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Terms of Reference (TOR)

Promoting partnerships between the Government & Civil Society in the field of human rights

Consultancy: Coaching for the CSOs Coalition on Advocacy

Position Title: Advocacy Coaching Consultant

Location: Iraq (hybrid – in-person and online sessions)

Duration: 5 months

Time Commitment: One 75-minute session per month (plus preparation and follow-up)

Number of Consultants: Two

Contracted by: Iraqi Al-Amal Association (IAA)

About Al-Amal

The Iraqi Al-Amal Association is a non-governmental, developmental, non-partisan, and non-profit organization founded in 1992 amidst the dire circumstances following the Gulf War. Its mission is to alleviate the suffering of the Iraqi people and establish a just and democratic society in Iraq. The association began its work in the Kurdistan region and, in May 2003, opened its main office in Baghdad, expanding its activities and services throughout Iraq.

Currently, the association focuses on human rights, including advocacy on freedoms and fundamental rights, support for human rights defenders, women's rights—encompassing equality, empowerment, and addressing violence against women and domestic violence—and peacebuilding, which includes peace studies, dialogue, community participation, and reconciliation.

The association aims to encourage a civil society movement that partners in policymaking and implementation to achieve social justice. This is pursued through rehabilitation, raising social awareness, and ensuring peace, human rights, and sustainable development in Iraq. The association is committed to fostering a spirit of volunteerism among citizens, working with civil society organizations based on the principles of citizenship and equality. It implements its projects and activities while offering services to the community without discrimination. Simultaneously, it seeks to instill these principles in the foundation of the new Iraqi state. Al-Amal adheres to credibility, transparency, accountability, and responsibility in its activities and interactions, both internally and externally, while striving to apply these principles to state authorities and other civil society organizations.

About the Project

In 2021, the Iraqi Cabinet approved the Five-Year National Human Rights Action Plan, focusing on governmental reforms in human rights. This plan aims to align national legislation with international human rights standards, strengthen national policies to protect human rights, and build human rights capacity within governmental institutions. Developed by the Ministry of Justice's Human Rights Department, the plan identified the Iraqi Al-Amal Association as the civil society representative during the joint implementation declaration in July 2021.

However, the plan presents core challenges, including its ambitious and broad nature, lack of clarity in certain aspects, and the need for a clear monitoring and evaluation mechanism. At the same time, the plan incorporates most international and civil society recommendations on human rights and calls for reforms in legal frameworks, policies, procedures, and governmental practices. It positions civil society as a strategic partner in implementation, presenting a unique opportunity to leverage governmental reforms and drive meaningful changes to enhance human rights in Iraq.

This project addresses the need for effective civil society participation in advancing human rights reforms in Iraq. It aims to overcome challenges hindering civil society engagement and foster sustainable

partnerships between government officials and civil society organizations. Through capacity-building for 24 civil society organizations and 60 government officials, the project seeks to facilitate the joint implementation and monitoring of the National Human Rights Action Plan, contributing to sustainable and impactful reforms. The project will span 30 months, concluding on March 31, 2026.

Background

The **Iraqi Al-Amal Association (IAA)** has been working for decades to promote human rights, social justice, and participatory governance in Iraq through partnerships with civil society organizations (CSOs), government institutions, and local communities. Within this framework, IAA supports a **coalition of 14 CSOs** committed to advancing collective advocacy on key human rights and governance priorities identified under the **National Human Rights Action Plan (HR-NAP)**.

To strengthen the effectiveness, coordination, and sustainability of the coalition's efforts, IAA will engage **two Advocacy Coaching Consultants** to provide targeted, continuous mentorship and capacity support to the coalition members. The coaching will help each organization enhance its advocacy planning, stakeholder engagement, and campaign implementation skills, while also fostering collaboration across the coalition.

This assignment recognizes that advocacy is not limited to a single campaign—it is a **strategic and evolving process**. Therefore, the consultants' role will extend **beyond the four ongoing campaigns** to include **broader support** for the coalition's general advocacy approaches, strategic communication, and policy engagement.

