



KROC INSTITUTE
FOR INTERNATIONAL PEACE STUDIES

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Engaged Barometer for Implementation Support in Colombia Statement of Work



UNIVERSITY OF
NOTRE DAME

KEOUGH SCHOOL OF GLOBAL AFFAIRS

1. INTRODUCTION

The Kroc Institute for International Peace Studies seeks to award a contract to conduct an independent evaluation of the multi-year ‘Engaged Barometer for Implementation Support in Colombia’ (hereafter Barometer) program. The program is implemented by the Kroc Institute and funded by the Department of State’s Bureau of Conflict and Stabilization Operations (CSO). The goal of the evaluation is to assess the outcomes of the Barometer on the Final Peace Agreement, program beneficiaries, the Government of Colombia, peace process constituents, local partners, and public awareness, establish best practices for measuring effective strategic peacebuilding initiatives, and provide recommendations. The proposed period of performance is May 1 – September 30, 2021. Proposals must be received by April 30.

2. BACKGROUND

The Final Peace Accord signed on November 24, 2016 between the Government of Colombia and the Revolutionary Armed Forces of Colombia–Popular Army (FARC/EP) includes several innovations, including a follow-up, monitoring, and verification mechanism. The Kroc Institute for International Peace Studies (Kroc Institute) was included in the accord as an official third-party implementation monitor. Almost five years after the signing of the Final Peace Accord, Colombian politics remains polarized regarding accord implementation. There are few sources of unbiased information about peace accord implementation available to the Colombian public. The ministries and offices responsible for overall accord implementation (including the Office of the Presidency and the High Commissioner for Peace) view the Kroc Institute’s Barometer team as a neutral and reliable monitor of accord implementation.

The U.S. Department of State, Bureau of Conflict and Stabilization Operations (CSO) initiated a cooperative agreement with the Kroc Institute to maximize the implementation of the peace accord and improve the likelihood of a sustainable peace in Colombia through authoritative, quantitative monitoring of peace accord implementation and expert advice to the Government of Colombia on how to improve accord implementation.

To accomplish the goals of this program and its mandate as a third-party monitor, the Kroc Institute undertook the tasks of: creating the Colombian Peace Accord Compliance Matrix and designing the methodology to identify progress in the implementation of the 2016 accord; providing advice and technical support to all the monitoring and verification process; collecting and verifying data to assess implementation progress on a monthly basis; generating annual comprehensive reports and special reports on the transversal approaches in the accord in order to strengthen dialogue and planning around implementation; and responding to requests for briefings and/or specific information to inform implementation planning. To operate the project activities and team in Colombia, the Kroc Institute formed an agreement with the National Secretariat of the Social Pastorate–Caritas Colombia (SNPS-CC), an institution of the Catholic Church in Colombia with substantial reach in remote regions of Colombia.

The Barometer program publishes comprehensive and special reports on implementation progress made by the parties to the agreement, including comparisons to implementation of other peace accords implemented globally. Initially, the program intended these reports to be private

reports to the Government of Colombia; however, at the request of the Government of Colombia and with approval of CSO, these reports have been publicly released since 2017. Barometer reporting is now widely used by Colombian government, civil society, press, and international organizations to understand the status and trends of implementation of the 2016 Final Accord.

3. PURPOSE

The purpose and general scope of this Statement of Work for the Kroc Institute for International Peace Studies is to evaluate and to determine the how the Barometer program has been implemented, what activities most successfully achieved program objectives and why, and how program implementation and impact have changed over time. This Statement of Work envisions an ex-post evaluation that delivers evidence-based results to determine program outcomes, to improve project design, to provide continual project improvement, and to identify best practices for measuring and monitoring peace accord implementation processes.

The Kroc Institute and CSO anticipate an outcome harvesting methodology and the collection of qualitative data and research methods to empirically examine the contemporary real-life reporting of the Barometer program and the boundaries between the phenomenon and the context, which are not clearly evident to outside observation.

4. EVALUATION QUESTIONS

This evaluation will measure both the intended and unintended outcomes of this program. The evaluation will use a social learning approach, which can be desirable where the goal of a program seeks to build capacity and understanding of a government to manage and implement complex agreements. In such cases, relying solely on a goals-based evaluation may not be appropriate, as it can be difficult to set targets and quantify a process of change, as well as capture changes that may be unanticipated.

