ICTJ EXTERNAL EVALUATION

TERMS OF REFERENCE

Evaluation of the implementation of the International Center for Transitional Justice’s (ICTJ) program to support transitional justice initiatives in Colombia, 2018-2022

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. 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.

ICTJ is a non-for-profit organization with its main office in New York, NY, and has had a permanent presence in Colombia since 2006.

1. Evaluation Purpose: Intended Use and Intended Users

The International Center for Transitional Justice (ICTJ) seeks the services of a consultant to conduct an evaluation of ICTJ’s program in Colombia, funded by the following contributions: “Support to Transitional Justice Initiatives that Advance Accountability in the Context of a Complex Peace Process in Colombia June 2018 – March 2022”, funded by the Swedish International Development Cooperation Agency (SIDA); and COL/19/0019 “Supporting Transitional Justice Initiatives to Advance Accountability in the Complex Colombian Peace Process September 2019 – August 2022,” funded by the Norwegian Ministry of Foreign Affairs.

The primary intended users of the evaluation will be:

- The Embassy of Sweden in Bogotá
- The Royal Norwegian Embassy in Bogotá
- ICTJ headquarter office in New York and ICTJ Country Office in Colombia

The purpose or intended use of the evaluation is to provide inputs for ICTJ’s program in Colombia and to inform discussions with the Embassy of Sweden and the Embassy of Norway to define approaches and priorities for the next phase of the current contributions.

The evaluation is to be designed, conducted, and reported to meet the needs of the intended users and applicants shall elaborate on how this will be ensured during the evaluation process.
2. Evaluation Object and Scope

The evaluation will cover the impact of the work done by ICTJ during the implementation of its country program, funded by the previously mentioned contributions from Sweden and Norway between June 2018 and December 2021.

In 2018, following the recommendations of the external evaluation of the project “Support to Transitional Justice Initiatives that Advance Accountability in the Context of the Complex Peace Process in Colombia 2015-2018,” the Embassy of Sweden agreed to provide core support to ICTJ’s annual work plans for Colombia, rather than continue its project-based support. The Embassy of Norway followed suit in 2019, approving a new grant to support the implementation of ICTJ’s annual work plans in the country. ICTJ’s annual program work plans are developed in line with the objectives and outcomes of ICTJ’s global 2018-2022 Strategic Plan and Results Framework (attached in Annex 1) and are updated in March of each year, based on the results of the annual internal planning process.

Overall, the two contributions support ICTJ’s program in Colombia. ICTJ’s program aims to contribute to strengthen the design and implementation of transitional justice processes and initiatives that advance accountability in the context of the peace process between the government of Colombia and the FARC-EP. The evaluation will assess the work done based on the following specific outcomes: 1) The Special Jurisdiction for Peace applies international and national standards and best practices in its operation and decisions to address the mass scale of victims, perpetrators, and violations; 2) Colombian society more readily owns and accepts the work of the Truth Commission (including its final report); and 3) Different society and institutional actors actively engage and participate in restorative justice processes and dialogue on reforms that promote the political and social transition of the country.

The scope of the evaluation shall be further elaborated by the chosen evaluator in the inception report.

3. Evaluation Objective and Key Evaluation Questions

The main objective of this evaluation is to evaluate the relevance, effectiveness, efficiency, coherence, sustainability, and impact of the implementation of ICTJ’s program for Colombia and formulate recommendations that will serve as input for ICTJ’s program and its stakeholders and contribute to discussions with the Embassies of Sweden and Norway concerning the preparation for a new phase of the contributions.

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1 These outcomes correspond to ICTJ’s annual work plan for fiscal year (April 2021 to March 2022), currently in force. However, the consultancy shall evaluate the implementation of ICTJ’s program between June 2018 and December 2021 and will be provided with the work plans for the previous years as a point of reference and to understand the progression in the outcomes over the evaluation period.
Specific purposes of the evaluation are:

- To provide insights into the relevance, effectiveness, sustainability, coherence, and efficiency of the program, in accordance with the expected results and indicators described in ICTJ’s annual program work plan and logic framework. The evaluation shall conform to OECD/DAC’s Quality Standards for Development Evaluation.²
- To identify findings and recommendations that will serve as input and lessons learned for all involved stakeholders (ICTJ and the donors).
- To assess the compliance of the implementation and management with the agreed activity plans, budgets, and outcomes.

The consultancy is expected to address the key evaluation questions below and provide recommendations for improving effectiveness and sustainability going forward:

**Relevance**
- To what extent has the implementation of ICTJ’s program conformed to the needs and priorities of the transitional justice agenda in Colombia?

**Efficiency**
- Can the costs for the implementation of ICTJ’s program be justified by its results?

**Effectiveness**
- To which extent have the contributions furthered intended outcomes? If so, why? If not, why not?

**Impact**
- What is the overall impact of the activities of ICTJ’s program in terms of direct or indirect, negative and positive results?

**Coherence**
- How compatible has ICTJ’s intervention been with regards to other interventions in the sector, country or organizations where it is being implemented?

**Sustainability**
- Is it likely that the results of ICTJ’s program are sustainable?

In order to address the need to inform the future discussions with the Embassies of Sweden and Norway about new phases of their contributions, the consultancy will also provide specific recommendations in this regard.

Methods and specific questions are expected to be developed in the application and further developed by the consultancy during the inception phase of the evaluation.

Other questions to be considered in the evaluation, related to the cross-cutting issues of interest to ICTJ and the donors:

- Has the implementation of ICTJ’s program had any positive or negative effects on gender equality? Could gender mainstreaming have been improved in planning, implementation or follow up?
- Has ICTJ’s program been designed and implemented with a human rights-based approach?
- Has the implementation of ICTJ’s program had any negative impacts on the climate or the environment?
- Has the implementation of ICTJ’s program had any impact on corruption?

4. **Methodology and Methods for Data Collection and Analysis**

For the purpose of interviews and providing information to the evaluation team, at least the following institutions/entities, and other organizations and groups are to be interviewed in this evaluation:

The Government and State:

Comprehensive System for Truth, Justice, Reparation and Non-Recurrence: the Special Jurisdiction for Peace, the Commission for the Clarification of Truth, Coexistence, and Non-Repetition (TC), the Unit for the Search for Persons deemed as Disappeared in the Context of the Internal Armed Conflict (Search Unit), the Bogotá Center for Memory, Peace, and Reconciliation;

Justice and Peace tribunal of Bogotá, the Inspector General’s Office – Delegate Inspector for coordination of interventions with the SJP (Procuraduría General de la Nación, Procurador Delegado con funciones de coordinación de intervención para la Jurisdicción Especial para la Paz-JEP), the Office of the Attorney General’s Special Investigation Unit (Fiscalía General de la Nación, Unidad Especial de Investigación);

The military forces Joint Strategic Transition Command (Comando Conjunto Estratégico de Transición, CCOET);

Civil society and other social forces:

Civil society, victims’ and grassroots organizations, youth organizations, and public universities involved with the projects, national and regional media outlets and journalists;

Former paramilitary and guerrilla combatants; members of FARC defense and representation team; members of the military defense (Fondetec);

ICTJ’s main office in New York;

4
International community:


The consultancy is expected to propose an evaluation design and select the appropriate methodologies for collecting and analyzing results. The evaluation design, methodology and methods for data collection and analysis are expected to be described concisely in the application and fully presented in the inception report. The inception report must also include a complete list of proposed interviewees.

The consultancy should facilitate the entire evaluation process with careful consideration of how everything that is done will affect the use of the evaluation. Therefore, the applicant is expected to present briefly, in the application, i) how intended users (ICTJ and the donors) are to participate in and contribute to the evaluation process, and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

The consultancy should take into consideration appropriate measures for collecting data in cases where sensitive or confidential issues are addressed and avoid presenting information that may be harmful to some stakeholder groups.

