. During the transition stage, citizens need relevant, quality political information and news. Marsad.tn is partnering with NGOs, such as Nawaat and IWPR, to push for improved professional and citizen journalism practices. This is a critical period of Tunisian history. People want to know what’s happening and what’s going to happen, and the main issue preventing them from knowing is access to reliable information.

Higher-level goals: We are deeply committed to positive social change in Tunisia, and willing to play a central role in Tunisia’s transition as catalysts of positive good governance reforms. Arabic does not have an analogous word to describe the concept of accountability- but we are working hard to entrench the idea of responsible and people-focused decision-making among those in power.

Specific objectives:

In order to contribute to building a participatory and accountable democracy in Tunisia, this proposal expects to achieve the following objectives:

1. Increased access to public information and information accessibility, with a focus on budget analysis and monitoring, including sector budget analysis, and adaptation of complex budget issues into easily understandable and actionable information.
2. Increased capacities of citizens and civil society organizations to engage in public deliberation and participation on governance and development issues.
3. Improved state responsiveness to citizens’ feedback and proposals through concrete measures and improvements to policies, programs and institutions, specifically on transparency, accountability and development issues.
4. Strengthened institutional capacity of Al Bawsala to facilitate public deliberation and participation processes, including the design and implementation of social accountability processes at the national and sub-national levels, including participatory mechanisms and tools aimed at engaging citizens and CSOs.

2.2 Indicate the proposal’s focus area. Please mark all focus areas that apply to this Project.

Social accountability initiative or program	x
CSO Institutional strengthening	x
Capacity-building and technical assistance	
Mentoring [one or more of the above through mentoring]	

2.3 GPSA Pillars of Governance. Which GPSA “pillars of governance” are addressed by the proposal? Mark all that apply.

Pillars of Governance	GPSA Expected Outcomes (Program level)	Pillars addressed by the Project
Transparency	➤ People are able to get more information about government activities and are able to use this information effectively	x
Representation and voice	➤ People have a mechanism and/or policies through which they can voice their concerns to the government and influence policy	x
Accountability	➤ Governments are more accountable to beneficiaries in delivery of	x

	services and in management and use of public resources	
Learning for improved results	➤ GPSA beneficiaries have greater knowledge and practice of social accountability, and civil society organizations have greater capacity to implement social accountability initiatives	X (this is a required area for all Grant Applications)

2.4 Project Goals and CSO's Mission. Relate your proposal's goals and objectives to your organization's mission, objectives and existing program areas. Explain clearly how the proposal fits within your organization's work. If you wish to attach supporting materials about the Project or your organization's work, you may do so at the end of the application, or you can include a website link in your answer.

Tunisian dictatorship has had a negative impact on political culture and on public debate content. The Tunisian citizen is unaccustomed to speak and to question political leaders. But since the advent of the revolution, Tunisians are more and more asking for reliable information. In fact, they request to engage directly with elected officials and policymakers.

Al Bawsala's role as an intermediary between citizens and elected officials is to create the necessary bridges to encourage public debate on key issues of the Tunisian political transition. Our belief is that it is necessary to bring leaders and citizens to share information in a transparent way in order to restore confidence between them.

We believe that the "Marsad.tn" and the "Public Dialogue Forums" (public debates between MPs and citizens) projects are contributing to the achievement of our main objectives:

1. Putting citizens at the heart of political action by providing the means to offer opinions, to track the actions of elected officials and policymakers and to promote fundamental citizen rights;
2. Establishing relations with elected officials and policymakers to work for the establishment of good governance; and
3. Intermediating between government and citizens through the use of participatory mechanisms for enhanced service responsiveness and accountability.

The current context calls for a sustained monitoring of the transitional phase until the new Constitution is approved, and the country holds national elections by the end of 2013. At the same time, it is necessary to start envisioning critical post-transition pathways to fostering transparency, accountability and civic engagement. The myriad of challenges requires multi-stakeholder coalitions to work together and to coordinate strategic interventions, at the national and sub-national levels.

The proposal's objectives are aimed at strengthening our organization's work and at supporting a process that may enable us to deepen and broaden our programmatic focus, beyond the transitional phase.

2.5 Project Beneficiaries. Please identify the project's beneficiaries. *[Click on text field in e-application to complete the two sub-questions]*

2.5.1 Project's main direct beneficiaries. People benefiting directly from the Project's outcomes. This involves identifying people for whom the project is intended to bring changes, e.g. population from targeted areas benefiting from improved access to or use of specific services, and for whom the change in policy or practice will make a difference in their lives. If the project intends to engage people from poor and vulnerable groups, please make sure to explain clearly how are they going to be engaged in the Project, including what is expected in terms of outcomes that will benefit these specific groups.

The project's direct beneficiaries are:

- (1) Targeted communities in a selected sample of Governorates where the Project will design, test and implement social accountability processes aimed at increasing transparency and accountability of critical basic services –such as education, health, and water-. In these communities, the Project will collect baseline information including basic socio-demographic data on targeted municipalities (and sub-areas within municipalities, if applicable) in order to assess pre- and post- project intervention outcomes.

The Project will rely on the ongoing experience of the Public Forums initiative to identify and select a sample of local communities where focused social accountability processes will be designed and implemented. These processes will be demand-driven, that is, guided by the priorities identified by citizens; initially, the Project will use the information collected through the public forums, where needs' assessments will be elaborated through participatory techniques.

- (2) Targeted public institutions and decision-makers that are expected to benefit from and act upon the feedback and information provided through the social accountability interventions implemented by the Project.

2.5.2 Project's indirect beneficiaries. Wider community benefiting from potential Project outcomes and impact. For Projects focusing on governance reforms, expected outcomes and impacts may benefit the country as a whole.

The Project's indirect beneficiaries will be the Tunisian citizens and civil society organizations that may benefit from the information and knowledge generated by the Project, outside the specific regions targeted by the Project. In this sense, the Project expects to design and implement a communications strategy that will disseminate the Project's activities and thus reach out to Tunisian citizens and other critical groups; among the latter, the most critical indirect beneficiaries will be journalists and media organizations, universities and think tanks, unions, and professional organizations related to the specific sectors where the Project will work on.

SECTION 3: PROJECT DESCRIPTION

3.1 Sectors of Focus. [Click on the text field in the e-application to mark your answer(s)]

Please mark the sector(s) of focus of the proposal		Mark proposal's scope for the sector(s) indicated		
		National	Regional (in-country)	District/Local
Core public sector focus	Transparency/Access to Information	x	x	x
	Budget Accountability	x	x	X
	Procurement	x	x	X
	Anti-corruption	x	x	x
	Other (please specify)			
Sector focus	Education			
	Health and nutrition			
	Social protection			
	Water and Sanitation			
	Energy			
	Transport (roads/public transport)			
	Natural resources			
	Other (please specify)	Some of the above sectors will be targeted by the Project and will be defined based on the priorities identified by local communities where the Project will work. Indicatively, the Project intends to focus on access and quality of basic services, such as education and water.		

3.2 Project Strategy. The Project must spell out a clear strategy to generate changes and deliver tangible results. The *strategy in this context* refers to the courses of action that will be prioritized and taken by the Project to achieve its expected outcomes. The Project's strategy is broader than the choice of specific social accountability "tools" or mechanisms, and should also consider other dimensions such as constituency-building (including national and sub-national level options), alternatives for engaging with the state, communications and outreach, among others.

