Terms of Reference
for
Conflict Analysis and Baseline Study Consultant Evaluator of the Project
“Bersatu” Promoting Art for Social Change -

Search for Common Ground Indonesia is looking for an experienced monitoring and evaluation professional to carry out a Conflict Analysis and Baseline Study consultant evaluator of its project “Bersatu Project: Promoting Art for Social Change”, a program aiming to promote conflict prevention and reconciliation in Bali through contemporary art. For this consultancy, SFCG Indonesian seeks to procure the services of an independent, external consultant to design, plan and conduct a rigorous conflict analysis and baseline study.

This Terms of Reference (TOR) defines the work that must be carried out by the external evaluator. It provides a brief outline of the project, specifies the scope of the baseline study, and outlines the baseline study method.

1. Introduction
Search for Common Ground (SFCG) (www.sfcg.org) is an international peacebuilding organization that strives to transform the way the world deal with conflict, away from adversarial approaches and towards collaborative problem solving. SFCG is working in 34 countries across Africa, Asia, the Middle East, and the USA. SFCG works with governments, civil society, state institutions, youth, media organizations and other stakeholder groups to promote peace, reconciliation, tolerance and collaboration across dividing lines.

Since 2002, Search has worked in Indonesia with governmental and local non-governmental organizations, media, religious institutions, conflict survivors, youths and others to develop appropriate and innovative conflict transformation initiatives. Over time, Search has established strong working relationships with local officials, community leaders, teachers and schools, religious leaders, and community-based organizations from West to East Java, Aceh, Central Sulawesi, Bali, Madura, Jakarta, Maluku, Central and West Kalimantan, and elsewhere. Search works to expand knowledge, change attitudes, perceptions, and behavior in order to advance the practice of peace. In addition, Search has implemented regional initiatives across Indonesia, with programming focused on media for peacebuilding (radio, comics), community based conflict transformation, and state and civil society capacity strengthening.

About the project
SFCG is implementing a 16-months project titled “Bersatu”, The Art for Social Change builds upon a recent Search project funded by the EU aimed at strengthening democratic participation in Bali, Lombok and West Java. This project successfully built the capacity of 77 female legislative candidates equipping them with dynamic leadership and conflict resolution skills that allow them to build consensus and solve social and political problems in their communities through nonviolent methods. Through this action Search learned that a mix of identity, social and resource-based conflicts are a major barrier to Bali’s medium to long-term stability. Key conflict issues were an unresolved large-scale conflict of the past, increasing identity based tensions between different religious and ethnic communities, increasing gender-based violence and conflicts over land and resources usage. Search proposes to continue to tackle conflict issues in Bali through art. In Bali, art takes many forms and is strongly intertwined in people’s lives. However, its use as an instrument to bring positive social changes via conflict
reconciliation and prevention remain relatively untapped. The proposed project intends to utilise contemporary art and engage artists and civil society organisations to promote conflict prevention and reconciliation around ideological, identity and social problems namely, land and resource conflicts, gender-based violence, and ethnic and religious intolerance.

### Objectives of the project

In November 2015, Search Indonesia, with funding from CKU Denmark initiated a project aimed to promote conflict prevention and reconciliation in Bali through contemporary art, especially in Tabanan District, Ubud, and Denpasar.

The project has three specific objectives:

1. To increase the capacity of Balinese artists to promote conflict prevention and reconciliation on issues of land and resource conflict, gender-based violence, and identity conflicts in Bali through art; and

2. To increase the capacity of local civil society organisations to build public awareness through collaborative work with Balinese artists addressing issues of land and resource conflict, gender-based violence, and identity-based conflicts.

3. To create effective means for dialogue between stakeholders on the conflict issues of land and resource conflict, gender-based violence, and identity conflicts led by artists and NGOs.

### 2. The Consultancy

Search's approach to conflict analysis and baseline study is grounded in the guiding principles of our work: participatory; culturally sensitive; affirming and positive while honest and productively critical and valuing knowledge and approaches from within the context.

Search Indonesia will apply this approach to the “Art for Social Change” situational and baseline study, which will be carried out in consultation and in participation with key relevant stakeholders, appropriate community groups or key civil society individuals. The goal of the situational and baseline study is to establish benchmark data related to the specific objectives and expected results of the project, so as to be able to measure progress towards the achievement of these objectives during the final evaluation. The assignment will consist of following two major tasks that need to be reported separately by the consultant as two components less than one contractual agreement;

#### Conflict Analysis

The brief yet succinct situational analysis will be one of the major assignments under this contractual agreement.