5. **Organization of Evaluation Management**

This evaluation is commissioned by the International Center for Transitional Justice (ICTJ). ICTJ formulated the TOR, which were approved by the Embassy of Sweden and the Embassy of Norway, and will procure and manage the evaluation. Hence, ICTJ will evaluate applications and approve the inception report and the final report of the evaluation. A start-up meeting will be held with the ICTJ Country Office in Colombia; and debriefing meetings will be held separately with ICTJ and then jointly with ICTJ and the two donors.

Due to the sensitive issues this evaluation could encounter, the consultancy should maintain continuous dialogue with ICTJ during the evaluation process. The consultants shall sign a confidentiality agreement, which must be strictly adhered to.

6. **Evaluation Quality**

The evaluation shall conform to OECD/DAC’s Quality Standards for Development Evaluation, as previously mentioned. The consultancy shall use the OECD/DAC Glossary of Key Terms in Evaluation. The consultancy shall specify how quality assurance will be handled during the evaluation process.

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3 **Glossary of Key Terms in Evaluation and Results Based Management.** [DAC Glossary of Key Terms and Concepts - OECD](https://www.oecd.org/dac/glossary/)

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7. Deliverables and Time Schedule

It is expected that a time and work plan is presented in the application and further detailed by the chosen consultant in the inception report. The evaluation shall be carried out between January and March 2022. The timing of interviews needs to be settled by the consultancy in dialogue with the main stakeholders during the inception phase.

Inception Phase

- Produce an inception report that describes in detail the overall evaluative framework, design, methodology, and protocols for data collection and analysis, along with a work plan and timeline (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 the like
- Conduct routine check-ins with the ICTJ Office in Colombia 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. The final report shall include the following sections:
  - Executive summary: a paragraph describing ICTJ’s program; a paragraph summarizing the methodological approaches used; key findings including a summary of targets and intended outcomes; a conclusion of the relevance, effectiveness, efficiency, coherence, sustainability, impact of ICTJ’s program 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.** When evidence relies on perception or feedback of stakeholders interviewed during the evaluation, the consultancy must illustrate key findings with selected quotes or careful summaries/translation of statements made by key informants.
  - Lessons Learned and Recommendations
Annexes: final terms of reference, evaluation schedule, list of people interviewed, list of documents reviewed, acronyms and abbreviations used, and operational definition of terms, etc.

The final report should not exceed 30 pages (without annexes).

The table below lists deadlines for the evaluation process and deliverables.

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Participants</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Initial meeting</td>
<td>ICTJ Colombia</td>
<td>January 2022</td>
</tr>
<tr>
<td>2. Draft inception report</td>
<td>ICTJ Colombia</td>
<td>January 2022</td>
</tr>
<tr>
<td>3. Comments from ICTJ to evaluators</td>
<td>ICTJ Colombia</td>
<td>January 2022</td>
</tr>
<tr>
<td>4. Final inception report</td>
<td>ICTJ Colombia</td>
<td>January 2022</td>
</tr>
<tr>
<td>5. Debriefing meetings</td>
<td>ICTJ, Embassy of Sweden and Embassy of Norway, in Bogotá</td>
<td>March 2022</td>
</tr>
<tr>
<td>6. Draft evaluation report</td>
<td>ICTJ Colombia, Embassy of Sweden, Embassy of Norway</td>
<td>March 2022</td>
</tr>
<tr>
<td>7. Comments from intended users to evaluators</td>
<td>ICTJ Colombia, Embassy of Sweden, Embassy of Norway</td>
<td>March 2022</td>
</tr>
<tr>
<td>8. Final evaluation report and presentation of report</td>
<td>ICTJ Colombia, Embassy of Sweden, Embassy of Norway</td>
<td>March 2022</td>
</tr>
</tbody>
</table>

The inception report will form the basis for the continued evaluation process and shall be approved by ICTJ before the evaluation proceeds to implementation. The inception report should be written in Spanish and cover evaluability issues and interpretations of evaluation questions, present the methodology and methods for data collection and analysis as well as the full evaluation design. A specific time and work plan for the remainder of the evaluation should be presented which also cater to the need to create space for reflection and learning between the intended users of the evaluation.

The final report shall be written in Spanish and be professionally proofread. An abstract in English will also be delivered by the consultancy. The final report should have a clear structure, based on the previously mentioned sections. The methodology used shall be described and explained, and all limitations shall be made explicit, and the consequences of these limitations discussed. Findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Recommendations and lessons learned should flow logically from conclusions. Recommendations should be specific, directed to relevant stakeholders and categorized as a short-term, medium-term, and long-term. The report shall be no more than 30 pages excluding annexes. The consultancy shall adhere to the OECD/DAC Glossary of Key Terms in Evaluation.
8. Evaluation Team Requirements

Key qualifications and requirements to successfully complete this consultancy include:

- Evaluation team must be integrated by at least one (1) international consultant (full professional proficiency in Spanish) and one (1) national consultant.
- Solid experience in conceptualizing and conducting evaluations of transitional justice, democracy building, peacebuilding or human rights programs in post-conflict contexts
- International evaluation experience required
- An advanced degree in a relevant field (preferred)
- Documented knowledge and experience of the political and social context in Colombia by the international and/or the national consultant required
- Knowledge of transitional justice programs (preferred)
- Excellent written and communications skills in Spanish and English

9. Budget

Applications should include an estimated 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(s) and those interviewed is a priority, therefore desk review and virtual methods of data collection (such as phone or online interviews) should be prioritized.

This budget should include all the costs incurred by the applicant/evaluator (e.g., consultant fees and per diem, accommodation, international and local transportation, communication costs, insurance costs, and any applicable taxes, etc.). All evaluation costs (including consultant fees for member or members of the evaluation team) shall be paid by applicant/evaluator as part of the budgeted amount. The proposal should also include a timeline.

The contract will be signed with the applicant, who will be responsible for contracting the additional consultant(s) required to complete the evaluation team.

10. Resources

The contact person at the ICTJ office in Colombia is María Camila Moreno M., director of the Office. The contact person should be consulted if any problems arise during the evaluation process.

Relevant ICTJ documentation will be provided by Maria Carolina Carter D, Monitoring and Evaluation Specialist, ICTJ Office in Colombia.

Contact details of targeted stakeholders will be provided by the ICTJ Country Office in Colombia.

The consultant will be required to arrange the logistics for booking interviews.
11. **How to Apply**

Interested candidates shall send to the contact person below between 30 November and 13 December 2021:

- A cover letter, including concise description of suggested methods and estimated budget for this evaluation
- CVs of all evaluation team members
- An excerpt/full report of a previous evaluation report
- Credentials; and
- Any other relevant information showing suitability of the consultant for the assignment.

**Contact:** ICTJ Colombia Office Monitoring and Evaluation Specialist, María Carolina Carter D. at ccarter@ictj.org

Criteria for selection will include an assessment of the technical proposal, the economic proposal, and of the experience of the applicant.

ICTJ, at its sole discretion, will select the successful application and shall be free to:

- Accept the whole, or part only, of any application
- Accept none of the applications
- Republish this request for applications

12. **Annexes**

Annex A: Key documentation

- ICTJ FY22 Annual Program Work Plan and Logic Framework for Colombia (summary)
I. Country Program Goal

Program Goal: Transitional justice processes in Colombia are implemented in a way that advances accountability of all actors to the internal armed conflict and the fulfillment of victims’ rights.

The FY22 Country Plan will continue to focus on ensuring that the mechanisms of the Comprehensive System can contribute to ensuring the effective realization of victims’ rights and guarantee the accountability of all actors to the armed conflict, to build a solid foundation for reconciliation and a peaceful and inclusive society in Colombia.

In FY22, the main challenges in relation to the Comprehensive System will be i) the operation and timely and effective decision-making of the SJP chambers and sections to address the vast scale of perpetrators, victims, and violations; ii) social ownership and dissemination of the TC report, with a regional approach; iii) implementation of the Search Unit national and regional search plans, with concrete results and ensuring the participation of the families of the missing; and iv) promotion of engagement by civil society sectors and public institutions responsible for the implementation of the Peace Agreement, to create a more positive environment for the implementation of the TJ mechanisms in the country.

