



Call for Applications: Programme and Project Evaluation of forumZFD Philippines

About forumZFD

forumZFD support people involved in violent conflicts on the path to peace. Since 1996, we have striven to help overcome war and violence.

Currently, we are working with peace consultants in Germany and twelve other countries in Europe, the Middle East and South East Asia. Our Academy for Conflict Transformation offers professional trainings to people in international peace work. Through campaigns, lobby work and public relations we actively advocate civil peace policy.

We are a recognised organisation of the German Civil Peace Service (CPS). We finance our work through public and private grants, donations and membership fees.

The forumZFD Philippines program, existing since 2008, is implemented through three project offices (Butuan, Cotabato and Davao), each housing a project team. Each project office is in a pivotal area for peacebuilding work in Mindanao. The Davao project team is located in the most stable part of Mindanao. This gives us the space to work on the long-term foundations of sustainable peace in Mindanao. Accordingly, along with its partner organizations, Davao Team works primarily with the academe and representatives of relevant government agencies on peace education but has expanded to include non-violent conflict transformation (NVCT) work with Islamized indigenous communities. In Muslim Mindanao, along with its partner organizations, the Cotabato Team has focused on strengthening civil society organizations' role in accompanying the implementation of the Bangsamoro Organic Law (BOL), specifically the Normalization Annex (NA). This is done through disseminating balanced and critical information regarding the implementation of the BOL/NA, providing spaces for dialogue between grassroots communities and key actors in the peace process. Likewise, the Cotabato Team has also supported a youth organization in capacitating itself toward influencing decision-making processes in the BARMM related to Bangsamoro youth agenda. In the absence of official peace-talks between GPH and the CPP-NPA-NDFP, the project team in Butuan continues working with community level partners on reinforcing their capacity for conflict transformation to respond to emerging local conflicts.

Purpose and main objectives of the evaluation

After operating in the Philippines for fourteen years and to inform the development of a new proposal for the next funding cycle, forumZFD Philippines seeks to:

- evaluate how its programme strategy was implemented in relation to addressing key drivers of conflict in Mindanao, the changes associated with the implementation of the strategy and the significance of these changes to partner organizations and their communities.

- reflect on the programme's general working approaches which were employed in implementing the programme strategy, i.e., significance of team location and team structure in addressing key drivers of conflict and why it works; if current human resources are sufficient for running the programme;
- assess programme team structure and identify areas of improvement to maximise team function; assess the link and dynamics between the different levels of structures (between the programme and Head Office structures, between project teams and programme team, and the synergy between the project teams) and generate recommendations for improvement.
- evaluate specific projects which are central to the work of the respective project offices and represent some of the key approaches the programme employs. As an opportunity for organizational learning, the evaluation will also identify best practices, challenges and lessons learned both at the project and programme level and generate strategic recommendations for the next programme cycle with emphasis on new conflict lines or emerging themes and relevant new approaches.

The evaluation will assess both programme and selected projects based on the following selected OECD-DAC criteria for evaluating peacebuilding work, including questions to be addressed:

- 1) **Relevance:** the extent to which the programme/project responds to the needs of the peacebuilding process. It evaluates if the programme/project was based on an accurate (and updated) analysis of the conflict. Does it address relevant causes of conflict and key dynamics and driving factors? Are the stated outcomes and outputs relevant to the issues central to the conflict? Do activities and strategies fit the outcomes?
- 2) **Impact:** In general, this criterion identifies and evaluates the effects (long-term, directly/indirectly, intended/unintended) of a programme on peacebuilding and the conflict environment or the effects of the project/programme on the key driving factors and actors of the conflict. If it is too early to expect significant impacts, focus can be on the outcomes and test the theory of change and programme logic to assess whether the current programme strategy is likely (in the long run) to contribute to peace. At the project level, this could mean narrowing down to the output and output indicators to see tangible and short-term changes.
- 3) **Sustainability** of a project/programme asks if the benefits will last after the intervention has been completed. It also includes partner 'ownership' of the process towards achieving peace. In a conflict context, it also refers to 'spoilers' who have an interest in prolonging the conflict. For the evaluation, the focus will be on asking which steps have been or should be taken or are planned to create long-term processes, structures, and institutions for peacebuilding. Has a meaningful 'hand over' or exit strategy been developed with partners or actors that enable these partners to build or continue their own peacebuilding initiatives?