3.2.1 Summary of Project strategy. Describe the governance and/or development issues that will be addressed by the project ("What?") Summarize the project's strategy to achieve the proposed changes and reforms. ("How?") If the Project's focus is institutional strengthening of CSO(s) only, please summarize the Project's institutional development strategy. In

which ways will it link with the implementation of social accountability activities by beneficiary CSO(s)?

What:

In terms of the critical governance and development issues to be addressed (“what”), the project prioritizes the need to inform and educate Tunisian citizens about their role in ensuring that Tunisian democracy evolves into a real and participatory democracy; thus, the project’s strategy focuses on governance and development issues that are critical for improving peoples’ quality of life, and for building public institutions that are responsive and accountable. Building on Al Bawsala’s ongoing engagement in the transition phase, the Project will in turn prioritize issues that may contribute to building an enabling environment for civic engagement and state responsiveness. More specifically, our strategy will revolve around the following issues:

- (1) **Public budget monitoring at the national and sub-national levels.** In line with Al Bawsala’s current practice of accessing and analyzing public information, the project will focus on obtaining and analyzing information that is critical to assess Tunisia’s compliance with international budget transparency and accountability standards. Special emphasis will be placed on identifying selected issues that are prioritized by citizens, and on adapting complex information that may be used by citizens to assess specific problems. In the post-transition context, the project will focus on monitoring both the Executive and Legislative branches at the national level, in relation to accessibility of critical financial and budgetary information; additionally, the project will work in selected regions/municipalities to foster the practice of accessing and analyzing sub-national level budget information.
- (2) **Service delivery, including service access and quality.** The emerging practice of public deliberation in the current transition, promoted by Al Bawsala through the Public Dialogue Forums, will be used to identify a sample of municipalities, where the Project will pilot selected social accountability processes aimed at fostering the practice of participation and constructive engagement to improve specific governance and development problems.

How:

The project will deepen and expand on Al Bawsala’s current programmatic activities by designing and implementing social accountability processes that may offer concrete ways in which citizens and decision-makers can engage to improve governance and development, both at national and sub-national levels. Given Tunisia’s limited experience on structured participatory processes, the project will select specific mechanisms/tools that may be used to engage citizens in providing feedback on specific services and governance problems. The underlying logic is to devise strategic actions that may demonstrate how to put citizenship skills into practice, by offering options for citizens, particularly in targeted communities, to engage in problem-solving and participatory planning together with service providers and decision-makers.

The project will combine the use of social accountability mechanisms/tools with the use of lobbying and other participation mechanisms (such as public hearings, budget analysis and monitoring) at the national level, in order to close the “feedback loop” between national and sub-national level processes.

Specific activities will focus on a combination of online and offline social accountability processes:

- **Online strategy:** assuming a successful transition to a new Government and the approval of a new Constitution, Marsad will be converted into a dynamic website for accessing information about (1) the national Parliament, (2) the Executive, and (3) sub-national level Governorates and Municipalities. The overall objective will be to offer information that is publicly unavailable, and to raise awareness about critical events and decision-making processes; in some instances, the strategy will be to push state actors to move into supplying such information themselves (hence building state’s capacity to manage information systems and to proactively supply public information) through state-sponsored online outlets -such as the Executive’s online website, and the Parliament’s website, etc.). For example, budget information is still scarce, and more information is needed for citizens to be able to understand budgetary allocations at the sub-national level, and at the sector level.
- **Offline strategy:** building on the Public Dialogue Forums, the organization will continue its work at the sub-national level by selecting a sample of municipalities where it will design and implement social accountability processes focused on needs prioritized by local communities. Some examples of potential mechanisms and tools to be used

may be participatory planning for the elaboration of regional and municipal development plans, community scorecards to assess service access and quality (e.g. education, water & sanitation, etc), and social audits to monitor public investments, such as the construction of schools, roads and other public infrastructure.

3.2.2 Strategy for building multi-stakeholder support. What is the strategy for building multi-stakeholder support for the project? Which strategic pathways will be used? (e.g. coalition-building, use of networks, targeted outreach to change agents across diverse stakeholder groups, such as private sector, media, others; strategic coordination of local and national civil society monitoring interventions; use of transnational networks and coalitions; use of international standards and independent monitoring mechanisms; among others) If the Project’s focus is institutional strengthening of CSO(s) only, please explain how the proposed activities will improve beneficiary CSO(s)’ capacities for building multi-stakeholder support for its social accountability work.”

Our strategy is to work constructively on a culture of partnership and dialogue with officials and working on/with citizens’ initiatives at the same time. At the sub-national level, our strategy is to build coalitions with local citizen initiatives that can demonstrate a broad social base in their membership. Depending on the specific issues that will be prioritized at the sub-national level, we will carry out stakeholder analyses in order to engage with civil society organizations and other stakeholder groups, such as parent-teacher groups, trade unions, and local media. The trade union is one of the Tunisian CSO’s that can be targeted, mainly because of its public-sector workers’ mobilization capacities. Also, we will offer support and capacity building to small community-based organizations that have built trust and mutual support amongst members and which can have a high impact on local communities.

At the national level, we will continue fostering (formal and informal) partnerships with various stakeholder groups, including other CSOs, universities and media organizations. We will seek to build partnerships with stakeholders with whom we may share similar objectives and/or interests, and that may offer capacities that complement ours. By way of example, the Association of Tunisian Consumers for monitoring specific services; Touensa and Open Government on requests for access to public information; Universities and sector experts for analyzing budget information; media organizations for disseminating the Project’s initiatives; among others.

Moreover, our multi-stakeholder strategy will also consider partnering, even if informally, with state stakeholders that may also complement and/or contribute to advancing the Project’s objectives. For example, selected decision-makers within Ministries, Governorates and Municipalities championing critical governance and development reforms; public audit institutions and committees, such as Parliamentary committees responsible for monitoring the Executive’s activities and budget management; and others that perform similar functions at the sub-national level.

3.2.3 Strategy of constructive engagement. What is the proposal’s strategy of constructive engagement with the state (executive, legislative, judicial/national, sub-national, local, regional)? What actors are expected to use what type of information related to or generated by the Project, and how these actors will use such information? If the Project’s focus is institutional strengthening of CSO(s) only, please explain how the proposed activities will improve beneficiary CSO(s)’ capacities for constructive engagement with the state.

We will target several state actors at different levels (national and sub-national levels):

- Parliament
- Central and local government agencies
- Public service agencies, at all their levels.
- State bureaucracies and administration, at all their levels

Our strategy combines collaboration on specific fronts and a critical distance on others. This strategy opens up dynamic spaces for negotiation and constructive engagement. Moreover, our strategy will specifically target decision-makers within relevant public institutions that have incentives to use the information generated by the Project –particularly the feedback that will be generated through the Project’s social accountability activities- in order to advance and introduce improvements to specific policies, programs and services. State actors can benefit from consultative processes and public

dialogues on policy priorities, which can provide them with critical information on citizens' assessment of service delivery, including the evaluation of public spending and investments from the perspective of particular user groups.

3.2.4 Communications and outreach strategy. What is the communications and outreach strategy for attracting the attention of different audiences, including the media? If the Project's focus is institutional strengthening of CSO(s) only, please explain how the proposed activities will improve beneficiary CSO(s)' communications and outreach capacities.