In view of the above, ICTJ will continue to focus its efforts on: i) strengthening different social sectors and institutions, at the national and regional levels, by providing information, rigorous analysis, and technical assistance to enable their full and effective participation in the Comprehensive System mechanisms; and ii) providing comparative international experience, feasible proposals, and technical assistance for the implementation of these mechanisms.

ICTJ’s ongoing technical assistance to transitional justice mechanisms is based on the mechanisms’ needs and requirements, determined in ongoing dialogue with key interlocutors within the SJP, TC, and Search Unit, and on ICTJ’s international comparative expertise. ICTJ will continue to implement a comprehensive strategy that includes technical assistance, political dialogue, relationship-building, advocacy, and strategic communications. Through this strategy, ICTJ will increase the technical capacity of the mechanisms to ensure the effective implementation of their mandate, to advance accountability and fulfillment of victims’ rights, and to strengthen the capacity of social stakeholders to actively participate.

This strategy will also mainstream a gender and territorial perspective. Our technical assistance and recommendations for the implementation of the Comprehensive System mechanisms will remain responsive to gender issues and the specific needs and expectation of the territories and will include specific measures to address the differentiated impacts of the conflict on men, women, children, and the LGBTI population in different regions of the country.

Another cross-cutting issue that will be taken into account by ICTJ in the implementation of our work plan are environmental considerations. The program will be sensitive to the environmental impacts of our activities, including, for example, mitigation of our contribution to carbon emissions by booking direct flights and project staff on the same flights, and using local experts when possible to reduce the need for air travel, thus reducing the total number of flights and the carbon footprint of the activities. It will also include working with local food and material suppliers to reduce or eliminate the amount of non-recyclable and/or non-reusable waste used during the project activities.
## II. Country Program Outcomes

<table>
<thead>
<tr>
<th>Program Outcome</th>
<th>Stakeholders involved</th>
<th>Corresponding Global Results Framework Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 1:</strong> The Special Jurisdiction for Peace applies international and national standards and best practices in its operation and decisions to address the mass scale of victims, perpetrators, and violations.</td>
<td>Civil Society: civil society organizations (consortiums supported by the Netherlands Fund and organizations, including victims’ and LGBTI organizations). Duty-bearers: State: the SJP President, SJP magistrates and their teams, the Executive Secretary, the Communications team, and the Information and Analysis Group (GRAI) and FARC and military defense teams. Indirectly: rights-holders (victims of the internal armed conflict)</td>
<td><strong>Outcome 1:</strong> Victims and civil society have the necessary knowledge, capacity, and support to advance their demands for knowledge. <strong>Outcome 2:</strong> Representatives of state and other relevant institutions are aware of the experiences and priorities of victims and have expanded capacity to advance responsive, gender-sensitive, and context-driven solutions. <strong>Outcome 4:</strong> Victims and those with the responsibility to act come together, hear each other, and advance solutions.</td>
</tr>
<tr>
<td><strong>Outcome 2:</strong> Colombian society more readily owns and accepts the work of the Truth Commission (including its final report).</td>
<td>Duty-bearers: State: Truth Commission, Unit to Search for Missing Persons; National Memory Museum Civil Society: The memory and truth initiatives of regional and national organizations Indirectly: rights-holders (victims of the internal armed conflict)</td>
<td><strong>Outcome 1:</strong> Victims and civil society have the necessary knowledge, capacity, and support to advance their demands for knowledge. <strong>Outcome 2:</strong> Representatives of state and other relevant institutions are aware of the experiences and priorities of victims and have expanded capacity to advance responsive, gender-sensitive, and context-driven solutions. <strong>Outcome 4:</strong> Victims and those with the responsibility to act come together, hear each other, and advance solutions.</td>
</tr>
<tr>
<td><strong>Outcome 3:</strong> Different society and institutional actors actively engage and participate in restorative justice processes and dialogue on reforms that promote the political and social transition of the country.</td>
<td>Duty-bearers: Special Jurisdiction for Peace, Truth Commission, Search Unit, Victims’ Unit, former FARC-EP AND AUC combatants, other public institutions responsible for implementation of the peace agreement; and local stakeholders, like the Mayor’s Office of Medellin</td>
<td><strong>Outcome 1:</strong> Victims and civil society have the necessary knowledge, capacity, and support to advance their demands for knowledge. <strong>Outcome 2:</strong> Representatives of state and other relevant institutions are aware of the experiences and priorities of victims and have expanded capacity to advance responsive, gender-sensitive, and context-driven solutions.</td>
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<tr>
<td>Civil society: Academia, civil society organizations, business sector; alternative cultural movements</td>
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<tr>
<td>Media outlets: Corporate media (such as Colombia2020/El Espectador), community and alternative media outlets</td>
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**Outcome 3**: Public discourse provides a more conducive environment for addressing the causes and consequences of massive human rights violations.

**Outcome 4**: Victims and those with the responsibility to act come together, hear each other, and advance solutions.
### LOGFRAME INDICATORS FOR FY22 (APRIL 2021 – MARCH 2022)

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>EXPECTED RESULT</th>
<th>INDICATORS</th>
<th>TARGET Y3</th>
<th>Data source of verification</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPACT</td>
<td>Transitional justice processes in Colombia are implemented in a way that advances accountability of all actors to the internal armed conflict and the fulfillment of victims’ rights</td>
<td>Annual qualitative evidence of ICTJ’s contribution to responsive and gender-sensitive solutions to affirm victims’ dignity, fight impunity and promote responsive institutions</td>
<td>At least 1 evidence-based story of change verifying impact</td>
<td>Story of change developed by ICTJ.</td>
<td>ICTJ will contribute to achievement of this impact, together with other actors that are working towards similar goals in the country (including, for example, UN agencies, ICRC, local civil society organizations)</td>
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<tr>
<td>OUTCOME 1</td>
<td>The Special Jurisdiction for Peace applies international and national standards and best practices in its operation and decisions to address the mass scale of victims, perpetrators, and violations.</td>
<td>List of actions informed by ICTJ and implemented to affirm victims’ dignity, fight impunity and promote responsive institutions, noting which incorporate a gender approach. Number of victims’ and civil society organizations,</td>
<td>At least 10 actions</td>
<td>Document review, qualified informant reports, reports presented by CSO</td>
<td>«Actions» will include reports and technical documents presented by CSO to SJP, and relevant protocols, decisions or writs and indictments issued by SJP, informed by ICTJ assistance or advice, among others.</td>
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Armed conflict and the fulfillment of victims’ rights
| OUTCOME 2 | Colombian society more readily owns and accepts the work of the Truth Commission (including its final report) | List of actions informed by ICTJ and implemented to affirm victims’ dignity and clarify the truth  
Number of victims’ and civil society organizations, advised by ICTJ, who present proposals, disaggregated by stakeholder  
Quality of participation as assessed by stakeholders | At least 5  
At least 3  
An average of 3 on a 1-5 scale | Document review, qualified informant reports, reports presented by CSO  
Attendance lists; meeting minutes | «Actions» will include proposals by CSO to strengthen ownership of the TJ legacy; technical documents or inputs to support the TC final report; acknowledgement of responsibility and/or reconciliation actions by the TC, informed by ICTJ technical assistance or advice. |
<table>
<thead>
<tr>
<th>OUTCOME 3</th>
<th>Different society and institutional actors actively engage and participate in restorative justice processes and dialogue on reforms that promote the political and social transition of the country</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>List of actions informed by ICTJ and implemented to support the country’s transition to a more just and peaceful society.</strong></td>
<td></td>
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<tr>
<td><strong>Evidence of ICTJ’s contribution to public discourse/opinion around an understanding of the importance of the work of the transitional justice mechanisms in Colombia</strong></td>
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<tr>
<td><strong>Qualitative evidence of actor engagement in and/or ownership of the mechanisms of the Comprehensive System</strong></td>
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<tr>
<td><strong>At least 5</strong></td>
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<td><strong>At least 5</strong></td>
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<tr>
<td><strong>Internal and external indicators verify that at least five (5) actors provide evidence of engagement and/or ownership of mechanisms of Comprehensive System</strong></td>
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<tr>
<td><strong>Document review, qualified informant reports</strong></td>
<td></td>
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<tr>
<td><strong>Yearly survey and/or key informant interviews</strong></td>
<td></td>
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<tr>
<td><strong>Public information published by mechanism websites and other news outlets</strong></td>
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<tr>
<td><strong>«Actions» will include proposals for processes of acknowledgement of responsibility and/or reconciliation actions by society actors; local, processes of artistic and cultural expression; technical documents on regional experiences, among others.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>«Contributions» will include public appearances, conferences, public outreach activities</strong></td>
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<tr>
<td><strong>«Actor engagement» will include participation in the mechanisms, engaging in dialogue with the mechanisms, attending hearings.</strong></td>
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<tr>
<td><strong>«Actor ownership» will include manifestations of support and defense of mechanisms.</strong></td>
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INTRODUCTION

