

Request for proposal (RFP)

Organizational Review Process (remote)

Issue date:	14 July 2026
Closing date:	16 August 2026
RFP Reference:	2026-ICJ-ExCo-01
Issued by:	International Commission of Jurists
	An international non-governmental organisation (Swiss association) having its headquarter office at Rue des Buis 3, 1202 Geneva, Switzerland

The International Commission of Jurists (the ICJ), a Geneva based international non-governmental organisation extends this Request for Proposal (RFP) for a Consultant to facilitate an Organizational Review Process of the ICJ.

The ICJ hereby invites you to submit a proposal by 16 August 2026.

This RFP and any associated documents issued by the ICJ or other information provided by the ICJ shall not be interpreted as an offer capable of being accepted or as creating any contractual, other legal or restitution rights against the ICJ (or its officials, personnel, subcontractors, associated offices or other partners). In particular, no agreement for the provision of the services is created with a Bidder by virtue of the issuing of this RFP, by the submission of a proposal by a bidder or any discussions or responses to questions as part of the procurement process. The ICJ may select a preferred Bidder at its complete discretion and shall not be responsible for any costs or losses incurred by an unsuccessful bidder.

1. Background

The International Commission of Jurists (ICJ) is undertaking a process of institutional review and restructuring to ensure that the organization remains sustainable, strategically focused, and able to maximize its contribution to the promotion and protection of human rights and the rule of law in a changing global environment.

This process takes place against a backdrop of challenges to multilateralism, changing funding environments, increasing operational complexity, and broader changes affecting international civil society organizations. At the same time, the ICJ seeks to preserve the distinctive elements of its identity and value proposition, including its global mandate, legal expertise, independence, governance model, and international presence.

Over recent months, the ICJ's Executive Committee (ExCo) has initiated discussions regarding possible future institutional directions and has benefited from reflections developed through a Working Group and other internal processes. These discussions have helped identify key questions, considerations, and areas for further exploration. The consultant is expected to build on this existing work and avoid duplicating previous exercises.

To advance timely decision-making, the ExCo wishes to engage external support to facilitate a structured, ExCo-led process to identify and assess realistic restructuring options for the future institutional configuration of the ICJ.

The assignment is not intended to be a comprehensive institutional evaluation. Its purpose is to assist ExCo in developing a shared understanding of viable organizational options that advance efficiency, effectiveness, sustainability, mandate delivery and institutional impact, and to support ExCo in determining a clear pathway forward.

2. Purpose of the Assignment

The purpose of the assignment is to support the Executive Committee in designing and advancing a focused restructuring process that results in clear strategic choices regarding the future institutional configuration of the ICJ and operational priorities.

The consultant will act as a facilitator and adviser to ExCo. The consultant will provide analysis, facilitate discussion, support decision-making, and help ExCo identify and assess viable organizational models aligned with the ICJ's mission, sustainability, governance, and institutional impact.

ExCo will remain responsible for all strategic decisions arising from the process. The consultant's role is to support ExCo by framing the issues, structuring the discussion, presenting options and implications, and assisting with the development of a roadmap for implementation.

3. Scope of Work

Working under the direction of the Executive Committee and in close coordination with the Chair of ExCo, the President and the Secretary General, the consultant will undertake the following tasks:

A. Review of Existing Materials and Strategic Context

Review relevant institutional documentation, previous Working Group outputs, ExCo discussions, financial information, strategic planning materials, and other available analyses.

Identify the key strategic and organizational questions requiring ExCo consideration, including those relating to mandate delivery, comparative advantage, governance arrangements, operational model, financial sustainability, external trends affecting international civil society, and the changing funding environment.

Take account of ICJ's financial situation and sustainability challenges, including the implications of restricted and unrestricted funding, regional programme funding, core functions, and the ability of current structures to support the organization in the medium term.

The consultant may review previous restructuring-related discussions and materials as inputs but should not assume any preferred model at the outset.

B. Targeted Consultations

Conduct targeted consultations with ExCo members, senior management, staff, and a limited number of other stakeholders whose perspectives may assist ExCo in evaluating future organizational options.

Staff consultation should be a core part of the process, particularly given that restructuring options may have operational implications. The process should enable staff perspectives to be heard while preserving appropriate confidentiality and ensuring that consultation informs but does not substitute for ExCo decision-making.

Where useful and proportionate, the consultant may also consult selected Commissioners, donors, partners, or other external stakeholders to understand perceptions of ICJ's work, institutional value and future opportunities. Such external consultations should be targeted and should not turn the assignment into a broad institutional evaluation.

C. Design and Facilitation of the ExCo Review Process

Propose and facilitate a structured process to support ExCo deliberations.

Assist ExCo in identifying decision criteria, institutional priorities and key questions to be resolved.