Focus of the project and programme evaluation

The Philippine programme works towards achieving five outcomes¹. Due to the diversity in conflict contexts, conflict lines and types of partners, each project team (located in different project areas) is working on specific

¹ Programme strategy will be shared along with other relevant documents.

outcome/s. Each outcome was developed to address specific key conflict factors. One of the five outcomes (i.e., Outcome 4) is shared by all project teams.

Outcome	Project Title and Short Description	Focus of the project evaluation/questions to be addressed
<p>Outcome 1: Civil society organizations fulfill their role in accompanying the implementation of the Bangsamoro Organic Law particularly the Normalization Annex while ensuring that transparency and accountability principles are upheld. The possibilities for the majority population to formulate their interests and be involved in decision-making processes are increased.</p>	<p>CSO engagement with key actors and grassroots communities in the implementation of the Bangsamoro Organic Law particularly Normalization Annex</p> <p>Partner civil society organizations are actively engaged in the transition phase of the Bangsamoro government through the dissemination of balanced and factual information via its peace radio programme, establishing communication platforms between key actors and grassroots communities through the conduct of peace fora, and participation in policy-making processes in the BARMM, to ensure transparency and accountability in the implementation of the BOL and NA.</p> <p>Project team working on this project: Cotabato Team</p>	<p>Recognising that for the majority of KuMuNet members the overlap of interests is not problematic, what entry points are there to transition the network to a purely CSO network as per forumZFD's partnership approach (which recognises the need for this separation of interests) without forumZFD leaving the network and/or the network dissolving? How can forumZFD support the minority of members who want to see this separation of interests without sowing division within this network?</p> <p>Is the peace radio still the best platform given the changes in the context in the Bangsamoro? What alternative platforms might be explored?</p> <p>How do listeners of radio programme and participants of peace fora/consultations view this overlapping of interests or duality issue within KuMuNet? Does this influence their trust on KuMuNet as holders of civil society 's interests in the BARMM?</p> <p>Is forumZFD's role in the KuMuNet sustainable if the status quo does not shift? What long-term impacts might there be if forumZFD opts to remain the KuMuNet (unchanged) or opts to leave because it does not change?</p> <p>What drives and what are the expectations of KuMuNet members towards forumZFD (both financially and activities wise)?</p>

<p>Outcome 2: Underrepresented groups such as but not limited to youth, Indigenous Peoples, and women's groups, are able to influence decision-making processes in the Bangsamoro political structure geared towards the inclusion of their needs and interests in the political agenda</p>	<p>Youth engagement towards meaningful participation in addressing conflict issues and in political decision-making processes in the BARMM</p> <p>In partnership with the Responsible Young Leaders Organization (RYLO), the project aims to capacitate and strengthen the youth in taking up their conflict issues affecting their sector and assert their meaningful participation in addressing these issues through their partnership with different stakeholders i.e., Schools Division Superintendent, Ministry of Basic, Higher and Technical Education and Bangsamoro Youth Commission (BYC).</p> <p>Project team working on this project: Cotabato Team</p>	<p>Do RYLO members understand what is the role and mandate of CSOs and do they recognize their organisation as such? Is there a possibility of the same issue of duality of positions of Ku-MuNet members recurring in RYLO? If this is a possibility, would it hinder the mandate, transparency, and advocacy of RYLO?</p> <p>Is the organisation achieving its objectives regarding representation of a marginalised group as indicated in the outcome? What efforts are being made to diversify the group and how might these efforts be progressed to fully achieve the project goals to have an inclusive diverse voice for youth?</p>
<p>Outcome 3: Stakeholders in the media and education system, being government education and cultural agencies, legislators, academic institutions, media outlets, and cultural centers, enhance practices and structures through a conflict transformation lens and generate output such as policies, articles, multimedia materials, and curricula, to contribute to a genuine culture of peace².</p>	<p>The Davao team is working towards this outcome through its peace education-related projects:</p> <ul style="list-style-type: none"> • Integration of peace and conflict in Social Sciences in Davao Region • Institutionalizing Conflict Sensitive Journalism (CSJ) in Communication Curricula in Selected Colleges/Universities in Davao Region • Advocacy Project for Implementing the Mindanao Histories and Studies (MHS) Roadmap 	<p>The evaluation will not assess the first two projects (integration in Social Sciences and CSJ) individually but to check if the current approach of working with higher education/academe and multipliers is effective and appropriate. How this approach be adapted to establish long-term foundations for peace in Mindanao?</p> <p>Are the strategies: curriculum integration, development of teaching materials, and capacity building of multipliers enough to institutionalize peace education within education institutions? What are other strategies and approaches needed to ensure sustainability? Should there be more</p>

² A genuine culture of peace is facilitating a transformation of attitudes, values, and behaviors towards conflict that are based on non-violent alternatives for conflict resolution, provide space for alternative narratives to trigger reflection on stereotypes and prejudice, and provide an entry point for critical pedagogy in education.

