



**GENERAL SECRETARIAT OF THE ORGANIZATION OF AMERICAN STATES
STRATEGIC COUNSEL FOR ORGANIZATIONAL DEVELOPMENT AND
MANAGEMENT FOR RESULTS
DEPARTMENT OF PLANNING AND EVALUATION**

Call for Resumes:

External Formative Evaluation of the Program: "INCREASING THE EFFECTIVENESS OF THE WORK OF THE INTER-AMERICAN COMMISSION ON HUMAN RIGHTS DURING 2018-2021"

Type of Appointment: Consulting firm

Organizational Unit: Department of Planning and Evaluation

Duration: approximately 6 months (45 non-consecutive days).

Consulting Fee: Final remuneration will be based on skills, education, experience and workplace location

Duty Station: Washington DC, Member Countries and consultant's place of residence. (Due to COVID-19 restrictions, the selected person will work remotely until further notice)

Deadline: no later than March 10th, 2021 to Enrica de Pasquale at edepasquale@oas.org

Profile: The Lead evaluator consultant must demonstrate a minimum 10 years of expertise in project and program evaluation. At least one of the evaluators must have Experience in the evaluation of human rights and/or institutional strengthening projects or programs. The Consultants should also have attained a graduate degree in public policy, economics, management or related area; and experience working in the OAS Member States and at least one member of the evaluation team should have knowledge and experience in Kirkpatrick evaluation method . The Consultant must be proficient in English and Spanish, both oral and written, French and Portuguese are also desirable. Experience working with an international organization in the Americas and in the evaluation of similar programs is a plus.

I. BACKGROUND

1.1 This assessment is part of the DPE greater efforts to conduct formative and summative evaluations of projects and programs executed by the OAS. Such efforts, coordinated and supervised by the DPE, began over 12 years ago with the evaluation of initiatives financed by the Spanish Fund for OAS and has been extended to operations financed by other donors, such as Canada and the United States of America. These evaluations, in addition to systematizing and documenting the results of the interventions, have the goal of capitalizing on these experiences for the improvement of future project and program formulations and designs, and institutionalizing and strengthening best practices in monitoring and evaluation within the Organization.

The Inter-American Commission on Human Rights (IACHR)

- 1.2 The Inter-American Commission on Human Rights (IACHR) is a principal organ of the Organization of American States (OAS) and its main function is to promote the observance and defense of human rights in the Americas and serve as a consultative organ of the Organization on this area. It is composed of seven members, who must be individuals of high moral authority and recognized experts in human rights, who are elected in their personal capacity by the OAS General. The Commission is headquartered in Washington, D.C. It was created by the OAS in 1959. Together with the Inter-American Court of Human Rights, the Commission is one of the institutions within the inter-American system for the protection of human rights (“IAHRS”).
- 1.3 The mandate of the IACHR was established in the American Convention on Human Rights (the Pact of San José), later adopted on November 22, 1969 and entered into force on July 18, 1978.
- 1.4 Among the main functions and mandates of the IACHR are to: Promote the observance and defense of human rights in the Americas; formulate recommendations to States and promote due respect for rights; prepare studies and reports; request information from States; provide advice and technical assistance to States; conduct visits and observations in loco to observe the situation of human rights; act on individual cases and petitions, friendly settlements, and precautionary measures; appear before the Inter-American Court of Human Rights in cases and other matters; submit proposals to the OAS for additional protocols or amendments to the American Convention on Human Rights; hold ordinary and extraordinary Periods of Sessions and; convoke public hearings on the situation of human rights in the region.