The objectives of the conflict analysis are:

- To assess the general context and dynamics of land and resource, gender-based violence, and identity conflicts in Bali.
- To identify the stakeholders involved within the land and resource, gender-based violence, and identity conflicts in Bali
- To identify the key driver, the push and pull factors of involvement to violent conflict among Balinese community
- To identify the role of Balinese art and culture in conflict and peace processes

### Key Conflict Analysis questions

1. What are the key dynamics of gender-based violence, land and resource conflict, and religious or identity-based conflict in the three target districts in Bali? How the Balinese
society does in general deals with gender-based conflict, land and resource conflict, and religious or identity-based conflict?

2. What are the driving factors of conflict? How are people being drawn into a vicious cycle?

3. Who are the key stakeholders involved in this conflict, and why?

4. How is the conflict manifesting in society? How does it create segregation between groups? What are the major dividing lines? What draws that line? How does it lead to discrimination or inequality?

5. What are the forces for and against peace?

6. How does art and culture reinforce stereotypes and division in Balinese society? Are there any practices of culture and art that reinforce divisions through a number of ways such as marginalizing some groups, ignoring others, reinforcing stereotypes?

7. How does art and culture reinforce inter-cultural dialogue and relationship in Balinese communities? What are the strengths and weaknesses of those practices?

8. What small changes can be leveraged to create the biggest change? What could be the major points of interventions around using media, culture and arts? What could be the innovative strategy in bringing people together from divided lines?

9. **Baseline Assessment**

The baseline study will capture the prevailing practices use of culture and arts as a tool for bringing people together and reaching people at grassroots level to generate mass attitude shift. The consultant will specifically examine how targeted arts groups create content to determine their influence on conflict and potential to contribute to building peace. The baseline study will also explore the potential of using the traditional practices of peacebuilding and their feasibility in promoting peace and reconciliation in Balinese Society in the current socio-political context.

The objectives of the baseline assessment are:

- To identify Balinese artists and NGOs that are potential to be engaged in the project
- To determine the level of knowledge among Balinese artists on the issues of gender based violence, land and resource conflict, and identity conflict.
- To determine the level of involvement among Balinese artist to address conflict transformation through their artwork? What are their contributions towards conflict and peace in their communities?
- To assess the level of skill among Balinese artists in promoting conflict prevention and reconciliation through their artwork.
- To determine the level of use of Balinese artwork by local CSOs as tool to campaign social change.
- To assess the level of partnership among Balinese artists with local CSOs to promote conflict prevention and reconciliation through artworks.
- To identify the existing means for dialogue between adversarial groups in land and resource conflict, gender-based violence, led by artists and NGOs.
- To identify the effectiveness of dialogue between adversarial groups in land and resource conflict, gender-based violence, led by artists and NGOs.
- To collect key data on the objectives, expected results, and theory of change.

The Study will identify specific desired change for each of the objectives and identifies the indicators to be measured based on the logical framework.

**Key baseline study questions**

1. Who are the Balinese artists that are potential to be engaged for this project?
2. Who are the Balinese CSOs that are potential to be engaged for this project?
3. What is the level of knowledge and awareness of Balinese artists on the issues of gender based violence, land and resource conflict, and identity conflicts?
4. How many artists are familiar with articulating and addressing conflict transformation and reconciliation through their artworks?
5. What is the level of skills among Balinese artist to articulate and address conflict transformation and reconciliation through their artwork?
6. How many artists partner with civil society organisations to carry out artwork-based public promotion activities on violence and conflict prevention?
7. How many art performances promote conflict prevention and reconciliation in gender based violence, land and resource conflicts, and identity conflicts?
8. What is the level of knowledge of Balinese Civil Society Organizations in alternative public awareness activities utilising artworks in conflict prevention and reconciliation?
9. What is the level of partnership skills of Civil Society Organisations in working with artists for a joint venture in running artwork-based public promotion activities?
10. How much is the community exposed to artworks, which seek to promote conflict transformation?
11. What is the level of willingness from the stakeholders to engage in dialogue with other stakeholders?
12. How is the culture of listening to radio, watching television or following social media in the targeted communities? What types of media programs are most popular in the target communities and why? What TV channel and radio program are the most favorite and accessible by the target communities?

3. Methodology

A mix-method approach and methodology will be used to gather key data in order to inform program implementation. The methodologies will include: interviews, survey, focus group discussion, and artist-mapping.

Conflict Analysis Workshop: Search Indonesia will facilitate a participatory conflict analysis workshop where participants are asked regarding the key questions mentioned above. The consultant is required to observe and analyze the result of the workshop to elaborate the answers the key questions.