These are especially challenging times for those of us who work to assist societies in dealing with a legacy of atrocities and massive human rights violations. Violent armed conflicts have increased in number, duration, and ferocity around the globe. Immense displacement and waves of migration have followed, draining resources and causing domestic instability; and many countries have turned to authoritarian rulers, undermining respect for the rule of law and human rights and closing the space for civil society.

Following considerable internal reflection and a wide consultation with our supporters, ICTJ has adopted a new strategic plan to address these challenges. We have learned much from our experience. In particular, we know that every place is different, that there are no one-size-fits-all solutions, and that we are most effective when we listen carefully to those most concerned and earn their trust. We also know that in these challenging times we must think even more creatively about new approaches, build new alliances and partnerships, and communicate more effectively the value of justice. While doing so, we are constantly considering how to ensure that our resources are used efficiently and effectively, and setting concrete goals that will help to measure our performance.

In the following pages, we explain our approach, outline a new institutional roadmap consonant with the times, and demonstrate the importance and urgency of our work.

For almost 20 years, ICTJ has worked with civil society organizations, government representatives, and the international community to help societies find their way as they seek to address the legacy of a troubled and violent past, restore lasting peace, and build just and inclusive societies. We have always taken a rights-based approach to the dilemmas they face as we never lose sight of the value of justice as a principle in itself or the importance of victims’ dignity and their rights to truth, reparation, and accountability. At the same time, we assist official institutions in acknowledging and fulfilling those expectations.

ICTJ is fully committed to the 2030 Agenda for Sustainable Development. We believe that transitional justice represents an essential element of this agenda, as it is articulated in the Sustainable Development Goals. By increasing access to justice for victims and helping to prevent the recurrence of violent conflict and abuses, our work makes critical contributions to the promotion of just, peaceful, and inclusive societies in countries such as Colombia, Côte d’Ivoire, Kenya, Nepal, and Tunisia. By establishing partnerships between civil society and national and international policymakers, our work helps to ensure
that sustainable peace and development are achieved in all countries that struggle to address the legacies of their past.

The principle of justice is under assault every day at both national and international levels in countries as diverse as the Democratic Republic of Congo, Myanmar, Syria, and Yemen, and there is much work to be done to establish accountability before and during transitions and to clear the path for justice.

Because of our extensive experience around the world, we have proudly earned respect and a reputation for our unique expertise in transitional justice—expertise firmly grounded in deep knowledge, careful analysis, and an unvarying respect for those who seek our advice.

ICTJ is committed to its mission and will continue to work tirelessly to make a difference both on the ground and in policy debates and to assist those who rightly cry out for justice, whether today or tomorrow.

TRANSITIONAL JUSTICE: PART OF WHAT WORKS IN THE GLOBAL POLICY AGENDA

Transitional justice refers to the many measures that can be implemented to address and repair the legacies of repressive regimes and massive human rights abuses. These measures can be judicial and nonjudicial and include, among others, truth telling and truth-seeking processes; criminal justice initiatives in national, regional, or international jurisdictions; reparations programs; and political and institutional reforms. By affirming victims’ dignity, fighting impunity, and promoting responsive institutions, transitional justice plays an important role in the achievement of the 2030 Agenda for Sustainable Development, particularly Sustainable Development Goal (SDG) 5, SDG 10, and especially SDG 16.¹ ICTJ’s experience indicates that transitional justice is a critical element of sustainable peace and sustainable development. In countries emerging from conflict and repression—countries that very often monopolize the international agenda—progress toward attaining peace and development will be more sustainable if those societies implement transitional justice processes addressing the causes and consequences of massive human rights violations in innovative and inclusive ways.

From our experience we have seen how transitional justice measures are an essential step to establishing or reestablishing the rule of law. They challenge impunity for perpetrators of serious crimes; reform institutions that committed, facilitated, or failed to prevent those crimes; and reestablish public trust in principles and systems of law by demonstrating due process and nondiscrimination. ICTJ’s work supporting these measures have helped countries such as

¹ SDG 5: Achieve gender equality and empower all women and girls. SDG 10: Reduce inequality within and among countries. SDG 16: Promote just, peaceful, and inclusive societies.
Argentina, Colombia, and Sierra Leone to rebuild the rule of law.

The goals set forth in SDG 16.3 lead us to consider how people in countries affected by conflict and repression concretely benefit from the reestablishment of the rule of law. ICTJ therefore emphasizes that the tools and approaches of transitional justice can and should increase people’s access to justice. This is most directly applicable for victims of past crimes, but also for citizens more generally in the future, and it is especially true if transitional justice processes are designed to be inclusive and fair. ICTJ’s engagement in Côte d’Ivoire, Peru, the Philippines, and Sierra Leone, for example, have increased people’s access to justice, mainly through reparation processes.

ICTJ’s work demonstrates that transitional justice contributes to achieving other SDGs as well. It facilitates gender equality in multiple ways: Truth telling and judicial procedures can shed light on and help address the gender dimensions of past human rights violations, which in turn may lead to calls for reform of discriminatory laws and institutions that made those violations possible and enable and encourage women to participate and assume leadership roles so that such violations do not happen again. More broadly, we believe that transitional justice draws attention to the root causes of violations, the social and economic structural problems—including inequality and corruption—that facilitate crimes. In this way, it actually helps to reduce social, economic, and political marginalization. In Côte d’Ivoire, Liberia, Nepal, and Tunisia, ICTJ has supported efforts to ensure that justice measures meaningfully address issues of gender-based discrimination and socioeconomic marginalization.

Justice for past human rights violations is incomplete if it does not do anything to prevent those violations from happening again. Therefore, transitional justice needs to be an integral part of global policy on prevention. United Nations (UN) Security Council Resolution 2282 and General Assembly Resolution 70/262 explicitly articulate transitional justice as being part of a comprehensive approach to sustainable peace, including through its contribution to conflict prevention. The 2011 World Development Report called transitional justice crucial for the sustainable prevention of violence, in part because it helps to restore confidence in institutions. The 2018 UN-World Bank study Pathways for Peace argues that redressing grievances can help to increase inclusion and reduce violent conflict.

As with the rule of law, preventing recurrence has long been seen as a central aim of transitional justice. As conceptualized in the UN Principles to Combat Impunity, guarantees of nonrecurrence call for measures of administrative, legal, and constitutional reform that increase the legitimacy and integrity of state institutions and thereby help to reduce the likelihood that violations will occur. Recently, the UN Special Rapporteur on the promotion of truth, justice, reparation, and guarantees of nonrecurrence has drawn attention to the need to expand the types of these measures beyond the realm of the institutional to include that of the cultural—such as the media, education, and storytelling. ICTJ’s work in Tunisia, Nepal, Côte d’Ivoire, and elsewhere demonstrates the power of an inclusive narrative to provide support for and ground institutional reforms, mobilize youth, break inter-generational barriers, and challenge the alienation of targeted groups in society.

