SUBJECT:           Request for Proposals (RFP) No. 2013-GEM31   
Social Cohesion and Reconciliation (SCORE) Index – Bosnia and Herzegovina

Date of RFP Release:

Dear Offerors:

JBS International is pleased to announce a Request for Proposals (RFP 2013-GEM31) for the Social Cohesion and Reconciliation (SCORE) Index – Bosnia and Herzegovina project. The funding for this solicitation comes from the USAID Europe and Eurasia Bureau under a GEM II Task Order with JBS International. The purpose of the RFP is to obtain the services of a local organization or a consortium of partners in Bosnia and Herzegovina (BiH) to work with the Cyprus-based Center for Sustainable Peace and Democratic Development (SeeD) to adapt and pilot the SCORE Index in BiH.

The Social Cohesion and Reconciliation Index – BiH project will be implemented through a Performance-based contract with an anticipated period of performance of 8 months. A firm fixed price award is anticipated.  It is anticipated that USAID/BiH will continue funding the SCORE after March 2014.  
  
Brief project description:

This project will pilot an adaptation of the Social Cohesion and Reconciliation Index (SCORE) in Bosnia and Herzegovina. In 2013 UNDP, with funds from USAID, commissioned SeeD to develop the Social Cohesion and Reconciliation Index (SCORE). UNDP Cyprus is responsible for the implementation of the SCORE in Cyprus and for the overall management of SCORE replication projects in other countries. UNDP Cyprus retains the ownership of the SCORE methodology, results and brand in all countries where the Index is applied. The SCORE Index is designed as a tool to support international organizations, local policy makers, stakeholders and peace-practitioners to develop, implement, and monitor targeted efforts towards social cohesion and reconciliation. The methodology developed under SCORE will be adapted to the BiH context and the data collected will be input to the SCORE online platform. The selected local implementing partner or consortium in BiH will be trained in the SCORE methodology in order to collect the requisite data.

The following organizations are eligible to bid if they meet all the following requirements:

\_\_ recognized, registered and located in Bosnia and Herzegovina.

\_\_ have no political affiliations within Bosnia and Herzegovina.

Place of Performance: Bosnia and Herzegovina

Deadline for receipt of proposals: 21 calendar days after the date of release of the RFP

Offerors will not be compensated for costs incurred for preparation or submission of proposals in response to this RFP.

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Introduction/Background

In 2013 UNDP, with funds from USAID, commissioned SeeD to develop the Social Cohesion and Reconciliation Index (SCORE). UNDP Cyprus is responsible for the implementation of the SCORE in Cyprus and for the overall management of SCORE replication projects in other countries. UNDP Cyprus retains the ownership of the SCORE methodology, results and brand in all countries where the Index is applied. The Social Cohesion and Reconciliation (SCORE) Index is a statistical instrument that can measure and monitor communities’ capacity to live together and reconcile. SCORE’s main objective is to support international organizations, local policy makers, stakeholders, and peace practitioners to develop, implement, and monitor efforts towards social cohesion (harmonic relations between multiple groups within a community) and reconciliation (the restoration of relations that have been damaged between communities). More specifically, the SCORE Index will enable these stakeholders to better understand the social context of their work, and in particular, focus their interventions on groups, geographical areas, and social factors where their efforts can make a difference. The SCORE index includes questions from the following categories: prejudice; anxiety; reconciliation; stereotypes; cultural cohesion; contact; social distance; life satisfaction; and readiness.

The SCORE Index is developed from five main sources of information:

* A survey of major and minor communities and groups within the society;
* Interviews with civil society organizations, in order to evaluate their contribution to social cohesion and reconciliation;
* Interviews with political leaders, including political parties, at the State, Entity and local levels;
* Analysis of media items, including local television and the press, and how they portray and represent events of importance to social cohesion and reconciliation; and
* Analysis of external events by a panel of experts. This includes identifying all of the regional and international factors that influence social cohesion and reconciliation in the country.

Data from these sources will be analyzed and will be reported in three ways, to account for the needs of the end-user. These methods include a basic descriptive report that is primarily visual; a graphical representation that is developed using Structural Equation Modeling (SEM) techniques; and a more detailed predictive model developed from Fuzzy Cognitive Mapping (FCM) that can provide recommendations for stakeholders.