The Project's communications and outreach strategy consists of establishing long-term media partnerships. The objectives are to use mass media and other means of public communication to (i) catalyze responses from state actors; (ii) increase the Project's outreach capacity to citizens, and (iii) raise awareness and build capacities for civic engagement in constructive participatory processes.

We have already signed a partnership with three Media organizations: Mosaïque FM radio, Nawaat.org and Institute for War and Peace Reporting and are currently negotiating agreements with Tunisian National TV.

The Project will hire a communications specialist to design a full-fledged communications and outreach strategy. The strategy includes the design and elaboration of information, education and communications campaigns, including the design of pedagogical and training materials, targeted to specific citizen groups and audiences, and for the different activities that will be implemented by the Project.

3.2.5 Choice of social accountability mechanisms and tools. What are the specific social accountability mechanisms or tools implemented or employed in the project? How will they contribute to the proposed outcomes? If the Project's focus is institutional strengthening of CSO(s) only, please explain how the proposed activities will improve beneficiary CSO(s)' capacities to design and implement social accountability mechanisms and tools.

The Project will employ a mix of social accountability tools and mechanisms, which will include, but may not be limited to:

- ❖ **Access to information** requests, particularly on budget issues and service delivery, at the national and sub-national levels.
- ❖ **Budget analysis and monitoring** at the national and sub-national levels: the objective will be to use the budget process to shift the public discourse towards an evidence-base discussion of concrete problems related to budget transparency and accountability, particularly related to problems that are prioritized by citizens (such as service delivery problems). We will seek to partner with national and international experts and CSOs that have a track record on budget monitoring, such as the International Budget Partnership.
- ❖ **Selected social accountability tools** such as community scorecards, social audits and participatory planning: the objective of these processes will be (i) to engage citizens, service providers and decision-makers in assessing service access and quality, public investments, and other issues as prioritized by local communities, (ii) to agree on specific improvements through action plans that may be jointly monitored. Given Tunisia's limited experience on this type of processes, we will identify international experts/CSOs that may offer training and mentoring for this purpose.

3.3 Social Accountability Tools. Please select the social accountability tools and mechanisms that are expected to be used during the Project's lifetime. Mark all that apply. This information will be used for knowledge and learning across GPSA's activities. *[Click on text field in e-application to mark your answer(s)]*

Social Accountability Tools and Mechanisms	
Transparency and Access to Information	
Develop policy proposals to advance new, modify or reform existing transparency and access to information legislation or regulations (national, state/provincial, municipal, sector)	x
Develop information and communications materials to make public information accessible to targeted audiences	x
Submission of requests for access to public information	x

Develop online database <u>to display</u> public information in accessible, understandable formats	x
Independent budget analysis (national, state/provincial, municipal, sector)	x
Use of Supreme Audit Institution reports/other Oversight Agencies' reports & data	x
Other(s) Please specify:	
Voice and Representation	
Develop civic application to display public information and engage citizens or targeted audiences through the use of ICT tools (e.g. crowd-sourcing, SMS)	x
Capacity-building of CSOs, CSO networks and/or targeted citizen groups	x
Setting-up or strengthening state-civil society councils or committees	x
Use of formal public petition process or organization of informal collective petition process (e.g. using web-based petition tools)	x
Use of formal citizen participation mechanisms (e.g., public hearings, participatory rulemaking processes, etc)	x
Other(s) Please specify:	
Accountability	
Develop online civic application <u>to monitor</u> government's enforcement of transparency/ATI policies	x
Develop web-based civic application to monitor (national, state, municipal, sector) public programs and institutions	x
Independent budget monitoring (including budget expenditures tracking, budget process monitoring)	x
Design and implement community scorecards to assess service delivery (availability of inputs, service quality)	x
Design and implement social audits of public policy/public program implementation, community-based monitoring of public works' execution	x
Independent monitoring of procurement and contracting processes	x
Design and implementation of complaints handling or grievance redress mechanism	
Collaboration with accountability institutions (e.g. Ombudsman Office, Supreme Audit Institution)	x
Use of international standards and monitoring mechanisms to monitor (national, state/provincial, municipal, sector) country's compliance, enforcement and implementation of policies and programs	x
Other(s) Please specify:	

3.4 Summary of Project Components. *[Click on text field in e-application to complete the three sub-questions]*

3.4.1 Project Summary. Please provide a general description of the proposal's main components, including their key objectives, activities, beneficiaries and stakeholders that will be engaged. You will be able to provide detailed information about each component in Part 2: Project Components.

The Project has three components:

1. Increasing access to information and awareness for civic engagement and transparency
2. Fostering state-civil society engagement for increased accountability
3. Knowledge and learning

Component 1 aims at building an enabling environment for social accountability by (a) fostering sustained mechanisms of institutional transparency related to both public information and decision-making processes (e.g., proactive publication of timely and reliable budget information, compliance with budget transparency and accountability standards in the budget process; institutionalization of citizen voice and participation mechanisms; etc.); (b) translating complex public issues into easily understandable information adapted to the needs of different groups, including citizens and other key groups –such as pro-reform decision-makers, journalists, academics and opinion-makers.

The main activities will thus be focused on:

- (1) Accessing and analyzing selected public information that is critical to enhance transparency and accountability, in both the Legislative and Executive branches, at both the national and sub-national levels,
- (2) Engaging with national-level decision-makers to institutionalize transparent and accountable decision-making processes, and
- (3) Designing and implementing a social communications and education strategy targeted at different primary audiences, namely, citizens and CSOs in targeted local communities, decision-makers and other influential groups.

Component 2 aims at opening up spaces for constructive engagement between citizens and state institutions and decision-makers, that may in turn result in concrete and observable –albeit gradual- improvements to democratic governance and to

peoples' quality of life in Tunisia.

The main activities will thus be focused on:

- (1) Identifying citizens' needs at the local level and facilitating multi-stakeholder processes, by primarily engaging citizens and decision-makers/service providers in the resolution of concrete public problems related to governance and service delivery, and
- (2) Engaging with national-level institutions and decision-makers to improve service delivery processes at the local level.

Component 3 encompasses a twofold process: first, increasing Al Bawsala's and other CSOs' capacities to facilitate social accountability processes that may lead to increased civic awareness and capacities to participate in public affairs while strengthening state's transparency and accountability; and second, investing on Al Bawsala's institutional strengthening to ensure the organization's sustainability.

The main activities will thus be focused on:

- (1) Building partnerships with national and international actors, including regional and international networks with extensive knowledge and experience on social accountability, and other related issues as well as networking opportunities to strengthen our organization's leverage at the national level,
- (3) Knowledge-exchange and knowledge-generation, through training programs and other activities, prioritizing a "learning-by-doing" approach, that may help our organization and others to build sustainable capacities for social accountability;
- (4) Designing a K&L system that may enable our organization to institutionalize internal processes for mainstreaming knowledge into operational activities and vice versa, to generate new knowledge as a result of our operational experience; and
- (5) Developing an institutional development plan, including reviewing and improving our current resource mobilization (fund-raising) strategy, among other activities that are critical to strengthen our organization's sustainability.

3.4.2 Summary of Lessons Learned. Summarize what lessons have been learned from previous experiences in the project's sector or area, including projects carried out by your organization or by other actors in your own country, or from other countries. Explain how the project design has taken these lessons into account.

