



التاريخ: 21/08/2025

السادة / الشركة المحترمون
تحية طيبة وبعد،

الموضوع: استدراج عروض أسعار لشراء خدمة عمل تقييم خارجي لعمل الهيئة

ترغب الهيئة المستقلة لحقوق الإنسان باستدراج عروض أسعار من الشركات / افراد المتخصصين في هذا المجال، وذلك وفقاً للشروط والمواصفات الواردة في الملحق التفصيلي المرفق، على أن تؤخذ بعين الاعتبار الشروط العامة التالية:

1. تزويد الهيئة بعرض فني يتضمن جميع تفاصيل الواردة في الشروط المرجعية والمرفقة بهذا العرض
2. إرفاق عرض مالي يشمل جميع المصاريف المرتبطة بتقديم هذه الخدمة بشكل تام.
3. أن تكون الشركة المتقدمة مسجلة رسمياً، ولديها فواتير ضريبية وخصم من المصدر، او فرد لديه الخبرة والكفاءة لذلك وينطبق عليه الشروط المرفقة وفي حال عدم توفر فاتورة لدى الفرد يتم توقيع عقد معه ويكون السعر شامل كافة أنواع الضرائب.
4. ان يتضمن العرض الفني كافة التفاصيل الواردة في شروط المرجعية والمطلوبة، بالإضافة الى السيرة الذاتية لطاقت العمل، وتزويدنا بأسماء شركات تم التعامل معها سابقا بهذا المجال،
5. قيع وختم كافة وثائق العرض للضرورة.
6. تقوم الهيئة بتوقيع اتفاقية مفصلة مع الجهة الفائزة وتحديد جميع البنود التفصيلية وخطة العمل.
7. سيتم تقييم العروض من الجانبين الفني والمالي.
8. الهيئة غير ملزمة بقبول أقل الأسعار.
9. تكون الأسعار سارية المفعول لمدة (60) يوماً من تاريخ التقديم.
10. إرفاق العرض الفني والمالي كل في مغلف مستقل.
11. يجب تقديم العرض المالي بالدولار الأمريكي، والدفع يتم بذات العملة، علماً بأن الهيئة غير مسؤولة عن تغييرات سعر صرف الدولار (الاتفاق بالدولار والدفع بالدولار بنفس الرقم).

عاصم خليل	أمل الكحلوت	علي السرطاوي	* أمجد الشوا	عصام العاروبي
* هامة زيدان	* طلال عوكل	مخيمر أبو سعدة	هالة الشعيبي	جورج جقمان
عمار الدويك	روان الضامن	* أمال صيام	واصف الكاهن	* ديانا بطو
* أعضاء المكتب التنفيذي	* زياد عمرو	شوقي العيسة	* سامة عويضة	لونا سعادة

الهيئة المستقلة لحقوق الإنسان «ديوان المظالم» هي المؤسسة الوطنية الدستورية لحقوق الإنسان التي تم تشكيلها بموجب قرار رئاسي رقم (59) عام 1993، والمادة (31) من القانون الأساسي المعدل للعام 2003



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12. في حال وجود أي استفسارات بخصوص العطاء، يُرجى مراسلتنا خلال فترة تقديم العروض عبر

البريد الإلكتروني ichr@ichr.ps

13. تسلم العروض لدى الدائرة المالية عبر البريد الإلكتروني nolwan@ichr.ps في موعد

أقصاه نهاية يوم الخميس الموافق 2025/08/28 على ان يكتب عنوان : (عرض سعر لخدمة التقييم

الخارجي للهيئة 2023-2027)

مع خالص التقدير والاحترام


المديرة المالية
الهيئة المستقلة
لحقوق الإنسان
ديوان العظام

Terms of Reference (ToR)

Mid-Term External Evaluation of ICHR's Strategic Plan (2023–2027)

Issued: July 2025

1. Background

The Independent Commission for Human Rights (ICHR) is the State of Palestine's National Human Rights Institution (NHRI), established by Presidential Decree No. 59 in 1993 and operating under Article 31 of the Palestinian Basic Law. ICHR is fully accredited with "A" status by the Global Alliance of National Human Rights Institutions (GANHRI), confirming its independence, pluralism, and compliance with the Paris Principles.

