

ANNEX A

TERMS OF REFERENCE

REQUEST FOR PROPOSALS

FOR CONSULTING SERVICES FOR THE INTER-AMERICAN COMMISSION ON HUMAN RIGHTS (IACHR) ON A STRATEGY TO IMPROVE THE WORK ENVIRONMENT AND CHANGE OF THE ORGANIZATIONAL CULTURE OF THE ES/IACHR

The Inter-American Commission on Human Rights through its Executive Secretary has previously conducted at least two diagnostics on its work environment. The first one was presented in March 2015 and the second one at the end of 2020 and the beginning of 2021. Currently, the ES/IACHR has the findings of both studies that reflect the causes of the historical problems it has been suffering at the structural, conjunctural, and individual levels.

Following its Strategic Plan 2017-2021, the IACHR wishes to have a strategy to implement over the next three years based on a culture of accountability and gender and diversity policies that will allow identifying actions to promote a healthy work environment, with satisfied, committed, and motivated personnel to meet 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. The implementation of this strategy will begin in the second half of 2022 with the actions programmed and approved by the IACHR for the first year of the contract.

The IACHR is composed of 189 members: 7 Commissioners, 1 Executive Secretary, 6 Senior Officers who integrate the Management Team, 16 staff members in charge of Coordination Sections, 65 staff members, 85 consultants, and 10 fellows.

I. Methodological Considerations:

1. Participatory construction:

The IACHR wishes to build a strategy to improve the work environment and change its organizational culture with the participation of: 1) Commissioners, 2) Management Team, 3) Coordinators, 4) Technical and Administrative Staff, 5) consultants and 6) fellows.

This methodology should include participatory processes through consultations, questionnaires, interviews, and/or workshops with all key stakeholders of the IACHR (as well as the GS/OAS Department of Human Resources). All communication to IACHR staff should be conducted in Spanish and English.

Consultation with each of the groups will develop a document of proposals and priorities that will advance the construction of the plan.

2. Results of work environment diagnostics carried out:

The consulting firm will receive the results of the work environment diagnostics conducted in 2015 and the end of 2020 and the beginning of 2021

3. Organizational Culture Change Management Model:

The proposed strategy should follow an organizational culture change management model with the following elements:

- A clear definition of the vision that will help clarify the direction in which the ES/IACHR should move towards a healthy work environment.
- The stages required for the improvement of the work environment.
- The results are expected at each stage.
- The establishment of realistic objectives.
- An ongoing communication plan on organizational culture change management during all stages.
- The identification and management of risks that could cause this project to fail.
- The definition of a monitoring and evaluation plan to facilitate timely action in the management of the strategy.
- The strategy must include the expected intermediate and final results with measurable goals and indicators.

II. Scope of the consultancy:

1. The consulting firm shall submit its proposal in English and Spanish with a three-year work plan that responds to the methodological considerations required by the IACHR for its approval and implementation.
2. The consulting firm shall present a plan and schedule with the proposed actions to be implemented during the first year of consulting, starting in the second half of 2022.

These actions shall include:

2.1 Sessions in English and Spanish with the IACHR and with the Management Team to define the vision, and the strategies to achieve it, and align them with the expectations and desired objectives.

2.1.1 At least 14 individual and 2 group sessions should be conducted.

2.1.2 Deliver the final document containing the vision and strategies.

2.1.3 Prepare a semi-annual and annual monitoring and evaluation plan with performance indicators.

2.2 Development and implementation of an ongoing communication plan for each stage where the vision and strategies are shared with the IACHR and the ES/IACHR personnel. It should contain the following messages, among others:

2.2.1 Why should we have a work environment improvement strategy?

2.2.2 How the strategy affects me?

2.2.3 How to adopt it in the daily work and organizational culture of the ES/IACHR?

2.2.4 What is a healthy work culture in the ES/IACHR: elements and behaviors?

2.2.5 What is a toxic culture in the ES/IACHR: elements and behaviors?

- 2.2.6 Internal media of communications to send and receive feedback on the strategy.
- 2.2.7 Propose an image for the strategy.

2.3 Implementation of an executive development and coaching program for the Management Team and Coordinators to build leadership and personnel management skills, including the following topics, among others:

- 2.3.1 Planning: defining individual contributions and how success will be measured through the establishment of objectives, clear, realistic, and achievable responsibilities.
- 2.3.2 Onboarding for new team members.
- 2.3.3 Decision-making.
- 2.3.4 Interpersonal communication.
- 2.3.5 Performance evaluation: constant feedback and recognition.
- 2.3.6 Difficult conversations.
- 2.3.7 Conflict resolution.