- 1.5 The Inter-American Commission has advocated for justice and defended freedom throughout the region for over five decades. Presently, the predominance of freely elected governments establishes the bases for the effective exercise of human rights, with respect for those rights being a vital element of democracy. However, the region continues to face profound challenges. Impunity, violations of due process, limits on judicial independence, police abuse, discrimination, criminalization of the right to freedom of expression on matters of public interest are just some of the problems that threaten the effectiveness of human rights and weaken the rule of law.
- 1.6 Despite the progress made on various fronts, situations persist that present challenges for human rights at the global level and in the Americas. The OAS Member States continue to be effected by human rights violations. Some of the major problems include, among others: difficulties in access to justice, the fragility of institutions, impunity, corruption, structural discrimination and violence against individuals, groups, and communities at risk in the Americas, and the situation of citizen insecurity that affects indigenous peoples, women, children, human rights defenders, persons living with disabilities, persons deprived of liberty, migrants, refugees and the displaced, among others. National protection mechanisms for human rights defenders in the Americas are weak. There are problems related to the situation of persons deprived of liberty, including the excessive use of pretrial detention in the majority of States in the region, situations of overcrowding, overpopulation, and conditions of incarceration that fail to guarantee the lives and personal integrity of the inmates. Furthermore, there are still challenges in implementing the obligation to consult with indigenous and tribal peoples in a prior, free, and informed manner, and to guarantee their participation in all decisions related to any intervention that would have repercussions on their territories and the natural resources therein, including the execution of development and extractive projects. Finally, undue restrictions on the right to freedom of expression persist in some countries exacerbated by expressions of violence against journalists and authoritarian practices from some governments.
- 1.7 The IACHR has issued numerous recommendations aimed at overcoming these challenges. However, one stands above the rest, as the IACHR seeks to improve its effectiveness in promoting, defending and protecting victims of human rights violations. The IACHR considers that there are essentially four major factors that affect the effectiveness of its work: 1) the delay in processing petitions and cases; 2) fragmentation and a lack of integration of the thematic and geographic monitoring of the situation of human rights in the hemisphere; 3) the difficulties in monitoring of the compliance of the recommendations issued by the IACHR and 4) the

deterioration of the protection and guarantee of the right to freedom of expression throughout the hemisphere.

- 1.8 In this context, the program *“Increasing the effectiveness of the work of the Inter-American Commission on Human Rights during 2018-2021”* CDH-1802 will support the effectiveness of the work of the IACHR of promoting, defending and protecting Human Rights in the Americas. These are its components/ outputs: i) An increase in the number of petitions and requests evaluated by IACHR in each stage; ii) Improvement of the monitoring of the situation of human rights in the region; iii) Improvement of the monitoring of the implementation of the recommendations and decisions issued by the IACHR; iv) Implementation of the Action Plan of the Office of the Special Rapporteur for Freedom of Expression; and v) Management, following-up and monitoring of the project.

II. OBJECTIVE OF THE CONSULTANCY

- 2.1 The objective of the Consultancy is to evaluate the relevance, efficiency, coherence, effectiveness and sustainability of the CDH-1802 program, regarding the effectiveness of the work done by the IACHR. The evaluation will explicitly focus on the delivery of the main Outputs, and the Immediate and Intermediate Outcomes for the program.

A. Scope of the evaluation.

- 2.2 To achieve the objective the Consultant shall:
- Conduct a formative evaluation in order to identify the main achievements and results of the program.
 - Determine the efficiency and effectiveness of the program as best reflected in the available results to date.
 - Critically analyze the formulation, design, implementation and management of the program and make recommendations as needed.
 - Assess the institutional and financial sustainability of the interventions financed by the program.
 - Document lessons learned related to the formulation, design, implementation, management and sustainability.
 - Make recommendations, as appropriate, to improve the formulation, design and implementation for future similar interventions.

- Assess if and how the program addressed the crosscutting issue of gender perspective and to what results.
- Conduct a proper cost benefit analysis (CBA).
- Assess the results of the training supported by the program using the Kirkpatrick's training evaluation model.

2.3 In addition to the above, the consultancy will make every attempt to answer the following performance questions:

- i) Was the program's implicit Theory of Change effective?
- ii) Were the programs objectives achieved (**include a matrix to establish achievement and justification**)?
- iii) Were the identified outcome indicators appropriate to measure success?
- iv) Are the programs' achievements sustainable institutionally and financially?
- v) Are the programs' indicators S.M.A.R.T.?
- vi) Did the program team apply results-based management principles from inception to conclusion? Please describe which ones and how.
- vii) Was the monitoring mechanism used as an efficient and effective tool to follow-up on the progress of program's actions and compliance with the agreement?
- viii) Were there any unforeseeable/not planned results or outcomes? Please document.