ICHR operates in a uniquely complex environment shaped by a prolonged Israeli military occupation, protracted internal political division, and intensified human rights violations—especially following the military aggression on Gaza after October 2023. In this context, ICHR has continued to expand its mandate, including launching a more proactive international advocacy role.

To guide its efforts, ICHR adopted its current Strategic Plan (2023–2027), structured around five strategic purposes and grounded in a rights-based, results-oriented approach. As of mid-2025, ICHR is halfway through the implementation period, making this an appropriate time to reflect, assess progress, and recalibrate approaches.

2. Purpose of the Evaluation

This is a mid-term external evaluation aimed to:

- Assess progress made during the first half (2023–mid-2025) of the Strategic Plan in terms of effectiveness, efficiency, and relevance;
- Identify strengths, gaps, and areas needing adjustment to ensure full realization of strategic objectives by 2027;
- Identify strengths, gaps, and areas needing adjustment... including through a comprehensive gap analysis.
- Review ICHR's financial sustainability, operational resilience, and the robustness of its governance and risk management systems to ensure long-term impact beyond 2027.

- Assess the degree to which stakeholder perspectives (including rights-holders, civil society, and duty-bearers) are meaningfully reflected in ICHR’s strategies and operations.
- Evaluate the value for money in the implementation of the Strategic Plan—assessing whether resources have been used efficiently and with maximum impact relative to costs.
- Provide strategic, evidence-based, forward-looking recommendations to optimize implementation and ensure achievement of strategic objectives by 2027. Assess the robustness of ICHR’s risk management and mitigation systems, and provide recommendations for improvement.

The evaluation will be used internally by ICHR management, presented to the Board of Commissioners, and shared with donors and key partners for coordination and accountability purposes.

3. Strategic Framework

ICHR’s 2023–2027 Strategic Plan is centered on the following five strategic purposes:

1. Prevention, Protection, Accountability, and Redress
2. Strengthening the Legislative, Policy, and Institutional Environment
3. Promoting a Human Rights Culture
4. Strengthening International Advocacy to Halt Israeli Occupation Violations and Ensure Accountability
5. Organizational Development and Sustainability

Strategic Purpose 4 was introduced in the aftermath of the genocidal war on Gaza as part of the 2025 action plan to elevate ICHR’s international engagement through UN mechanisms, and peer NHRI networks.

To achieve these strategic purposes, ICHR implements a wide range of interrelated activities, including:

- Handling and processing complaints submitted by citizens related to violations of legal and human rights, maladministration, and abuse of power by Palestinian National Authority (PNA) and Palestine Liberation Organization (PLO) institutions and/or officials;
- Conducting reviews of laws, by-laws, and draft legislation to ensure conformity with international human rights standards;
- Carrying out interventions, mediation, and litigation to bring redress to victims of specific human rights violations;
- Supporting and building the capacity of relevant authorities and civil society organizations (CSOs) in preparing state reports, facilitating national consultations, and submitting shadow reports to international human rights bodies;
- Advising and supporting the State of Palestine and CSOs in effectively utilizing international accountability mechanisms;



- Providing consultation and advisory input to official Palestinian institutions to ensure their operations comply with national laws and international human rights principles;
- Lobbying and advocacy targeting Palestinian decision-makers and legislators to ensure policies and legislation align with international human rights norms;
- Conducting awareness-building programs to promote human rights education, public awareness of rights and freedoms, and available protection mechanisms;
- Delivering training programs on law and human rights for Palestinian law enforcement and public officials to foster rights-respecting governance;
- Monitoring, documenting, and reporting on the human rights situation across Palestine, including publishing monthly reports, thematic legal analyses, fact-finding and investigative outputs, and the annual report on the status of human rights in Palestine;
- Engaging in international advocacy by urging peer National Human Rights Institutions (NHRIs) to pressure their respective governments to fulfill their third-party obligations under international humanitarian law, particularly the duty to ensure respect for IHL and to pressure Israel to halt its violations in the occupied Palestinian territory.