Through these coaching sessions, IAA aims to build a more coordinated and confident coalition capable of articulating shared goals, identifying mutual opportunities, responding to challenges, and amplifying the collective voice of Iraqi civil society in national dialogues and policy processes.

ASSIGNMENT OBJECTIVE

The overall objective of this consultancy is to **strengthen the advocacy capacities** of the seven member organizations within the CSO coalition by providing tailored, continuous, and practice-oriented coaching that enhances their ability to design, implement, monitor, and collaborate on effective advocacy initiatives.

- **Deliver individualized monthly coaching sessions** to each of the seven CSOs over a period of **five consecutive months**
(one session per CSO per month, each lasting approximately 75 minutes).
- Provide **targeted guidance and mentorship** to support each organization's advancement in:
 - Advocacy strategy development, refinement, and adaptation.
 - Policy analysis, evidence integration, and message framing.
 - Stakeholder mapping, engagement strategies, and power analysis.
 - Coalition communication mechanisms and coordination practices.

- Use of media, digital tools, and public outreach techniques for advocacy.
- **Facilitate cross-learning** by helping CSOs identify shared opportunities, complementarities, and synergies across their respective advocacy campaigns and thematic priorities.
- **Offer follow-up recommendations**, practical tools, and resources after each session to reinforce learning and support ongoing campaign work.
- Work in close collaboration with the **IAA project team** to ensure coaching content is aligned with project objectives, timelines, and the broader goals of the coalition.
- Prepare a concise **monthly progress brief** capturing key insights, challenges encountered, and recommended actions for strengthening advocacy performance and coalition coordination.

EXPERT PROFILE

The consultants are expected to bring strong expertise in advocacy, civil society strengthening, and policy engagement, with proven experience in providing tailored coaching and mentorship to organizations working in complex socio-political environments.

Required Qualifications and Experience:

Education:

- Advanced university degree in social sciences, public policy, development studies, political science, human rights, or a related field.

Professional Experience:

- Minimum of 7 years of relevant professional experience in advocacy, civic engagement, human rights, or governance.
- Demonstrated experience in coaching, mentoring, or capacity building for civil society organizations or networks.
- Proven track record in designing and implementing advocacy strategies or campaigns at national or local levels.
- Familiarity with the Iraqi civil society landscape and sensitivity to contextual, political, and cultural dynamics.
- Experience in facilitating interactive sessions and peer learning processes across diverse organizations.

Skills and Competencies:

- Strong analytical and facilitation skills, with the ability to adapt approaches to different organizational capacities.
- Excellent communication and interpersonal abilities, with a collaborative and supportive coaching style.
- Ability to synthesize lessons, identify patterns, and propose actionable recommendations.
- Fluency in Arabic and English (spoken and written).
- Proficiency in online facilitation and use of digital tools for remote coaching and coordination.

APPLICATION SUBMISSION REQUIREMENTS

Curriculum Vitae (CV): A detailed and updated CV highlighting relevant professional experience, previous consultancies, and key achievements related to advocacy, coaching, and civil society capacity building.

Technical Proposal: A brief proposal (maximum 2–3 pages) outlining:

1. Understanding of the assignment and its objectives.

2. Proposed coaching approach and methodology, including examples of tools or frameworks that may be applied.
3. Indicative session topics and structure for the five months.
4. Any relevant previous experience supporting CSOs or coalitions in similar contexts.

Financial Proposal:

A cost breakdown covering professional fees for the full consultancy period (five months), inclusive of all taxes and incidental expenses.

Availability:

Confirmation of availability to deliver monthly coaching sessions (approximately 75 minutes per CSO) over the entire five-month period.

APPLICATION PROCESS

To apply, please send the following documents via email to Jobs@iraqi-alamal.org

No later than November **25**, a technical proposal (not exceeding two pages or approximately 600 words) that includes a description of the training material and a financial offer covering only the required working days—four days in total, including the workshop, preparation, writing, and follow-up. (All logistical requirements will be provided by the association.) An updated CV highlighting the applicant's experience relevant to the topics of this mission.

Application Deadline **25 November 2025**