2.4 Development of organizational culture change management Sponsors to assist in educating, inspiring, and creating new habits among ES/IACHR personnel.

III. Documents to be delivered by the consulting firm during the contract:

1. Systematization of the participatory consultations.
2. Proposal with a three-year work plan containing the actions for monitoring and evaluation of the strategy with results, key indicators, and objectives to be achieved.
3. Plan and schedule with proposed actions to be implemented during the first year of consultancy, starting in the second half of 2022.
4. A final document containing the vision and strategies resulting from the alignment sessions.
5. Ongoing communication plan for each stage of the plan.
6. Document the description and material of the development program addressed to the Management Team and Coordinators.
7. Document with the description and material of the development program addressed to Sponsors of the organizational culture change management.

All documents must be submitted in English and Spanish.

IV. Tentative Schedule

Deliverables	Responsible	Calendar Days
1. Contracting consultancy firm	GS/OAS	Day 1
2. Preparation of the work plan and schedule with the proposed actions to be implemented during the first year of consultancy, starting in the second half of 2022.	ES/IACHR and Consultancy firm	Day 10
3. Presentations of the work plan and evaluation methodology indicating the level of success of the	ES/IACHR and Consultancy firm	Day 15

program (semi-annual and annual) to the IACHR and personnel of the ES/IACHR.		
4. Conduct participatory consultations with ES/IACHR personnel.	Consultancy firm	Day 16 to 30
5. Systematization of participatory consultations	Consultancy firm	Day 40
6. Conducting alignment sessions with IACHR and Management Team.	IACHR, ES/IACHR, and Consultancy firm	Day 40-55
7. A final document containing the vision and strategies resulting from the alignment sessions.	Consultancy firm	Day 60
8. Implementation of the executive development program directed to the Management Team and Coordinators.	ES/IACHR and Consultancy firm	From day 65 to day 140
9. Quarterly communication session to ES/IACHR personnel on progress and next steps in the plan.	ES/IACHR and Consultancy firm	Day 90
10. Proposal with a three-year work plan containing actions for monitoring and evaluation of the plan with results, key indicators, and objectives to be achieved.	Consultancy firm	Day 140
11. Presentation of a three-year proposal to the Executive Secretary and the IACHR.	Consultancy firm	From day 150 to day 165
12. Implementation of the development program aimed at sponsors of organizational culture change management.	ES/IACHR and Consultancy firm	First-quarter 2023
13. Evaluation indicating the level of success of the program in the first six months of implementation.	Consultancy firm	Day 180

V. Management of the consultancy:

The ES/IACHR Institutional Affairs Section Coordinator is responsible for the coordination, follow-up, and execution 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 Coordinator will have, among others, the following functions:

- Facilitate communication between the ES/IACHR and the Consultancy.
- Provide relevant documentation and facilitate its delivery to the Consultancy team.
- Facilitate communication between the Consultancy team and the ES/IACHR Officials.
- Follow up on compliance with the terms of reference and delivery of the consultancy products to the client's satisfaction.

The Institutional Affairs Section Coordinator and the Executive Secretary of the IACHR are the contact persons at the GS/OAS for the consultancy team.

VI. Budget and Payment Conditions:

The estimated budget for this Consultancy for the first year of execution is USD\$200,000.00.

The method of payment expected for the Consultancy is as follows:

- 15% upon signature of the contract.
- 20% upon delivery of 1) the systematization of the participatory consultations, and 2) plan and schedule with the proposed actions to be implemented during the first year of the consultancy, starting in the second semester of 2022, and 3) evaluation methodology indicating the level of success of the program (semi-annual and annual).
- 15% with the delivery of the final document containing the vision and the strategies resulting from the alignment sessions.
- 30% with the implementation of the executive development program addressed to the Management Team and Coordinators.
- 20% with the delivery of the three-year work plan containing the follow-up and evaluation actions of the plan with results, key indicators, and objectives to be achieved and 2) execution of the development program aimed at Sponsors of the change management of the organizational culture of the ES/IACHR.

The amount of the proposal includes all professional services, as well as insurance, travel, translations, media, 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.