B. Information sources.

2.4 Among other sources the Consultant will review the following:

- i) Project profile and program document.
- ii) Progress implementation reports.
- iii) Program indicators identified and used throughout the execution.
- iv) Products derived from the implementation of the program and means of verification.
- v) Any other document deemed relevant for the completion of the work.

C. Stakeholders.

2.5 Among other stakeholders the Consultant will consider the following:

- i) Program Team.
- ii) Member States.
- iii) Local and national counterparts.
- iv) U.S. Mission to the OAS.
- v) Department of Planning and Evaluation, OAS.
- vi) Beneficiaries, individual and Member States.

III. ACTIVITIES

3.1 This consultancy will be coordinated and supervised by the Department of Planning and Evaluation (DPE).

3.2 The evaluation process will take a participatory approach and take account of the views of all key stakeholders. In general, the evaluation will be based on interviews, analysis of documents, use of relevant evaluation instruments (i.e. application of surveys, focus groups, etc.) and all available data sources, as required. **All conclusions and recommendations must be based on evidence, not opinion.**

A. Phase I: Preparatory activities.

3.3 To achieve the objectives of the Terms of Reference, the consultancy shall carry out the following activities, without prejudice to other tasks that are necessary to complete the work:

- i) Conduct initial conference calls with key stakeholders such as members of the Program Team, and the U.S. Permanent Mission to the OAS officials; and assess more accurately the scope of the work and request the necessary information to perform effectively. As a result, the consultancy will submit a preliminary work plan to the DPE/OAS; the work plan will include the description and chronology of the activities to be carried out, the reports to be submitted, and the deliverables of the evaluation.
- ii) Develop an Evaluation Framework (EF) after conducting the first wave of interviews, which will contribute to determine if the program was implemented efficiently and effectively, and generated the expected results. The EF shall include the following sections among other:

- (a) A description of the methodology or design of evaluation strategy, including the sampling framework to be used for the collection of data; and the evaluation matrix. The methodology to be used to conduct the cost-benefit analysis. The evaluation methodology must consider qualitative and quantitative measurements.
- (b) Data collection protocols and analysis of information.
- (c) The identification of data collection instruments.
- (d) The identification and measurement of output and outcome indicators (initial, intermediate and final) to measure the program 's efficiency and effectiveness, in addition to those previously identified during the design of the program, if any. Both groups of indicators are expected to include their definition and methodologies for the collection and calculation.
- (e) The instruments for the collection of information and related materials.
- (f) The updated work plan for the consultancy, including the collection, analysis and production of reports (see paragraph 3.3 (i);
- (g) A proposal of the table of contents of the final report, among others.

B. Phase II: Collection and analysis of information, and Midterm Report.

- iii) Review all the relevant documentation including those produced during the formulation and design of the program.
- iv) Conduct interviews and collect information from additional key stakeholders, including: government officials, and direct and indirect beneficiaries, among others (see paragraph 2.5).
- v) Conduct interviews and focus groups to validate the implicit chain of results (Logic Model) for the program, by determining if it was adequate and valid for the expected and actual results.
- vi) Establish the program's efficiency and effectiveness, identifying lessons learned and making recommendations for future executions. This assessment should include a robust cost-benefit analysis of the operation (CBA), by: identifying and quantifying the social and economic costs and benefits of the program; collecting the necessary data to validate the CBA proposal; conduct a literature review to support theoretically the social and economic costs and benefits and monetize them.

