

ICTJ CORE GRANT EXTERNAL EVALUATION

TERMS OF REFERENCE

Contributions of the International Center for Transitional Justice policy and research activities to strategic outcomes

I. INTRODUCTION

Purpose

The International Center for Transitional Justice (ICTJ) seeks the services of a consultant to conduct an evaluation pursuant to a core grant funded by the Swedish International Development Cooperation Agency (SIDA), covering 2018-2021. The overall objective is to assess the success of ICTJ's work at informing policy discussions in the international arena during that period, and regarding specific contexts to be determined. This evaluation will serve ICTJ to complement its internal DME efforts by providing information about results and process in an area of its work that internal evaluation efforts lack the resources to assess thoroughly. Findings and recommendations of this evaluation will be a key input for ICTJ's new strategic plan and its future policy efforts. This evaluation will also be provided to SIDA and other external partners of ICTJ. ICTJ and SIDA expect findings that can help stakeholders (including other key partners of the organization) understand if and how ICTJ's research and policy work contributes to change (or doesn't) and actionable recommendations to improve its interventions.

Background

ICTJ was created in 2001 to help societies design and implement transitional justice approaches when dealing with the legacy of massive human rights abuses and pursuing the search of sustainable peace. Since then, ICTJ has been instrumental in the consolidation of the "field" of transitional justice in terms of policy, academia, and practice. With expertise generated in nearly 20 years of operation in over 50 countries, including in central Asia and post-Soviet states, ICTJ has become the leading actor in the transitional justice field in terms of experience and a context-specific and comparative approach, elevating global discourse on the practice of justice. ICTJ draws on institutional knowledge; local and regional knowledge of our country office staff; and dedicated expert support and research capacity.

ICTJ works across society and borders to challenge the causes and address the consequences of massive human rights violations. We affirm victims' dignity, fight impunity, and promote responsive institutions. How we work:

- We partner with victims and activists. Victims' rights are an essential component of transitional justice and thus are at the heart of ICTJ's work. We work with survivors of widespread human rights abuses to build their capacity to articulate demands for justice and ensure that they have a say in shaping policies that affect them.
- We advise governments and those in power. When governments, judicial authorities, or international agencies resolve to create laws, policies, and institutions to provide a response to massive human rights violations, ICTJ is the "go-to organization" for insightful and informed analysis and advice, and other forms of technical assistance.

- We provide comparative expertise to the international community. As an organization that simultaneously works directly in the field, conducts research, and informs thinking at the global policy level, we leverage our ability to articulate lessons learned and identify emerging patterns from our fieldwork, to produce relevant and timely knowledge through research and analysis, to develop innovative approaches, and to deliver timely information and policy recommendations.

ICTJ is incorporated as a not-for-profit corporation in the State of Delaware (United States) since March 27, 2001. ICTJ is classified by the United States Internal Revenue Service as a “public charity” under section 501(c)(3) of the Internal Revenue Code since June 2002.

II. THE PROJECT

Theory of Change

ICTJ’s approach is, at its core, a rights-based one. We work to affirm human rights, promote lasting peace, and build trust in the social norms and institutions that reflect and guarantee those rights. Our theory of change considers the role of different actors in society and the interaction among them. ICTJ uses core funding to support victims and other civil society actors who claim their rights, to work together with the state actors and institutions responsible for safeguarding those rights, and to facilitate interaction among these actors to promote inclusive and responsive solutions, in whatever form they may take.

At the global level, ICTJ envisions a world where societies break the cycle of violence by shaping the way practitioners, policymakers, donors, and academics think about and practice transitional justice. We work with national and international partners to inform responses to massive human rights violations everywhere in the world. Drawing on institutional expertise built up over years of working to advance transitional justice in over 50 countries, ICTJ provides tailored strategic advice based on applicable comparative experience; facilitates the sharing of knowledge and lessons learned among representatives of governments and other key institutions across borders; brings to the negotiating table victims’ perspectives, priorities, and initiatives; and advocates for realistic, nuanced, and context-specific processes. We provide training, disseminate knowledge and applied research, and convene and participate in global discussions to support effective and lasting solutions. As a result of our work, practitioners and policymakers at the international level are better informed and develop greater capacity to advance, recommend, and implement responsive, gender-sensitive, and context-specific solutions.

