

**Terms of reference:
HR, People and Culture Trainer for the
Capacity Strengthening Component of the Children
Resilience Fund in Ukraine**

Introduction

Integrity Action is a charity registered in England and Wales, and based in London. We have no physical presence outside the UK, but we work closely with our partners to implement our programmes and pursue our vision for a just and equitable world. Our aim in the Children's Resilience Fund is to meet the needs of the children of Ukraine, supporting them to withstand the multi-dimensional effects of conflict via the strengthening of local services.

The Children's Resilience Fund is providing capacity support and funding to 16 Ukrainian civil society organisations (CSOs). Alongside our partner, Crown Agents Ukraine, we have awarded over £1.6million in grants to CSOs who are helping children to process and recover from the effects of conflict.

The Fund has a Capacity Strengthening Component whereby CSOs are offered a training, support, resources and peer learning on selected areas of need identified through self-assessment.

We are looking for an expert trainer in the area of HR, people and culture to deliver a set of capacity strengthening activities for interested CSOs (around 8).

Successful candidates will need to be Ukrainians and will have a contextual expertise of the not-for-profit environment in Ukraine.

Full details on applying are set out in this document, and the closing date for responses is 27th June 2025.

Programme background and description

The Children's Resilience Fund (CRF) was established in 2023 and ran from July 2023 to May 2024. The fund was successful enough for a second phase in September 2024. The programme is due to run until October 2025. The cohort of 16 grantees includes seven who have continued from phase 1, and nine new CSOs.

Most – but not all – of the projects are directly providing psychosocial support and rehabilitation services to children, although with differing approaches and focus areas.

Beyond the awarding of grants to CSOs, the CRF aims to deliver a programme of capacity-building for grantees, through which CSOs will be provided with access to technical expertise that aims to strengthen their abilities to support children within these current projects and beyond.

All grantees have completed a self-assessment of their existing capacities, and ten priority areas of requested or required support have been identified. These areas are listed in Annex 1, although they cover almost all aspects of organisational health.

Description of work

Capacity support in each area is led or facilitated by expert consultants. Each area will have a working group of representatives from the grantee CSOs interested in that area, as well as forums for group discussion, resource libraries, and opportunities for twinning/peer support and tailored mentoring for each organisation.

The expert HR, people and culture trainer will be managing the HR, people and culture working group, which is made of interested Ukrainian Civil Society Organisations. The group will be entirely on-line, with the exception of a final all-grantee event which will likely be held in person in September 2025. The working group will meet on a number of times between July and September 2025 (see below for more information).

Between July and September 2025, the expert consultant will deliver plenary sessions on specific topics, 1-to-1 support to civil society organisations according to their individual needs, working group sessions and WhatsApp group for peer sharing/learning, as well as compiling a virtual library of resources.

Selected topics could include:

- a. Staff mental health and wellbeing
- b. Performance management
- c. Working remotely

Deliverables

The successful applicants will be required to deliver:

- At least 2 plenary sessions for general training on the topics specified above.
- 1-to-1 support to each of the interested CSOs, capped to maximum 1 day per CSO, on a topic identified by them (e.g. support with developing policies/strategies, etc)
- At least 1 peer sharing/learning session
- A virtual library of resources
- A WhatsApp group
- A final report with activities carried out
- If possible, participation to an in-person all-grantee meeting in September 2025 in Uzhhorod, Ukraine.

The following table outlines when key milestones are expected:

Output / Activity	Date expected
Closing date for proposals	27 th June 2025
Interviews with shortlisted candidates	w/c 30 th June
Appointment of successful candidate	4 th July
Inception meeting Integrity Action	W/c 7 th July
Capacity Support activities	14 th July- 30 th September
Final report shared with Integrity Action	16 October

Application details

The following skills and experiences are essential criteria for applicants:

- Expertise in HR and staff management in civil society organisations in Ukraine.
- Experience in training organisations and on-line training skills.
- Excellent facilitation and communication skills in both English and Ukrainian, with experience of working collaboratively with civil society organisations.

Thematic knowledge or experience in the fields of psychosocial wellbeing would be an advantage. Applicants should have appropriate levels of professional indemnity insurance and public liability insurance, and fulfil all the necessary legal requirements to conduct this assignment within Ukraine.

Interested parties should submit a proposal to Integrity Action, to include:

1. A brief cover letter demonstrating how you meet the essential criteria above (*no more than two pages*), including maximum two examples of previous work that demonstrates skill or experience relevant to this assignment.

2. An outline of your proposed approach, including explanation of why it is suitable for this assignment as well as any associated risks and proposed mitigations *and* a draft high-level work plan and summary budget, to include the daily rates (*no more than two pages*).
3. A CV with references available to be contacted¹.

Please send your complete proposals in English to annalisa.renna@integrityaction.org by the end of 27th June 2025.

Please note that, due to capacity, we cannot commit to giving feedback on unsuccessful applications.

Annex 1 – Capacity Areas identified by CSO grantees

The ten CSO capacity areas that have been identified for support during this programme are listed below. These are given in no particular order; those *in red and italics* are the those who will be activated during the course of the programme (March/September 2025).

1. Strategic leadership
2. *Gender equality & social inclusion*
3. *Safeguarding & child protection*
4. *Fundraising*
5. *Communications & advocacy*
6. *Programme development, monitoring, evaluation, & learning*
7. Compliance & internal policies [includes e.g. financial management, procurement, whistleblowing]
8. *Technology, data protection & information security*
9. *People & culture*
10. Programme delivery

¹ Referees will only be contacted for applicants who reach the interview stage, and applicants will be informed in advance