- The main lesson we learned after one year of legislative monitoring work is that we are fighting against a mentality of opacity, which is deeper than the non-transparent practices and behavior. We now understand that our work will be done on the **long term**. It is for this reason that we decided to **expand the scope** of our monitoring work to the sub-national level, in order to broaden our outreach capacity to citizens, with a focus on service delivery on priority sectors.
- Building a citizenship culture is a long-term endeavor and it is critical that citizens are able to practice deliberation in constructive ways, but also that they can learn how to turn their grievances and demands into concrete proposals; for this, they need to see that there are options in terms of mechanisms and tools that they have to engage with public officials and service providers.
- Other lesson learned is the importance of the use of media to build up a sense of urgency behind citizens' concerns, and to influence the public debate towards an evidence-based discussion of critical governance and development problems and proposals.

3.4.3 Alternatives Considered. What alternative interventions were considered in the design of this project? What were the pros and cons of such alternatives? Please include at least one alternative considered. Explain the reasons why the chosen project design is the most appropriate.

Our alternative was initially to focus only on monitoring the activities of the Assembly. But we found that all executive institutions of the country, as well as public service delivery agencies and the state bureaucracy, suffered from a lack of transparency, corruption and unaccountability. We then expanded our objective and decided to develop the project

activities at the national and sub-national levels, with a focus on priority service delivery sectors.

SECTION 4: PROJECT IMPLEMENTATION

4.1 Capacity-Building: Please explain and justify how you are planning to address your organizations – or mentee(s) CSOs - capacity-building throughout the Project's lifetime. Capacity-building areas may include organizational areas (financial management, ICTs, etc) or core areas related to the achievement of the Project's objectives (e.g., sector/policy analysis, such as poverty or budget analysis, etc.) Indicate whether your plan to request external support for this purpose; if you have already identified external support please explain.

This question must refer to the recipient's or mentee's capacity-building and institutional strengthening activities. Capacity-building activities related to the implementation of social accountability activities, and targeted at the Project's direct external beneficiaries must be described in Section 3: Project Description, under the appropriate Component. If the Proposal focuses on Institutional Strengthening of beneficiary CSO(s)' only, and this issue has already been addressed under a Component, you may skip this question indicating "Question answered in Component X".

The Project offers a unique opportunity to strengthen our organization's capacities for social accountability. As part of the GPSA community, we would be able to benefit from knowledge and learning exchange, and networking opportunities, particularly with regional and global networks with broad experience on issues such as budget analysis and monitoring, design of social accountability processes, monitoring and evaluation of social accountability, among others.

Some of our priorities in terms of capacity building are:

- 1) *Moving from access to information to acting upon information:* we are convinced that we cannot limit ourselves to providing access to information and data, such as the state budget. We must make an effort to analyze these data to make them more easily understandable and usable by everyone. One of our capacity building objectives is to implement a new activity of information analysis and adaptation to targeted audiences. We intend to internalize this activity to make it more sustainable by recruiting data researchers and analysts for the project. In order to adapt the information to non-expert audiences and to getting people to actually use the information, we will need external expertise such as social communicators and pedagogical experts to help us adapt the information to specific audiences.
- 2) *Open Data policy:* the information generated by the project should be freely available to everyone to use and republish as they wish, without restrictions from copyright, patents or other mechanisms of control. That's why we intend implement open data policy during the second year of the project implementation. We plan to request external support for this purpose.
- 3) *Linking public deliberation to civic engagement in participatory processes:* we see social accountability as a means for citizens to engage in concrete ways for providing feedback about issues (e.g. basic services) that are critical to their quality of life. In addition to participating in public deliberations, such as the Public Dialogue Forums, we intend to deepen these processes to engage citizens and decision-makers in more sustained processes, whereby they can engage in identifying solutions to public, collective problems, and work jointly on their implementation. For this purpose, we will seek international partners and experts that have extensive experience on designing and implementing participatory processes.
- 4) *Al Bawsala's institutional strengthening:* as a young civil society organization in an equally young democracy in Tunisia, we realize that we have a long way ahead in terms of building a sustainable organization, both institutionally and programmatically. GPSA support will provide us with an exceptional opportunity to invest on our knowledge, learning and institutional development needs and challenges. Firstly, as indicated above, we will identify international experts and organizations that can offer us sustained mentoring on social accountability. The

objective will be to equip our staff with social accountability skills, particularly focused on the objectives set out for this Project. Secondly, we will invest on our organization's institutional development for (i) improving our resource mobilization strategy, (ii) strengthening our internal institutional processes and systems (e.g. human resources, financial management, strategic planning, etc), and (iii) generating systematic processes for knowledge and learning, and for monitoring and evaluation of our work.

4.2 Role of Partners. Describe the Project's proposed implementation arrangements with external actors/partners; and proposed roles and types of contribution to the Project. For Mentoring proposals, clearly describe mentoring and partnership arrangements between mentor organization and mentee(s) CSO(s).

We already work in partnership with several organizations. For this Project, we will work with different partners for different purposes:

- **At the country level:**
 - We will continue relying on our existing partnerships with other CSOs for monitoring the work of the NCA, and subsequently, of Parliament and the Executive Branch.
 - We will identify academic partners that may be interested in contributing to design the Project's Monitoring and Evaluation system.
 - At the sub-national level, our strategy is to build partnerships with local citizen initiatives that can demonstrate a broad social base in their membership. We will identify and reach out to large existing networks.

- **At the international level:** we will strengthen our national-level partnerships by seeking partnerships with international networks and organizations that may bring expert knowledge and global exchange opportunities to our organization.
 - Budget analysis and monitoring: we will seek to partner with global networks that have extensive experience on this issue (e.g. International Budget Partnership)
 - Parliamentary monitoring: similar to the above, we will seek to partner with global and regional networks that are working in this area. We will seek the support of the World Bank Institute for this.
 - Social accountability: given our country's limited experience on social accountability, we will carry out a needs assessment in order to identify our knowledge and learning needs related to this. In particular, we anticipate the need to learn about the design of structured participatory processes, involving consensus-building and multi-stakeholder engagement, for engaging citizens and decision-makers in collaborative planning processes (e.g. development planning, assessment of service delivery, monitoring of service delivery and public investments, particularly at the municipal level, etc.)
 - Monitoring and evaluation: we will identify academic experts that can guide us in the process of setting up a M&E system for our organization's programs, particularly for the specific activities encompassed in this Project.

4.3 Monitoring, Evaluation and Learning. You are suggested to answer the following questions after you have completed the Project's Results Framework (refer to required attachments)

[Click on text field in e-application to answer the 3 sub-questions below]

4.3.1 Monitoring. Please describe the Project's monitoring system, including the specific methods and tools that will be used. Justify how the proposed methods and tools are adequate to the problem(s) being addressed by the project. What resources will be needed to rollout and implement the monitoring system? E.g. financial, human, technical, use of ICTs, etc. Will external support be needed? If yes, please explain. Please make sure to address all these questions.