4. Scope of the Evaluation

The mid-term evaluation will:

- Conduct a comprehensive performance review of all five Strategic Purposes, assessing alignment between planned outputs, achieved outcomes, and overall impact. Include analysis of progress against performance indicators.;
- Assess the capacity and effectiveness of ICHR's core systems, including the Monitoring, Evaluation, and Learning (MEL) framework, governance and accountability structures, digital transformation initiatives, and strategic partnership management.;
- Evaluate ICHR's responsiveness and agility in addressing emerging needs, including the Gaza-related humanitarian crisis and engagement with international accountability mechanisms. Analyze how cross-cutting priorities—including gender equality, youth inclusion, disability rights, and other markers of intersectionality—are integrated across ICHR's work..
- Assess ICHR's partnership with the Danish Institute for Human Rights (DIHR) and Law for Palestine, and evaluate the effectiveness of these partnerships in strengthening ICHR's institutional capacity, positioning it as an independent and credible NHRI, and enhancing its contribution to national human rights reform and international advocacy.

5. Evaluation Questions

Relevance

- To what extent do ICHR's strategic priorities remain aligned with the evolving... context in Palestine, and how effectively has the plan adapted to major shifts since 2023?

- How relevant and unique is ICHR's contribution under Strategic Purpose 4 in the crowded space of international advocacy? Does it address a critical gap not being filled by other actors?
- To what extent do ICHR's core activities (complaints handling, etc.) meet the most pressing needs of rights-holders, particularly vulnerable and marginalized groups, as of mid-2025?
- How agile and evidence-based is ICHR's process for identifying and prioritizing target groups, advocacy channels, and legal interventions in response to the HR situation, particularly in Gaza?

Effectiveness

- What are the most significant results (both intended and unintended) achieved under each strategic purpose, and what evidence supports these claims?
- What is the evidence of ICHR's contribution to observed changes in national and international policy and practice? How credible is the link between ICHR's activities and these changes?
- To what extent has ICHR been able to influence national and international human rights and policy spaces?
- How effectively is ICHR using international human rights mechanisms (UN, ICC, ICJ, GANHRI) to advance accountability, including through ongoing efforts to mobilize peer NHRIs?
- To what extent is the MEL system generating timely, credible data, and how is this data actually being used by management and staff to make strategic and operational decisions?
- How well are ICHR's various units (e.g., legal, complaints, monitoring, communications) working together to deliver coherent and synergistic outcomes under each strategic purpose?

Efficiency (Including Cost-Effectiveness)

- How efficiently have ICHR's resources (financial, human, institutional) been converted into planned outputs and outcomes? Where are the greatest efficiencies and inefficiencies in this process?
- To what extent do current coordination and communication mechanisms between offices (WB & GS/ Within WB & GS offices) enhance or hinder efficient delivery? What are the key bottlenecks or successes?
- How effective is donor coordination under the Consortium framework in enabling strategic alignment and flexible implementation?
- Are there emerging barriers or bottlenecks affecting efficient delivery?
- What practical or innovative strategies could improve efficiency in the next implementation phase?
- To what extent does the evaluation demonstrate value for money—i.e., has ICHR delivered measurable results in a cost-effective manner while maximizing human rights impact?
- How effective has ICHR's reporting to the donor consortium been to date? Does the current reporting framework adequately support transparency, accountability, and adaptive learning? What improvements (if any) are needed?

Impact

- What observable or documented long-term changes—positive or negative—have resulted from ICHR’s work at the national or international level?
- To what extent has ICHR’s work contributed to meaningful improvements in the human rights situation of rights-holders, particularly persons with disabilities and other vulnerable groups?
- Are there any significant systemic, policy, or behavioral changes attributable to ICHR’s interventions under the Strategic Plan?
- How do stakeholders (including duty-bearers, civil society, and international actors) perceive ICHR’s contribution to advancing human rights and accountability in Palestine?
- How well is ICHR positioned to catalyze or sustain broader social and institutional change over time?

Sustainability

- To what extent are current interventions being implemented in a way that is likely to ensure longer-term impact and sustainability?
- What organizational capacities and external partnerships need to be further strengthened to sustain gains beyond 2027?
- How stable is ICHR’s current funding base? What is the likelihood of continued donor commitment, and what opportunities exist for increasing PNA contributions or diversifying funding?
- How effectively is ICHR building institutional resilience to adapt its strategies and operations in response to external shocks (e.g., the Gaza crisis, political volatility, HR situation)?