Facilitate ExCo discussions aimed at enabling strategic choices and building sufficient alignment around future directions.

Prepare concise decision-support materials for ExCo at key stages of the process.

Ensure that ExCo remains at the centre of the process and that the consultant's analysis and options are discussed with ExCo before conclusions or implementation pathways are finalized.

D. Development and Assessment of Institutional Options

Support ExCo in identifying and assessing alternative institutional models and restructuring scenarios. The consultant should present options rather than a single predetermined solution.

Particular attention should be given to:

- strategic focus and programmatic scope;
- organizational footprint and regional presence;
- allocation of functions between Geneva and regional offices;
- shared services and support functions, including legal, policy, finance, compliance, fundraising and secretariat support;
- contribution of regional programmes to institutional and core costs;
- governance implications, including the role and involvement of Commissioners;
- staffing and organizational implications;
- opportunities for more efficient, innovative or technology-enabled working methods;
- financial sustainability and resilience.

For each option, the consultant should identify advantages, risks, resource implications, governance implications, operational consequences and transition considerations.

E. Recommendations and Roadmap

Develop, for ExCo consideration, a limited number of realistic restructuring options and possible implementation pathways.

The final output should not substitute the consultant's judgment for ExCo decision-making. Rather, it should support ExCo by setting out the rationale, implications, risks and sequencing of possible choices.

The roadmap should include transition considerations, indicative sequencing, dependencies, and issues requiring further ExCo decision.

4. Deliverables

The consultant will produce the following deliverables:

Deliverable 1 - Inception Note: methodology, workplan, proposed consultation approach, timeline, information requirements, and proposed decision points for ExCo.

Deliverable 2 - Strategic Issues Paper: summary of key issues requiring ExCo consideration, including relevant findings from existing materials, including a review of materials on structures of similar organisations, financial context, and themes emerging from staff and internal stakeholder consultations.

Deliverable 3 - Facilitation of ExCo and Staff Discussions: preparation and facilitation of agreed sessions, including summaries and decision-support materials.

Deliverable 4 - Strategic Options Paper: presentation of a limited number of realistic organizational scenarios, with assessment of benefits, risks, governance implications, financial and operational implications, staffing implications, and transition considerations.

Deliverable 5 - Final Report and Roadmap: final report summarizing the options considered, ExCo discussions, consultant observations, and proposed implementation pathway or pathways for ExCo consideration.

5. Duration

Indicative duration: 6-8 weeks.

Target start date: September 2026.

The assignment should be completed within an agreed number of consultancy days (but not to exceed 30 days) and within an agreed budget ceiling, taking into account ICJ's financial situation.

6. Consultant Profile

The consultant should demonstrate:

- Significant experience supporting organizational transformation, restructuring, organizational development or strategic change processes;
- Experience facilitating board, executive committee or senior governance-level decision-making;
- Experience working with international NGOs, human rights organizations, multilateral institutions, foundations, or comparable organizations;
- Strong understanding of governance, institutional design and organizational sustainability;
- Ability to manage complex and sensitive institutional processes and to facilitate discussion among stakeholders with different perspectives;
- Ability to think at system level, integrating internal organizational factors and external trends to inform strategic institutional choices.
- Ability to work closely with ExCo while maintaining independence, discretion and confidentiality;
- Excellent analytical, facilitation and drafting skills;
- Familiarity with the human rights, rule of law or international justice sectors is highly desirable;
- Understanding of emerging organizational approaches, technology and innovation in the non-profit sector is desirable.

7. Reporting Arrangements

The consultant will report to the Executive Committee through the ExCo Chair and the ICJ President, and will work in close coordination with the Secretary General.

The consultant will maintain independence, discretion and confidentiality throughout the assignment.

ExCo will provide guidance at key stages of the process and will retain responsibility for all decisions arising from the assignment.

8. Proposal Requirements

In order to review the proposal, it should include the following information:

- **Bidder Proposal Form** attached as Annex A including relevant supporting documents (e.g. current copy of registration; Authorized Signatories).
- **Proposal summary grid** attached as Annex B summarizing the technical and financial proposals.
- **Technical Proposal** containing narrative of the services to be provided: proposed methodology, including proposed consultation approach; a list of deliverables; a timeline for delivery of services and deliverables; what you will need from the ICJ to be effective; a list of key personnel and proposed subcontractors, if any. (Key points are to be summarized in Annex B).

The list of key personnel should present the profiles and experience of the specific consultant who will work with our team, describing your organisation or team's:

- Examples of comparable assignments;
- Experience in providing similar services to non-profit organizations of comparable size and complexity.

- **Financial Proposal** containing a detailed budget which includes a breakdown by project steps as well as the entire proposed service fee including all costs and expenses. All pricings must be submitted in CHF, EUR or USD. (Key points are to be summarized in Annex B).