		<p>emphasis on working on “more people” rather than “key people”?</p> <p>How is forumZFD working towards structural changes through the personal transformations gained among multipliers? Are there concrete examples of multipliers applying a conflict transformation lens in enhancing their practices and structures, and in the longer-term contributing to a genuine culture of peace in society?</p> <p>For the Mindanao Histories and Studies project, it will be a closer look on the advocacy approach to engage government-education related agencies and as a strategy to build a critical mass among the general public to push for more inclusive education. Does the advocacy approach the right strategy for this objective?</p> <p>How is the commitment among the advocacy group, whose members are geographically scattered in Mindanao and are working full-time in various academic institutions, effectively sustained?</p> <p>How does partners see the role of forumZFD in the project implementation? How can forumZFD use its dual role as facilitator/organizer and member of the advocacy group effectively? How should its role develop over time?</p>
<p>Outcome 4: Peoples’ organizations and traditional leaders are using nonviolent conflict transformation (NVCT) approaches in combination with traditional mechanisms in transforming conflicts affecting</p>	<p>All the three project teams are contributing to this outcome, working mostly with indigenous peoples’ leaders/traditional and community-based leaders who have significant roles in resolving local conflicts.</p>	<p>The evaluation will not assess the individual NVCT projects but to reflect on the common and overlapping approaches/ strategies that the 3 project teams use such as accompaniment, capacity building and organizational development.</p>

<p>their communities. They integrate a reflection on gender roles in the application of NVCT.</p> <p>Particularly, Indigenous Peoples' communities are able to apply NVCT and traditional mechanisms to address internal divisions and practice self-governance, ensuring substantive participation of women and youth. They are able to engage relevant actors (line agencies, local government, business sector, etc.) to pursue their interests.</p>	<p>The NVCT projects in the 3 project areas (Davao region, BARMM, CARAGA) aim to enhance the capacities of selected IP leaders and their communities to respond to local conflicts affecting their areas through the complementation of non-violent conflict transformation tools and approaches, and their indigenous conflict resolution mechanisms including the engagement with government line agencies in addressing identified local conflicts.</p>	<p>Does letting partners work on smaller-scale conflicts as a preparation to work on higher-level conflicts the best approach?</p> <p>How do partners understand the NVCT framework and its complementation with their traditional conflict resolution mechanisms?</p>
<p>Outcome 5:</p> <p>A group of civil society actors consisting of people's organizations, indigenous peoples leaders, non-government organizations, religious organizations, and academe have formed a 'peace constituency' in CARAGA. They applied effective methods which respects human rights and promotes gender equality, to engage diverse actors (governmental peace agency, local government, security sector, CPP-NPA-NDF) in a regional and national level dialogue related to the Government of the Philippines and the CPP-NPA-NDFP conflict.</p>	<p>Conversations on the Peace Process and Peace Constituency Building among Key Leaders in CARAGA Region</p> <p>The project provides a space for key civil society leaders from key institutions and conflict affected areas in Caraga region to share and discuss their peace and security experiences and perspectives. By accompanying this process, a better understanding of the GPH-CPP-NPA-NDF conflict may be reached thereby creating a peace constituency that will advocate for the non-violent resolution of this conflict and for potential peace talks.</p> <p>Project team working on this project: Butuan Team</p>	<p>The evaluation will look at the following challenges of the project:</p> <p>To what extent is the polarisation of political perspectives and the environment of an intimidated civil society impacting our work?</p> <p>How does the polarization affect the goal of making the Conversation a "safe space"?</p> <p>Where it limits our work, how can we adapt the project to avoid deepening rifts and work towards minimizing the schism that currently exists to promote a sustainable peace?</p> <p>How inclusive the Conversation has been? What are the indicators that indicate that it is inclusive?</p> <p>To what extent do the conversations contribute to the strengthening of a peace constituency in Caraga and in supporting advocacy for a resumption of peace talks?</p>

		<p>What are the challenges of forming this kind of network and how to overcome these obstacles?</p> <p>What are the synergies between the conversation and advocacy project and how can they be strengthened?</p>
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At the programme level, we want the evaluation to focus on, but not be limited to, these specific questions:

- Do the project and programme teams have sufficient human resources to achieve the project/programme goals?
- Are our offices located in the most appropriate location to respond to the conflict context?
- How well (or not) is communication in inter-projects and inter programme projects functioning? What works and what needs improvement?