Desk study: Several academic and grey literatures have been published on the role of art in inducing social change in Indonesia. A desk study will review the literature, and, where appropriate, the secondary data will be included in the baseline report. In other words, information that is readily available and published within the last 3 years will be used as complimentary information.

Interviews: Interviews will be conducted with key informants in Bali, such as community leaders, religious leaders, artists, CSOs leaders, government officials, stakeholders, etc. Key informant interviews will be providing information about the context of conflict issues in Bali, the stakeholders of conflicts, efforts that have been done for conflict transformation, artists and CSOs who are influential in Bali, as well as the type of arts that are most popular in Bali. This information will be used in making programmatic decision.

Artist-Mapping: Artist-mapping aims to identify potential artists in Bali to be engaged in the program. In addition, this method will identify the area where most Balinese artists work, how they are being organized, and how influential their artworks are to the community.

Surveys: A community-based survey will be conducted to be able to measure the baseline of the project. This short survey will collect quantitative data on general understanding of conflict, especially in issues such as gender-based violence, land and resource conflict, and religious or identity-based conflict. In order to do the survey effectively and appropriately, the consultant will calculate a proper total sample size based on the total population universe in the targeted area using a scientific sample size calculation formula. The total sample size will then be distributed proportionately and a survey will be carried out inclusive of gender, age, religion and ethnicity (if
and where appropriate). The consultant is responsible for conducting the perception survey in target area including arranging the enumerators for the survey. The consultant can include survey budget in the proposal.

Art work Observation: An elaborate observation of art works (performances included) produced by our potential beneficiary artists will be conducted in order to study their contribution to stereotypes, conflict-transformation, demonstration of gender roles, and other factors of conflict in Bali. The observed artworks will also come from direct participants in order to compare them at the end of the program.

Focus Groups: A focus group will be conducted to measure the knowledge of gender-based violence, land and resource conflict, and religious or identity-based conflict.

4. Scope of Work and Deliverables
The Consultant will be expected to undertake the following:
• Within **five days from signing the contract, the consultant will submit the Inception Report**, which clearly defines the baseline methodology, such as clear outlines of FGDs and KII checklist, survey questionnaires, and a baseline timeline with specific deadlines for each deliverable. The inception report should also clearly explain the sampling methodology and sample size for the quantitative survey and clear and logical explanation of the number of FGDs and KIIs planned in each location. The inception report will be reviewed and approved by the SFCG Team. The evaluator cannot start the data collection process without the SFCG team's approval on the inception report, including the sample size calculation and distribution across different locations.
• **Attend, observe, and give consultancy during the Conflict Analysis Workshop** in order to gain answers from the participants that can elaborate the answers of the key questions mentioned above.
• **Draft baseline report to be submitted within 10 days of completion of the data** for the review and comments from SFCG Indonesia Team. And Institutional Learning Team from the headquarters. The review and feedback of the report could be more than one rounds depending on the quality of the report submitted by the consultant and the extent to which the comments and suggestions from the first round of review have been incorporated. Along with the draft, the consultant is also expected to submit **6-10 pages of a separate Conflict Analysis Section, and a long list of Balinese artists** who will be potential partners in the project. The list consists of their brief organizational capacity and their influence towards the community.
• The final baseline report after incorporating the comments from SFCG. The report should be written strictly in English language and should be around 25-30 pages (excluding annexes) in length and consists of:
  a. **Cover Page.** SFCG will provide sample cover sheet for reference.
  b. **Table of contents, list of acronyms/abbreviations and list of tables and charts**
  c. **Executive summary of key findings and recommendations – no more than 3 pages.**
  d. **Introduction: Context analysis, project description, baseline methodology with clear explanation of sampling, survey methodology, FGDs/KIIs participant selection and data analysis approach.**
  e. **Baseline findings, analysis, and conclusions with associated data presented per baseline objective and criteria, via a reasonable balance of narrative vs. graphs and charts (mandatory).** The findings can include subsections for each baseline criteria.
  f. **Recommendations for future activities/intervention.** The recommendations should be forward looking and should focus on program design, implementation methodology and approach, project monitoring and evaluation system, among
others. The recommendations should also be frame according to the baseline criteria.

g. Appendices, which include collected data, detailed description of the methodology with research instruments, list of interviewees, bibliography, and evaluator(s) brief biography.