The financial proposal should present:

- A full cost for the consultancy;
- The daily rate, number of consultancy days, and full cost breakdown for your services so we can best understand and compare quotes between possible providers. Please include a breakdown by project steps;

If the Bidder requests for fees payments to be made into a bank account in a currency that is different to that of the proposal budget Bidder must specify in the Financial Proposal. Bidder shall assume all bank charges and foreign exchange fees that may arise if the currency of proposal is different to the Bidder bank account currency.

- A list of **references** for other similar-sized non-profit clients that have been serviced by the key personnel listed in the Technical Proposal so that the ICJ can contact these persons for reference purposes (To be included in Annex B).

The ExCo will evaluate each proposal to ensure that it complies with the requirements of these terms of reference. Cost effectiveness and an understanding of the specificities of our organisation will be major considerations in awarding the contract.

For any enquiry regarding this proposal, please email info.icj@icj.org indicating **2026-ICJ-ExCo-01 enquiry** in the subject line.

Please send the entire proposal **by 16 August 2026** by email to recruitment@icj.org with the subject line: **2026-ICJ-ExCo-01 proposal**. The ICJ shall not be liable for not opening proposals that are submitted with a different subject.

9. Selection process

Issue date:	14 Jul 2026
Notification of Intention to submit proposal no later than:	26 Jul 2026
Questions directed to ICJ no later than:	26 Jul 2026
ICJ to respond to all bidders to questions by:	5 Aug 2026
Closing date:	16 Aug 2026
Evaluation of submissions & selection by:	31 Aug 2026

Intention to submit Proposal: Interested bidders should send an email indicating their intent to the Focal Points.

Questions: May be sent in writing by email to info.icj@icj.org indicating **2026-ICJ-ExCo-01 questions** in the subject line, by the date set out above. The ICJ will compile a list of questions received and may, at its discretion, send a list of anonymised questions and replies to all bidders who have lodged a notice of intention to file a bid.

Amendments to RFP: The ICJ may at any time amend the RFP (including amendments to timelines). Amendments will be sent by email to all Bidders who have lodged a notice of intention to file a Proposal.

Proposal: Must be submitted by email to recruitment@icj.org by no later than the date set out above, with the subject line: **2026-ICJ-ExCo-01 proposal**.

References: as part of the evaluation process the ICJ may at its discretion contact references provided by the Bidder or identified independently by the ICJ. The ICJ may conduct background checks or other due diligence at its option prior to selection of a preferred Bidder.

Selection: the ICJ's selection committee will first review Annex A (not selected if incomplete), Annex B (preliminary selection), and then the other files submitted with the proposal. The committee may elect to schedule interviews with potential consultants prior to awarding a final contract. The ICJ reserves the right to not select any Bidder and cancel the RFP and/or reissue the RFP. Bidders may reapply with a new proposal if a new RFP is issued for the same or similar services. The ICJ has no obligation to share with Bidders the reasons for its selection or non-selection of any or all Proposals. The ICJ may withdraw the RFP or modify the project or the timelines at any time. The ICJ does not generally make public the name of a selected Bidder. The ICJ will acknowledge receipt of a Proposal (if a complete Proposal and Bidder declaration form is filed in accordance with this RFP) and will take reasonable steps to inform a Bidder if its Proposal is not selected.

Contract: No services may be provided prior to the signature of a legal contract. The ICJ will not be responsible for any work undertaken in anticipation of contract signature nor for any losses or liabilities incurred by the bidder prior to contract signature (and upon contract signature, only such obligations as are agreed in the contract). Prior to contracting, the ICJ may require further due diligence for a preferred Bidder.

The ICJ will evaluate proposals on a value for money basis. It implies that the selection will not only be based on the amount of the proposal but also on the quality of the services your organization could offer. Not only the written information you will provide will be considered but also the interviews with other clients and your senior key personnel.

Annex:

- [Annex A - Bidder Proposal Declaration Form](#)
- [Annex B – Proposal summary grid.xls](#)

The ICJ is committed to the principle of equal employment opportunity and values a diverse workforce. The ICJ's policy is to practice a fair and non-discriminatory recruitment and selection procedure and to strive for and maintain international and multi-cultural personnel.

Applications are encouraged from all qualified candidates without distinction on grounds of race, colour, sex, national origin, age, religion, disability, sexual orientation and gender identity.

ICJ staff must adhere to its [Code of Ethics](#) which states that the ICJ does not tolerate discrimination, bullying and harassment in any form, nor sexual exploitation, abuse or harassment. The successful candidate will be required to pass a background check.

ACCESSIBILITY NOTICE: Applicants with disabilities who require reasonable accommodations throughout the recruitment process may send their requests through an email to recruitment@icj.org, or call +41 229 793 833.