

**REQUEST FOR PROPOSALS**  
**FOR**  
**CONSULTING SERVICES FOR THE**  
**INTER-AMERICAN COMMISSION ON HUMAN RIGHTS (IACHR) STRATEGIC PLAN 2022-2026**

**ANNEX 1**

**TERMS OF REFERENCE**

**Strategic Planning of the IACHR**

The IACHR has previously developed two strategic plans. The first was the 2011-2015 Plan, which sought to strengthen the IACHR internally, and the 2017-2021 Plan, which sought to increase the effectiveness of its current and new mechanisms. The current plan is in its last year of execution, so the IACHR has decided to initiate the process to develop the third plan before the end of 2021 that will cover the new period 2022-2026.

The 2017-2021 Strategic Plan can be consulted on the IACHR website. Currently, a call has been made to conduct the external evaluation on the results of this plan. It is expected that when discussions and consultations for the construction of the new plan begin, the results of this external evaluation will be available as important inputs in the construction of the plan.

The IACHR has the challenge of preparing its third plan and this time, the Commission wishes to have a plan that allows it to face its current institutional challenges as well as those related to the current context, the thematic priorities of human rights in the region, which are identified as strategic for the development of its mandate for the next five years.

**1. METHODOLOGICAL CONSIDERATIONS**

a. Participatory construction

The IACHR wishes to develop the Strategic Plan with a highly participatory methodology similar to the one followed in the 2017-2021 strategic plan<sup>1</sup>. This methodology should include participatory processes through consultations, questionnaires, interviews and workshops with all key IACHR stakeholders. The

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<sup>1</sup> Information on the methodology of the regional consultations is available on the IACHR website. At <http://www.oas.org/es/cidh/mandato/PlanEstrategico2017/default.asp>

methodology should consider good practices, challenges, improvements and lessons learned from its current plan.

- b. Participation of all key actors in the diagnosis and identification of proposals for action

The following are considered key IACHR stakeholders: i) IACHR Commissioners; ii) The IACHR Management Team; iii) Technical areas of the IACHR; iv) Relevant OAS technical bodies (CIM SAYDE, II Child, Department of International Law); v) Member States; vi) Civil Society Organizations; vii) Experts, academia and international human rights bodies; viii) Thematic experts; and ix) Donors.

- c. Consultation tools

- i. Questionnaires to CSOs, States and the general public (electronic)
- ii. Interviews with relevant actors of the ISHR (former Commissioners, former Executive Secretaries; HRW senior management)
- iii. Consultations:
  - Sub-regional consultations with civil society and national human rights institutions (virtual).
  - Sub-regional Consultations of States (in the framework of the session)
  - Expert Consultations on the preliminary version of the Plan.

- d. Results of the External Evaluation of the Strategic Plan 2017-2021.

- i. Consideration of lessons learned, findings and recommendations obtained in the external evaluation process of the Strategic Plan.
- ii. Consideration and proposed implementation plan of lessons learned, findings and recommendations obtained in the external evaluation process of the project "Increasing the effectiveness of the work of the Inter-American Commission on Human Rights during 2018-2021".

- e. Levels of consultation. The consultation will be done at four levels. Each level will develop a product that will advance the construction of the plan

- i. Diagnostic level and strategic orientation:  
Questionnaire and Internal consultation - IACHR and OAS → to produce concept note.
- ii. Level for identification of proposals:  
Consulting States and Civil Society → to obtain the revised concept note and proposals for outcomes and priorities.
- iii. Thematic Priorities Level: Thematic consultations → for preparation of thematic proposals for Rapporteurships
- iv. Level of relevance and pertinence of plan proposals: Expert consultation → to obtain a preliminary strategic plan proposal.

- f. Results-based management approach of the new Strategic Plan

The results-based management methodology will be necessary for the clear definition of expected results and realistic targets, the identification and management of risks, as well as the definition of an implementation monitoring and evaluation plan whose information will facilitate timely action on the management of the plan. The plan must include the expected intermediate and final results for the period of the plan with measurable targets, as well as the Theory of Change that supports it, how, based on the analysis of the context or situational analysis and considering the risks, these intermediate and final results of the plan are achieved and how the different elements of the plan intervene.

## 2. SCOPE OF THE CONSULTANCY

- 1) Prepare a work plan that meets the methodological considerations required by the IACHR, which requires the approval of the IACHR for its initiation.
- 2) Prepare, in coordination with the Planning and Projects Section of the IACHR (SPP), the consultation questionnaire to receive inputs for the diagnosis. Once the questionnaire is published and the information from states and OCS is received, systematize the responses. Present the results of the questionnaire.
- 3) Incorporate the intermediate results of the evaluation of the Strategic Plan 2017 - 2021 to the systematized results of the internal consultations.
- 4) Conduct at least five internal consultation workshops in IACHR and OAS to determine priority issues in the context of human and institutional rights; and identify opportunities for improvement, challenges, as well as IACHR priorities and discussion of initiatives. Discussions and consultation sessions will be conducted in a participatory, technically guided environment to ensure an integrated IACHR vision of its activities. Systematize the results of the consultations.
- 5) Conduct five regional consultations and at least 10 virtual thematic workshops. Based on the outline of the plan and the preliminary diagnosis of problems and priorities, a consultation/listening process is proposed with the main key actors, in order to obtain suggestions for concrete proposals and legitimization of the plan and to allow for participation and transparency in the process.