Forward-Looking Planning and Risk Management

- Based on the findings on relevance, effectiveness, and efficiency, what are the most critical strategic adjustments ICHR should prioritize for the 2025-2027 period?
- Which activities or models (e.g., legal review, public advocacy, NHRI engagement) show strong potential for scale-up or replication?
- To what extent is ICHR’s approach to risk management proactive and systematic? Does it adequately identify, assess, and mitigate the key strategic, operational, financial, and reputational risks?
- What improvements are needed to strengthen internal accountability, anti-corruption measures, and institutional resilience?

6. Methodology

The evaluation should employ a mixed-methods, utilization-focused, and participatory approach to ensure that the findings are evidence-based, credible, and actionable. The methodology is designed to triangulate data from multiple sources to validate findings and generate deep insights.

6.1. Overall Approach

The evaluation should be guided by the principles of:



Participatory Engagement: Key stakeholders, including ICHR staff, board members, and partners, should be actively involved throughout the process to ensure the relevance and ownership of the findings.

Gender and Inclusion Analysis: All data collection and analysis should be disaggregated and analysed through a lens of gender equality, youth inclusion, and disability rights.

Utilization-Focused: The process is designed to produce practical, forward-looking recommendations that can be directly used by ICHR leadership for strategic decision-making.

Organizational Capacity Development (OCD) Framework: Where appropriate, the evaluation should apply the OCD method as a lens for assessing ICHR's institutional development, internal capacities, and organizational maturity. This will support ICHR's efforts to align its systems, structure, and strategy with best practices for National Human Rights Institutions operating in complex and high-risk contexts.

Donor and Stakeholder Engagement: Donor feedback, stakeholder input, and partnership dynamics will be integrated into the review to inform strategic alignment, reporting effectiveness, and resource utilization.

6.2. Data Collection Methods

A combination of qualitative and quantitative methods will be used to answer the evaluation questions:

6.2.1. Comprehensive Desk Review:

Documents to include: Strategic Plan (2023-2027), annual work plans and budgets, progress and donor reports, the MEL framework and data, financial audits, key publications, previous evaluations, board minutes, and relevant external reports on the context in Palestine.

6.2.2. Key Informant Interviews (KIIs):

Who to interview: ICHR leadership and staff (from both West Bank and Gaza offices), Board members, key implementing partners, representatives from donor agencies (including the Consortium lead), Palestinian duty-bearers (where appropriate and feasible), and international advocacy targets.

6.2.3. Focus Group Discussions (FGDs):

Who to include: Separate groups will be held for ICHR staff, local civil society partners, and rights-holders/beneficiaries. These will be conducted in both the West Bank and Gaza (using secure virtual means for Gaza if in-person is not feasible). Groups will be segmented by gender or other factors where appropriate to ensure open participation.

6.2.4. Outcome Harvesting (If possible):

How it will be used: The evaluator will work with ICHR staff and partners to "harvest" concrete examples of changes in the behavior, policies, or practices of key actors (e.g., government bodies, UN agencies, other NHRIs). Each "harvested outcome" will be substantiated with evidence and its contribution by ICHR will be analyzed.

6.3. Data Analysis Methods

6.3.1. *Qualitative Data Analysis:* Interview and focus group transcripts will be systematically coded and analysed using thematic analysis to identify patterns, convergent and divergent views, and key insights related to the evaluation questions.

6.3.2. *SWOT-C Analysis:* A structured analysis of Strengths, Weaknesses, Opportunities, and Threats will be conducted, with an added "C" for Challenges. This will be a participatory workshop with ICHR staff to synthesize findings and inform strategic adjustments.

6.3.3. *Triangulation*: Findings from different data sources (e.g., desk review, interviews, outcome harvesting) will be systematically compared and contrasted to validate conclusions and provide a more comprehensive and nuanced picture.

6.4. Ethical Considerations & Limitations

The evaluation will adhere to strict ethical protocols, including informed consent, confidentiality, and a "do no harm" approach, which is especially critical given the sensitive context. The evaluator will identify any limitations to the methodology (e.g., access constraints in Gaza, potential for recall bias) and outline clear mitigation strategies in the inception report.

7. Deliverables

1. Inception Report with methodology, tools, and timeline;
 2. Draft Evaluation Report with preliminary findings and recommendations;
 3. Validation Workshop with ICHR leadership and key stakeholders;
 4. Final Evaluation Report (maximum **30 pages** + annexes);
 5. Executive Summary (Arabic and English);
 6. 2-page Donor Brief highlighting key insights and next steps.
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8. Timeline

The evaluation will be conducted over a period of 6 weeks, ideally starting in early September 2025 and concluding by mid of October 2025, to allow adequate time for planning adjustments before the 2026–2027 implementation phase.