A key point to consider in setting goals and indicators of success is the validity of the indicator. This is especially important when measuring a largely “unobservable” behavior (for example, increased understanding – collaboration, and raise awareness of the peacebuilding initiative). In such cases, proxy indicators are often used (for example, self-assessment surveys and interviews) but these indicators may be gross measures that consist of many varied behaviors, of which only one may be of interest.

The following are a list of intended Barometer program results:

- Development and implementation of the Colombia Peace Accord Compliance Matrix,
- Change in percentage of the Peace Accord implemented from 2017 - 2021,
- Number of informative briefings provided to the Government of Colombia,
- Change (+-) in perceived utility of the Kroc Institute briefings (including impromptu) by the Government of Colombia, local partners, and constituents,
- Increased Government of Colombia, local partners, constituents, and public awareness of the Peace Accord implementation progress,

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- Change (+-) in the Government of Colombia, local partners, and constituents perception of the legitimacy of the Peace Accord implementation process.

The Barometer program is designed to increase awareness about, change behavior towards, and to influence target audience awareness of the Peace Accord implementation and strategic peacebuilding efforts in Colombia. The Government of Colombia, Colombian civil society, and the international community supporting the peace process are particularly important audiences for the Kroc Institute and CSO program goal to maximize the implementation of the Peace Accord. Starting from the macro level and drilling down, the Kroc Institute and CSO are interested in answering the following evaluation questions:

- To what extent did the Kroc Institute accomplish its program goals and objectives?
- To what extent did the Kroc Institute activities, actions, and reporting change over the course of program implementation to reach and raise awareness in the general public, civil society organizations, and other key stakeholders?
 - To what extent was the Kroc Institute program evolved/adapted to the new context and changing needs of the actors throughout program implementation?
- To what extent is the Kroc Institute program replicable in other countries peace process and peace accords?

5. OBJECTIVES

The Contractor shall design and develop an ex-post evaluation of the Barometer program to include, but not limited to a literature review/desk study, data collection and analysis, briefings, interviews, and evaluation design. The Contractor shall work closely with the Kroc Institute and CSO personnel to determine how the Kroc Institute's Barometer program and future strategic peacebuilding programs can demonstrate success and changes in target audience (e.g. host government personnel, elite, emerging leaders, civil society, and general public), positive and/or negative, cognition and/or behavior towards achieving the following desired Barometer program outcomes:

1. Signatories find the Colombian Peace Accord Compliance Matrix and Barometer Program reports credible and relevant.
2. Government of Colombia, as a signatory, understands the implications of their decisions to act or not act.
3. Government of Colombia and local partners are on track to sustain implementation of the Final Agreement, with support from the Colombian Peace Accord Compliance Matrix and Barometer Program reports, and in cooperation with the PAM research team.
4. Increased local partner, constituents, and growing public awareness since the end of 2020 of the Final Peace Accord implementation process in Colombia.

The primary audiences for the evaluation will be program managers in the Kroc Institute, U.S. Embassy in Colombia, and the Bureau of Conflict and Stabilization Operations in Washington, D.C. In the field, primary data collection target audiences will include the Government of Colombia, local partners, constituents, and the Colombian public.

6. TASK DELIVERABLES

The Contractor shall maintain open, timely, and effective communications with the Kroc Institute and Senior Monitoring and Evaluation Advisor from the Bureau of Conflict and Stabilization Operations (CSO), resulting in a relationship that proactively addresses potential problems with flexible, workable solutions. The estimated timeline for this project is May 1 – September 30, 2021. The Contractor shall provide the following deliverables to the Kroc Institute and CSO:

6.1 Detailed Task Management and Implementation Plan

The contractor shall develop an implementation plan and labor hours, which will include an evaluation design, data collection methods and analysis, technologies, and a projected timeline for fieldwork, data collection plan, project milestones and deliverables as noted in Section 7 Task Deliverables Table.

6.2 Measurement and Monitoring Framework Report

The contractor shall develop and identify program intended and unintended outcomes and successes, measurement indicators, and monitoring methods for monitoring the Barometer program and lessons learned for future strategic peacebuilding initiatives.

6.3 Monthly Progress Reports

The contractor shall report updates that report number of contractor labor hours used and updates from third party in-country sub that includes project costs, work plan changes, timeline and milestone achievements, and possible project risks. The Contractor shall submit monthly progress reports by the 15th of the following month. At a minimum, each report should detail which deliverables the Contractor has or has not completed. Those deliverables that have not been completed should be assigned a percentage-completed number. Any information or issues that will affect scope or budget should be identified in ad hoc reports.

