

Annex A: Terms of Reference

Advocacy expert to support capacity building for CSOs and survivor led organizations

<i>NHC Project code:</i>	<i>RBJ-25-02</i>
<i>Activity:</i>	Training and capacity building for CSOs and survivor led organizations in Ukraine within the project “Justice & Accountability for Ukraine: Strengthening the role of survivor- and CSO-led initiatives”
<i>Reference document:</i>	<i>Consultancy contract between advocacy consultant and the NHC</i>
<i>Assignment start/end:</i>	<i>15/05/2026– 31/12/2026</i>

Introduction

The Netherlands Helsinki Committee (NHC) is a non-governmental organisation that promotes human rights and strengthens the rule of law, democracy and humane criminal justice systems in Europe. The NHC develops, seeks funding for and implements projects, which in a practical and effective way build and strengthen the work of government institutions, NGOs and individual human rights defenders. In these projects, expertise from inside and outside the organization is used.

Project background

The Netherlands Helsinki Committee (NHC) is implementing the project **Restoring Dignity and Justice in Ukraine: A Whole-of-Society Approach to Accountability for International Crimes (Phase II)** as part of a consortium led by International Development Law Organisation (IDLO), in partnership with the T.M.C. Asser Institute, the Centre for International Legal Cooperation (CILC), and the NHC. The project is funded by the Ministry of Foreign Affairs of the Kingdom of the Netherlands and is being implemented between July 2025 – June 2027.

Within the framework of this project, the NHC’s intervention is designed as a strategic response to the challenges faced by Ukrainian civil society and survivor movements in their pursuit of accountability for international crimes committed in the context of the Russia’s war of aggression against Ukraine. The outputs and activities are mutually reinforcing, combining direct support for documentation, legal analysis, capacity strengthening, and high-level advocacy. The intervention seeks to ensure that information, evidence and

NETHERLANDS HELSINKI COMMITTEE

Het Nutshuis
Riviermarkt 4
2513 AM The Hague
the Netherlands

T +31 (0)70 - 392 6700
E office@nhc.nl
W www.nhc.nl

KVK 41182679
IBAN NL48 INGB 0000 4178 08
BIC (Swift) INGBNL2A

survivor perspectives are documented in line with relevant international standards and are effectively used to inform international justice and accountability processes. The initiative also places strong emphasis on sustainability by strengthening the capacities of Ukrainian actors, facilitating peer learning, and supporting their long-term leadership in efforts to pursue accountability, justice, and remedies for victims and survivors.

In line with this commitment, the NHC commissions the advocacy expert to support survivor-led organizations and CSOs in advancing their current advocacy priorities and strengthening legal awareness on relevant international standards.

Objective of the assignment

To work alongside NHC in supporting survivor-led CSOs with strategic advocacy planning, advocacy messaging, stakeholder mapping, engagement with relevant international accountability mechanisms, communication with relevant international actors. To support NHC with expertise before the advocacy training, throughout the training and during the follow-up coaching activities.

Work tasks

1. Before the training

- Jointly with the NHC conduct an assessment of advocacy needs, priorities, risks and capacity gaps of selected Ukrainian CSOs (11);
- Together with NHC programme staff draft a programme of the the advocacy training, ensuring that it combines strategic advocacy, legal awareness, survivor-centred approaches, and practical engagement with accountability mechanisms;
- Identify relevant international experts, including lawyers, human rights practitioners, survivor-centred advocacy experts, and representatives of international institutions.
- Assist with the mapping of international advocacy events, relevant to the CSOs.

2. Training

- Design and facilitate experience-sharing sessions bringing together Ukrainian CSOs, survivor representatives, and experienced practitioners during the training in June 2026-July 2026. There will be a follow-up training in December 2026 (tbc).
- Support exchange of practical lessons learned regarding effective advocacy in rapidly changing political, legal and security environments.
- Encourage networking and cooperation among organizations working on international accountability, survivor rights, documentation, reparations and justice processes.
- Design and deliver tailored capacity building sessions for survivor representatives.
- Deliver or facilitate sessions aimed at strengthening legal awareness of human rights law, international humanitarian law, international criminal law and accountability mechanisms applicable to the Ukraine context, with a focus on practical and effective examples.

