

TERMS OF REFERENCE

Consultancy to Develop the Baseline and Results Measurement Framework for Impunity Watch

Location: Home-based

Number of days: 40 days

Period: November 2026-February 2027

Reporting line: Head of Operations (Learning and Impact Coordinator)

Deadline: 8 November 2026

1. About Impunity Watch

Impunity Watch (IW) is an international human rights organisation dedicated to promoting accountability and transformative justice for serious human rights violations. Operating across national, regional, and international levels, IW partners with victims, survivors, civil society, and justice actors to strengthen their agency and challenge the systemic root causes of impunity. IW directly targets unequal power dynamics, institutional capture, shrinking civic space, and structural inequalities through action-oriented research, coalition-building, and advocacy.

2. Programme Background and Context

In August 2026, Impunity Watch commenced a five-year strategic partnership with the Netherlands Ministry of Foreign Affairs, Department for Peace, Stabilisation and Humanitarian Aid (DSH). The programme responds to the increasing normalisation of impunity and shrinking space for justice, accountability and victim-centred transitional justice. The programme is implemented across four **country programmes** (Iraq, Syria, Tunisia, and Chad); a **regional programme** focused on youth participation in transitional justice in Africa (in collaboration with the African Union); and **international thematic work** across three pillars:

1. Institutional capture and weaponisation of justice.
2. Youth leadership, collective action and mobilisation.
3. Artificial intelligence and emerging technologies for accountability.

In parallel, IW is developing an institutional MEL approach that will provide an overarching framework for understanding organisational impact and establishing a learning architecture across the organisation. To operationalise this MEL approach, the programme requires a baseline framework. The baseline is the foundational anchor as it will establish starting values and qualitative reference points against which future progress can be measured and assumptions tested.

3. Purpose and Objectives of the Consultancy

In the light of the above, IW is seeking an experienced Monitoring, Evaluation and Learning Consultant to support the organisation in designing and establishing this foundational baseline and results measurement framework for the DSH programme.

The consultant will provide expert technical advice, methodological leadership, and tool development, while Impunity Watch, through its country and thematic teams, will carry out primary data collection and maintain sole responsibility for overall programme strategies, final indicator selections, and logframe targets.

A central objective of this consultancy is to establish a practical, accessible and adaptable MEL framework that can be consistently understood, applied and maintained by IW staff and partners across different organisational levels and programme contexts. The framework should balance methodological rigour with operational feasibility, enabling teams to meaningfully measure progress, generate learning and adapt programming based on evidence.

Core objectives of the Consultancy:

- Review and refine programme indicators to ensure alignment with the Theory of Change, practical feasibility, and relevant DSH Security and Rule of Law (SRoL) requirements.
- Develop a coherent, lean, and context-appropriate baseline methodology, data collection plan, and practical measurement tools.
- Establish guidance for IW staff and partners to collect baseline data, and synthesise baseline evidence to define starting values and qualitative reference points.
- Support IW teams in establishing realistic targets based on baseline findings to finalise the programme results framework.
- Strengthen the capacity of IW staff and partners to independently apply the resulting baseline tools and framework.

4. Scope of Work

4.1 Inception, Evidence Review and Methodological Design

The consultant will undertake a structured review of relevant programme documentation, prioritising the use of existing evidence, assessing its quality and relevance, and identifying critical gaps requiring targeted additional data collection to avoid duplication and ensure a credible baseline.

4.2 Theory of Change and Results Framework

The consultant will help IW align its Theory of Change, results framework, and indicators with the baseline evidence. The baseline will establish starting values and test the core assumptions behind how the programme expects to achieve change.

4.3 Indicator Development and Feasibility Assessment

Working collaboratively with IW, the consultant will review and refine proposed programme indicators, including relevant DSH Security and Rule of Law (SRoL) indicators. The consultant will assess each indicator for practicality and usefulness, recommending revisions, combinations, or removals to ensure a lean and workable measurement system.

4.4 Country, Regional, and Thematic Differentiation and Comparability

Because the programme operates across diverse political environments and thematic areas, the baseline framework must balance programme-wide consistency with country and regional relevance.

The consultant will therefore advise IW on:

- which indicators and reference points can meaningfully be harmonised across programmes;
- where country, regional, or thematic-specific indicators or measurement approaches are necessary;
- how common indicators should be interpreted in different contexts without artificially standardising different forms of change;
- when data can meaningfully be aggregated or compared and when it should remain context-specific;

4.5 Baseline Tools and Measurement

The consultant will advise on, develop or refine practical tools required to establish baseline reference points across the programme. The consultant will also provide strategic guidance on prioritising tools (essential vs. optional), taking into account the size, capacity, and operational needs of IW.

4.6 Capacity Strengthening and Handover

An important objective of the consultancy is to strengthen IW's internal capacity to independently apply maintain the results measurement framework. The consultant will work alongside IW staff to ensure that the methodologies, tools and guidance developed are accessible, practical and consistently applicable across different teams and programme contexts. Guidance is needed on the following areas:

- indicator interpretation and measurement;
- qualitative and quantitative baseline data collection;
- data quality, triangulation and analysis;

At the end of the assignment, the consultant will conduct a structured handover and provide all methodologies, datasets, tools, templates, indicator reference sheets and guidance in editable formats.

5. Data Quality, Ethics, Protection and Safeguarding

The consultant will ensure that the baseline methodology and associated tools incorporate high ethical standards. Particular care should be taken where evidence involves victims, survivors, youth, human rights defenders, or justice actors exposed to political, security, or protection risks. Baseline methods must explicitly avoid re-traumatisation, consultation fatigue, digital security risks, or unnecessary extraction.