6.4 Final Report

The Contractor shall develop and deliver a draft final report to the Kroc Institute no later than 15 days before the completion date of this Contract. The Kroc Institute will return the draft report within 5 days. The final report shall summarize the major results and outcomes achieved, any problems encountered (challenges), and notable successes realized in performing this program. The Contractor shall review and offer program recommendations in the final report that is designated for the Kroc Institute and the Bureau of Conflict and Stabilization Operations (CSO).

- a. The Contractor shall develop and deliver a draft final report outline on August 1, 2021. A subsequent draft final report shall include an executive summary, 2-pages, a comprehensive report no longer than 20-pages, and also a PPT presentation, which shall be delivered for Kroc Institute and CSO review on September 15, 2015, but no later than September 17, 2021, and the Final Report

shall be submitted on September 30, 2021. The Contractor has 5 days to complete Kroc Institute and CSO corrections and return draft final report to the COR.

6.5 Ad Hoc Reports

Ad hoc reports shall include any information or issues that the Contractor has identified will affect scope or budget and wants to bring to the attention of the Kroc Institute and CSO POC.

6.6 Data Collection Instruments

The Contractor shall work collaboratively with the CSO Senior Monitoring and Evaluation Advisor in the development of the evaluation design, data collection instruments, pre-test data collection instruments, fieldwork, and participation in data collection activities such as focus groups, interviews, and surveys in Colombia. The Contractor shall work collaboratively with the participating CSO Senior Monitoring and Evaluation Advisor in the development and delivery of the in-country brief to the embassy, Government of Colombia, and local partners.

7. TASK DELIVERABLES TABLE

| Task Deliverables and Evaluation Project Timeline 5-1-2021 – 9-30-2021 | | | |
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| Deliverable | Task Reference | Due Date | Distribution |
| Task Management and Implementation Plan | 6.1 | Within five days following contract agreement | Kroc Institute and Dean Olsen, CSO/POC |
| Monthly Progress Reports | 6.3 | The 15 th of every month | Kroc Institute and Dean Olsen, CSO/POC |
| Data Collection Instrument Development | 6.6 | Due June 1, 2021 | Kroc Institute and Dean Olsen, CSO/POC |
| Ad Hoc Reports | 6.5 | As needed | Kroc Institute and Dean Olsen, CSO/POC |
| Measurement and Monitoring Framework Report | 6.2 | Due September 30, 2021 | Kroc Institute and Dean Olsen, CSO/POC |
| Outline for the final report | 6.4 | Due August 1, 2021 | Kroc Institute and Dean Olsen, CSO/POC |
| Draft final project report for all deliverables | 6.4 | Due September 15, 2021, but no later than September 17, 2021 | Kroc Institute and Dean Olsen, CSO/POC |

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| Final Project Report and all deliverables | 6.4 | Due September 30, 2021 | Kroc Institute and Dean Olsen, CSO/POC |
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8. DATA COLLECTION AND FIELDWORK

The Contractor shall research and summarize existing secondary quantitative data related to public awareness about Final Peace Agreement and strategic peacebuilding initiative in Colombia to include the identification of key actors in Colombia, credible messengers, and extant competing messages and actors in the media environment, as well as level of media saturation of strategic peacebuilding initiative. The Contractor may maximize cost reductions by utilizing third-party contractors in Colombia to collect secondary quantitative data that will be used to understand level of public awareness and intended and unintended outcomes. The Contractor should use this information should to establish an understanding of audience awareness and perception of peace agreement implementation legitimacy, and to assess the Barometer program’s ability to reach target audiences. The Contractor shall use these findings to inform data collection instruments and results shall be included in the final report. Contractor consultations shall begin immediately at contract award and data collection in the field is expected to begin from July 24 – August 8, 2021, and shall include:

- a) Conduct up to four focus groups consisting of eight to ten participants from civil society and the general public who interaction and or knowledge of the peace implementation process. The Contractor shall use a participant screener to select respondents and over recruit by 20 for targeted participant selection in close consultation with Kroc Institute and the CSO/POC.
- b) Complete up to 15 expert interviews with select Government of Colombia officials, local partners, and constituents in Colombia.
- c) Develop and deliver, in close collaboration with the CSO/POC, focus group participant screener(s), moderator’s guide protocol(s), key informant interview guide, and local partner/constituent interview guide(s).
- d) Develop and deliver, in close collaboration with the CSO/POC, a 10 – 15 question mini-survey for focus group participants.
- e) Collect secondary quantitative data about the Barometer program in Spanish and English in Colombia.
- f) Provide the Kroc Institute and CSO with focus group and expert interview transcripts in native language and English language translation within fourteen (14) days following the last focus group and expert interview conducted for this task in Microsoft Word format.
- g) Support focus group sessions with a university level professor or expert anthropologist/sociologist in each location not to exceed 4 labor hours per focus group session. and
- h) Identify quantitative data sets to answer evaluation questions and research objectives, where available.

