

“Phase II Strengthening civil societies’ capacities to contribute to the transitional justice process in Ethiopia.”

NDICI HR INTPA/2023/451-334

EXTERNAL EVALUATION

TERMS OF REFERENCE

I. INTRODUCTION

Purpose

International Center for Transitional Justice (ICTJ) and Advocacy Center for Democracy and Development (ACDD) seek the services of a consultant to conduct the final external evaluation of the project “Phase II Strengthening civil societies’ capacities to contribute to the transitional justice process in Ethiopia” (NDICI HR INTPA/2023/451-334).

The overall objective is to assess the results of the project. The evaluation will be part of the final report of the project as foreseen in the grant agreement. The findings and conclusions of the external evaluation will inform follow-up planning for the CSOs that have benefited from the action and as well as for ICTJ and ACDD to ensure that future programming will build on the results achieved through the project. The evaluation report will also be used by representatives of the European Union to inform current and future interventions in Ethiopia.

Background

ICTJ, the lead coordinator of the action, has supported CSOs and victim groups in TJ processes in over 50 countries worldwide, including many in Africa, and has played a pivotal role in a wide range of contexts, helping societies develop and implement strategies to deal with legacies of massive human rights abuses.

ACDD, is a local civil society organization operating in Ethiopia dedicated to promoting democracy and sustainable development across Ethiopia.

II. THE PROJECT

Objectives, Expected Results and Activities

Overall objective: to advance accountability, the rule of law, gender justice, affirm victims' dignity, and promote responsive institutions through increased engagement of victims and other civil society organizations (CSOs) with state institutions as a step toward coming to terms with past violations and preventing new ones.

Specific objectives:

- 1) Victims and other CSOs from Tigray and Amhara regions develop their capacities to prioritize and advocate solutions to address human rights violations, including gender-based ones, based on international standards and best practices;
- 2) Victims and other CSOs from Oromia and Somali Region have the capacity and spaces to pursue their advocacy work more effectively;
- 3) Victims and other CSOs in the four target regions effectively organize themselves and exchange experiences to develop joint action;
- 4) Victims and other CSOs in the four target regions have spaces to increase their ability to interface with relevant state institutions encouraging the establishment and operationalization of effective, participatory, victim-centered, and gender-sensitive processes in the pursuit of justice, acknowledgement, and accountability.

Main activities: desk reviews; research; production of policy briefs; filed missions in the target regions; mapping of the local stakeholders; workshops; consultations; training sessions; provision of technical assistance and capacity building; exchanges based on best practices and comparative experiences; continuous support (locally and remotely) to facilitate victim-centered and gender-sensitive dialogue, policy design, implementation and monitoring.

Expected results:

Outcome 1: Victim groups and other civil society organizations in Tigray and Amhara are identified, develop mutual trust and effective working relationships

Outcome 2: Victims and other CSOs in Oromia and Somali Region already trained by ICTJ under the previous grant have received follow-up support to advance their justice priorities further

Outcome 3: Victims and other CSOs from the four target regions (Tigray, Amhara, Oromia and the Somali Region) have exchanged experiences and explored opportunities for joint action

Outcome 4: Victims and other CSOs from the four target regions, based on relevant guidance from ICTJ, are empowered to offer viable and concrete proposals to responsible state institutions.

III. EVALUATION OBJECTIVE

To assess the results of the project “Phase II Strengthening civil societies’ capacities to contribute to the transitional justice process in Ethiopia” (NDICI HR INTPA/2023/451-334).

IV. SCOPE OF WORK

The evaluation will cover the work done in Ethiopia’s Amhara, Oromia, Somali and Tigray regions as part of this project.

Evaluation Criteria and Key Evaluation Questions

The consultant is expected to address the key evaluation questions below and to provide recommendations for improving project effectiveness and sustainability going forward. The evaluation will be done in accordance with the EU evaluation guidelines and will follow the [OECD-DAC evaluation criteria](#).

- Effectiveness
 - To what extent has the project achieved its intended results?
 - What factors have contributed to and hindered the attainment of the project’s objectives?
 - Have there been any unexpected outcomes of the intervention? Positive/negative
- Relevance
 - To what extent did the project address beneficiaries’ needs and priorities? How well was the project designed to address them?
 - What are the beneficiaries’ perception of the relevance of the intervention?
 - How suitable have adaptations made during the project (if any) been in continuing to meet the needs and priorities of beneficiaries?
 - To what extent did the intervention take into consideration the context and was sensitive to the constraints, opportunities and challenges faced by its beneficiaries?
- Efficiency
 - Were the human and financial resources used appropriately? Were they fully utilized?
 - To what extent have results been achieved in a timely manner and within the intended timeframe?
 - Was the timeframe reasonably adjusted during the intervention where unintended obstacles emerged? How were delays mitigated?

