



Terms of Reference

A facilitator/trainer to support the *forumZFD* Programme staff to develop a new, updated conflict analysis for the *forumZFD* programme in Macedonia

Background and rationale

The Forum Civil Peace Service (*forumZFD*) was established in 1996 in Germany as a non-partisan, non-profit organisation. Our vision is a world society that will solve their conflicts without violence. We strive for a culture of nonviolence, where conflicts will be dealt with constructively with the goal of ensuring a sustainable and just peace.

forumZFD works on the development of methods and tools for dealing with violent conflicts. Projects are running in the Middle East, in the Western Balkans and Southeast Asia. In addition, *forumZFD* implements projects within Germany at municipal level to contribute to civil conflict management. In politics and society, *forumZFD* and its members advocate for nonviolent conflict management.

In the Western Balkans *forumZFD* works in four countries: Serbia, Kosovo, Macedonia and Bosnia & Herzegovina. The main objectives of the Western Balkans Programme of *forumZFD* are:

1. to establish a peace-building culture of remembrance (field of action of "dealing with the past");
2. to institutionalise democratic, non-violent conflict resolution in school learning and related social environments (field of activity of "formal and informal educational work for peace")

To reach its objectives, *forumZFD* organises ongoing public events in Serbia, Kosovo, Macedonia and Bosnia & Herzegovina on Dealing with the Past (DWP) and large-scale PR work on remembrance and identity policy, and inclusive, peace-building alternatives; socio-politically effective networking of civil society, media and political stakeholders. In the field of formal and informal educational work for peace, *forumZFD* works on exchanges of experiences in school mediation between Macedonia and Kosovo, and support in the development of training standards across the region.

Through our partners *forumZFD* reaches our target groups like (alternative) DWP stakeholders, media, and allies for peace alliances (culture, arts, professional associations, politicians, etc.). In Peace Education and Mediation *forumZFD* works - also in cooperation with partner organisations - with pilot schools, teacher and mediator associations, universities, education ministries.

At present *forumZFD* is in a process to develop **a new, updated and regional conflict analysis for the Western Balkans Programme** (to be completed by April 2017). Such analysis should serve as a basis for future planning and a review of the current structure and potential internal structural adjustments. Furthermore, a good conflict analysis is crucial when it comes to detailed project planning and fundraising. Such analysis should

be done with as many internal (and external) actors involved as possible in order to make sure that the ownership lies with the people who are later on responsible for the implementation of projects that are based on such analysis.

This process will be conducted in two phases:

1. To create a new, updated conflict analysis on the national level in each of the four programme countries, and
2. To integrate these four conflict analysis into a new and updated conflict analysis on the regional level.

In support of this process, **forumZFD is inviting skilled trainers/facilitators to support us during the first phase in Macedonia in developing the new and updated conflict analysis on the national level.** The second phase will be supported by another trainer/facilitator, who will also be responsible for coordinating and supervising the four processes on the national level in Serbia, Kosovo, Macedonia and Bosnia & Hercegovina. The trainer/facilitator who will support the work on the national level, will report to this trainer/facilitator who is responsible for the second phase of the conflict analysis.

Aims of the assignment and suggested methodology

The aims of the assignment are to support *forumZFD's* national office in Macedonia:

- to create a common understanding of the conflict situation in the respective programme country;
- to define common entry points for our future work and potential specific entry points in the respective programme country;
- to define our profile, our mandate, our experience and our capacities (in relation to the analysis), where is our added value?
- to have the end result of the analysis that is applicable to our work

Methodology:

The Methodology *forumZFD* suggests to use in this process is the methodology of the Systemic conflict analysis (SCA). This methodology is compatible with the Reflection on Peace Practice (RPP) method used by *forumZFD* and allows us to include many different factors that result automatically from our regional structure.

For more information on SCA: <http://cdacollaborative.org/publication/reflecting-on-peace-practice-i-participant-training-manual/>; page 3-5)

Key tasks of the assignment

The key tasks of the assignment are the following:

- To support the national *forumZFD* office in producing a systemic conflict analysis while using the method of systemic conflict analysis as described above.
- To use an approach with the same instruments, tools and definitions in order to ensure compatibility with the other programme countries and their offices.
- To include Partners after a first analysis on the office level. The results of the first (internal) process will be shared, discussed and further developed with local partners. (Inclusion of partners could mean: have a joint workshop, skype session, ask for written comments on the entire draft or only on sections. Each office should decide on the best possible practice while aiming at a broadest possible feedback and inclusion (ideally in person on the ground, if that is not possible due to logistical reasons in written).
- To produce a final report with the new, updated conflict analysis on the national level to be used during the second phase: the development of a new and updated regional conflict analysis.

Preliminary work plan/activities/deliverables

After the identification of qualified trainers/facilitators the following activities/deliverables are planned:

No.	Date /period	Activity/Deliverables
1	December 2016 (3 days)	A Work Plan for the workshops on the national level, will be produced by all trainer/facilitators together under the supervision of the trainer/facilitator for the second phase (the development of the new and updated regional conflict analysis).
2	December 2016/January 2017 (2 days)	First workshop with the staff of the national office in Macedonia on creating a new and updated conflict analysis.
3	January/February 2017 (3 days)	Second workshop with the inclusion of Partners
4	February 2017 (2 days)	Final report (in English) with the new, updated conflict analysis on the national level, to be presented to the national programme staff of <i>forumZFD</i>

Qualifications needed

The trainer/facilitator shall provide the following capacities and experiences:

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- Experience in consulting medium-sized NGOs in processes regarding strategic planning in general and developing a conflict analysis in particular;
- Familiar with the Reflection on Peace Practice (RPP) methodology;
- Working experience with professional, multi-ethnic and international teams;
- Be able to work in both the English and local language(s).
- Proven training/facilitation skills (please provide references)

Deadline for the reception of expressions of interest

We are looking forward to receive your expression of interest for the assignment (including your financial offer) the latest by **November 20, 2016**. Please use the following email-address: macedonia@forumZFD.de

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