



Terms of Reference

Recruitment of a Consultant to Develop Transitional Justice Policy for the Lake Chad Basin Region

GENERAL INFORMATION

Services/Work Description: Individual consultant to develop the Regional Transitional Justice Policy of the Lake Chad Basin Region

Duty Station: Remote
Expected Places of Travel: Nigeria, Niger, Chad and Cameroon
Duration: 35 days
Expected Start Date: Upon contract signing
Reports to: Executive Secretary through the Technical Director

Background

The humanitarian and development crises in the Lake Chad Basin region (LCB) caused by the Boko Haram insurgency are few of the most devastating setbacks in the region. The cross-border nature of the insurgency in the LCB region has implication for human rights violations and humanitarian crisis that transcend national boundaries. This development has implication for regional transitional justice and humanitarian responses.

However, beyond the Boko Haram conflict, pre-existing structural challenges thus exist, including high socio-economic inequalities, limited access to justice, limited social services, widespread marginalisation, lack of economic opportunities, and adverse environmental effects linked to climate change, are some of the key factors impacting negatively the socio, political and economics transformation, which has led to some of the lowest human development indicators in the world and a high degree of vulnerability among the region's populations.

The affected states in the Lake Chad Basin region acknowledge that ending the conflict is crucial for addressing humanitarian and development challenges. This requires the combined efforts of the military intervention of the Multinational Joint Task Force (MNJTF) and non-military interventions to ensure rapid stability, recovery and long-term resilience in the region. In line with this, the Lake Chad Basin Commission (LCBC) with the support of the African Union and the United Nations Development Program



developed the Regional Strategy for the Stabilization, Recovery, and Resilience of the Boko Haram Affected Areas of the Lake Chad Basin Region (RS SRR) as a collective response to the multidimensional crisis in the affected areas. First adopted in 2018 and updated as the RS SRR2.0 in 2025, the Regional Strategy provides a comprehensive, long-term framework to address the root causes and consequences of conflict by linking security, humanitarian action, recovery, and development in a coherent regional approach. The RS SRR2.0 is structured around four interdependent strategic areas that aim to restore peace and security, support durable solutions for displaced populations, strengthen livelihoods and natural resource management, and reinforce governance and regional cooperation. By emphasizing cross-border coordination, national ownership, and partnership across the humanitarian-development-peace nexus, the RS SRR2.0 seeks to move the region beyond crisis response towards sustainable stabilization and resilience.

Transitional justice is therefore a core enabler of the RS SRR.20, as lasting stabilization cannot be achieved without addressing the legacy of violence, abuse and exclusion that have undermined social cohesion and trust in state institutions. The protracted conflict and related crises have resulted in widespread human rights violations, deep social fractures, and a profound erosion of trust between communities and state institutions – conditions that directly threaten recovery and resilience efforts. Transitional justice thus provides a framework to balance accountability with social cohesion, combining truth-seeking, reparations, institutional reform, and, where appropriate, reintegration measures. By anchoring recovery and resilience efforts in justice and inclusion, transitional justice helps rebuild responsive and legitimate governance, supports peaceful coexistence, and creates the conditions for prevention of human rights violations, sustainable stabilization and long-term development across the Lake Chad Basin.

To promote transitional justice in the LCB region, the LCBC commissioned a study to examine transitional justice practices in the four affected countries in order to guide transitional justice policy and actions in the region. It also reviewed the regional conflict context and examined how existing “non-formal” community justice mechanisms and “formal” justice sector mechanisms and processes can contribute to comprehensive transitional justice strategies in the region. The study and its accompanying Policy Framework for Transitional Justice, which sets out the principles¹ that should guide the design and implementation of regional transitional justice initiatives in the LCB region, were validated in June 2024 in Yaoundé, Cameroon, and approved in September 2024 in Ndjamen, Chad, at the 5th meeting of RS SRR Steering Committee.

¹ These principles are due process and the rule of law; reconciliation; peacebuilding and social cohesion; national ownership; indigeneity and community ownership; victim-centered approach; participation, inclusiveness and non-discrimination; redistributive justice; context specificity; stabilization, recovery and resilience; prioritizing, sequencing and balancing TJ strategies; attending to the gender dimensions of violations and justice; coordination, cooperation and policy coherence; transparency, credibility and legitimacy; complementarity; and comprehensiveness and whole-of-society approach.



Institutional Arrangements

The consultant will work under the overall supervision of the Technical Director of the LCBC, with support from the technical task force and the Technical/Administrative Departments of the LCBC. The technical task force is an ad-hoc structure set up to accompany the consultant and the LCBC in the development of the LCB TJ policy to serve as a sounding board and ensure the standard of the final policy document. The task force is comprised of representatives of the four member states drawn from the Ministry of Justice of these states. The LCBC and its partners (African Union, UNDP, IOM, UNODC and independent experts) will serve as an advisory body to the technical taskforce.

Logistical and Administrative Support

LCBC will facilitate the consultants access to relevant stakeholders necessary for the execution of the scope of work. In addition, LCBC will provide the logistics for all technical validations.

Duration of the work

35 days. This includes four-day national workshops in Niger, Nigeria, Cameroon, and Chad and a three-day regional validation workshop (LCB country to be determined).

Experience and qualifications

The successful candidate will be a senior policy expert capable of bridging justice, peacebuilding, stabilization and political realities in active conflict areas and cross-border regions. They will possess substantial experience in transitional justice, policy development, workshop facilitation, and working with regional organizations and/or governments.

