Term of Reference for External Evaluation

1. Introduction

The Asian Muslim Action Network (AMAN) is a regional networking organization that has been working in peacebuilding, development, and humanitarian aid for over 35 years. AMAN upholds the values of truth, justice, compassion, freedom, and equality, aiming to foster understanding and solidarity among Muslims and other faith communities in Asia. AMAN in Indonesia (https://amanindonesia.org/), established in 2007, has an extensive national and regional network with expertise in enhancing intra- and interfaith women and girls' leadership on peacebuilding, conflict transformation, peacebuilding, preventing radicalism, and increasing their active participation in the decision-making processes in Indonesia and wider Southeast Asia.

In the eighteen years since its inception, AMAN Indonesia has served as a pioneer in peace education and an incubator for interfaith women. It has also helped create community through women's groups and partakes in national and international advocacy work related to the Women, Peace and Security (WPS) agenda. It collaborates with various stakeholders, including networks, media, women clerics (KUPI), and government institutions, while publishing key policy resources. Using the 'Spider Web Movement' model, it has partnered with 286 organizations to promote gender-responsive policies, strengthen CSOs' capacity, and support inclusive governance. AMAN Indonesia remains committed to advancing human dignity, women's rights, and social justice through active collaboration.

BFDW is the primary funding agency supporting AMAN's project titled "Amplifying the Voices of Interfaith Women Groups: Asserting the Values of Gender Justice, Peace, and Tolerance in Nation-Building," covering Phase 1 (October 2020 – September 2023) and continuing with Phase 2 (October 2023 – September 2026). The goal of the project is to create a culture of religiosity that promotes gender justice, tolerance, and non-violent action. It seeks to create an inclusive environment where diverse faiths coexist with mutual respect, and conflicts are resolved peacefully. By promoting religious values that champion equality and social cohesion, the project empowers women, strengthens community resilience, and contributes to nation-building through principles of justice, harmony, and non-violence.

The project has been implemented in a national context and six provinces—DKI Jakarta, West Java, East Java, Central Java, Yogyakarta, and Central Sulawesi—selected as representative areas where communities are particularly vulnerable to violent conflict and religiously motivated tensions. Moreover, all forms of violence and security challenges in these areas have disproportionately impacted women and marginalized groups, further exacerbating their vulnerability and limiting their access to safety, resources, and participation in social and political life. Although the target was six provinces, AMAN has expanded its WPS efforts to more than six provinces, particularly in conflict-affected areas, while also connecting with regional and global advocacy to advance the WPS agenda.

As Phase 1 concludes, our project has contributed to strengthening community resilience against gender-based violence and religious radicalism, reaching 17 villages, with four fully adopting the Women, Peace, and Security (WPS) agenda and five receiving structural and financial support from local governments. Women's leadership is crucial for building community resilience, as demonstrated by the Women School for Peace (WSP), which has strengthened grassroots peacebuilders in 46 communities, enhanced crisis management

capacities during COVID-19, and fostered inclusive peacebuilding efforts amid rising human rights challenges and identity politics. Regional governments in Wonosobo, Jember, Tasikmalaya, and East Jakarta institutionalized WPS initiatives, while schools and universities integrated Pancasila, gender equality, and peacebuilding into their curricula.

The project also advanced the National Action Plan on Protection and Empowerment of Women and Children in Social Conflict (RAN P3AKS) with a Preventing Violent Extremism (PVE) approach, collaborating with six regional Task Forces to develop and implement gender-responsive Local Action Plans (RAD P3AKS). The partnership between AMAN Indonesia and the Ministry of Women Empowerment and Child Protection (MoWECP) has proven to be a successful model for fostering the effective implementation of RAN P3AKS by strengthening government-CSO collaboration, enhancing institutional capacities, and ensuring the localization of action plans at the sub-national level, despite challenges in engaging all Regional Apparatus Organizations (OPD) equally. Additionally, a progressive Islamic media syndication was established, with Mubadalah.id, Harakatuna.com, and Alif.id becoming key platforms for gender counter-narratives, contributing to a 75% increase in gender-focused contributors and over 1,382 published articles, fostering a more inclusive and progressive discourse on Islam.