ICTJ understands the important role that transitional justice can play in reducing the recurrence of different forms of violence, including armed conflict, communal violence, violent extremism, criminal

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2 SDG 16.3: Promote the rule of law at the national and international levels, and ensure equal access to justice for all.
violence, gender-based violence, and violence against children and youth. Our experience shows that responding fairly and effectively to past injustice can contribute to the prevention of such violence by holding accountable perpetrators of violence; fostering institutional inclusion, legitimacy, and accountability; repairing social relations; facilitating durable solutions to displacement; addressing root causes; and transforming societal norms. We are committed to furthering our understanding of how to prevent the recurrence of violence through research and documentation of our own knowledge and experiences. ICTJ-supported transitional justice efforts in Guatemala, Liberia, and Sierra Leone have been important factors in avoiding a relapse of conflict in those countries.

The protracted nature of current conflicts and the immense scale of the resulting displacement crises also raise questions about what can be done in the interests of justice and reconciliation in ongoing conflicts. While most transitional justice processes begin after armed conflict and repression have ended and when certain minimum political and institutional conditions are met, this does not mean that nothing can be done in the meantime. Despite the challenges and uncertainties ongoing conflict presents, victims and human rights defenders do not wait for crises to end to pursue justice. Documenting crimes and listening to the voices of victims and displaced persons are some of the efforts that can be undertaken in the interests of acknowledgment, memory, and the right to truth in the midst of conflict, and they can play a critical role in enabling and shaping transitional justice processes once the conflicts have ended.

The evolution of international standards and the demand for justice from victims, civil society, and governments around the world have made discussions about justice an essential part of modern peace negotiations. Issues related to accountability, particularly for massive human rights violations, are often the most complex, controversial, and difficult ones to resolve at the negotiating table, but today no peace agreement is seen as credible and legitimate if justice is not included. This means transitional justice is often a crucial component well before the end of a conflict. In fact, we believe a successful and realistic approach to transitional justice can have an important role in conflict resolution, making justice strategies more relevant and necessary than ever. ICTJ’s efforts in Colombia, Democratic Republic of Congo, and Syria have demonstrated what can be done while conflict persists in the interest of a future sustainable peace.

At the same time, an increased understanding of the links between political, social, and economic exclusion and human rights violations has led to greater awareness within the transitional justice field of the need to respond not only to violations of civil and political rights but also to violations of economic, social, and cultural rights, as well as to challenge structurally unjust economic, social, and cultural contexts. ICTJ believes that responding to human rights violations should not neglect the responsibility of third-party actors such as corporations, international institutions, and powerful nation states—and the system of international governance itself—for current, recent, and historical injustices, such as colonialism and slavery.

There is growing recognition that as important as the different elements of transitional justice are, it is imperative not to reduce these elements to a template that can be applied in each and every society where massive human rights violations occur. ICTJ therefore emphasizes the goals of acknowledgment, accountability, and prevention; the inclusive and innovative tools and approaches we use to achieve those goals; the wide range of contexts in which we design those tools and approaches; and the ways in which
we can measure and articulate the value of our work. ICTJ strongly believes that transitional justice makes a critical contribution to sustainable peace and development—through the rule of law, access to justice, inclusion, equality, prevention, and conflict resolution—if the processes are designed and implemented in the right way. Transitional justice is part of what works in global policy, and we aim to demonstrate this is true through the implementation of our strategic plan.
APPRAOCH

ICTJ works to help societies challenge the causes and address the consequences of massive human rights violations.

Our 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. We support victims and other civil society actors who claim their rights, work together with the state actors and institutions responsible for safeguarding those rights, and 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 all over the world. ICTJ draws on institutional expertise built up over years of working to advance transitional justice in over 50 countries. We leverage our ability to articulate lessons learned and identify emerging patterns from our fieldwork to produce relevant research and analysis, develop innovative approaches, and deliver timely information and policy recommendations. 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; offer advice on procedures, policies, resolutions and other measures; 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 provides crucial insight that allows us to help victims and other key partners design strategies to pursue justice and reform even in circumstances of powerful resistance or weak political will. Our
insistence on a more nuanced approach to transitional justice is a response to our assessment of the challenges in the field and the need for more flexible programming that can adapt and take advantage of political openings. An external evaluation of our 2015-2018 work found that we have done so effectively in the past few years:

“ICTJ’s strategy of using ongoing political analysis to inform program decision-making has been successful in increasing country offices’ adaptive capacity to respond to windows of opportunity and to shift resources when support to specific TJ [transitional justice] actors is not bearing fruit or new TJ actors appear. This adaptive capacity has ensured that ICTJ programming remains relevant and appropriate in each of the country contexts in this evaluation.”

Depending on the context, we work with a wide range of actors whose expertise and experience must be engaged to establish effective measures of acknowledgement, accountability, and reform. Our work usually distinguishes three different sets of stakeholders: (1) victims and other civil society groups, (2) government officials and representatives of other institutions with power and responsibility, and (3) the media and other key actors relevant to creating a conducive environment for justice.

Civil Society
ICTJ works with victims and civil society organizations, including nontraditional activist groups, and brings them around a shared vision for justice so that they have the necessary knowledge, capacity, and support to advance their demands for justice.

Our work with civil society goes beyond sharing technical, expert knowledge and is based on partnerships. Together with our partners, we jointly develop strategies for change and identify avenues for action by conducting rigorous research, contextual analysis, and stakeholder mapping; helping victims develop a meaningful and rigorous process for monitoring government institutions; offering tailored strategic advice; facilitating the sharing of experiences among victims and civil society across borders, especially in the global south; expanding the ability of victims and civil society to articulate their needs in specific proposals, actions, and solutions; increasing awareness of rights among victims and civil society; and fostering and strengthening alliances among victims and civil society.

In selecting our partners, we aim to be inclusive, working across ethnic, religious, economic, political, and geographic divides, and actively promote the participation of marginalized groups such as women, youth, indigenous peoples, persons with disabilities, and victims of gender-based violence.

Duty Bearers
In countries addressing massive human rights violations, ICTJ works closely with representatives of formal and informal institutions, such as the state and ad hoc transitional justice institutions, respectively, since they are the actors responsible for protecting and promoting the population’s human rights. We partner with them so that they are aware of victims’ experiences and priorities and are able to increase their capacity to advance responsive, gender-sensitive, and context-specific solutions.

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We build and develop these actors’ capacity to uphold human rights by providing them with a range of interventions, including but not limited to technical advice on issues such as effective consultation processes, long-term placements of embedded ICTJ experts, and strategic assistance for the creation, delivery, and management of solutions that take into account the perspective of victims, draw on comparative experiences, and apply coherent policy approaches and measures of acknowledgement, accountability, and reform. We help them develop innovative solutions based on the experience of ICTJ and our partners globally, facilitating the sharing of relevant experiences among representatives of institutions across borders, especially within the global south. We also consider the political components that make institutions and reforms effective and sustainable; identify, cultivate, and support champions for justice inside institutions; advocate for citizens’ participation and transparency in transitional justice processes; and work to improve accountability mechanisms, as well as transparency and respect for human rights within key state institutions, particularly in the security and justice sectors.

As part of this work, ICTJ continuously coordinates with development, conflict resolution, and peacebuilding actors. These actors constitute an important group whose work is essential to laying the groundwork for pursuing acknowledgment, accountability, and reform. ICTJ’s strategy involves functioning as a go-between and a reliable hub for the exchange of information and analysis so that our partners understand transitional justice in terms of what works and does not work.

**Communicators and Storytellers**

In line with the report of the UN Special Rapporteur on the promotion of truth, justice, reparation, and guarantees of nonrecurrence, ICTJ’s analysis goes beyond the technical and institutional aspects of transitional justice to include consideration of its role in cultural and public discourse. In the past three years, ICTJ has piloted innovative projects that incorporated cultural interventions—invoking the media, education, and storytelling—to promote a shared vision of justice, direct attention to the root causes of conflict and human rights violations, increase the saliency of the transitional justice policy agenda, and promote narratives and individuals that bring together rather than divide people in society. Building on this experience, we are increasing our outreach to media and other key public figures in the countries where we work. Our goal is a more inclusive public discourse that provides space for the perspectives of victims and in turn leads to a more conducive environment for addressing the causes and consequences of massive human rights violations.

