

Terms of Reference

Consultant: Civilian Harm Mitigation & Reporting Mechanisms — Lessons Learned Analysis

Background on the Center for Civilians in Conflict (CIVIC)

Center for Civilians in Conflict (CIVIC) is an independent international organization dedicated to improving the protection of civilians in armed conflict. CIVIC works with governments, security forces, and communities to strengthen policies, practices, and capacities that prevent, mitigate, and respond to civilian harm. Our mission is to ensure that civilians are protected during conflict and that armed actors and institutions are equipped and motivated to minimize civilian harm.

Since Russia's full-scale invasion in 2022, CIVIC has expanded its civilian protection work in Ukraine, focusing on frontline and de-occupied territories, the civilian environment during military operations, and the role of civil-military coordination in risk mitigation. CIVIC supports evidence-based reforms within the defense sector, including the integration of Civilian Harm Mitigation (CHM) into planning, operations, and accountability processes.

This assignment contributes to the joint project with JATEC on lessons learned from high-intensity warfare in Ukraine.

Objective of the Assignment

To produce two analytical chapters (approx. 15 pages total, single-spaced, 12 pt font) for the JATEC Lessons Learned Report, based on:

- 15 semi-structured interviews with active-duty or demobilized Ukrainian military personnel (2022+).
- Publicly available information and information shared by a relevant governmental actor.

Each chapter must follow the required structure:

b. Summary Box

c. Background and Key Challenges

d. Best Practices (Ukraine)

e. Case Study (at least 2 per section)

f. Lesson Learned

The consultant will focus on:

1. **Civilian Harm Mitigation (CHM) in Urban Areas**
2. **Reporting and Accountability Mechanisms for Civilian Harm**

Scope of Work

The consultant will:

1. Conduct Data Collection

- Develop short interview guides aligned with the question list provided by CIVIC.
- Conduct 15 interviews with Ukrainian military personnel or veterans, government representatives. The consultant should be able to recruit the respondents independently, but CIVIC expects assistance from the relevant Ukrainian government structure.
- Ensure ethical consent, anonymity, and secure data handling.

2. Analyze Civilian Harm Mitigation in Urban Areas

- Identify existing protocols, guidance, or informal practices related to CHM in urban warfare (e.g., target verification, civilian notifications, routes, safe corridors, evacuation triggers).
- Summarize internal processes for tracking civilian harm (including damage to infrastructure and cultural property) without operational details.
- Identify examples where mitigation measures prevented or reduced civilian harm (e.g., aborted strikes, modified fire plans, changed routes, delayed operations after drone verification).
- Describe institutional challenges, resource limitations, and context-specific constraints.

3. Analyze Reporting & Accountability Mechanisms

- Map internal reporting channels for incidents involving potential civilian harm.
- Distinguish general handling of:
 - (a) incidents caused by Russian forces (publicly documented) and
 - (b) incidents potentially involving Ukrainian forces (constraints: access to occupied territories, verification limitations, etc.).
- Describe verification, escalation, and decision-making procedures in general terms.
- Describe coordination mechanisms with actors such as: CIMIC, Prosecutor's Office, Ombudsman institutions, Military Ombudsman, and other relevant bodies.

Deliverables & Payment Schedule

Deliverable	Days
1. Interview guide + consent	1 b.d.
2. Completed Interviews + Raw Data: anonymized transcripts/notes (in ENG and UKR)	10 b.d
3. Draft Chapters (2): complete structure + findings – only in ENG	5 b.d.

Timeline

The deadline for the 2-chapter submission is December 14 COB.

Requirements for the Consultant

- Proven experience in military, security, humanitarian, or civilian protection research.

- Demonstrated knowledge of civilian harm mitigation, IHL norms, or operational practices.
- Experience conducting interviews with military personnel or security actors.
- Strong analytical and writing skills; ability to produce concise, structured lessons learned.
- Fluency in Ukrainian and English (required).

Selection Criteria

- Ability to deliver the whole report by December 14 – 50%
- Relevant experience and qualifications – 30%
- Financial proposal – 20%

Submission Guidelines

Applicants must submit:

- Financial proposal (UAH, VAT-inclusive)
- CV/portfolio and work plan
- Two samples of analytical or lessons-learned reports

The applicant is accepted on a rolling basis until November 24, inclusive, but CIVIC might close it earlier if the needed candidate is found based on the time urgency of this project.

Please send the documents to kkozak@civiliansinconflict.org

N.B. The contract is contingent on a partner providing the necessary materials. The deadline might be moved (not significantly) if the counterpart delays the information provision.