The second phase of the project, running from October 2023 to September 2026, continues to build on the three key outcomes established in the first phase, focusing on community engagement, WPS advocacy, and digital media:

1) Resilience to social conflict, gender-based violence, and religious radicalism has been institutionalized within the community and educational system of the project area.
Indicators:
1.1 At least 10 of 30 villages are meeting the indicators of sustainable peace village and certified
1.2 4 of 8 PAUD as well as 5 of 10 schools are standardized and certified as models for "Sekolah Merdeka" and institutionalized "Peace Goes to School" Education Institutions

2) The means of implementation of the "National Action Plan for Protection and Empowerment of Women and Children in Social Conflict Areas" (RAN P3AKS) is functional towards advancing the WPS agenda at the national and sub-national levels and inspiring the institutionalization of the Youth, Peace, and Security (YPS).
Indicators:
2.1 three (3) of 6 provinces or regency made use or acknowledged the WPS index to improve the agenda of RAD P3AKS
2.2 At least 5 regional initiatives of the YPS movement propose actions to combat climate change and PVE that are included in the national YPS policy brief.

3) Gender-based framing of narrative and news has been strengthened and expanded to prevent religious politicization and commodification of women's bodies, as well as preventing radical and extremist narratives.
3.1. At least 6 Online Islamic media site under moderate Islamic media syndication using framing of feminist Muslim are on the top 10 of influential media.
3.2 50% of members of Puan Menulis increased productivity (60%) by number of writings per year

The completed first phase of the project, along with the ongoing second phase, will serve as the primary focus of the upcoming external evaluation. The most recent external evaluation took place in 2019 to assess the project supported by BfdW during the 2014-2019 period. The

results of this evaluation were used as the basis for developing the project proposal for 2020-2023.

2. Cause and objective of the evaluation

The causes of the evaluation are:
1) The evaluation was initiated as part of an agreement between AMAN and BfdW, and was outlined in the project proposal to assess the project's impact through a personal or a team of external evaluators.
2) The evaluation will be conducted, aimed at fostering healthy, transparent, and accountable institutions. This process is intended not only to assess impact but also to strengthen organizational learning, improve program quality, and ensure long-term sustainability.
3) External evaluations are carried out to ensure public accountability of institutions funded by various sources, with the goal of advancing community empowerment in conflict-affected areas.
4) The result and recommendations of the evaluation will be used as a reference to develop new strategic planning and program design, justify funding or resource allocation, and strengthen future interventions. They may also serve as evidence for advocacy efforts or policy recommendations.
5) The result of the evaluation can be used as a report to be shared with AMAN Indonesia's boards, program implementers, policymakers, donors, partner organizations, and community stakeholders, beneficiaries, and civil society actors.

The objectives of evaluation are:
1) To assess program implementation and impact through evaluating the effectiveness, efficiency, relevance, coherence, sustainability, and impact of AMAN's program implementation using the OECD-DAC criteria.
2) To examine AMAN's management, decision-making processes, resource management, and collaboration mechanisms to ensure efficiency and alignment with strategic goals using the OECD-DAC criteria.
3) To analyze best practices, challenges, and key lessons from program implementation and management to enhance future interventions and organizational strategies.
4) To assess the role and contributions of stakeholders, including government, CSOs, donors, and community groups, in supporting AMAN's initiatives and fostering sustainable impact.
5) To develop strategic and practical recommendations to strengthen programmatic effectiveness, organizational resilience, and long-term sustainability.

3. Key Questions

The evaluation will focus on five DAC criteria: relevance, efficiency, effectiveness, impact, sustainability, plus coherence and including organization-related questions.

a) **Relevance**;
   1) To what extent did the program of women led-community resilience, women, peace and security (WPS) advocacy, and promoting gender sensitive and progressive narratives adequately address the specific needs of targeted groups such as women, youth, girls- and marginalized groups who are disproportionately affected by violence and insecurity issue, including discriminative policy against women and minority at the village, province and national level?
   2) To what extent have the AMAN program strategies and approaches as well as governance promoted and fostered the meaningful inclusion of women and youth, boosted their leadership and pursued gender equity, and challenged 'othering'

through its program approaches and activities at local, regional, and national levels, including within the network?