A M&E specialist will be hired to help us design and put in place a monitoring and evaluation system. A priori, we have identified the need to use a monitoring system that will allow us to assess the Project's performance while helping us to reflect, learn and adjust from our experience. We will devise various monitoring tools that may enable us to keep track of the Project's progress, and to assess our progress and identify any obstacles, and to generate information that can allow us

to adjust our planning in a dynamic and flexible way. This is critical to us in light of the difficulty of medium and long-term planning in a context of political uncertainty. Given our country's limited experience on social accountability, we will also seek support from an international expert or academic organization that may guide us through this process.

4.3.2 Evaluation. Describe the intervention's evaluation methods. Why these are adequate to evaluate the intervention expected intermediate and final outcomes? What resources will be needed to design and implement the proposed evaluation(s) Will external support be needed? If yes, explain. Please make sure to address all these questions.

The M&E specialist will also support us in designing an appropriate evaluation for this Project.

4.3.3 Knowledge and Learning. Describe the proposal's approach to knowledge and learning (K&L) including type of learning products (case study, how-to notes, lessons learned report, etc), and who will be responsible for it? Will researchers or academic institutions be involved in any way?

Specify how the information produced through monitoring and evaluation will be used to feed into the proposed intervention, adapting it and improving its likely effectiveness and impact. What resources will be allocated to develop and implement the proposed K&L system? Does the organization have an existing K&L system that will be used to support the project's K&L activities? Will external support be needed? If yes, explain. Please make sure to address all these questions.

A K&L Plan will be developed for the Project. This will help our organization to put in place a K&L system. As already indicated, we have initially identified some capacity-building priorities that will be included in our K&L Plan. To this end, the Project Manager will work with external experts and organizations in order to define specific K&L activities. The Project team will also allocate time for knowledge and learning exchange with the GPSA community.

4.4 Sustainability. Please consider the following questions in your answer about the project's sustainability:

Do you expect that the intervention(s) implemented by the Project will continue beyond the duration of the Project? Is sustaining the intervention beyond the duration of the GPSA funding a condition to sustain any positive outcomes? If yes, how do you plan to ensure the sustainability of the intervention(s)? If the project will be implemented as a pilot, or in a specific geographic area (local or regional level) please explain if it could be replicated or scaled up at a broader level, and how could this be carried out.

We expect the interventions implemented by the Project to continue beyond the duration of the Project. As we are willing to change laws and governance ethics, we must be able to plan over the long term. As a consequence, sustaining the intervention beyond the duration of the GPSA funding is a condition to sustain positive outcomes. We are already supported by international NGO's and Foundations (OSI, MICT, GLS Bank, NED) and will continue to work on ensuring the sustainability of our interventions through the diversification of our funding resources. Even if the project will be implemented in specific geographic areas at the regional level where the target population lives, it could be replicated at a broader level, in all the country regions. This could be carried out either by al Bawsala or by other partner CSO's.

PART 2: PROJECT COMPONENTS

The proposal may have a maximum of 3 components; in addition, all proposals must include a Knowledge and Learning (K&L) component. Please note that you will be able to provide further information about your K&L plan in question 4.5.1 (Monitoring, Evaluation and Learning). The table below explains the rationale for designing a K&L component and offers some guiding questions for this process:

Guidance for designing the K&L component

One of GPSA’s key objectives is to contribute to the generation and sharing of knowledge on social accountability, as well as to facilitate knowledge-exchange and learning uptake across CSOs, CSOs’ networks, governments and other stakeholders. *GPSA’s Knowledge Window* will seek to put the best knowledge on social accountability tools, practices, and results in the hands of practitioners and policy-makers in order to enhance the effectiveness of SAcc. Support will cover:

- (1) Development of a global platform for knowledge management, exchange and networking, and
- (2) Other knowledge and learning activities aimed at developing and nurturing practitioner networks and peer learning, especially South-South exchanges, and filling research gaps. The Knowledge Platform will provide support to GPSA Grantees through knowledge and learning throughout the project cycle. The knowledge management platform will generate a site for learning, peer to peer exchanges and networking, providing ongoing support to project implementation. Other knowledge and learning activities, including S-S workshops, specific events and knowledge partnerships, etc., will help grantees perfect SAcc projects and provide them with access to expert and peer knowledge about SAcc lessons learned and good practices to feed into their projects.

Consistent with these objectives, *GPSA requires that grant proposals include a K&L Component, whereby applicants develop a K&L plan that will enable them to approach the proposed interventions as opportunities for improving their knowledge about the strategies and pathways for advancing transparency, accountability and civic engagement. Special emphasis should be made on learning mechanisms, including those available to the recipient and beneficiary CSOs, and also to key external audiences.*

Some key questions to answer in designing the K&L Component are:

- ✓ What are our K&L needs and priorities? What types of K&L resources do we already have? Are they effective in achieving the objectives for which they were developed? Do we need to improve them or generate new resources?
- ✓ Who are the specific audiences or groups that we would like to engage in our K&L plan? What are their specific needs and what are the objectives we seek to accomplish in terms of K&L devised for them?
- ✓ If the proposal includes an operational component for implementing a social accountability intervention, what mechanisms will be developed to generate K&L derived from the intervention? How do we devise K&L opportunities that are realistic within our time and resource limitations, and that may help us to generate useful feedback along an analysis – action – reflection continuum?
- ✓ If the proposal includes capacity-building/training activities designed for specific audiences, what types of K&L products would be useful to develop in order to (i) generate ongoing and dynamic learning opportunities beyond single, one-time capacity-building events; (ii) ensure that such products are utilized by our intended audiences in an effective manner?

Part 2 of the e-application requires the following information to be completed for each component. If you are working on your application offline, please copy and paste the table below in this document for each component included in the proposal.

Component 1: Insert Title/Definition of Component
Increasing access to information and awareness for civic engagement and transparency
Description of Component. The component’s description must summarize its main objectives and activities, beneficiaries and other key stakeholders that will be engaged.
<p>Main objectives:</p> <ul style="list-style-type: none"> ▪ Information generation: increasing accessibility of Parliamentary and governmental documents and data such as budgets, voting records, law and reform projects, meeting minutes, reform projects, etc. and giving free access to this information to citizens ▪ Putting citizens at the heart of political action by providing the means to track the actions of elected officials and to activate citizen rights and responsibilities ▪ Establishing relations with elected officials and policymakers to work for the establishment of good governance and political ethics <p><u>Main activities:</u></p> <p>Sub-component 1.1:</p> <p>Monitoring Legislative work: Reporting will be about the different aspects of activities within the National</p>

Constituent Assembly, (and subsequently, the newly elected Parliament). Within the scope of the Project, the focus will be on monitoring the budget process, and specific information about the budget that will be identified in relation to international budget transparency and accountability standards. Additionally, compliance with rules and procedures will also be monitored (e.g. scheduling of parliamentary sessions and those of the parliament commissions to follow the progress of their work, updating the composition of the different parliamentary blocs within the assembly and following any eventual happenings (resignation of MP's, fusion of (parliamentary) blocs, etc.), publishing minutes and documents, following the attendance of the MP's, following votes concerning laws passed at the assembly (vote's records, laws passed, etc.)

Sub-component 1.2:

Monitoring Executive work: Reporting will be about the different aspects of activities within the government and the Presidency, and particularly regarding the transparency and accountability of budget and fiscal management, at the national, sub-national and sectorial level.