The task

forumZFD intends to work with one evaluator to be accompanied by the Programme PME advisor whose role will be to fill information gaps on our processes, as the evaluation proceeds. The evaluation management team will provide the general guidance and support. Logistical support will be carried out by the admin and finance team and the teams in the project locations.

Evaluators are welcome to apply, indicating further support if needed (translators, documentors, etc.). The evaluator selected will be given time to develop the inception plan in consultation with forumZFD. The inception plan contains the purpose of the evaluation, the main questions, the evaluation approach/methodology, structure of the report and the workplan or timetable. The evaluator will assess the programme design and projects in question, contribute to organizational learning, and formulate strategy recommendations, that will support the further development of the forumZFD program in the Philippines

Evaluation approach and methodology

The evaluator will propose their exact methodology, which will be finalized upon consultation with members of the evaluation management team. It will have to be appropriate to the objectives laid out earlier, while the final evaluation will need to be compatible with the OECD-DAC criteria specified above. The evaluators are expected to use interactive and systemic methodologies as much as possible. The evaluation approach should be inclusive of all stakeholders, participatory, culturally- and gender-sensitive.

Expectations

The following is expected from the evaluator:

- Provide an **inception plan** that contains the following methodological topics as a minimum: the evaluator's understanding of the evaluation questions, fine-tuned objectives of the evaluation; description of the phases related to the evaluation methodology; proposed timeline or workplan; instruments to be used for data collection; different types of data analysis that will be carried out; suggested structure of the final evaluation report.
- **Arrange mainly in person interviews and workshops** with relevant stakeholders, with the assistance of forumZFD Philippine programme.

- Produce a **draft report** as agreed upon with forumZFD.
- **Regularly consult and update** the evaluation management team during the evaluation process.
- Produce an **evaluation report**, covering the agreed upon objectives, with the set deadline and a short summary of all results which can be shared externally.
- To make, as appropriate, recommendations to forumZFD on various aspects of its programming considering the findings of the evaluation, including but not limited to program structure and project foci.
- Adhere to forumZFD Code of Conduct and local security SOPs during the duration of the contract.

forumZFD will provide the following:

- Support and guidance from the evaluation management team.
- Provide input on the inception/evaluation plan.
- Provide translators to accompany the evaluation
- Give access to relevant programme and project documentation.
- Supply the contact details of stakeholders to be contacted for the evaluation.
- Provide input and feedback during the execution phase of the evaluation.
- Support in the conduct of validation session.
- Reimbursements, upon receipt and prior approval, of travel costs in the framework of the evaluation, based on the Federal Travel Costs Law of the German government (Bundesreisekostengesetz).

Remuneration : Applicants are requested to submit a detailed budget.

Application

Interested candidates are requested to send in the following documents by **January 22, 2023**:

- motivation letter
- resume
- 2–3-page evaluation proposal describing your approach to this assignment, suggested methodology, and indicating your requested remuneration;
- 1-2 relevant samples of previous evaluation assignments preferably on peacebuilding projects, including contact details of the clients.

For clarifications on the task and the process, applicants are welcome to contact the Philippine Programme PM&E Advisor, Ms Venus Betita (betita@forumzfd.de) and Country Director, Ms Mairead Collins (collins@forumzfd.de) or the Head of Programme Southeast Asia, Sven Reuter (reuter@forumzfd.de).

Please send your applications by **January 22, 2023** to Mr Sven Reuter (reuter@forumzfd.de).

Timeline

January 2023	Review of applications; conduct of interviews
Early February 2023	Finalize contract with selected evaluator
February 2023	Finalize the inception/evaluation plan
March 2022	Field research – 2-3 weeks within the indicated period
April 2023	Submission of draft evaluation report including the conduct of validation session (possibly online) and feedback process
3 rd week of May 2023	Submission of final report