ICTJ has stepped up its collaboration with leading public figures, media outlets, researchers and academics, artists, philanthropists, religious actors and others with leverage and influence on the national and international stage. We support our local partners in the implementation and design of communications strategies and creative initiatives to articulate a more accurate, inclusive, and empathetic public narrative. We provide our partners with timely information, research, and technical and policy advice and help them identify, cultivate, and engage key actors to better inform public discourse and to build public support for justice, and we connect these actors and their efforts through our international networks.
Building Bridges

A vital component of ICTJ’s approach is building bridges between victims and those whose responsibility is to act, helping them come together, hear each other, and advance solutions. As an international organization with a reputation for neutrality and reliability, solid and unique technical expertise, and an “ear to the ground” to identify the priorities and goals of domestic actors, ICTJ is in a unique position to work with all stakeholders and contribute to responsive and feasible solutions. As our recent work in Colombia, Syria, and Uganda attests, ICTJ has a positive track record in making “unlikely partnerships” happen: “[I]n each country, interviewees were virtually unanimous in praising ICTJ’s contribution to building bridges between duty-bearers and rights-holders (CSOs [civil society organizations] and victims’ associations).”

Implementing Solutions

Addressing human rights violations is a long and arduous process, and the hardest and most critical tasks oftentimes happen after the international spotlight has moved elsewhere. Our experience tells us that these processes are cyclical, iterative ones, whose effects should be monitored and followed over the long term, rather than discrete instances when everything happens at once. ICTJ’s interventions seek transitional justice solutions that are responsive and gender sensitive. Once these solutions are formulated, ICTJ advises and assists stakeholders with implementing and monitoring them. We actively support victim-led initiatives, and advocate for formal and informal processes that are legitimate, nondiscriminatory, fair, and harmless.

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ICTJ is outcome driven. We rely on rigorous data collection and analysis to accomplish our objectives. Our Design, Monitoring, and Evaluation unit works closely with all parts of the organization to support smart, effective, and evidence-based approaches around the world. We do this, in part, by organizing our work around an institutional results framework.

Our results framework for 2018-2022 aims to capture both the results of our fieldwork, by measuring the successful implementation of responsive and gender-sensitive solutions in the countries where we have interventions, and our global results, such as our influence on shaping the field of transitional justice. This framework is the result of a bottom-up process that includes all staff members and key stakeholders, so that it reflects the reality of our work and provides useful information about processes in different contexts.

Table 1. Results Framework: Outcomes

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<thead>
<tr>
<th>Process Outcomes</th>
<th>Global Outcomes</th>
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<tr>
<td><strong>Outcome 1:</strong> Victims and civil society have the necessary knowledge, capacity, and support to advance their demands for justice.</td>
<td><strong>Outcome 5:</strong> Societies implement responsive and gender-sensitive solutions to address the legacies of massive human rights violations.</td>
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<tr>
<td><strong>Outcome 2:</strong> Representatives of government and other relevant institutions are aware of the experiences and priorities of victims and have expanded capacity to advance responsive, gender-sensitive, and context-specific solutions.</td>
<td><strong>Outcome 6:</strong> Practitioners and policymakers at the international level have better information and expanded capacity to advance responsive, gender-sensitive, and context-specific solutions.</td>
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<tr>
<td><strong>Outcome 3:</strong> Public discourse provides a more conducive environment for addressing the causes and consequences of massive human rights violations.</td>
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### Table 2. Results Framework: Indicators

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<th>Process Outcomes</th>
<th>Indicators</th>
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</table>
| **Outcome 1:** Victims and civil society have the necessary knowledge, capacity, and support to advance their demands for justice | • Annual percentage of ICTJ stakeholders who report an increase in understanding of how to pursue and implement their demands.  

• Evidence of demands articulated through external statements, press conferences, proposals, monitoring reports, or other means (qualitative indicator).                                                                                                                                                                                                                                                                                        |
| **Outcome 2:** Representatives of government and other relevant institutions are aware of the experiences and priorities of victims and have expanded capacity to advance responsive, gender-sensitive, and context-specific solutions | • Annual percentage of ICTJ stakeholders who report an increase in understanding of victims’ experiences and how to pursue responsive, gender-sensitive, and context-specific solutions.  

• Annual number and list of policy proposals made by domestic or international stakeholders that include, reflect, or acknowledge ICTJ input.                                                                                                                                                                                                                                                                                                          |
| **Outcome 3:** Public discourse provides a more conducive environment for addressing the causes and consequences of massive human rights violations | • ICTJ resources inform public debate around key issues as evidenced by media reach (quantitative).  

• Evidence of ICTJ’s contribution to public discourse around victims’ experiences and perspectives (via conferences, art exhibits, radio shows, public appearances, etc.) (qualitative).                                                                                                                                                                                                                                                                                      |
| **Outcome 4:** Victims and parties with the responsibility to act come together, hear each other, and advance solutions | • Perceptions of victims and other society stakeholders on the quality of their participation in pursuing and/or framing responses to atrocities and repression.  

• Number of victims and civil society representatives who participated in discussions about responses to massive human rights violations.  

• Number of engagements between victims and civil society and formal and informal institutions where responses to massive human rights violations are discussed.                                                                                                                                                                                                                                                                                   |
| **Global Outcomes**                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| **Outcome 5:** Societies implement responsive and gender-sensitive solutions to address the legacies of massive human rights violations | • List of solutions implemented to affirm victims’ dignity, fight impunity, and promote responsive institutions that rely on ICTJs contribution.  

• Number of victims who participated in processes and solutions to address massive human rights violations.  

• Annual qualitative evidence of ICTJ’s contribution to responsive and gender-sensitive solutions to affirm victims’ dignity, fight impunity, and promote responsive institutions.  

• Victims and civil society stakeholders’ perception of responsiveness, gender sensitivity and effectiveness of transitional justice processes/solutions being implemented.                                                                                                                                                                                                                                                                       |
| **Outcome 6:** Practitioners and policymakers at the international level have better information and expanded capacity to advance responsive, gender-sensitive, and context-specific solutions | • List of policies, procedures, resolutions, or proposals made by international or multilateral actors that include, reflect, or acknowledge ICTJ input.                                                                                                                                                                                                                                                                                                                   |
GLOBAL CONTEXT, OPPORTUNITIES, AND CHALLENGES

The international community today faces a set of urgent, daunting, and interrelated challenges. In an interconnected world where borders mean little, many of these challenges can be characterized as global risks, in that their implications reach across countries and beyond regions and their solutions require collaboration among local, national, and international actors.

In fragile and conflict-affected states, civilians suffer the widespread harms of war, which is often waged with little regard for its humanitarian impact. Marginalized and vulnerable groups are frequently the targets of human rights violations and serious international crimes—violations and crimes that undermine both sustainable peace and development. The growing number of armed conflicts as well as new forms of warfare—the dynamics of which religion and ideology, violent extremism, transnational networks, and new information technologies has changed—require different interventions. The massive displacements that result from people fleeing violence and violations of their most fundamental rights are not only humanitarian and social disasters but affect local governance and national politics in countries throughout the world.

Recent years have also been marked by the rise of nationalist and populist movements and authoritarian regimes around the world. Many of the countries that so promisingly began making the transition to democracy in the Arab Spring of 2011 have either descended into armed conflict or reverted to authoritarian, corrupt, and repressive regimes. In other regions, populist leaders have risen to prominence or power by stoking nationalist sentiments, which has prompted these societies to turn inward, away from international cooperation and integration, and step back from critical, hard-won advances made by the international community to improve international standards for human rights and basic freedoms.