Sub-component 1.3:

Raising awareness and educating citizens about civic rights and responsibilities:

1.3.2 IEC (Information, Education and Communications):

- Develop education materials on selected topics and for targeted audiences at the national and sub-national level: these may include but not be limited to information about the new Constitution, about the budget process, etc.
- Develop training materials on social accountability: based on the issues prioritized in a sample of Governorates/municipalities, a series of training manuals/guides will be prepared and shared with targeted CSOs and other citizen groups to be implemented at the local level

1.3.3 Dissemination and Media:

- Implement Partnerships with media organizations to improve information and dissemination and quality
- Co-publish on media partners websites news update from Parliament and Government
- Conducting training workshop to journalists on Access to information

Planned outputs: insert one or more outputs. You will be required to define indicators for each of these outputs in the Results Framework.

Outputs are the direct products of project activities and may include types, levels and targets of services to be delivered by the project. The key distinction between an output (a specific good or service) and an outcome is that an output typically is a change in the supply of goods and services (supply side), while an outcome reflects changes in the utilization of goods and services (demand side).

Output 1: Legislative and executive work monitoring model and dedicated website established.

Output 2: Budget analysis is conducted at national level.

Output 3: Periodic monitoring reports developed and delivered to Parliament (Budget and finance committee), to Prime Ministry and to the Presidency.

Output 4: Education and training materials on social accountability and on specific topics (such as the new constitution, the budget process) developed and delivered to targeted audiences, CSOs and other citizen groups.

Output 5: Training workshops delivered to journalists and targeted CSOs on access to information.

Estimated value (in US dollars) of Component: please note that this value must be consistent with the Component's estimated cost as included in the proposed Budget

93371 (year1) 97529 (year2) 97894 (year3)

Timeframe of Component:

Start date: September 2013

End date: December 2017

Describe the **main assumptions** that need to work out in order to achieve the expected intermediate outcomes defined for this

component.

Assumptions are the hypotheses and suppositions that must hold for the Component’s activities to be implemented, outputs delivered as planned in the pathway towards the achievement of outcomes. They may refer to *behaviors, attitudes and interests* (e.g.: actors will cooperate towards a common purpose, or will be interested in devoting time to learning about X issue, etc), to *processes and events* that will follow a certain sequence, or to the *management of resources* (the availability or effective handling of which may positively or negatively affect the Project’s expected outputs and outcomes), among others. The many *factors that affect each stage of the change process* must be assessed—by reviewing the broader context, prior experiences and research—to identify which underlying assumptions would facilitate and which ones could endanger the success of the proposed intervention.

Along this analytic exercise it is important to be aware that the processes that lead from activities to outputs to outcomes are not linear or always logic, hence the need to work in depth on the connections between the delivery of outputs and how these outputs will contribute toward the achievement of outcomes.

Three main assumptions need to work out in order to achieve expected outcomes:

1. With better and regular information on the performance of executive and legislative institutions, citizens would be more committed to hold them accountable and would adjust their electoral choices on the basis of the achievements observed. The citizen will be able to question elected representatives publicly about her matters of concern; participate in the democratic debate; take decisions on the basis of reliable information, and participate effectively on decision-making.
2. The elected representative will be able to set out her points of view; explain/justify her votes; communicate about her activities; and show her ability to listen to and dialogue with citizens about their problems and preoccupations.
3. Elections will take place and a new government will take office next year (2014)

Risks: what are the risks that the assumptions listed above don’t hold? Please define each risk, along with how you rate it (indicate “HIGH”, “MEDIUM” OR “LOW” RISK after defining it) and the measures you plan to take to mitigate or avoid these risks, or in the case that your assumptions don’t hold.

Risks are identified in relation to the assumptions: for example, for an assumption stating that a participatory process will be implemented in an inclusive and transparent manner, a possible risk may be that of elite cooptation, which may be high, medium or low, depending on the context (factors outside the Project’s control) and on the Project’s ability to influence such process so that the assumption holds (factors within the Project’s control). It is critical to identify risks in a realistic manner, as well as the possible mitigating measures that may be taken (by the Project or others) or be in place to avoid or minimize such risks.

1. The risk with the first assumption is that a serious confidence crisis pushes citizens to abstention and disinterest, resulting in little or no incentives to hold politicians accountable.
 - a. *Medium risk.*
 - b. *Mitigating measures:* Measures to mitigate this risk are really beyond the Project control; however, the expectation is that the transition will be completed by the end of the year, with citizens hopeful that the newly elected government and representatives will take decisions that boosts their confidence in the democratic system, and in turn, in their opportunities to participate and hold representatives accountable.
At the project level, we expect to engage with CSOs and citizen led initiatives at the national and local level that are eager to foster participatory processes that may become positive demonstrations of how civic engagement can lead to better political governance.
2. The risk with the second assumption is that elected representatives exhibit little or no commitment to introduce and sustain critical good governance reforms – thus resisting transparency and accountability reforms-, which would roll back the democratic transition in favor of the political system’s authoritarian elements.
 - a. *Medium risk.*

b. *Mitigating measures:* although this risk is beyond the Project's control, it is possible to say that there are a large number of stakeholders, within and outside the Tunisian state, with an interest in moving the Tunisian political system forward, by achieving concrete, observable reforms and improvements to the system's transparency and accountability. It will be important to sustain the pressure for change by strengthening the ability of multi-stakeholder pro-reform coalitions to neutralize negative incentives to maintain the status quo and to block transparency and accountability reforms. At the Project level, we expect that many of the planned activities will contribute to this end by engaging with elected representatives that exhibit a commitment to change and by fostering the formation of pro-reform coalitions, among other measures.

3. Giving the uncertain context that the country is currently facing, and given the fact that some of the project's activities need to be implemented after the elections take place and a new government takes office, some of the projects activities, especially at the subnational level, may need to be adjusted if the political and transitional agenda changes.

a. *High risk.*

b. *Mitigating measures:* while the Project's basic pillars are expected to remain unchanged throughout the Project's duration, the Project team will put in place a monitoring system that will allow us to adjust the planned activities if there are unexpected changes in the political/transitional agenda that warrant such adjustment. The monitoring system will review the Project's operational plan on a quarterly basis and decide whether any adjustments need to be made.

Component 2: Insert Title/Definition of Component

Fostering state-civil society engagement for increased transparency and accountability

Description of Component. The component's description must summarize its main objectives and activities, beneficiaries and other key stakeholders that will be engaged.

Key objectives:

- Putting citizens at the heart of political action by providing the means to track the actions of elected officials and to activate citizen rights and responsibilities.
- Establishing relations with elected officials and policymakers to work for the establishment of good governance and political ethics.

Main Activities:

Sub-component 2.1

Monitoring Municipalities' activities: Reporting will be about the different aspects of activities within the regional municipalities: a sample of municipalities will be selected during the Project's first quarter (and based on the results of the needs assessments carried out during the Public Dialogue Forums). The Project will plan to increase the sample based on the results of the 1st year of implementation of sub-national work. Activities under this sub-component will be focused on monitoring Local Councils, with an emphasis on budget-related work and on needs prioritized by local communities.

Sub-component 2.2

Fostering state-civil society engagement

2.2.1 Conducting needs assessments at the regional level: using the Public Dialogue Forums, between September and December of 2013, the Project will conduct needs assessments in the municipalities where the Forums will take place. These assessments will be aimed at identifying local communities' needs, particularly related to service delivery and public investments. In addition, the assessments will identify existing local networks of community organizations, the state of local media, and the willingness of decision-makers and service providers to engage in participatory processes.