Purpose

The primary goal of this activity is to pilot an adaptation of the SCORE Index in Bosnia and Herzegovina that will serve as a methodology tool supporting USAID monitoring and evaluation needs in the area of reconciliation. In addition, SCORE’s approach and sub-components will also inform and improve monitoring and evaluation of reconciliation activities at a project level. The methodology developed under SCORE has the potential to be applied in multiple country contexts. Using the standard SCORE methodology in multiple countries will provide the capacity to draw international comparisons between different conflict and post-conflict scenarios, through the lens of comparative learning and the management of complex peace and development situations.

Under the guidance of the Cypriot NGO, SeeD, the BiH organization or consortium will pilot the SCORE Index in Bosnia and Herzegovina. SeeD will provide all of the SCORE methodological training and support to the BiH local organization or consortium, receive and analyze the data collected in Bosnia and Herzegovina, and disseminate the results through an online platform.

UNDP Cyprus owns the intellectual property rights of the Social Cohesion and Reconciliation Index (SCORE) and its online platform. The Cyprus based NGO, SeeD, is the sole provider of the SCORE. Any expansion of the SCORE outside Cyprus must take place with the consent and cooperation of UNDP Cyprus. All parties which collaborate on the replicating the SCORE and its methodology in Bosnia and Herzegovina agree to the following conditions:

* SeeD will provide direction to any non-Cypriot organization selected to undertake the work to implement the SCORE in the respective country.
* All data and analysis produced by replicating the SCORE must be validated by the SeeD team. This data and its visualization must be hosted on the centralized SCORE platform which is managed by UNDP Cyprus.
* The sharing of any data or methodologies used in producing a SCORE Index in Bosnia and Herzegovina after the end of this contract must be submitted to UNDP Cyprus for approval before the exchange of information takes place.

Period, Place of Performance

Place of Performance: Work will take place throughout BiH in accordance with the results of the sampling effort which identify the locations in which interviews/polling will take place.

Period of Performance: From date of award through March 1, 2014. It is anticipated that, based on the availability of funds, USAID/BiH will continue funding the SCORE activities after March 2014 using the services of the implementing partner selected under this RFP.

Statement of Work

The BiH partner’s deliverables are presented according to major tasks as defined by the SCORE methodology (please see ATTACHMENT A for a description of this methodology), training participation and collaboration with SeeD, data reporting, and project reporting. All reporting will be provided in English.

1. Methodology:

1.1 Validation of the SCORE Index in the context of Bosnia and Herzegovina:

1.1.1 The selected BiH organization or consortium will work with SeeD to validate the SCORE index during a three-day training mission.

1.2 Calibration of the working draft:

1.2.1 The selected BiH organization or consortium will consult with civil society and key stakeholders to calibrate the draft model produced in the previous exercise. These consultations will take place in focus groups and interviews whereby participants will reflect on the key categories of the model and provide feedback based on personal experience and local knowledge.

1.2.2 The number and location of focus groups and interviews needs to be sufficient and reflect the ethnic, religious, and geographic (rural and urban) specificities of BiH in order to provide proper calibration of the categories. The Offeror will propose the number and locations of focus groups and interviews to accomplish these tasks and include justification for the number and locations chosen. Final determination of locations will be finalized in consultation with USAID/BiH prior to commencement of fieldwork.

1.2.3 The product from this phase will be a refined version of the model that will serve as the basis from which the questionnaires in the data collection phase will be designed. Included in this is a final list of groups and communities that are considered necessary for study participation.

1.3 Research design and Data collection

1.3.1 Research design

1.3.1 The selected BiH organization or consortium will develop a final research plan after initial training and calibration of the instruments have been completed. This research design will include the elements of the methodology that follow, including a sampling plan, mapping exercise, final instruments in all relevant languages, strategy for media and external event analysis, and reporting formats (provided by SeeD). This will also include a plan to pilot the survey. The Offeror must include the CVs of the proposed individuals to lead the data collection efforts. Those conducting the survey should be experienced in data collection, have experience with collecting data on sensitive and potentially challenging issues, and reflect the backgrounds of the potential respondents, to include ethnicity, religion, and sex, or other criteria as deemed necessary by local experts.

1.3.2 Face-to-face survey

1.3.2(a) The selected BiH organization or consortium will produce a final sampling design for the face-to-face survey. This design will include a final list of the study population (sampling frame) that incorporates all of the previously determined relevant groups and communities for the face-to-face survey and other necessary information for effectively implementing the face-to-face survey. The number of survey participants should be sufficient to be generalizable to the larger community.