9. BUDGET

The budget for this evaluation is \$45,000.

10. PERSONNEL SKILLS AND QUALIFICATIONS

The Contractor is required to utilize only individuals that meet the requirements for mid to senior level consultants for evaluation and research in Colombia. Preference will be given to qualified in-country evaluation consultants. In addition, each proposed individual must have specific and relevant experience to this evaluation. Relevant experience is preferred in the following subject areas: Race and cultural identity in Latin America, Risk Assessment Analysis, Project Management, Audit or Risk Framework Design and Analysis, Management Inspection Oversight Expertise, Cost Modeling, Budget, Process Efficiency, Cultural Expertise, Evaluation Design and Implementation, Program Impact Analysis, Communication and Market Testing, Data Collection Strategies and Instrument Development, and Data Analysis and Visual Representation. Proposed staff should have demonstrated experience in developing and justifying oversight plans and cost models within both the federal and private sectors. As noted under “Price Proposal/Activity-based,” the submission must include the level of effort for each proposed activity.

The proposed approach should utilize the cultural and language expertise of host country evaluators and researchers for all data collection activities while in country. Preference is for host country evaluators who are expected to have the capability to conduct interviews, moderate focus groups, and collect secondary data and data sets, and to work closely and collaboratively with government FTE evaluator(s) where required.

10. SECURITY

No access to classified information is required for performance of work under this award.

11. KROC INSTITUTE FURNISHED EQUIPMENT & FACILITIES

The Kroc Institute will not provide equipment in support of this effort. All work will be completed off-site.

12. CONSTRAINTS

The following constraints apply to this task order:

- a. Requires the Contractor to adhere to the privacy laws governing contact information of individuals in foreign countries selected for this project, where applicable.
- b. Requires the Contractor to ensure that this evaluation will provide no support or benefit of any kind to a U.S. government designated Foreign Terrorist Organization or its affiliates. This includes the Revolutionary Armed Forces of Colombia – Popular Army (FARC/EP), including demobilized individuals affiliated with the FARC. A full list of U.S. designated Foreign Terrorist Organizations can be found here: <https://www.state.gov/foreign-terrorist-organizations/> ;
- c. Requires the Contractor to conduct all data collection activities in the primary language of the program participants in their country of residence.

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- d. Requires the Contractor to ensure that all data collection instruments and activities are culturally, historically, and socially adapted to the specific public in foreign countries selected for this project;
 - e. Requires the Contractor to work closely with the CSO point of contact to design rigorous data collection instruments and require CSO approval.
 - f. Requires the Contractor to work closely with the CSO point of contact to design indices to support the development of outcome performance measures and monitoring indicators.
 - g. Requires the Contractor to utilize systematic quantitative and qualitative data collection and analysis as a means to support the evaluation conclusions and recommendations of this project, and explain the rationale for all methodologies used in this project to the Kroc Institute and CSO
 - h. Requires the Contractor to be responsive to the Kroc Institute and CSO needs throughout the project.
 - i. Requires the Contractor to provide copies of all evaluation documentation (e.g., correspondence, contact letters, data collection instruments, reports, etc.) to the Kroc Institute as part of project record keeping.
 - j. Requires the Contractor to present findings, produce an independent assessment of the effectiveness of Barometer program and results of the findings, draw conclusions, and provide recommendations to scale up successful and effective peacebuilding projects.
 - k. Requires the Contractor to pay particular attention to the social, cultural/ethnic, political, and environmental sensitivities of a foreign audience during data collection activities;
 - l. Requires the Contractor to obtain any licenses or permits necessary for performance of this order and to comply with all local laws and customs in effect in the overseas places of performance (includes but is not limited to, any laws relating to personal privacy and confidentiality); and
 - m. Requires the Contractor to receive approval for all Final Reports and Executive Summaries from the Kroc Institute and CSO.