2.2.2 Organizing participatory processes: a series of participatory processes will be designed and piloted in a sample of municipalities. The focus of these processes will be on specific issues related to service delivery and public investments (e.g. education, water, infrastructure). The Project will identify social accountability tools that may be well-suited for these processes (e.g. participatory planning, community scorecards, social audits, etc) based on capacity-building activities carried out with international experts and organizations. Specific participatory processes will be tailored to the contexts and needs of local communities. Training activities will be organized with local CSOs, decision-makers and service providers.

2.2.3 Lobbying to influence planning and policy making: the Project will carry out activities at the national and sub-national level to engage decision-makers in the discussion of critical reforms related to accountability and development issues. To this end, the Project will use the data and feedback generated through the activities under Components 1 and 2 to elaborate specific policy reports for policy discussions. The Project will also partner with academics and specialists to conduct specific studies, particularly on public expenditure tracking, etc.

Planned outputs: insert one or more outputs. You will be required to define indicators for each of these outputs in the Results Framework.

Outputs are the direct products of project activities and may include types, levels and targets of services to be delivered by the project. The key distinction between an output (a specific good or service) and an outcome is that an output typically is a change in the supply of goods and services (supply side), while an outcome reflects changes in the utilization of goods and services (demand side).

- Output 1:** Selected Municipalities activities monitoring model and dedicated website established
- Output 2:** Budget analysis is conducted at the sub-national level (Budget of selected municipalities)
- Output 3:** Periodic monitoring reports (such as Needs assessments in the selected areas) developed and provided to selected municipalities councils, Parliament (Regional, local and public authorities committee, Budget and Finance activities), local CSOs.
- Output 4:** Participatory Planning processes will be designed and piloted on the subnational level
- Output 5:** CSOs and Community based organizations are empowered and trained to regularly monitor and report on municipalities’ activities and public expenditure.

Estimated value (in US dollars) of Component: please note that this value must be consistent with the Component’s estimated cost as included in the proposed Budget

66338 (year1) 76563 (year2) 78915 (year3)

Timeframe of Component:

Start date: September 2013

End date: December 2017

Describe the **main assumptions** that need to work out in order to achieve the expected intermediate outcomes defined for this component.

Assumptions are the hypotheses and suppositions that must hold for the Component’s activities to be implemented, outputs delivered as planned in the pathway towards the achievement of outcomes. They may refer to *behaviors, attitudes and interests* (e.g.: actors will cooperate towards a common purpose, or will be interested in devoting time to learning about X issue, etc), to *processes and events* that will follow a certain sequence, or to the *management of resources* (the availability or effective handling of which may positively or negatively affect the Project’s expected outputs and outcomes), among others. The many *factors that affect each stage of the change process* must be assessed—by reviewing the broader context, prior experiences and research—to identify which underlying assumptions would facilitate and which ones could endanger the success of the proposed intervention.

Along this analytic exercise it is important to be aware that the processes that lead from activities to outputs to outcomes are not linear or always logic, hence the need to work in depth on the connections between the delivery of outputs and how these outputs will contribute toward the achievement of outcomes.

Three main assumptions need to work out in order to achieve expected outcomes:

1. With better and regular information on the performance of executive and legislative institutions, citizens would be more committed to hold them accountable and would adjust their electoral choices on the basis of the achievements observed. The citizen will be able to question publicly his elected representatives about her matters of concern; participate in the democratic debate; take decisions on the basis of reliable information, and participate effectively on decision-making.
2. The elected representative will be able to set out her points of view; explain/justify her votes; communicate about her activities; and show her ability to listen to and dialogue with citizens about their problems and preoccupations.
3. Municipal Elections will take place and a new government will take office next year (2014)

Risks: what are the risks that the assumptions listed above don't hold? Please define each risk, along with how you rate it (indicate "HIGH", "MEDIUM" OR "LOW" RISK after defining it) and the measures you plan to take to mitigate or avoid these risks, or in the case that your assumptions don't hold.

Risks are identified in relation to the assumptions: for example, for an assumption stating that a participatory process will be implemented in an inclusive and transparent manner, a possible risk may be that of elite cooptation, which may be high, medium or low, depending on the context (factors outside the Project's control) and on the Project's ability to influence such process so that the assumption holds (factors within the Project's control). It is critical to *identify risks in a realistic manner*, as well as the possible mitigating measures that may be taken (by the Project or others) or be in place to avoid or minimize such risks.

1. The risk with the first assumption is that a serious confidence crisis pushes citizens to abstention and disinterest, with the absence of incentive to hold politicians accountable.
 - a. *Medium risk.*
 - c. *Mitigating measures:* Measures to mitigate this risk are really beyond the Project control; however, the expectation is that the transition will be completed by the end of the year, with citizens hopeful that the newly elected government and representatives will take decisions that boosts their confidence in the democratic system, and in turn, in their opportunities to participate and hold representatives accountable.
At the project level, we expect to engage with CSOs and citizen led initiatives at the national and local level that are eager to foster participatory processes that may become positive demonstrations of how civic engagement can lead to better political governance.
2. The risk with the second assumption is that elected representatives has no commitment to change, refuse transparency and the concept of accountability and establish authoritarian governance.
 - a. *Medium risk.*
 - d. *Mitigating measures:* although this risk is beyond the Project's control, it is possible to say that there are a large number of stakeholders, within and outside the Tunisian state, with an interest in moving the Tunisian political system forward, by achieving concrete, observable reforms and improvements to the system's transparency and accountability. It will be important to sustain the pressure for change by strengthening the ability of multi-stakeholder pro-reform coalitions to neutralize negative incentives to maintain the status quo and to block transparency and accountability reforms. At the Project level, we expect that many of the planned activities will contribute to this end by engaging with elected representatives that exhibit a commitment to change and by fostering the formation of pro-reform coalitions, among other measures.
3. Giving the uncertain context that the country is currently facing, and given the fact that some of the project's activities need to be implemented after the elections take place and a new government takes office, some of the projects activities, especially at the subnational level, may need to be adjusted if the political and transitional agenda changes.
 - a. *High risk.*
 - e. *Mitigating measures:* while the Project's basic pillars are expected to remain unchanged throughout the Project's duration, the Project team will put in place a monitoring system that

will allow us to adjust the planned activities if there are unexpected changes in the political/transitional agenda that warrant such adjustment. The monitoring system will review the Project's operational plan on a quarterly basis and decide whether any adjustments need to be made.

Component 3: Insert Title/Definition of Component

Knowledge & learning

Description of Component. The component's description must summarize its main objectives and activities, beneficiaries and other key stakeholders that will be engaged.

Key objectives:

- Increasing AI Bawsala's and other CSOs' capacities to facilitate social accountability processes that may lead to increased civic awareness and capacities to participate in public affairs while strengthening state's transparency and accountability
- Investing in AI Bawsala's institutional strengthening to ensure the organization's sustainability.