As part of this step backward, many governments are taking concrete measures to close down the space in which civil society, a central actor combating injustice, operates. Governments, especially those of the major powers, have also begun prioritizing security concerns over much other international policy and at the expense of the international human rights agenda and its institutions.

While progress has been made in reducing global poverty, social and economic inequality still provide the backdrop to all of these other challenges.

In the face of these challenges, the current community of nations has come together and made a commitment to the interrelated objectives of promoting sustainable peace and sustainable development. In 2015, countries adopted the Sustainable Development Goals (SDGs), which assert the notions of peace and justice as explicit components of the development agenda. Specifically, SDG 16 aims to promote peaceful and inclusive societies through access to justice and rule of law and effective, accountable, and inclusive institutions. Peace and justice cannot be pursued in isolation, however, as their fulfillment depends on progress in other areas such as reducing inequality (SDG 10), achieving gender equality (SDG 5), and guaranteeing inclusive and equitable education (SDG 4).

The international development agenda has also been shaped by the 2011 New Deal Framework for Fragile States, which posits that justice, security, and governance are prerequisites for economic development,
and that international aid efforts and development-related interventions should take into account a country’s fragility or the conflict it is experiencing. The 2016 UN Security Council Resolution 2282 and General Assembly Resolution 70/262, which review the United Nations’ peacebuilding architecture, further illustrate the close link between the international development and peacebuilding agendas, explicitly connecting the SDGs to peacebuilding. Similarly, the 2018 World Bank-UN report *Pathways for Peace* highlights the importance of inclusion and legitimacy, particularly in contexts of human rights violations, to the prevention of violent conflict.

The magnitude of the challenges and risks facing the international community has given rise to a sense of constant crisis. This sense of crisis has especially important implications for societies trying to address massive human rights violations, as well as for the global policy agenda. Members of the international community often offer support for policy initiatives meant to strengthen international security without accompanying support for human rights. Measuring the impact of efforts to promote and strengthen human rights is inherently difficult. More and more interventions focus on treating symptoms rather than causes, and short-term gains such as stabilization are prioritized over long-term solutions and reforms.

With these challenges in mind, ICTJ has identified the strategic priorities for what we want to do, how we are going to do it and where we plan to work.
STRATEGIC PRIORITIES

What We Want to Do
While the challenges and opportunities facing the transitional justice field have evolved in recent years, the solutions and mainstream doctrine the field has offered have not always kept pace. Our strategy for the next four years is to focus more intently on innovation and knowledge development and dissemination, while continuing to provide tailored technical support and advice in ongoing transitions and to develop more agile responses to emerging needs on the ground.

Stakeholders know ICTJ as the credible “go-to organization” and “thought leader” in transitional justice. In recent consultations, partners in the field and policymakers pointed to the world-class expertise and experience that ICTJ brings to societies addressing a troubled past, often finding solutions where nobody thought it possible.

As the leading organization in this specialized field, ICTJ has a unique role to play in providing activists, practitioners, and policymakers with lessons learned from years of successes and failures in different countries and with results from our analysis and research. As an organization that simultaneously works directly in the field, conducts research, and informs thinking at the global policy level, we are in a privileged position to spur change.

ICTJ is fully committed to providing contextualized, expert technical advice and support to governments, civil society, and victims that are immersed in transitions and pursuing accountability for human rights violations as the cornerstone of a new inclusive and peaceful society. By offering its accumulated knowledge, comparative expertise, and creative thinking, ICTJ will continue building national capacities and empowering domestic actors, helping them to design and implement inclusive and gender-sensitive solutions to address the consequences of past violations. Additionally, ICTJ will increase its capacity to respond to early requests from the field and include in its programming assistance to nascent transitions that require our technical support.

A major goal over the next four years is to meaningfully contribute to a new but necessary vision of how transitional justice is understood and to foster innovation in how its processes are designed and developed. We will continue to promote a more sophisticated and nuanced approach that is:

- 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
- More sensitive to context and appropriate to the political, institutional, and social dynamics of each individual society or community
- More realistic and grounded in what is feasible at different times and stages of transition
- 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
- Ultimately influences and improves the global practice of transitional justice and human rights
At the same time, ICTJ recognizes that the nature and dynamics of violence, repression, and armed conflict has changed, and that there is a growing demand for transitional justice expertise to be applied and adapted to contexts of ongoing conflict and displacement, peace processes, and post-conflict transitions. There is therefore increased need to understand the ways in which transitional justice processes can contribute to the prevention of violent conflict in its various forms and aspects, including human rights violations, violent extremism, corruption, and displacement. One fundamental piece of our strategy is to allocate research capacity to collecting and presenting evidence on this topic.

Our goal is to advance the cause of human rights by convincing policymakers, funders, and the general public of the value of transitional justice to sustainable peace and development. In line with the Agenda for Sustainable Development’s stated commitment to achieving just, peaceful, and inclusive societies, we believe we can meaningfully contribute to advancing solutions that achieve accountability for massive human rights violations and that form the basis for a restoration of the social contract between citizens and the state.

**How We Are Going to Do It**

We have reviewed our internal structure to develop a flatter and more nimble organization that is better able to both support ICTJ’s program teams in the field and respond to developing situations. By increasing flexibility, strengthening coordination, streamlining internal managerial systems and procedures, and articulating new roles and responsibilities of programmatic staff, ICTJ will improve its performance and increase its critical contributions to transitional justice processes all over the world.

We will increase our ability to regularly produce and share—in forms that are easily accessible and immediate useful—our analysis from the field with our partners, funders, and stakeholders. At the same time, we will establish an initiative whose purpose is to identify and analyze emerging issues in the field and promote substantive and provocative discussions with policymakers, academics, practitioners, and staff members from other organizations working on transitional justice.

1. ICTJ will lead discussions involving the most reputed practitioners to persistently challenge the often simplistic and formulaic common understanding of transitional justice and its processes and objectives, and to explore emerging and cross-cutting issues.
2. ICTJ will convene high-level forums around the globe—with significant representation of global south experts—on critical policy issues that will shape the advancement of the field, including a working group on transitional justice and SDG 16+ within the Taskforce on Justice, an initiative of the Pathfinders for Peaceful, Just, and Inclusive Societies.
3. ICTJ will organize a regular series of learning workshops that will delve deeper into the technical aspects of the processes that have proven most effective for addressing the key issues.

Together these three components will help ICTJ develop and articulate innovative solutions and produce the most advanced critical thinking on crucial global justice issues. To strengthen our ability to produce research that will inform this work, ICTJ has cultivated partnerships with several academic institutions.

ICTJ will continue to improve the understanding of the role that gender plays in victims’ experience of violence, including the different longer-term impacts of violations on men and women. Furthermore, in
the next few years, ICTJ will analyze and research gender as a factor contributing to victims’ vulnerability to violence in the different contexts where we work. Certain violations are perpetrated against certain victims because of their gender and gender identity. Gender-based violations are inflicted to punish those who are deemed lesser or who deviate from norms dictating how men and women should behave.

This gender perspective informs how we design responses that substantively address harms and their full impact, while also challenging the structures that trigger and allow for gender-based violations to happen in the first place. ICTJ will continue to push the boundaries of how transitional justice addresses gender-based violence and the gendered consequences of human rights violations. Another important focus of ICTJ’s gender-sensitive approach is promoting the active participation of women in all civil society and state-led initiatives. Our institutional policy on gender mainstreaming—rolled out in 2017—will progressively guarantee the meaningful and representative participation of women at all levels.

In parallel, supporting the active engagement of children and young people in transitional justice efforts remains central to our work around the world. In contexts where transitional justice processes are underway, ICTJ will continue to support the effective and safe inclusion of children. We remain committed to supporting emerging transitional justice processes with strategic advice and technical expertise so that the voices of children and youth are heard. Throughout ICTJ’s work, we have seen engagement in justice efforts inspire a sense of activism and responsibility among young people and prepare them to effectively contribute to the [re]building of a society committed to the respect for human rights and sustainable peace.