- Provide practical guidance on how CSOs can translate documentation, survivor testimony and community-level evidence into safe and effective advocacy, without compromising ongoing or future accountability processes.
- Support participants in developing advocacy messages, stakeholder engagement strategies and recommendations tailored to specific international mechanisms or institutional audiences.
- Coordinate and facilitate coaching sessions after the workshop.

3. Training follow-up

- Facilitate targeted mentoring sessions to support CSOs in translating training lessons into advocacy plans, messages recommendations and engagement strategies.
- Support each participating organisation in identifying the most relevant accountability pathways for its work, including, where appropriate, international criminal justice mechanisms, human rights mechanisms, reparations-related processes, and national or universal jurisdiction proceedings;
- Support training participants in refining its stakeholder map and identifying realistic opportunities for engagement with relevant accountability mechanisms, international institutions, diplomatic actors and civil society coalitions.
- Develop tailored support plans responding to identified advocacy priorities of participating organisations, including their specific needs in relation to international accountability, victim/survivor participation, reparations, and engagement with relevant international actors;
- Provide feedback on draft advocacy material and support in preparing for selected advocacy meeting and international advocacy opportunities, where relevant and feasible.
- Contribute to identifying common advocacy priorities across participating organisations, with a view to strengthening coordinated survivor-centred advocacy on accountability for crimes committed in the context of Russia's war against Ukraine.

Required qualifications and skills

Prospective applicants are required to have the following qualifications and skills:

- At least 5 years of experience and expertise of developing and implementing activities in the field of advocacy and human rights;
- Demonstrated knowledge of international accountability mechanisms relevant to Ukraine, including international criminal justice, human rights mechanisms, reparations processes and/or national accountability efforts;
- Established knowledge and experience of the CSO environment in Ukraine;
- Experience developing and delivering trainings to CSOs on advocacy, accountability, monitoring, documentation or related topics;
- Experience supporting CSOs or survivor-led groups in strategic advocacy, stakeholder engagement and communication with international actors (desirable);
- Existing contacts or networks with local CSOs (desirable);
- Experience working with survivor groups is an asset;

- Professional fluency in English and Ukrainian;
- Available to lead the advocacy training on 29th June – 3rd July 2026 and in December 2026.

Deliverables

- One main training in June-July 2026 and one follow-up training in December 2026;
- Set of recommendations for each CSO (11), participating in the training, based on the training and one-on-one meetings and follow-up coaching, the latter to be defined in more detail at a later stage;
- At least one follow-up with each CSO to advance the advocacy plan and provide feedback on advocacy messages, recommendations or engagement strategies;
- Practical stakeholder/accountability pathway mapping for participating organisations, either individually or collectively, depending on needs identified;
- Final report at the end of the project, summarising activities delivered, support provided, key needs identified, recommendations for further engagement, and lessons learned.

Duration and Timeline

The contract period for consultants will run from 15 May 2026 to 31 December 2026, with a total contract duration of seven and a half (7.5) months.

The consultant shall submit monthly timesheets and invoices reflecting actual days worked. Three payments will be done: pre-payment, a payment after training, and a final payment after final (short) report.

Estimated time commitment

- 4 days** – Conduct an assessment of advocacy needs and capacity gaps of the CSOs
- 3 days** – Develop program for the training in June, identify and contact additional experts
- 5 days** – Additional training preparation and training in Vienna in June
- 2 days** – Developing recommendations for each CSO
- 4 days** – Coaching sessions with the CSOs (round 1)
- 4 days** – Coaching sessions with the CSOs (round 2, before the second training)
- 6 days** – Preparing follow-up workshop, workshop in December
- 2 days** – Coordination with NHC and reporting

Application

Please submit your CV, a short work plan and your daily rate to AShablovska@nhc.nl.
The submissions will be reviewed on a rolling basis.