- Impact
 - To what extent has the project generated significant positive or negative, intended, or unintended, higher-level effects?
 - To what extent has the project achieved its overall objective?
- Coherence
 - How did the project fit in Ethiopia’s wider political and transitional justice context?
 - Have contradictions or synergies been observed with other programs operating in the targeted regions? If so, which ones?
- Sustainability
 - To what extent are the positive effects of the project likely to continue over time?
 - How has the project contributed to creating an enabling environment for its benefits to be sustained over time, or how has it not?
 - What factors may inhibit or put the sustainability of the action at risk?

V. APPROACH AND METHODOLOGY

The Consultant is expected to propose an evaluation design and select the appropriate methodologies for collecting and analyzing results.

VI. DELIVERABLES

Inception Phase

- Develop an *Inception report* that describes in detail the overall evaluation framework, and that defines the methodology and protocols for data collection and analysis. This deliverable needs to be approved by ICTJ and ACDD.

During desk/field work

- Conduct thorough interviews and other agreed-upon data collection methods.
- Store and secure all collected project information from interviews and the like.
- Conduct routine check-ins with the focal point of the evaluation in Ethiopia and, if required, ICTJ’s Senior DME lead.

During data analysis and report writing

- Keep ICTJ’s focal point updated on the progress of the evaluation assignment.
- Validate with a designated evaluation committee composed of representatives of ICTJ’s and ACDD’s preliminary evaluation findings and conclusions.

By the deadline (agreed upon contract)

- A final evaluation report. The final report shall include the following sections:

- **Executive summary:** a description of the project, a summary of the targets and intended outcomes, a summary of the methodological approaches used, a description of the main findings, and a conclusion outlining the project’s relevance, effectiveness, efficiency, sustainability, impact, and contribution towards the attainment of the final goal.
- **Methodology:** a description of the methodology used, and the target groups involved. Methodological constraints, challenges and limitations should also be discussed in this section.
- **Findings:** a section addressing the evaluation questions. The findings may be presented under evaluation criteria or by domain of impact. Findings must be supported by evidence. Relevant project indicators used to monitor implementation must be used in the analysis under this section. When evidence relies on perception or feedback of stakeholders interviewed during the evaluation, the consultant must illustrate key findings with selected quotes or careful summaries/translation of statements made by key informants.
- Recommendations and lessons learned.
- Annexes: final terms of reference, evaluation schedule, table of project indicators measured, list of people interviewed, list of documents reviewed, acronyms and abbreviations used, operational definition of terms, etc.

Evaluators are encouraged to include stories of change based on their findings to illustrate changes identified.

The final report should not exceed 40 pages (without annexes).

VII. SCHEDULE AND BUDGET

Time frame:

We estimate that preparatory work for this evaluation will commence on 15/05/2026, and end on 7/07/2026. The final report must be submitted by 10/07/2026.

Proposals must include a timeline considering these deadlines.

Budget:

Proposals should include a preliminary estimated budget and an appropriate number of workdays according to the methodology and approach of their choice.

Said budget should include all costs to be incurred by the evaluator (e.g. consultant fees and per diem, accommodation, international and local transportation, communication costs, insurance costs, etc.). Relevant staff at ICTJ and ACDD will make their best efforts to assist the consultant to schedule in person or virtual meetings and interviews. All evaluation costs shall be paid by the consultant as part of the budgeted amount.

VIII. REQUIREMENTS

Key qualifications to successfully complete this consultancy include:

- Solid experience in conceptualizing and conducting evaluations of transitional justice, democracy building, peacebuilding, or human rights programs in post-conflict contexts.
- Extensive experience conducting evaluations of complex programs in diverse settings.
- Previous experience in evaluating EU funded programs/projects.
- Solid knowledge of the Ethiopian context is required, particularly of the target regions.
- An advanced degree in a relevant field.
- Excellent written and communications skills.
- English proficiency is required. Working level of target regions language are also required.

IX. HOW TO APPLY

Interested candidates are encouraged to fill in the application form [HERE](#) by **May 15, 2026**: Please consider having the following information and supporting documentation ready to submit.

- A brief description of the proposed evaluation approach (candidates do NOT need to develop the full methodology at this point)
- Estimated budget for this evaluation, including the daily consultancy rate.
- CV (upload file)
- An excerpt or full report of a previous evaluation report, if available. (upload file)
- Brief Cover letter
- Any other relevant information demonstrating the suitability of the candidate for the assignment.

Should you encounter any issues, please email hr@ictj.org - include in the subject: "**Evaluator Ethiopia**". Applicants must complete and submit an application form to be considered for the consultancy.

Applications will be reviewed on a rolling basis. ICTJ reviews applications as they arrive, so candidates are encouraged to apply early. The application portal will close before the deadline upon selection of a qualified candidate.