1.3.2(b) The selected BiH organization or consortium will produce a survey questionnaire from the previous efforts that is sufficient for conducting face-to-face surveys. This questionnaire should be in English and translated into relevant local languages.

1.3.3 Interviews (civil society and political leadership)

1.3.3(a) The selected BiH organization or consortium will design a strategy for selecting relevant political and social leaders to participate in the study. The number of interviews must be sufficient to account for adequate coverage of civil society, political leadership, and political parties at the State, Entity, and local levels.

1.3.3(b) The selected BiH organization or consortium will produce an interview questionnaire from the previous efforts that is sufficient for conducting interviews with political leadership and civil society members at the State, Entity, and local levels. This questionnaire should be in English and translated into relevant local languages.

1.3.4 Media analysis

The selected BiH organization or consortium will develop a strategy for effectively conducting and sharing with SeeD media analysis. Analysis will include local television and the press (broadcasted/published in different media) and include differences in interpretation of events important to promoting social cohesion and reconciliation.

1.3.5 Analysis of external events

The selected BiH organization or consortium will convene a panel of experts, whether internal to the organization or external collaborators, who will identify all of the regional and international factors that influence social cohesion and reconciliation in the country. However, the primary focus of the analysis will be on internal political and power struggles that directly influence reconciliation processes in the country.

1.4 Data Sharing and Reporting:

1.4.1 The selected BiH organization or consortium will provide to SeeD all data collected from the surveys, interviews, media analysis, and external event analysis. These data and the analysis (where applicable) will be provided in a format and a level of quality previously determined by SeeD. This format will be shared with the selected BiH organization or consortium prior to the acceptance of the final research design. Such a format may include the development or use of an online platform specifically used for media analysis.

1.4.2 Once analysis has been conducted by SeeD, the selected BiH organization or consortium will develop and carry out communication and dissemination plans for SCORE Bosnia with media and other relevant stakeholders.

1.5 Training Participation and Collaboration with SeeD:

1.5.1 The selected BiH organization or consortium will participate in training sessions required to successfully design and implement this study. Such training will be provided by SeeD and will involve an initial training session about the methodology and its implementation and an in-person training for those conducting the survey prior to data collection.

1.5.2 The selected BiH organization or consortium will provide all logistics and administrative support for in-person training provided by SeeD.

1.5.3 SeeD will provide all methodological training and support to the BiH organization or consortium. SeeD will provide quality control for the study. The selected BiH organization or consortium will work directly with SeeD in this capacity.

1.6 Reporting activities undertaken during this contract:

1.6.1 The selected BiH organization or consortium will prepare bi-weekly reports for JBS on the activities it engages in under this contract. These reports will include a detailed presentation of activities and risk management. All reporting shall be in English, whether written or oral.

1.7 Deliverables

* Coordination, logistics, and administrative support for training and validation trips with SeeD
* Participation in SeeD training/capacity-building
* Final research design, to be approved prior to data collection
* Mapping of local stakeholders
* Draft and final version of the adapted SCORE instruments in English and local language(s)
* Collection of and data from interviews, survey, media analysis, and external event analysis
* Compilation of data collected and sent to SeeD for analysis
* Coordination of launch event and dissemination and communication of results with the media and relevant partners
* Submission of bi-weekly reports to JBS

Required Capabilities

* The local BiH organization or consortium must be a recognized, registered and reputable think tank, an academic institution, or NGO based in Bosnia and Herzegovina.
* Have no political affiliation.
* Have a solid experience in social research and peace-building and reconciliation. Advanced statistical expertise is not required, but would be a plus.
* Demonstrated prior experience with conducting or commissioning surveys.
* Prior experience working on donor-funded projects, with experience on USAID and UNDP projects being a plus.
* Have a working level of English necessary for writing project updates and reports, and capacity to work and develop documents in the local languages.
* It must be financially sustainable and viable as an organization.
* To ensure the sustainability of this intervention after March 2014, the selected BiH organization or consortium should demonstrate ability and readiness to carry out activities necessary to implement the SCORE Index after the end of this contract.
* Demonstrated understanding of gender issues and the differential impact of program activities on men and women.