- vii) Assess the management of the program in the use of planning and implementation tools, such as annual operations plans, strategic plan, logical framework, and program monitoring reports among others.
- viii) Assess the technical and economic feasibility of the program, including the sustainability of its benefits.
- ix) Determine the relevance of the criteria used for the targeting of beneficiaries; including member countries and agencies benefiting from the program and make appropriate recommendations for similar initiatives in the future.
- x) Analyze how and if the program incorporated a gender perspective approach in the execution of its components, and if there were any such efforts, determine how consequential they were. Were they relevant?
- xi) Measure the program's performance in terms of efficiency and effectiveness. The consultancy shall review and suggest adjustments to the indicators identified in the Logical Framework. In addition, the consultancy shall identify, propose and measure indicators that were not considered in the design. The consultancy shall analyze the extent to which the expected results were achieved, as well as identify unplanned results that may have occurred.
- xii) Assess the level of implementation of the Kirkpatrick Model for training activities and their alignment with the OAS Strategic Plan and the IACHR Strategic Plan. The Consultancy shall propose adjustments to the Training Evaluation Plan.
- xiii) Produce a mid-term report describing the progress of the evaluation and the findings to date. The report will be accompanied by a Power Point presentation.
- xiv) Conduct one mission to OAS headquarters, if possible, to present the mid-term report to stakeholders (DPE, the IACHR Secretariat and USOAS).

C. Phase III: Presentation of final report.

- xv) Produce a final report analyzing and describing the execution, outputs and outcomes of the supported actions; lessons learned, recommendations and conclusions; a section for sustainability and beneficiaries, among others. The report will be accompanied by a Power Point presentation.
- xvi) Conduct one mission to OAS headquarters, if possible, to present the final report.

IV. PRODUCTS AND DELIVERABLES

- 4.1 The Consultant will produce and deliver the following documents taking into consideration each of the activities described in the above section:
- i) A detailed preliminary work plan and the evaluation Framework **within 15 days** of signing the contract.
 - ii) A mid-term report on the progress of the consultancy including, a revised Logical Framework, the theory of change and a Power Point to be presented as established in section B. xiv at a date to be agreed upon.
 - iii) Final Evaluation Report including a cost-benefit analysis, all products mentioned above and a Power Point Presentation to be presented in OAS headquarters at a date to be agreed upon.

V. TIMEFRAME & PAYMENT SCHEDULE

- 5.1 It is expected that the consultancy will require a total of 45 non-consecutive working days between February and September 2021.
- 5.2 The payment schedule is as follows:
- 15% Upon signing the contract.
 - 20% Upon delivery of a detailed Work Plan and Evaluation Framework
 - 30% Upon delivery of a midterm report accompanied by a Power Point presentation.
 - 35% Upon delivery of the Final Evaluation Report accompanied by a Power Point presentation

VI. EVALUATION PREMISES AND APPLICABLE REGULATIONS

- 6.1 In addition to the clauses contained in the contract, the evaluation team shall comply with the OAS Code of Ethics and UNEG evaluation norms and standards and protect personal data, to uphold and promote:
- i) Anonymity and confidentiality. - The evaluation shall respect the right of individuals to provide information, ensuring their anonymity and confidentiality and guaranteeing the security of personal data that may be collected during the evaluation.

- ii) Integrity. - The evaluator will have the responsibility to highlight issues not specifically mentioned in the terms of reference, if this is necessary to obtain a more complete analysis of the program.
- iii) Independence. - The evaluator shall guarantee his/her independence from the evaluated interventions. In order to avoid possible conflicts of interest, the evaluator shall not have been linked at any time to the program implementation nor have participated in the implementation of other projects or programs related to the evaluated program.
- iv) Incidents. - In case of problems arising during the fieldwork or in any other phase of the evaluation, they shall be immediately communicated to the Planning and Evaluation Department. If not, in no case the existence of such problems can be used to justify the non-obtainment of the results established in these terms of reference.
- v) Validation of the information. - It is the evaluator's responsibility to guarantee the veracity of the information gathered for the elaboration of the reports, and in the last instance, he/she will be responsible for the reliability of the information presented in the evaluation.

VII. PROCUREMENT PROCESS

- 7.1 The contracting will follow the procurement processes outlined by OAS tender regulations, as well as Executive Order 05-04 Corr.1., ensuring the application of competitiveness and transparency principles.
- 7.2 The Consulting firm should present a narrative and budgetary proposal to the DPE and a description of each member of the evaluation team.
- 7.3 The Organization of American States does not discriminate against any individual on the basis of race, color, marital status, religion, age, gender, disability, sexual orientation, gender identity, or status as a parent.

Consultancy firms interested in participating in the selection process should send the expression of interest and CV no later than March 10th, 2021 to Enrica de Pasquale at edepasquale@oas.org