6. Expected Deliverables and Indicative Timeline

The assignment will involve up to 40 working days between approximately 20 November 2026 and 28 February 2027. The exact allocation of days will be agreed during contracting.

Deliverable	Indicative timing
1. Inception and evidence review – Document review, consultations and inception meeting with IW	November 2026
2. Baseline Inception & Methodology Note – Methodology, evidence mapping, workplan, data requirements, responsibilities, ethical considerations and proposed approach	Late November 2026
3. Results Framework and Indicator Review – Review/refinement of indicators, assessment of feasibility and alignment with ToC and relevant DSH/MFA requirements	Nov–Dec 2026
4. Indicator Reference Framework – Definitions, measurement methods, sources, disaggregation, frequency, responsibilities and means of verification	December 2026
5. Baseline Framework, Data Collection Plan and Tools – Quantitative and qualitative methodologies and practical tools	Dec-Jan 2026
6. Final Handover Package & Validation Briefing: Finalised baseline report, complete set of editable tools, and a brief internal validation/handover meeting	Jan-Feb 2026

The precise sequencing and content of individual deliverables may be adjusted during inception based on the status of country and thematic planning, the availability of existing evidence and decisions emerging from the programme's inception process.

7. Required Profile and Experience

IW is seeking an individual consultant, or potentially a lead consultant with clearly identified additional expertise, who combines strong technical MEL expertise with an understanding of politically sensitive human rights and justice programming.

The successful consultant should demonstrate:

- At least 8–10 years of relevant professional experience in monitoring, evaluation, learning, research and/or programme evaluation within international development, human rights, peacebuilding, transitional justice, rule of law or related fields;
- Demonstrated experience designing and implementing programme baselines, preferably for complex, multi-country and multi-year programmes;
- Previous experience with DSH funded programmes and familiarity with the Netherlands Ministry of Foreign Affairs' Security and Rule of Law (SRoL) approach and results framework would be considered an asset.
- Strong experience with qualitative and mixed-method approaches capable of capturing institutional, behavioural, relational and political change;
- Strong understanding of Theory of Change, contribution-focused measurement and adaptive programming, including experience designing practical MEL approaches and support continuous learning and programme adaptation;
- Knowledge of and/or professional experience relating to transitional justice, accountability, human rights and the fight against impunity;

- Familiarity with Impunity Watch's mandate, approaches and areas of work is considered a strong asset;
- Relevant experience in one or more programme contexts – Iraq, Syria, Tunisia and/or Chad – and/or substantial experience in comparable fragile and conflict-affected contexts;
- Expertise in one or more thematic areas – institutional capture and weaponisation of justice, youth leadership and mobilisation, and AI and emerging technologies in justice/accountability contexts – is an asset;
- Strong understanding of conflict sensitivity, gender-transformative and victim-centred approaches, participation, research ethics, safeguarding, protection and responsible data collection;
- Experience with data quality assurance and responsible management of sensitive programme and participant data;
- Ability to translate technically rigorous MEL concepts into simple, practical and usable tools for programme teams and partners;
- Excellent analytical, writing, facilitation and communication skills in English.
- Strong interpersonal and cooperation skills and demonstrated ability to work constructively across diverse teams and contexts;
- A flexible, practical and solutions-oriented approach, including the ability to adapt methodologies to changing circumstances and work constructively with incomplete or evolving information;
- Demonstrated ability to work independently while maintaining close coordination and communication with programme teams and senior management;
- Ability to work in Arabic and French would be considered an asset;

8. Duration and Level of Effort

The consultancy is expected to commence approximately 20 November 2026 and conclude no later than 28 February 2027. A maximum of 40 consultancy days is foreseen during this period. The workload will not necessarily be distributed evenly. Applicants should therefore demonstrate sufficient flexibility to respond to programme milestones, consultations, data collection periods and the internal workshop.

Subject to satisfactory performance, programme needs, mutual interest and availability of resources, IW may discuss further collaboration with the selected consultant in relation to the programme's future mid-term review and/or final evaluation. Any subsequent engagement would be subject to a separate agreement and is not guaranteed under the present consultancy.

9. Application Requirements

Interested consultants are requested to submit:

1. Curriculum Vitae (CV) outlining relevant qualifications and experience;
2. A brief technical proposal/statement of approach of no more than 3 pages, demonstrating the applicant's understanding of the assignment and outlining the proposed methodological approach;
3. An indicative workplan and allocation of the 40 consultancy days across the assignment;
4. One or two samples of relevant previous work, preferably including a baseline study, MEL framework, evaluation, learning framework or comparable assignment;
5. A financial offer, indicating:
 - proposed daily consultancy rate;



- total professional fee for up to 40 working days;
- any applicable taxes;

6. Confirmation of availability between approximately 20 November 2026 and 28 February 2027, including availability for the internal workshop.

Applications should be submitted in English to jobs@impunitywatch.org, with the subject line:

Application – DSH Baseline.

Application deadline: 8 November 2026.

Only shortlisted applicants will be contacted.

10. Ownership and Confidentiality

All data, analysis, methodologies, tools, templates and other outputs produced specifically under this consultancy will be made available to Impunity Watch in editable formats and will remain available for IW's continued use throughout the programme. The consultant will be required to respect the confidentiality and sensitivity of information accessed during the assignment and comply with applicable IW policies and procedures relating to safeguarding, data protection, security and ethical engagement with programme participants and partners. Any publication or external use of information obtained through the consultancy will require prior written agreement from Impunity Watch.