The consultations will be carried out under a previously disseminated methodology: the previous questions will be very specific in order to receive concrete suggestions for activities and ideas for the IACHR's purposes.

- a. Conduct **five regional consultations**, one for each sub-region, if possible in person, with the participation of IACHR users, i.e. States - national authorities and civil society: Caribbean; Mesoamerica; North America; South America/Andean; Southern Cone.
- b. Provide input and participate in the 5 consultations with **sub-regional bodies with the State Representatives to the OAS** by sub-regional bodies (USMCA, SICA, CARICOM, ALADI and Mercosur). Due to the political and diplomatic nature, the consultation is led by the

IACHR, but the consultants will participate in the preparation, development, information gathering and systematization.

- c. As a result of the consultations (Regional consultations and sub-regional bodies), prepare a revised concept note of the plan with proposed outcomes, objectives and priorities for discussion.
- 6) Develop at least 10 virtual consultations with thematic experts to outline priorities for each of the Rapporteurships.
- 6) Systematize the results of regional and sub-regional consultations and workshops for which the consultant(s) will prepare a summary report of the main conclusions in terms of priorities, proposed actions and objective.
- 7) Incorporate the final results of the evaluation of the 2017 - 2021 Strategic Plan into the systematized results of the internal consultations
- 8) Develop a consultation with experts, members of think tanks, academia and international human rights organizations and another with donors.
- 9) Present the results of the consultations to the IACHR team and the Commissioners according to the agreed schedule.
- 10) Make the corresponding adjustments to the documents submitted.
- 11) Deliver the translated version of the final document of the Strategic Plan, with its strategic map.
- 12) Propose an image for the new plan.
- 13) Prepare the plan's monitoring and evaluation plan with results, indicators and goals.

### **3. DOCUMENTS TO BE PRODUCED**

The consultancy shall produce the following documents:

#### ***1. Systematization of consultations***

Documents that include the systematization of the consultations described in the scope of the consultancy, which are part of the documentation and memory of the process of elaboration of the Plan.

#### ***2. Concept not with basic contents of the Plan***

- a. Vision for 2026, the ultimate goal of the Strategic Plan.
- b. Context Analysis and FODA Diagnosis
- b. Expected strategic results (strategic objectives).

- c. Specific main outcomes/objectives and outputs to achieve the strategic objectives.

The documents should be submitted in Spanish and English version.

### **3. Preliminary and adjusted versions of Strategic plan (consultations completed)**

- a. Vision for 2026, the ultimate goal of the Strategic Plan
- b. Diagnosis (Human rights context, priorities and FODA analysis)
- c. Expected strategic results (strategic objectives).
- d. Specific main outcomes/objectives and outputs to achieve the strategic objectives.

The documents should be submitted in Spanish and English version.

### **4. Strategic Plan**

#### **- 4.1 Narrative document**

The Strategic Plan for the period 2022-2026, which will contain: i) Mission; ii) Vision for the future 2026; iii) Main strategic objectives; iv) Expected results for each of the strategic objectives; vi) Intermediate and immediate results and outputs to achieve the expected results/strategic objectives; vii) theory of Change of the plan – base on the context diagnosis how the results will be achieved; viii) programs to achieve the expected results in each strategic objective. Final version of the documents should be submitted in Spanish and English version.

**4.2 Strategic Map (Graphic summary)** Final version of the documents should be submitted in Spanish and English version.

Based on the Strategic Plan, prepare the Strategic Map for the period 2022-2026, which will present graphically and on one page: Mission; Vision (2026); iii) Strategic Objectives; iv) Expected Results for each of the objectives; programs and priorities. Final version of the documents should be submitted in Spanish and English version.

### **5. Monitoring and Evaluation Plan (M&E) of the Strategic Plan 2022 -2026**

Based on the expected results at the intermediate and immediate levels, the consultants will make a proposal for the M&E Plan of the SP, prepared with the participation of the areas of the IACHR, a maximum set of 30 relevant and priority indicators that measure the expected results of the plan with their baselines, targets, means of verification and sources of information, to be monitored periodically in the process of implementing the Strategic Plan.