Organization-related evaluation question;
3) To what extent has AMAN Indonesia's role and positioning as a hub and collaborative platform among CSOs, and between CSOs and government actors at local and national levels, been relevant and responsive in addressing gender and religious-based violence in Indonesia?

b. Coherence

1) To what extent are the project's goals, outcomes, and approaches in line with national and local policy and program development priorities on women, peace and security, and peacebuilding, including SDGs and other relevant issues on local, national, and also regional level, and to what extent does AMAN's project continue to be relevant in any changing contexts?
2) To what extent do the project actions align with other development policy and program measures in a country, region or sector such CEDAW, BPFA, NAP WPS, NAP PVE, Village SDGs?
3) To what extent is the project design and its implementation coordinated with the activities of the relevant network's strategic planning and other donors?
4) To what extent is the project consistent with international and national norms and standards such as human rights and women, peace and security (WPS)?

Organization-related evaluation question;

5) To what extent are existing AMAN systems and structures being used to strengthen women-led community resilience, consolidate progressive voices among CSOs, advocate gender and peace-oriented policy, and spread progressive interpretation and values?

c. Effectiveness;

1) To what extent has the project successfully strengthened and embedded sustainable mechanisms for resilience against social conflict, gender-based violence, and religious radicalism within both community structures and the local education system in the project area?
2) To what extent and in what ways have the program such as Women School for Peace and Sustainable Peace Villages (Desa Damai Berkelanjutan) strengthened gender-sensitive community resilience (regulation, system and capacity) and substantively mainstreamed a gender, support women's leadership and participation, as well as promoting sustainable initiatives for the prevention of gender-based violence?
3) To what extent have programs collaborated with AMAN's node, like Peace Leaders and Girl Ambassadors for Peace, contributed to the adoption and integration of peace values, gender equality, and the prevention of radicalism within schools and universities, and how have these efforts influenced institutional transformation in the education sector?
4) To what extent has the implementation of the National Action Plan for the Protection and Empowerment of Women and Children in Social Conflict Areas (RAN P3AKS) served as an effective mechanism for advancing the Women, Peace, and Security (WPS) agenda at both national and sub-national levels, and inspired progress toward the institutionalization of the Youth, Peace, and Security (YPS) agenda?
5) To what extent has the project improved the development and implementation of gender responsive national and local action plans on the Women, Peace, and

Security (WPS) agenda with integration of Preventing Violent Extremism (PVE) through National and Local Action Plans on WPS (RAN/RAD P3AKS)? In what ways, the project improve the capacity of civil society organizations, national institutions and local governments to strengthen accountability of RAN/RAD P3AKS? To what extent has AMAN been successful at creating and expanding civic space for dialogue between decision-makers, faith actors, and CSOs?

6) To what extent has the gender-based framing of narratives and news been effectively strengthened and expanded as a strategy to prevent the politicization of religion, the commodification of women's bodies, and the spread of radical and extremist narratives?"

7) To what extent has the progressive Islamic media syndication, including She builds peace Indonesia platform, strengthened inclusive and gender-based counter-extremism narratives, as reflected in the increased participation of women contributors, the integration of gender perspectives in religious discourse, and shifts in public awareness or attitudes within target communities?

Organization-related evaluation question;

8) To what extent has AMAN Indonesia's existing structure (including the decision of appointment of Co-Manager for 4 program pillars, Human Resource Management, and Philanthropy division), human resource capacity, management and system strategically positioned and sufficiently capacitated to effectively drive the achievement of its program objectives, including the movement or network's goals of participation and power sharing?

9) What strategic recommendations can be made to enhance the effective engagement of the private sector in supporting the project's goals and sustainability?

10)

d. Efficiency;

1) To what extent has the project implementation strategy and execution been efficient and cost-effective to strengthen and institutionalize community and educational system resilience against social conflict, gender-based violence, and religious radicalism?

2) To what extent did AMAN efficiently utilize funds, expertise, and other resources to accelerate the implementation of the National Action Plan on WPS (RAN P3AKS), including the integration of the Preventing Violent Extremism (PVE) approach at national and sub-national levels?

