



TERMS OF REFERENCE (ToR)

External Evaluation of the Institute for Justice and Reconciliation (IJR) – 2021-2025 Funding Period

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1. Background

The Institute for Justice and Reconciliation (IJR) was founded in 2000 in the wake of South Africa's Truth and Reconciliation Commission, with the aim of promoting fair, inclusive, and democratic societies across Africa. Drawing on its roots in transitional justice, IJR now tackles broader challenges such as violent extremism, weakened trust in democratic institutions, and the links between climate change and conflict. The organisation's work aligns with the UN's Sustainable Development Goal 16 (Peace, Justice and Strong Institutions) and is tailored to specific contexts in partnership with communities, governments, and international agencies. One of IJR's key strengths is its ability to bring together diverse groups to find collaborative, practical solutions.

This external evaluation aims to assess the results achieved during the 2021-2025 funding period, evaluating IJR's impact, effectiveness, and efficiency. The evaluation will consider both IJR's original 2022-2025 Strategic Plan and the 2024 strategic revisions, ensuring that findings reflect both the initial strategic direction and the refined framework in effect from 2025.

2. Objectives of the Evaluation

The main objectives of the evaluation are:

1. Assess IJR's impact on justice, reconciliation, and peacebuilding.
2. Evaluate the effectiveness of IJR's interventions in achieving systemic change.
3. Analyze the efficiency of IJR's resource utilization and implementation models.
4. Examine the sustainability of IJR's results, particularly in policy influence, capacity building, and partnerships.
5. Identify lessons learned and best practices to inform IJR's next strategic period (2026–2030).
6. Align with Sida's evaluation criteria, ensuring coherence with Swedish development cooperation principles.

3. Scope of Work

The evaluation will cover IJR's work in South Africa, Africa, and international partnerships, examining:

- **Strategic Outcomes (2022-2025 original framework):**
 - Systems and policies enable fair, inclusive, democratic, and peaceful societies.
 - Participants take action leading to sustained peace, justice, and reconciliation.
 - Participants are motivated to practice democracy, fairness, inclusivity, and peace.
 - Participants have the capacity to use transitional justice mechanisms.
 - Communities are more resilient, reconciled, and socially cohesive.
- **Revised Strategic Outcomes (2025) (see Section 8 for details on 2024 revisions):**
 - Policy actors use IJR's peacebuilding and governance research in policymaking.
 - Communities demonstrate agency in addressing and transforming divided relations.

- Stakeholders implement transitional justice policies and programmes.
- **Effectiveness of Key IJR Programmes:**
 - **Research and Policy Programme:** aims to provide rigorous public opinion data, to enable policymakers, civil society, and communities to respond meaningfully to issues of reconciliation, governance, and social cohesion.
 - **Sustained Dialogue Programme:** aims to foster inclusion in communities historically impacted by systemic oppression, using participatory dialogue and community-driven initiatives to address racism, gender inequality, memory, and identity in deeply divided societies.
 - **Peacebuilding Intervention Programme:** aims to integrate transitional justice, policy engagement, and regional partnerships, to strengthen community-led peace efforts across Africa, addressing violent extremism, historical injustice, and intergroup conflict through practical and scalable interventions.
 - **Women, Peace and Security (WPS) Project:** aims to advance women’s meaningful participation in peacebuilding by equipping them with conflict resolution and leadership skills, supporting the implementation of national WPS agendas, and creating space for women to influence policy and peace processes.
 - **Just Energy Transition (JET) Project:** aims to promote fair and inclusive transition to low-carbon development, empowering residents through knowledge-sharing, leadership training, and practical tools to adapt to and advocate for climate justice.
- **Stakeholder Engagement:** Impact of IJR’s partnerships with governments, civil society, and intergovernmental organizations (AU, UN, SADC, ECOWAS, IGAD, etc.).
- **Cross-cutting Themes:** Gender justice, youth inclusion, and environmental justice.
- **Institutional Learning:** How IJR has adapted to shifting socio-political, economic, and environmental contexts.

4. Evaluation Questions

Following Sida’s OECD/DAC Evaluation Criteria, the evaluation will assess:

Relevance

- How well has IJR’s strategy and programming aligned with the needs of target communities and stakeholders?
- Did IJR remain responsive to changing governance, justice, and peacebuilding needs?

Coherence

- How well do IJR’s interventions complement Sida’s broader support to governance, peacebuilding, and civil society strengthening?
- How well do IJR’s interventions complement AU and RECs broader support to governance, peacebuilding, and civil society strengthening in Africa?

Effectiveness

- To what extent has IJR achieved its five strategic outcomes (2022-2024)?
- How have the 2025 strategic revisions influenced programme implementation and outcomes?

Efficiency

- How efficiently has IJR utilized financial and human resources to achieve its objectives?
- Has the 2024 PMEL framework improved programme monitoring and learning?

Impact

- What measurable systemic change resulted from IJR's work?
- How have IJR's outputs been used by policy actors, civil society, and communities?

Sustainability

- Are IJR's interventions likely to continue influencing change?
- Has IJR built local ownership and institutional capacity to sustain impact?

5. Methodology

The evaluation should adopt a mixed-methods approach, including:

1. Desk Review:

- IJR's 2022-2025 Strategic Plan & 2024 Addendum.
- Annual reports, research outputs, donor reports.
- Relevant Sida evaluation reports for comparative learning.

2. Stakeholder Consultations:

- Interviews and focus groups with IJR staff, donors, policymakers, CSOs, and AU partners.
- Surveys to assess impact and stakeholder perceptions.

3. Case Studies:

- Analysis into successful interventions (e.g., South African Reconciliation Barometer, AU Transitional Justice support, regional peacebuilding dialogues).

4. Quantitative and Qualitative Data Analysis:

- Use of SPSS (Statistical Package for the Social Sciences) for quantitative analysis of survey data, trends, and statistical patterns.
- Use of NVivo for coding and analyzing qualitative data from interviews, focus groups, and reports.

- Use of ATLAS.ti for visualizing and categorizing qualitative research data, particularly for text and policy analysis.

6. Deliverables and Timeline

Deliverable	Description	Deadline
Inception Report	Submission of detailed methodology, work plan, and evaluation matrix	26 May 2025
Fieldwork Phase	Desk review, stakeholder interviews, surveys, and site visits	27 May – 21 June 2025
Interim Report	Submission of preliminary findings	24 June 2025
Validation Workshop	Validation session with IJR staff and stakeholders (virtual or in-person)	Week of 30 June 2025
Draft Final Report	Submission of full draft evaluation report for feedback	7 July 2025
Review & Feedback	Incorporate feedback into final version	7 – 18 July 2025
Final Evaluation Report	Submission of revised final evaluation report to IJR and Sida	31 July 2025

7. Qualifications of the Evaluator(s)

The evaluation team should have:

- 10+ years of experience in evaluating peacebuilding, transitional justice, and governance programmes.
- Strong background in policy research, stakeholder engagement, and impact assessment.
- Expertise in quantitative and qualitative research methodologies.
- Experience working in African governance and conflict resolution contexts.
- Familiarity with OECD/DAC evaluation criteria and Sida-funded projects.

Footnote:

The evaluation will be conducted in accordance with the OECD/DAC Evaluation Criteria, which are internationally recognized standards for assessing development interventions. These criteria include relevance, coherence, effectiveness, efficiency, impact, and sustainability. For reference, see: OECD/DAC Network on Development Evaluation (EvalNet). (2019). Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use. Paris: OECD. Available at: <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>.