At the country level, our main goal is for societies to design and implement responsive and gender-sensitive solutions to address their legacies of massive human rights violations. ICTJ takes a context-specific and conflict-sensitive approach. We first assess and analyze diverse interests, conflicts, stakeholders, and power dynamics in a society so that our interventions do not harm victims and remain relevant to their priorities and the capacities of governments and other main actors. We focus on processes and goals over specific measures and understand that these processes tend to be long term and iterative. Our contextual analysis also takes into account those actors who oppose justice

processes, and it provides crucial insight that helps victims and other key partners design strategies to pursue justice and reform even in circumstances of powerful resistance or weak political will.

Objectives, Expected Results and Activities

This evaluation will evaluate work done based on the following Results of ICTJ's Results Framework:

- **Outcome 6:** Practitioners and policymakers at the international level have better information and expanded capacity to advance responsive, gender-sensitive, and context-specific solutions. See Annex for ICTJ's strategic plan, a description of the context in which it operates, as well as specific objectives and initiatives undertaken under this Result.

III. EVALUATION OBJECTIVE

To assess the impact of ICTJ's strategy to contribute to transitional justice policy and practice at the international level¹ and regarding specific sample contexts: to be determined.

IV. SCOPE OF WORK

The evaluation will cover work done by ICTJ to influence transitional justice policy and practice, at the international level and related to two specific contexts where ICTJ works (to be determined with the consultant(s)).

Evaluation Criteria and Key Evaluation Questions

The consultant is expected to address the key evaluation questions below and provide recommendations for improving project effectiveness and sustainability going forward. In accordance with SIDA's evaluation guidelines, this evaluation will follow the [OECD-DAC evaluation criteria](#). While all criteria should be considered, we suggest evaluators to focus on **Relevance** and **Effectiveness**.

Relevance

1. In what fora is ICTJ working/active and at what levels? (Local, regional, global) What type of work is conducted by the organization at different fora and at the different levels. How relevant is this work?
2. What actors does ICTJ interact with? What areas does ICTJ team up with others? – What is the key added value of ICTJ?
3. How is ICTJ perceived? What role does ICTJ play in the international policy discussion about TJ? (International law, international practices and criteria regarding transitional justice, declarations, resolutions and other indicators of policy, etc.)

¹ By "international level" we are referring to: Relevant international fora (International Law, Principles, Declarations, resolutions etc.), behavior and strategy of ICTJ partners and other stakeholders in its sphere of influence, and relevant academic discussion. (see specific evaluation questions for more detail)

4. Related to intuitions and institutional building, how does ICTJ work? Does ICTJ's work bridge short term and long-term policy goals? for example, human rights and development and peace & security?
5. What are the different roles of ICTJ, working with both civil society, governments and non-state actors? Where are the strengths? Weaknesses?
6. How does ICTJ use their contextual, local knowledge, working at the global level?

Effectiveness

7. What change, if any, did the ICTJ's work on policy and research contribute to?
 - a. At the level of international policy discussion about transitional justice?
 - b. At the level of partners at the international level with whom ICTJ works directly or partners with? (Their strategy, behavior, and policy decisions)
 - c. At the level of boundary partners and stakeholders involved for specific sample programs to be determined
 - d. At other levels, such as, for example: relevant academic discussion, university teaching of transitional justice, conversation about transitional justice in the media, etc.
8. Specifically, in the past four years, to what extent has the work of the ICTJ contributed to:
 - a. *A more nuanced understanding** of Transitional Justice?
 - b. Linking transitional justice with the SDGs framework? Better understanding the role of transitional justice in prevention?
 - c. Contributions to apply and help stakeholders understand the principle of complementarity to advance accountability?
 - d. The inclusion of transitional justice considerations in peace processes?
 - e. Advancing a gender-sensitive approach to transitional justice?
 - f. Role of youth, culture, and arts in transitional justice work?
9. How did that change happen? How did it not happen? What can be learned from those processes?
10. Were there any unintended consequences (either positive or negative)?
11. What can ICTJ do to ensure its policy work is more effective? How? What areas?