#### 4. TENTATIVE SCHEDULE

Process Milestones	Responsible agent	Dates Business days
<ul style="list-style-type: none"> <li>Hiring Consultant/s</li> </ul>	General Secretariat Administration	Day 1
<ul style="list-style-type: none"> <li>Preparation of the consultant's work plan - knowledge</li> </ul>		Day 10
<ul style="list-style-type: none"> <li>Publication of consultation questionnaire</li> </ul>	Project and Planning Section(SPP)/Executive Secretariat (ES) – Chief of Staff	Day 17- 30
<ul style="list-style-type: none"> <li>Consultation with IACHR and participatory work in technical areas of IACHR (at least 4 workshops)</li> </ul>	SPP – Consultant and Strategic Plan (SP) Committee	Day 25
<ul style="list-style-type: none"> <li>Consultation with internal OAS bodies (Inter-American Commission of Women IACW/CIM, Executive Secretariat for Integral Development/SEDI, Executive Secretariat of Access to Rights and Equity SADyE)</li> </ul>	SPP – Consultant and SP Committee	Day 30
<ul style="list-style-type: none"> <li>Concept note v.1 and consultation documents</li> </ul>	Consultant	Day 40
<ul style="list-style-type: none"> <li>4 Regional virtual Consultations with civil society organizations (North America, Mesoamerica, Caribbean, South America)</li> </ul>	SPP – Consultant and SP Committee	Day 45-50
<ul style="list-style-type: none"> <li>4 Consultations with Sub-Regional political organizations North America, SICA +Republican Dominican, CARICOM, ALADI +Brasil) - In person during IACHR period of sessions</li> <li>General consultation - International organizations - donors</li> <li>Thematic Consultation Rapporteurships</li> </ul>	SPP – Consultant Chief of Staff	Day 50-60
<ul style="list-style-type: none"> <li>Analysis and incorporation of final results of the external evaluation of the 2017-2021 SP</li> </ul>	Consultant	Day 75
<ul style="list-style-type: none"> <li>Preliminary version of strategic plan ( Summary, objectives, priorities of the Plan and summary of consultations)</li> </ul>	Consultant	Day 80
<ul style="list-style-type: none"> <li>Expert Consultation</li> </ul>	Consultant	Day 85
<ul style="list-style-type: none"> <li>Draft 1 Strategic Plan</li> </ul>	Consultant -SPP	Day 100
<ul style="list-style-type: none"> <li>Internal Review - IACHR /Areas/ DC/ ES</li> </ul>	Consultant -SPP	Day-105
<ul style="list-style-type: none"> <li>Monitoring and Evaluation Plan</li> </ul>	Consultant	Day 115
<ul style="list-style-type: none"> <li>Review by IACHR Commissioners in retreat event</li> </ul>	SE/ Chief of Staff	<b>day 118-125</b>
<ul style="list-style-type: none"> <li>Strategic Plan 2022-2026 adjusted/ elaborated</li> </ul>	SPP/ Consultant	Day 128
<ul style="list-style-type: none"> <li>Submission to the Commission for approval during IACHR Internal Session</li> </ul>	SE /IACHR	Day 130

## **5. CONSULTANCY MANAGEMENT**

The Coordination of the Planning and Projects Section of the IACHR is responsible for the coordination, follow-up and implementation of the work of the Consultancy, as well as for the quality control of the products and deliverables. During the development of the Consultancy, the Coordination will have the following functions, among others:

- (i) Facilitate communication between the IACHR and the Consultancy;
- ii) Provide relevant documentation and facilitate its delivery to the Consultancy team;
- iii) Facilitate communication between the Consultancy team and IACHR officials;
- iv) Follow up on compliance with the terms of reference and delivery of the products of the consultancy to the satisfaction of the client.

The Coordination of the Planning and Projects Section of the IACHR and the Executive Secretary of the IACHR are the contact persons at the OAS for the Consultancy team.

## **6. QUOTATION AND PAYMENT TERMS**

The estimated budget for this Consultancy is \$150,000

The payment method foreseen for the Consultancy is as follows:

- a. 15% upon signing the contract
- b. 15% upon delivery of the systematization of the questionnaire, the systematization of the internal human rights bodies of the OAS and the delivery of the situational analysis and preliminary concept note (paragraph 2 of the Scope of the Consultancy).
- c. 20% with the delivery of the Document 1) regarding the systematization of the regional consultations and Document 2) regarding the concept note of the plan resulting from the consultations indicated.
- d. 15% with the delivery of Document 3) regarding preliminary version of the strategic plan (
- e. 25% with the delivery of the Strategic Plan (2022-2026) and Strategic Map Document 4)
- f. 10% With the delivery to satisfaction of the Strategic Plan monitoring and evaluation plan (Document 5)).

The amount of the proposal includes all professional services, as well as insurance, travel, translations, communication aids, printing, equipment required by the consultant for the execution of the consultancy, taxes as well as all direct and indirect costs related to the consultancy.