- The consultant is required to check at least first 15 completed questionnaires of every interviewer to ensure the quality and accuracy of data, compile and responsible for data entry process in SPSS, and recheck a minimum of 15% of entered data through double entry system.
- The report should be submitted electronically in a MS-Word document. The consultant is responsible for English editing of the final report and should be well formatted. The report will be credited to the evaluator and potentially placed in the public domain at the decision of SFCG. A verbal presentation of the findings of the baseline in a meeting organized by SFCG for its staff and its partners. The representative of the donor may be present in this meeting.
- All handwritten and electronic transcripts of interviews and FGDs, hard copies of the survey questionnaires, any logistics taken from SFCG for the baseline purpose and photographs taken during the baseline should be submitted to SFCG. Further to this, all information generated during the baseline will be the sole property of SFCG and is subject to submission to SFCG along with the final report.

5. Baseline Team
The Study team will consist of external consultant, SFCG DM&E Coordinator, SFCG CKU Project Officer, SFCG Asia Regional DM&E Specialist and SFCG Indonesia Director of Program

6. Duration, deadlines and timelines
The total number of working days for the baseline survey will be 6 weeks from the date of signing the contract (7th November to 12 of December 2015). The following timeline will be followed:

<table>
<thead>
<tr>
<th>Event / Task</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring the consultant</td>
<td>7th November 2015</td>
</tr>
<tr>
<td>Conflict Analysis Workshop</td>
<td>9-11th November 2015</td>
</tr>
<tr>
<td>Submission of inception report and baseline design</td>
<td>12th November 2015</td>
</tr>
<tr>
<td>Data collection in the field (Conflict analysis and baseline)</td>
<td>14th to 21 November 2015</td>
</tr>
<tr>
<td>Submission of first draft of baseline study report</td>
<td>1 December 2015</td>
</tr>
<tr>
<td>Submission of final draft of baseline assessment and conflict analysis after incorporation of comments</td>
<td>7 December 2015</td>
</tr>
<tr>
<td>Submission of final edited report</td>
<td>12 December 2015</td>
</tr>
</tbody>
</table>

7. Logistical Support
Search Indonesia will provide preparatory and logistical assistance to the consultant(s), which include:

- Background materials (Program Proposal/TOR, Log Frame, etc.);
- Preparation meeting with Country Director and key program personnel;
- Identify interviewees and set up interviews;
- Meeting arrangements with stakeholders and beneficiaries;
- Logistical arrangement including travel
- Review of the report

8. Requirements of consultant
Qualifications:
- Minimum 5 years applied experience in research and Design Monitoring & Evaluation experience in conflict or development programs
- Minimum Bachelor’s level degree in Conflict Resolution, Sociology, or other related social science field;
- Strong knowledge and experience working around the arts and social change in Indonesia and Bali preferable
- A Balinese resident with solid knowledge and network in Balinese art and culture.
- Proven quantitative and qualitative research skills (candidates should provide a copy of baseline/evaluation reports produced);
- Strong background in participatory design, monitoring and evaluation methodologies;
- Knowledge of logical and results frameworks;
- Knowledge of the use of conflict management curriculum, behavior change communications and media;
- Work experience in Indonesia;
- Fluent in English and Bahasa Indonesia; Knowledge in Balinese is highly desirable.

Note that the consultant is required to look for the enumerators him/herself, budget, and manage the team of enumerator.

The consultant is required to respect the following Ethical Principles[1]:

- **Comprehensive and systematic inquiry:** Consultant should make the most of the existing information and full range of stakeholders available at the time of the review. Consultant should conduct systematic, data-based inquiries. He or she should communicate his or her methods and approaches accurately and in sufficient detail to allow others to understand, interpret and critique his or her work. He or she should make clear the limitations of the review and its results.
- **Competence:** Consultant should possess the abilities and skills and experience appropriate to undertake the tasks proposed and should practice within the limits of his or her professional training and competence.
- **Honesty and integrity:** Consultant should be transparent with the contractor/constituent about: any conflict of interest, any change made in the negotiated project plan and the reasons why those changes were made, any risk that certain procedures or activities produce misleading review information.
- **Respect for people:** Consultant respect the security, dignity and self-worth of respondents, program participants. Consultant has the responsibility to be sensitive to and respect differences amongst participants in culture, religion, gender, disability, age and ethnicity.

In addition, the consultant will respect Search’s evaluations standards, to be found in Search’s evaluation guidelines: [http://www.sfcg.org/programmes/ilt/dme_guidelines.html](http://www.sfcg.org/programmes/ilt/dme_guidelines.html)

**Applications**

Interested candidates should send an expression of interest, a CV, and proposed budgeting plan to phandayani@sfcg.org cc: usandyarani@sfcg.org, by 7th November 2015.

---