Efficiency

12. To what extent does the intervention deliver, or is likely to deliver, results in an economic and timely way?

Impact

13. Have there been other changes at the levels mentioned above that are attributable to ICTJ's role, long term?
14. To what extent, if any, have policy contributions affected transitional justice practice? Are there specific examples/evidence?

Coherence

15. How compatible has ICTJ's intervention been with regards to other interventions in the sector, country, or organizations where it is being implemented?

Sustainability

16. To what extent, if any, will the contributions of ICTJ's intervention at the policy level last? Are there specific examples/evidence?

*NB: ICTJ strategic plan 2018-2022 identifies 5 specific dimensions under "more nuanced understanding of transitional justice."

1. Focused less on individual measures or mechanisms such as trials, truth commissions, or reparations programs and more on the processes through which justice is pursued, regardless of whether they are traditionally identified with transitional justice.
2. More sensitive to context and appropriate to the political, institutional, and social dynamics of each individual society or community.
3. More realistic and grounded in what is feasible at different times and stages of transition.
4. Based on analysis of and engagement with parallel interventions that directly relate to or affect the pursuit of accountability and nonrecurrence, such as anticorruption measures and other institutional and constitutional reforms.
5. Ultimately influences and improves the global practice of transitional justice and human rights.

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

- Final agreement of specific country contexts
- Develop an Inception report that describes in detail the overall evaluative framework, design, methodology, and protocols for data collection and analysis (this deliverable needs to be approved by ICTJ)

During desk/field work:

- Conduct thorough interviews and other agreed-upon data collection methods.
- Store and secure all collected project information from interviews and so forth.
- Conduct routine check-ins with field staff and the Senior DME Specialist on fieldwork progress.

During Data Analysis and Report Writing:

- Keep ICTJ updated on the progress of the evaluation assignment.
- Validate with ICTJ emerging evaluation findings and conclusions.

By the Deadline (agreed upon contract):

- A final evaluation report which shall include the following sections:
 - Executive summary: a paragraph describing the project; a paragraph summarizing the methodological approaches used; key findings including a summary of targets and intended outcomes; a conclusion of the projects' relevance, effectiveness, efficiency, sustainability, impact, and its contribution towards the attainment of the final goal.
 - Methodology: a description of each method used, and target groups involved. Methodological constraints, challenges and limitations should be also discussed in this section.
 - Findings: a section addressing the evaluation questions. The findings can be presented under evaluation criteria or by domains of impact. **Findings must be supported by evidence.** Relevant project indicators which were agreed to be measured 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, and 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:

Preparatory work for this evaluation will commence on **August 23rd, 2021**; a draft report must be sent to ICTJ for review by **October 8th, 2021**; and the final report should be submitted by **October 30th, 2021**.

Budget:

Proposals should include an estimate budget and appropriate number of workdays according to the methodology and approach of their choice. In the context of a global COVID-19 pandemic, safety of the consultant and those interviewed is a priority, therefore desk review and virtual methods of data collection (such as phone or online interviews) are strongly encouraged.

This **budget should include all the costs incurred by the evaluator** (e.g., consultant fees and per diem, accommodation, international and local transportation, communication costs, insurance costs, etc.). Relevant ICTJ Country Offices, ICTJ's HQ, will make their best efforts to assist the consultant schedule virtual meetings and interviews. All evaluation costs shall be paid by consultant as part of the budgeted amount. The proposal should also include a timeline.

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.
- International evaluation experience required.
- An advanced degree in a relevant field
- Knowledge and experience of relevant contexts preferred.
- Knowledge of transitional justice programs
- Excellent written and communications skills
- English proficiency (required)

IX. HOW TO APPLY

To apply please send (1) a cover letter (including daily consultancy rate and estimated budget for this evaluation), (2) a resume, and (3) an excerpt/full report of a previous evaluation report sample to jobs@ictj.org and **SENIOR CONSULTANT, EVALUATION** in the subject line.