1. Education:

An advanced degree in International Development, Law, Transitional Justice, Peace and Conflict Studies, International Relations, Political Science, Public Policy or other related field

2. Experience:

a. Transitional Justice Experience

- Minimum 10 years of experience in transitional justice, post conflict justice, or human rights-based peacebuilding
- Proven experience working on transitional justice policies or frameworks truth commissions, mental Health and Psychosocial support (MHPSS), institutional reform or reparation programs
- Accountability or reconciliation programs in post-conflict settings
- Strong understanding of victim-centered and inclusive justice approaches



2. Technical validation of the draft policy document

The consultant will lead the technical validation of the draft policy document, which will happen in two stages:

- **National technical consultations:** The draft policy document will be presented to national stakeholders at national consultation workshops held in each country. The purpose of the national consultations is to promote national buy-in and ownership of the policy by national stakeholders. Additionally, the consultations will ensure alignment of the policy with the national legal and justice frameworks. Lastly, the national workshops will produce recommendations for improving the draft policy document. The consultant will design the content and methodology of the national workshops. The consultant will also produce a report for each national consultation.
- **Regional technical validation:** The consultant will produce a second draft of the policy by consolidating and translating the recommendations from the national workshops. The second draft will be validated at a regional workshop comprised of national, regional and international partners. The consultant will design the content and methodology of the regional validation workshop and document recommendations in a workshop report.

3. Finalization of the policy document

The final task of the consultant will be the production of a final draft of the policy document ensuring that all recommendations from the regional validation workshop have been considered and incorporated.

Expected Outputs and Deliverables

1. An inception report including the methodology for the execution of the consultancy and an outline of the policy and expected reports
2. A detailed workplan outlining all the necessary steps required to deliver on the scope of work
3. A report of all stakeholder consultations and validation workshops including the recommendations
4. A draft of the LCB transitional justice policy, in French and English
5. Content (including PowerPoint presentations) to support the consultation and validation workshops, in French and English
6. A PowerPoint of the final LCB TJ policy, in French and English
7. A final version of the LCB TJ policy, in French and English



The LCB Council of Ministers vide Resolutions No.6 and 7 of the of the 70th and 71st ordinary sessions of the Council of Ministers held at Niamey and Ndjamena dated 27th February, 2025 and 6th March, 2026 respectively, adopted the study and directed the Executive Secretariat of LCBC to develop and expedite the process for the development of a Regional Transitional Justice Policy.

In view of the foregoing, LCBC is recruiting an international consultant who will develop the Regional Transitional Justice Policy.

Scope of the work

The consultant will lead the development of a Regional Transitional Justice Policy for the Lake Chad Basin region. Working closely with the LCBC and a technical task force of experts, the consultant will develop a draft transitional justice policy that considers the findings of the LCB TJ Study, the LCB TJ policy guidelines, principles and the outputs of several thematic consultations and meetings conducted with communities and national legal and justice experts. Recognizing the diverse legal and justice frameworks across and within the LCB countries, the regional TJ policy will not be prescriptive but rather aim to provide content on shared features that can be contextualized to the reality of each country's context. In addition to the United Nations Guidance Notes on Transitional Justice, the consultant will utilise the African Union Transitional Justice Policy (AUTJP) to shape and fine-tune the draft LCB transitional justice policy.

The specific tasks include, but are not limited to:

1. Development of a draft policy

The consultant will draft a policy document built on the findings of the LCB TJ Study and aligned with the LCB TJ Policy Guidelines and the African Union Transitional Justice Policy. In addition to these key documents, LCBC and partners have conducted additional consultations, the outputs of which should be incorporated into the draft policy document. These include:

- Community dialogues across the LCB region on traditional and community-based justice practices.
- Regional expert consultations on (1) victim consultation in policymaking; and (2) accountability for serious crimes through criminal justice as part of comprehensive transitional justice.
- Development of minimum gender- and age-sensitive common standards and protocols for the transitional rehabilitation of eligible former associates of Boko Haram and other non-state armed groups outside of criminal justice.



b. Policy Development Experience

- Demonstrated experience drafting national or regional policies, strategies, or frameworks
- Experience providing strategic or policy advice to governments and regional organizations
- Ability to translate technical transitional justice concepts into politically acceptable policy language
- Understanding of harmonization challenges across different legal systems

c. Regional and Cross-Border Experience

- Experience working in West and/or Central Africa, preferably in fragile and conflict-affected areas. Familiarity with the Lake Chad Basin region is an asset
- Experience working or engaging with regional organizations
- Experience working on multi-country or cross-border initiatives

d. Technical and Analytical Skills

- Ability to communicate effectively with a variety of stakeholders
- Experience facilitating multi-stakeholder consultations
- Strong listening, synthesis, and consensus-building skills, especially to identify feasible policy options and trade-offs
- Aptitude to operate with high levels of autonomy and responsibility

3. Language:

Fluency in English and/or French. Working knowledge of the second language is an asset.

4. Computer Skills:

Excellent computer literacy and skills on MS Word, Excel, and PowerPoint.

This TOR is reviewed by:

Name: **Hycinth Banseka**

Designation: **Technical Director**

Date Approval: **15.05.2026**

This TOR is approved by:

Name: **Amb. Ibrahim Babani**

Designation: **Executive Secretary**

Date Approval: **09 JUN 2026**