3) To what extent did AMAN efficiently leverage government resources in order to achive its objective?

4) To what extent has the development and dissemination of a progressive and gender-sensitive narrative been conducted efficiently to prevent religious politicization and radical and extremist narratives that discredit women's rights?

5) To what extent was project funding utilized to leverage windows of opportunity for multi-stakeholder engagement, such as the government, CSOs, and the community? In what ways did this project open doors for collaboration with various resources to strengthen project achievements and impact?

6) To what extent have the project implementation strategy and execution been efficient and cost-effective?

Organization-related evaluation question;

1) To what extent is the existing institutional structure and governance system efficient in supporting the organization's objectives, ensuring accountability, coordination, and effective decision-making?

e. Impact
1) To what extent has the support provided by the project to target stakeholders resulted in measurable changes in women's contribution to and participation in peacebuilding and conflict transformation?
2) To what extent have the Women's School for Peace, Sustainable Peace Village, and Peace Goes to Campus programs become recognized and adopted as models for building community and educational resilience against gender- and religious-based violence (including extremism) by other actors at the local and district levels in other targeted project areas?
3) To what extent are the stories of the Women's involvement in peacebuilding at the local community expected to serve as a catalyst for gathering experiences from other interfaith women peacebuilders in conflict-affected areas, amplifying women's meaningful participation in peace and security processes and ensuring the protection of civilians, especially women and girls, from violence?
4) What demonstrable impact has the integration of the Preventing Violent Extremism (PVE) approach had on the effectiveness of the "National Action Plan for Protection and Empowerment of Women and Children in Social Conflict Areas" (RAN P3AKS) at the provincial level, specifically in terms of enhanced protection, empowerment, and resilience of women and children in these vulnerable contexts?
5) To what extent has the project's establishment of a progressive Islamic media syndication and portal and the resulting increase in gender-sensitive Islamic content authors demonstrably shifted online discourse and empowered women's groups and Islamic readers to counter narrow-minded views on gender within Islamic interpretations?

Organization-related evaluation question;

6) To what extent has the project's management strategy institutionalized and applied an Outcome and Impact Orientation approach on fostering adaptive, innovative, and technology-sensitive institutional work practices to achieve a long-term impact?

f. Sustainability
1) To what extent have AMAN Indonesia's program relevant national and local institutions substantively integrated community and educational resilience systems, and the WPS framework/agenda, into their core ongoing policies and practices to ensure long-term sustainability?
2) To what extent has AMAN fostered local ownership to achieve its objective of project?
3) Has project funding been used to scale up other Women, Peace and Security and peacebuilding work, and/or has it helped to create broader platforms for expanding civic space in the peace movement?
4) To what extent does the project team systematically and continuously document lessons learned from She Builds Peace and other relevant human interest stories, and how effectively are these shared with appropriate stakeholders for broader learning and application?

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5) To what extent has AMAN challenged or mitigated social and political risks to ensure the sustainability of project outputs and outcomes, while also preventing unintended negative consequences?

Organization-related evaluation question;

6) To what extent are AMAN's institutional sustainability strategies (consultancy services, joint action programs, funding diversification, fundraising, and philanthropy development) adequate to decrease funding dependency from international donors?

4. Evaluation design/methods

The evaluation will be guided by BfdW's logical framework and the OECD-DAC criteria, ensuring a structured assessment of the project's relevance, effectiveness, efficiency, impact, and sustainability. A participatory approach will be employed, integrating gender-sensitive and culturally appropriate methods to ensure inclusivity and local relevance. The Women, Peace, and Security (WPS) framework will serve as a guiding principle throughout the evaluation, ensuring a focus on women's roles in peacebuilding and the promotion of gender-responsive approaches. Furthermore, the evaluation will incorporate an Islamic Progressive perspective, ensuring alignment with inclusive, rights-based interpretations of Islam that promote peace, gender equality, and social justice.

The evaluation will also apply the Reflecting on Peace Practices (RPP) framework to assess the project's contributions to peacebuilding, along with a gender and peacebuilding analysis to examine its impact on gender dynamics and conflict transformation. Additionally, an advocacy analysis will evaluate the project's influence on policies and stakeholders.