9. Required Qualifications

The evaluation will be conducted by a team of two to three consultants, led by a Team Leader with demonstrated international expertise in human rights and evaluation of National Human Rights Institutions (NHRIs). The team is expected to bring a mix of strategic evaluation experience, contextual understanding of Palestine, and familiarity with international human rights mechanisms.

It is required that the consulting team commits full availability during the assignment period without parallel engagements to ensure high-quality delivery.

Minimum Qualifications:

- Proved international experience in evaluating human rights programs, institutions, or strategic plans;
- Good knowledge and experience with NHRIs, preferably in conflict or occupation contexts;



- Strong understanding of the UN system and international legal accountability mechanisms;
- Familiarity with MEL tools, including Outcome Harvesting and results-based frameworks;
- Fluency in English (oral and written) and good knowledge of Arabic.

10. Oversight and Coordination

- ICHR's International Relations and Program Development Unit will serve as the primary focal point for coordination with the external evaluation team throughout the assignment.
 - The external evaluation team will be fully responsible for the planning and coordination of individual interviews, focus group discussions, and other data collection activities, in consultation with ICHR to ensure appropriateness and access.
 - A Reference Group of internal and external stakeholders will review key deliverables;
 - The evaluation team will report directly to the Director General of ICHR, who will provide strategic oversight and ensure timely review and endorsement of key deliverables.
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11. Reporting and Time Schedule

1. Inception Report

Submitted within the first week of fieldwork. Should include methodology, tools, stakeholder mapping, timeline, and refined evaluation questions.

2. Preliminary Findings Summary

Presented at the conclusion of fieldwork to ICHR management, Board members, and donors (as applicable).

3. Draft Evaluation Report

To be submitted no later than **Wednesday, 10 October 2025**, allowing sufficient time for consolidated feedback.

4. Final Evaluation Report

To be submitted electronically in editable format (Word + PDF) within 7 calendar days after receiving final comments from ICHR and partners.

12. Criteria for Evaluating Proposals

Proposals submitted in response to this ToR will be evaluated using the following criteria:

Evaluation Criteria	Max. Points
1. Combined experience and technical competence of the proposed team (relevance to ToR and context)	6



Evaluation Criteria	Max. Points
2. Proposed methodology and work plan (relevance, rigor, contextualization, and feasibility)	1
3. Ability to deliver the assignment on schedule based on proposed timeline and resource allocation	1
4. Cost-effectiveness and clarity of the financial proposal	2

Only shortlisted applicants will be contacted. Final selection will be based on technical merit, contextual relevance, and financial value.

13. Application and Submission

ICHR invites proposals from qualified firms or individual consultants in accordance with the specifications and requirements outlined in this Terms of Reference (ToR) document. Proposals must include both technical and financial offers as per the instructions below:

Submission Requirements:

1. A detailed technical proposal that addresses all aspects of the ToR, including methodology, tools, timeline, and relevant experience;
2. A financial proposal that includes all costs related to the completion of the evaluation;
3. Firms must be legally registered with valid tax invoices and source deductions. Individuals may also apply, provided they meet the required qualifications. In the absence of invoices, a contractual agreement will be signed and the price must be inclusive of all applicable taxes;
4. The technical proposal must include:
 - o A full response to the ToR;
 - o CVs of the evaluation team;
 - o A list of previous clients and relevant assignments;
5. A formal contract will be signed with the selected consultant/firm, including all detailed terms and the work plan;
6. Proposals will be evaluated based on technical and financial criteria;
7. ICHR is not obligated to accept the lowest price;
8. The proposal price must remain valid for 60 calendar days from the date of submission;
9. Both the technical and financial offers can be submitted without sealed envelopes.
10. All financial proposals must be quoted in US Dollars. Payments will also be made in US Dollars. ICHR is not responsible for exchange rate fluctuations;
11. Proposals must be submitted to the Administrative and Financial Department of the ICHR in Ramallah within seven days from the date of this re-advertisement. Both technical and financial proposals should also be sent via email to nolwan@ichr.ps



Submission Deadline: No later than 2:00 PM on Thursday, August 28, 2025.