In many cases, the contributions of children and youth help push the boundaries of the field, challenge the status quo, and raise pressing issues that need to be addressed in order to make a real break from the past, as the basis for a better present and future. However, not enough attention has been given to developing opportunities for young people to offer their perspectives. ICTJ thus employs programmatic approaches that empower young people with the necessary space, support, and resources, to challenge forces of oppression, injustice, and exclusion that otherwise can increase the risks of radicalization. If transitional justice is to be an effective part of preventing violent extremism, it must involve children and youth.

Where We Are Going to Work
With limited resources, ICTJ must carefully choose where it engages. We factor in existing demand for our work (including requests from both national and international actors), availability of funding, our existing relationships with domestic actors, and the security situation on the ground. We follow up with a thorough political assessment of any openings for reform, prospective lines of work, and ICTJ’s added value compared with that of other organizations.

ICTJ will continue its work in the countries where it has an established presence, but at the same time consolidate its capacity to intervene meaningfully in emerging contexts or where specific developments require analysis and expertise. We aim to maintain a vibrant service-oriented organization with multiple entry points and an agile global program with a variety of tailored engagements and investments depending on the opportunities in each context. The involvement of our field experts in the global

5 Colombia, Côte d’Ivoire, Kenya, Lebanon (with a focus on Syria), Nepal, Tunisia, and Uganda.
program is a key element of our new structure: With their vast experience on the ground and intimate knowledge of regional issues, they are best situated to contribute to transitional justice efforts in emerging contexts.

Resource permitting, over the next four years, we envision the following:

- Increased attention to and interventions in Asia, specifically Sri Lanka, Myanmar, Nepal, and The Philippines;

- A gradual expansion of our engagement in the Middle East and North Africa beyond Tunisia, Lebanon, and Syria, and further strengthening of our Syria program. This will mean incremental engagement in Iraq and possibly Libya, with a focus on civil society. ICTJ will assess its potential engagement in Yemen once minimum conditions for transitional justice exist.

- In Sub-Saharan Africa, we will continue our work related to accountability in Uganda, Kenya, and Côte d’Ivoire—engaging more systematically in prevention and institutional reforms in the latter two countries. We will develop a program in The Gambia, and will assess opportunities to engage in the Central African Republic, Burundi, South Sudan, Sudan, and Zimbabwe.

- In Latin America, we will continue our intense work in Colombia, where the implementation of the peace agreements will require long-term engagement and support at multiple levels, including those processes and reforms that may be less visible to the international community but remain critical to ensuring nonrecurrence. In addition, we intend to expand our engagement in El Salvador, where interesting opportunities to advance accountability are opening up. ICTJ will continue monitoring developments in other countries in the region, including Venezuela, Haiti, and Honduras, to assess the feasibility and added value of engaging in any one of them if the opportunity arises.

- Increased opportunities for work in the Balkans and Eastern Europe, specifically Kosovo, Georgia, and Ukraine.

Furthermore, ICTJ intends to start gradually responding to some of the current demands in established democracies where the consequences of past massive human rights violations have still not been addressed.

While ICTJ has always been praised for the quality and quantity of its technical publications and products, there is an increasing demand to communicate ICTJ’s messages in ways that are more friendly and accessible to general audiences. Additionally, there is room to maximize the opportunities that new technologies offer in terms of reaching new segments of the population. Therefore, the strategic plan foresees the launching of a revised communication strategy that targets and reaches general audiences, explaining clearly what transitional justice is and what ICTJ does, while maintaining timely and high-quality products for practitioners, policymakers, and human rights activists. This new communication strategy will dispel common misconceptions (e.g., transitional justice equals international criminal justice) and expand ICTJ’s base of supporters beyond traditional donors.
ICTJ seeks to transmit transitional justice values and objectives in the most effective way to influence public discourse and build a more conducive environment for addressing the causes and consequences of massive human rights violations. The revised communication strategy will better integrate the work of communications in our programming. In addition to creating new specific messages and channels to reach new individuals and populations, ICTJ will expand and strengthen its work with media, emphasizing the role it can play in transitional justice processes.
ICTJ was created in 2001 to help societies focus on the rights of victims when they are dealing with the legacy of massive human rights abuses and pursuing sustainable peace. Since then, ICTJ has been instrumental in the consolidation of the transitional justice field, in terms of policy, research, and practice. ICTJ has contributed to the most relevant policy initiatives in the field, developed a vast body of research, implemented continuing training and capacity-building initiatives, and worked in close partnership with local actors in more than 50 countries offering contextualized advice and technical support.

The world has evolved considerably since ICTJ’s early years, and so have concepts of and approaches to transitional justice. While ICTJ continues to develop its thinking and adapt its work to respond to the needs of the field, this strategic plan aims to enhance such capacity, drive the organization “ahead of the curve,” and adapt its organizational structure to a new global context and environment, very different from the one that existed at the beginning of the 21st century.

In order to implement this strategic plan and continue its global leadership for transitional justice, ICTJ is revising its business model, assessing and transforming its internal structure and processes to make it a flatter and nimbler organization with a higher degree of flexibility and agility to respond to the fluid and challenging environment in which it operates. Developing ICTJ into a more adaptable and interconnected global organization that has multiple entry points, is internally well coordinated, and has efficient and decentralized management lines is a key priority of the strategic plan.

As a first step, ICTJ revised its structure in 2017, simplifying managerial lines, adjusting individual roles, reworking job descriptions, and better articulating the distribution of tasks and responsibilities. This structural change also seeks to consolidate staff functions, create opportunities for professional growth, and develop talent.

Internal management policies and procedures have been updated or redesigned and streamlined across ICTJ to ensure timely and efficient deliverables and guarantee internal accountability of individual performances. The new policies and procedures also reflect a more decentralized organization, while maintaining coherence, cohesion, and consistency in programmatic work and operations.

In addition, ICTJ has revised and modified its entire internal budgeting process, guided now by the notion that austerity should prevail in every challenging funding environment. By conducting a careful cost-efficiency analysis, ICTJ has reduced its operating expenses, ensuring the best value for the money and maximizing the investment in programmatic costs.

ICTJ has developed a multiyear budget to support the 2018-2022 Strategic Plan that reflects a compact, responsive, agile, and sustainable organization that can implement its institutional objectives and has room to grow and expand its programmatic and policy work through additional restricted grants or partnerships. ICTJ also aims to secure designated funds to build a reserve for the organization.
FUNDRAISING GOALS

Our 2018-2022 institutional budget will be supported by a four-year fundraising plan focused on developing a new fundraising model that emphasizes:

- An expanded and diversified donor network
- Increased standards for managing all donor relations
- Increased and meaningful engagement with the expanding donor community
- Strong policy partnerships with governmental and intergovernmental institutions
- A new focus on developing the Board of Directors, including governance, philanthropy, and individual giving

In 2016 and 2017, ICTJ responded to the changing funding environment—including a reduction in core funding from the government sector and changes in funding priorities in the foundation sector—by restructuring its development department and designing and implementing a two-year fundraising plan. During this period, we were able to maintain the same number of government donors, replacing outgoing partners with new funders; increased the number of foundation donors; and began efforts to expand the Board of Directors and increase the number of individual donors and major gifts. The 2018-2022 Strategic Plan continues in this direction by aligning key development objectives with our programmatic work and by incorporating important strategies that will allow us to seek out funding opportunities for designated programmatic activities. These activities were previously supported with core funding and complement ICTJ’s main goals and therefore could be attractive to major donors.

ICTJ key development objectives will include:

- Identifying and engaging an increased number of prospective funders to build a sufficient and diversified pool of prospective funders representing all spheres
- Right-sizing and stabilizing support from the government sector through close, substantive partnerships with donors
- Replenishing support from the foundation sector
- Expanding ICTJ’s Board of Directors, through an emphasis on good governance and philanthropy and to support our core operating expenses
- Launching a major gifts program
- Building ICTJ’s reserve through support from individual donors
- Creating a culture of philanthropy at ICTJ and within its broader audiences by leveraging its online and social media platforms and other means