To ensure methodological robustness, a mixed-methods approach will be employed in the evaluation process.
- **A Desk Study** will be conducted to review key project documents, including proposals, reports, policy briefs, training modules, digital knowledge products   , and campaign materials to assess program objectives, implementation, and impact.
- **Key Informant Interviews (KIIs)** will be conducted to gather qualitative insights from diverse stakeholders, including program staff, national and local governance officials, staff, faith actors, women leaders, CSO stakeholders, and community members. Ethical protocols, such as obtaining verbal consent, will be strictly followed, and all interviews will be recorded for analysis.
- **Focus Group Discussions (FGDs)** will engage participants across various demographics to assess program relevance and impact. Digital recording and ethical consent practices will be implemented to maintain the quality and credibility of insights.

5. Process of the evaluation/time frame

The total duration of the evaluation is equivalent to 32days of work and will take place between August- September 2025.

No	Activity	Place	Participants	Day
1	Desk research and study of relevant documentation	AMAN Indonesia's office	Lead evaluator and evaluator II (assistant)	2 (1 day for lead and 1 day for assistant)

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2	Meeting with AMAN Indonesia's board and management	AMAN Indonesia's office	Lead evaluator and evaluator II (assistant)	2 (1 day for lead and 1 day for assistant)
3	Trip to Sumenep		Lead evaluator	1
4	Interviews and FGD with relevant beneficiaries and stakeholders in Sumenep and Sampang	Sumenep and Sampang	- Lead evaluator - Selected members of - Women's School for Peace - The Village Resilience Team - Village leaders	1
5	Trip to Jember	Jember	Evaluator II (assistant)	1
6	Interviews and FGD with relevant beneficiaries and stakeholders in Jember	Hotel in Jember	- Evaluator II (assistant - Selected members of Women's School for Peace - Selected the Village Resilience Team - Village leaders - Youth Peace Leaders - GA4P Lamongan - School representatives	1
7	Trip to Poso, Central Sulawesi	Poso	Lead Evaluator	1
8	Observation and interviews with relevant beneficiaries and stakeholders in Poso	Poso (selected villages)	- Lead evaluator - Selected members of Women's School for Peace - Selected Village leaders in Poso	2
9	FGD with relevant stakeholders in Palu	Office of DP3A Palu	- Lead evaluator - CSOs working on WPS - Selected members of the Task Force of RAD P3AKS	1
10	Trip to Wonosobo	Wonosobo	Lead evaluator	1
11	Interviews and FGD with relevant beneficiaries and stakeholders in Wonosobo	Village office of Buntu Wonosobo	- Lead evaluator - Selected members of Women's School for Peace - Selected village resilient team - Village leaders	1
12	Trip to Gunung Kidul	Gunung Kidul	Lead evaluator	1
13	Interviews and FGD with relevant beneficiaries and stakeholders in Gunung Kidul	Village office of Pengkok, Gunung Kidul	- Lead evaluator - Selected members of the Women's School for Peace - Village leaders - Selected village resilient team	1

14	Trip to Yogyakarta	Yogyakarta	Lead evaluator	1
	Interviews and FGD with relevant beneficiaries and stakeholders in Yogyakarta	Office of DP3AKB	- Lead evaluator - Selected members of Women's School for Peace - Selected Task Force of RAD P3AKS from the government and CSOs	1
15	Trip to Bogor	Gunung Bunder, Bogor	Evaluator II (assistant)	1
16	Interviews and FGD with relevant beneficiaries and stakeholders in Bogor	Village office of Gunung Bunder, Bogor	- Evaluator II (assistant) - Selected members of Women's School for Peace - Village leaders - Youth Peace Leader	1
17	Trip to Tasikmalaya	Tasikmalaya	Evaluator II (assistant)	1
18	Interviews and FGD with relevant beneficiaries and stakeholders in Tasikmalaya	Village office of Cipakat, Tasikmalaya	- Evaluator II (assistant - Selected members of Women's School for Peace - Village leaders - Selected members of village resilient team	1
19	Interviews and FGD with relevant national government organizations	Hotel in Jakarta	- Lead evaluator and evaluator II (assistant) - The Ministry of Women Empowerment and Child Protection (MoWECP) - The Coordinating Ministry for Human Development and Cultural Affairs - National Agency for Counter Terrorism (BNPT) - National Commission on Violence against Women - National Research and Innovation Agency	1
20	Interviews and FGD with relevant CSO, government organizations, and women ulama	Hotel in Jakarta	- Lead evaluator and evaluator II (assistant) - Selected Partners of WGWC - Selected members of CWGI - Selected members of the National CSOs working on WPS	1