Main Activities:

Sub-component 3.1

Knowledge and Learning:

- 3.1.1 Identify possible partnerships with national and international actors, including regional and international networks with extensive knowledge and experience on social accountability, and other related issues as well as networking opportunities to strengthen our organization's leverage at the national level,
- 3.1.2 Knowledge-exchange and knowledge-generation, through training programs and other activities, prioritizing a "learning-by-doing" approach, that may help our organization and others to build sustainable capacities for social accountability
- 3.1.3 Designing a K&L system that may enable our organization to institutionalize internal processes for mainstreaming knowledge into operational activities and vice versa, to generate new knowledge as a result of our operational experience

Sub-component 3.2

Institutional Strengthening:

- 3.2.1 Developing an institutional development plan, including reviewing and improving our current resource mobilization (fund-raising) strategy, among other activities that are critical to strengthen our organization's sustainability.

Planned outputs: insert one or more outputs. You will be required to define indicators for each of these outputs in the Results Framework.

Outputs are the direct products of project activities and may include types, levels and targets of services to be delivered by the project. The key distinction between an output (a specific good or service) and an outcome is that an output typically is a change in the supply of goods and services (supply side), while an outcome reflects changes in the utilization of goods and services (demand side).

Output 1: at least 1-2 partnerships formalized with an international CSO/network of CSOs for advancing specific objectives related to the Project's activities

Output 2: at least 1 training program on social accountability (relate to the Project's activities) for Project staff delivered per year throughout the Project's duration

Output 3: K&L system developed and in place for the organization as evidenced by K&L plan and activities delivered

Output 4: M&E system developed and in place for the Project as evidenced by M&E plan and derived outputs (baseline, 1-year, mid-term and end-of-project external evaluation, monitoring instruments utilized, etc)

Output 5: Resource mobilization plan developed and implemented

Estimated value (in US dollars) of Component: please note that this value must be consistent with the Component's estimated cost as included in the proposed Budget

19500 (year1) 25000 (year2) 35000 (year3)

Timeframe of Component:

Start date: September 2013

End date: December 2017

Describe the **main assumptions** that need to work out in order to achieve the expected intermediate outcomes defined for this component.

Assumptions are the hypotheses and suppositions that must hold for the Component's activities to be implemented, outputs delivered as planned in the pathway towards the achievement of outcomes. They may refer to *behaviors, attitudes and interests* (e.g.: actors will cooperate towards a common purpose, or will be interested in devoting time to learning about X issue, etc), to *processes and events* that will follow a certain sequence, or to the *management of resources* (the availability or effective handling of which may positively or negatively affect the Project's expected outputs and outcomes), among others. The many *factors that affect each stage of the change process* must be assessed—by reviewing the broader context, prior experiences and research—to identify which underlying assumptions would facilitate and which ones could endanger the success of the proposed intervention.

Along this analytic exercise it is important to be aware that the processes that lead from activities to outputs to outcomes are not linear or always logic, hence the need to work in depth on the connections between the delivery of outputs and how these outputs will contribute toward the achievement of outcomes.

- There will be international CSOs/networks interested in partnering with Al Bawsala for advancing the Project's objectives, including by devoting time and expertise for mentoring our Project staff
- There will be local human resources readily available for broadening the skills' set needed for the Project (e.g. researchers, citizen participation/community organizing, social communications and education specialists, etc)
- There will be international and national experts readily available for supporting the Project's institutional strengthening needs (resource mobilization, M&E, etc)

Risks: what are the risks that the assumptions listed above don't hold? Please define each risk, along with how you rate it (indicate "HIGH", "MEDIUM" OR "LOW" RISK after defining it) and the measures you plan to take to mitigate or avoid these risks, or in the case that your assumptions don't hold.

Risks are identified in relation to the assumptions: for example, for an assumption stating that a participatory process will be implemented in an inclusive and transparent manner, a possible risk may be that of elite cooptation, which may be high, medium or low, depending on the context (factors outside the Project's control) and on the Project's ability to influence such process so that the assumption holds (factors within the Project's control). It is critical to identify risks in a realistic manner, as well as the possible mitigating measures that may be taken (by the Project or others) or be in place to avoid or minimize such risks.

1. The risk with the first assumption is that we do not dedicate sufficient time and human resources to identifying potential partners and for nurturing potential partnerships with international CSOs or networks of CSOs.
 - a. *Low or negligible risk.*
 - b. *Mitigating measures:* we will request support from the GPSA Secretariat to identify potential partners; the Project Manager will personally devote time to this with support from the Project staff and from the organization's Board, if needed.
2. The risk is that recruiting new staff with the specific skills' set needed will take more time than anticipated.
 - a. *Low or negligible risk.*
 - b. *Mitigating measures:* we will invest significant time during the Project's first month on recruiting new staff; we will disseminate the job positions as broadly as possible amongst other CSOs,

universities and think tanks

3. The risk is that we are not able to find the specific expertise needed for achieving the Project's institutional strengthening objectives.
 - a. *Low or negligible risk.*
 - b. *Mitigating measures:* the Project staff already has extensive contacts and networking capacity to identify possible experts at the national level; if any international experts are needed for this sub-component, the Project staff will request guidance from the GPSA Secretariat

PART 3 OF GPSA APPLICATION: PRELIMINARY ORGANIZATIONAL ASSESSMENT

This section covers information that is required in order to carry out a preliminary assessment of your organization's management and governance capacities. In the event the proposal is selected for grant funding, please note that the organization will be required to undergo a full due diligence assessment. As part of the latter, the organization may be required to receive training on fiduciary aspects related to the management of the GPSA grant.

Type of CSO. Indicate what type of civil society organization is the recipient organization. For purposes of the GPSA CSOs include legal entities that fall outside the public or for profit sector, such as non-government organizations, not-for-profit media organizations, charitable organizations, faith-based organizations, professional organizations, labor unions, workers' organizations, associations of elected local representatives, foundations and policy development and research institutes. Include year of establishment as a legal entity.

Al Bawsala is a non-government organization. Year of establishment as a legal entity: 2012

Activity Reports. Does the Organization publish an annual activity report on its website? If so, please attach the file at the bottom of this page or provide the link to the website. If not, indicate "No".

Yes : <http://www.albawsala.com/fr/rapport2012>

Prior WB experience. Does the Organization have prior experience with a World Bank-financed project or grant implementation? If so, please specify and include project names, funding amounts and years of implementation (e.g. 2005-2009). If not, indicate "No".

No

Financial Reports. Does the Organization have financial audit reports? If yes, please attach at the bottom of this page a copy of each of the two most recent audited financial statements and procurement reports. If not, indicate "No".

No

Public Audit Reports. Are the audit reports public and/or published on the website? If so, please provide the link. If no, please state so in the space below.

Yes : <http://www.albawsala.com/fr/rapport2012>

References. Provide at least 3 references that can attest to your organization's management and implementation capacity. Include names of persons, positions, organizations and contact information (telephone and e-mail). References may include people from government, CSOs and donor organizations.

For proposals that include mentoring arrangements, if the Mentor Organization is submitting the application only, please attach a letter of support from the Mentee Organization(s) at the end of the application.

Meherzia laabidi – VP of National Constituent Assembly

Joel Campagna - Open Society Foundations

Thilo Bode – former CEO of Greenpeace Germany and International, co-founder of foodwatch.

ATTACHED FILES

Please download the required attachments from the online grant application. Fill out the templates offline and upload them.

- Proposal Budget template
- Project Team template
- Project Results Framework template

If you wish to add supporting materials about the proposal or your organization's work, you may do so by clicking on "attached files" at the bottom of Part 1 of GPSA Application.