**Application Process**

Interested parties are requested to submit an application including the following:

1. Cover letter: explaining their interest to undertake this assignment, their relevant experience by referencing related assignments they conducted.
2. Implementation Methodology and proposed time frame for completing the Statement of Work, as well as an implementation plan that clearly indicates responsibilities among the team members.
3. Curriculum Vitae(s) of proposed team members who will work on the tasks and specifically defined roles for each person who is expected to work on the Statement of Work. CVs are also required for staff proposed to carry out interviews, focus groups, and polling. The target population for each interviewer proposed should be clearly identified.
4. Relevant Experience: Offerors should note their previous experience conducting work similar in nature and size to this project. Offerors should describe their experience working on bi-lateral or multi-lateral donor projects supported by the international community, especially UNDP and/or USAID. Offerors should describe their prior experience of involvement in peace-building or reconciliation projects.
5. Budget: the budget should include costs in US dollars covering cost of proposed staff using the attached budget template (Attachment B) or a similar format.
6. Stakeholders: An illustrative list of proposed local stakeholders to participate in preliminary sessions and workshops.

Applications should be submitted to XXXX, and CCCC (email).

**Important notes:**

1. JBS is not obliged to take the least costly proposal.
2. JBS is not obligated to make an award under this RFP.
3. Only short listed applicants will be contacted.
4. This agreement is funded via U.S. government funding through an agreement with the U.S. Agency for International Development (USAID).  As such, any resulting contract will include the terms as described in ATTACHMENT C to this RFP.
5. Upon contracting of winner/s, payment schedule will be according to successful delivery and approval of each milestone, and JBS has the right to breach the contract upon submission of unsatisfactory outputs after any of the milestones.

Securing Participation in the Study

The Offeror should propose how it will secure adequate participation in the various aspects of the study. This would include a discussion of any anticipated challenges in implementing the survey, given the sensitivity of the topic, and how the respondent proposes to overcome/address these.

Role of SeeD

* Initial introductory meeting with sub-contractor (2 days) to answer questions, explain purpose and process, show Cypriot results, help awardee organize, give reading material, how to assemble team
* Training (3-4 days) after awardee has assembled team
* Quality control
* Analysis of data collected and preparation of final outputs
* Dissemination of results

Evaluation Criteria

The following criteria will be used by the technical evaluation committee in evaluating technical proposals. Each section lists the maximum number of points available, for a total of 100 points. The technical proposals in response to this solicitation must be divided into sections corresponding to, and following the order of, the primary evaluation criteria set forth below. Each section of the technical proposal must be clearly identified, using the titles of the appropriate primary evaluation criteria. The technical proposal need not be divided into sub-criteria. Where technical offers are considered technically equal, overall price may play a deciding factor in any eventual award.

**Technical Approach and Project Management Plan – 45 points *(of equal importance)***

Technical Approach

* Demonstrated detailed knowledge of reconciliation issues and approaches.
* Demonstrated capacity/ability to conduct the activities outlined above.
* Soundness and feasibility of technical approach.

Project Management Plan

* Appropriateness, specificity and feasibility of the activities to be implemented
* Clarity and appropriateness of the management and staffing plan to carry out the proposed activities

**Key Personnel and Skills– 25 points *(of equal importance)***

Key Personnel

* Extent to which key personnel proposed have relevant qualifications and experience, including technical skills, management skills, and education levels. Key personnel would include:
* Project director
* Project manager

Key Skills

* Extent to which key personnel and other personnel proposed have the relevant skills to successfully conduct the research. Key skills would include:
  + Appropriateness and level of professional capabilities and academic credentials;
  + Demonstrated ability to manage staff, and plan effectively;
  + Experience in carrying out qualitative research to include conducting focus groups and face-to-face interviews; and
  + Strategic planning and collaboration with external actors.

**Institutional Capacity – 20 points**

* Demonstrated capability to staff, organize, manage, and implement the full range of activities required to achieve the contract's goals and objectives.
* Demonstrated ability to promptly and appropriately address management, programmatic, or financial problems that may occur during implementation
* Demonstrated flexibility to adjust implementation to reflect changing environment.

**Organizational Past Performance – 10 points**

* The Offeror shall demonstrate strong past performance in implementing programs of similar complexity.

**Executive Order on Terrorism Financing**

The Contractor is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts issued under this agreement.

ATTACHMENTS

Attachment A: SCORE Methodology Guide

Attachment B: Budget Template

Attachment C: Required Contract Terms: these terms will be the basis of any award under this RFP.