			- Selected CSOs in SEA and others countries working on WPS - Women Ulama under KUPI - Selected Islamic media and journalists	
21	Data analysis	Evaluator office	Lead evaluator and evaluator II (assistant)	2 (1 day for lead and 1 day for assistant)
22	Presentation on evaluation findings	AMAN Indonesia's office	- Lead evaluator and evaluator II (assistant) - AMAN Indonesia's board members, management and relevant staff	2 (1 day for lead and 1 day for assistant)
23	Draft of report write-up	Evaluator's office	Lead evaluator	3
24	Final report write-up	Evaluator's office	Lead evaluator	1
	Total			32

6. Expected products

The evaluation, based on findings aligned with the DAC criteria, should provide conclusions, recommendations, and key lessons learned from the project's implementation. The evaluation is expected to produce three key deliverables:

- Inception Report (1 week after contract signing), prepared by the evaluators and approved by the commissioning organization, outlining the evaluation concept, methodology, work plan, data collection tools, and potential limitations to ensure a clear and structured assessment process.
- Evaluation Workshop: The purpose of the workshop will be to share the preliminary findings with key stakeholders for validating the findings. The meeting will be organized hybrid format, with logistical support from the project team.
- First draft of the Evaluation Report – prepared by the lead evaluator in Bahasa Indonesia. AMAN will provide feedback within seven days of receiving the draft.
- Evaluation Report – completed by the lead evaluator and based on the feedback provided by AMAN, in Bahasa and English. The report must be submitted no later than seven days after receiving feedback from AMAN Indonesia. BfdW will provide feedback within two weeks (14 days) to request modifications, if deemed necessary
- Final Evaluation Report – completed by lead evaluator and based on the feedback provided by BfdW – in Bahasa and English. Additionally, the evaluator is required to submit a 5-page summary of key findings, conclusions, and recommendations, along with a jointly developed implementation plan outlining practical steps, responsible parties, and timelines, prepared in collaboration with the project team.

7. Key qualifications of the evaluators

- Minimum 5 years' experience in monitoring and evaluation for a project relating to gender, peacebuilding, and Islam, as well as organizational assessment.
- Advanced degree in social sciences, peace studies, public policy, or a related field.

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- A proven understanding and experience of women's rights, peacebuilding, and preventing violent extremism work with researchers with strong activism is highly desirable.
- Able to apply a mixed-method approach (point 4)
- Able to write the evaluation report in Bahasa Indonesia and English, with a maximum of 50 pages including annexes according to BFDW standards
- A proven track record of delivering similar evaluations and a commitment to completing the evaluation process

8. **Content of the evaluator's offer**

   1. Interested applicants (individuals or teams) are required to submit an expression of interest to undertake the assignment/consultancy and include the following:
      a) Detailed CVs/Resumes (maximum 3 pages in English) of the lead and assistant evaluator
      b) Cover letter (maximum 1 page), stating why you are suited for this work, your available start date, and work experience, especially evaluation experience
      c) Maximum 5 pages' summary outlining the proposed method using DAC criteria for undertaking the project evaluation within the allocated time, and financial offer
      d) A sample of a recent evaluation report should be submitted as a reference

   2. All applicants must submit their complete application in a single PDF file with items in the order listed above
   3. Applications with the above details should be sent to: dme_manager@amanindonesia.org and copied to office@amanindonesia.org with Subject: **PROJECT EVALUATOR APPLICATION**

The deadline for applications is 17th July 2025 at 5.00 pm Jakarta Time