



EU Contract: ENI/2021/425-150

Title: Regional Technical Assistance to Build Civil Society Capacities

**ToR for Senior Non-Key Experts Mentoring the Participants
of the Communication Labs in Armenia and Georgia**

Time input: up to 9 working days per expert during October 2023 – February 2024.

Objectives and Purpose of the Project:

The overall objective of the *Regional Technical Assistance to Build Civil Society Capacities* (referred to for communication purposes as the *Eastern Partnership Civil Society Facility*) project is to strengthen participatory and inclusive democracy in the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine).

The purpose of this project is to strengthen the role and increase the capacity of civil society organisations (CSOs) and activists in the Eastern Partnership to engage in the policy making processes and policy dialogue, promote reforms and public accountability, foster local democracy, local development and engage citizens in public debate, through a Regional Technical Assistance project.

The project is structured around the following activities:

- Capacity Building Activities
- Civil Society Hackathons and Civic Tech Activities
- Civil Society Fellowships
- Civil Society Networking and Ad-hoc Support (including support to EU Delegations and DG NEAR HQ in their engagement with civil society)
- **Communication Activities**
- Studies and Research on Civil Society Issues across the Region

One of the tasks of the Project is to carry out **country-specific communication campaigns which aim at raising awareness about the work of CSOs, contribute to a positive public perception of CSOs as actors of change and community mobilisers**. To complete this task the Project will organise **Communication Labs in Armenia and Georgia to help local CSOs to develop and deliver a number of communication campaigns**. By empowering CSOs with communication skills and strategies, the Labs will enable them to amplify their impact, enhance public awareness and understanding of their work, and strengthen their engagement with various stakeholders. These Labs seeks to bridge the gap between CSOs and the wider public, fostering a more favourable environment for their activities and partnerships.

General Background of Assignment:

Communication Labs are a dedicated capacity building programme for civil society organisations in Armenia and Georgia to develop and launch their own communication campaigns with EU support.

The Communication Labs aim to empower CSOs by providing them with the necessary tools, resources, and mentorship to **develop and implement effective communication campaigns that raise awareness about the work of civil society in Armenia and Georgia and promote a positive public perception of CSOs as agents of change and community mobilisers**.



Up to 20 civil society organisations, 10 from Armenia and 10 from Georgia, will be selected to participate in the Communication Labs with their campaign ideas. The Communication Labs will consist of a series of capacity building and content development activities (both online and offline), delivered by the Project team, Lab mentors and invited speakers. As a final stage of the capacity building programme, up to 6 campaign ideas will be selected and will get EU funding for the implementation and launch.

A senior mentor for each country (Armenia and Georgia) will be selected - individuals with expertise in communication, advocacy, PR and media relations, digital marketing etc. who can provide guidance, knowledge, and support to Communication Lab participants. Each mentor will work closely with selected CSOs to guide and mentor participants through all steps of developing successful communication campaigns. The mentors will be also delivering capacity building sessions and webinars.

The mentors will play a crucial role in guiding and shaping the participating CSOs' campaign ideas. The participating teams will get support, supervision and advice from the Communication Labs' mentors through offline meetings, webinars and individual consultations. Each team will work with a dedicated mentor who will be helping the team to develop and launch their communication campaign.

These ToR detail the requirements for the technical experts who will be providing mentor support to the teams – participants of the Communication Labs in Armenia or Georgia.

Specific Responsibilities

Objective of Assignment:

The experts shall provide mentor support to the participants of the Communication Labs in the relevant country (Armenia or Georgia), participate in the capacity building sessions and deliver webinars. Each mentor will guide two participating teams of his/her choice. More specifically, the experts are expected to:

- Review the applications of the selected participants to **familiarise with the proposed communication campaign ideas** (15-25 October 2023 – TBC¹).
- Participate in the **introductory online meeting with the organisers** (mid-October 2023).
- Participate in the **2-day in-person Kick-off Sessions of the Communication Lab in Yerevan or Tbilisi** (2nd week of November 2023):
 - Day 1 will be focused on introducing the Lab programme, pitching the campaign ideas, networking and matchmaking of participants and mentors (mentors are expected to present themselves and select the team to work with).
 - Day 2 will be focused on conducting capacity building activities aimed at helping participants gain a comprehensive understanding of effective communication campaigns and establish their campaign objectives and goals (mentors are expected to deliver presentations on the relevant topic predefined jointly with the organisers);
- Deliver a **Diagnostic Meeting with each selected team** to better understand their campaign ideas and areas where assistance is needed, and to draft a Mentorship Plan for each team (14-17 November 2023).

¹ All dates in this ToR are provisional.



- **Work with the selected teams** (15 November 2023 – 15 January 2024), **helping them:**
 - Refine the concept and objectives of their proposed communication campaigns.
 - Identify target audiences and key messages aligned with the overall goal.
 - Develop strategies, campaign plans, and implementation timelines.
 - Define campaign budgets, ensuring cost-effectiveness and resource optimisation.
 - Prepare media outreach plans to maximise campaign visibility and engagement.
 - Establish Key Performance Indicators (KPIs) to evaluate the impact and effectiveness of the campaigns.
 - Provide recommendations on any improvements.
- **Track the teams' progress** through weekly tracking sessions (at least one meeting per week per team) and in writing (e.g. chats).
- Participate in the **Supervision Sessions**, meetings of the Project KEs and mentors to review the current status of their teams, report to the Communication Lab Coordinator (NKE on Communication and Visibility) and use collective experience to solve bottlenecks.
- Provide **ad-hoc expert support to other teams** and/or **deliver a webinar for all teams** participating in the Communication Labs on one of the relevant topics (to be further defined with the organisers). The topics may include but should not be limited to:
 - Webinar on Target Audiences and Message Building,
 - Webinar on Developing Campaign Strategies and Tactics
 - Webinar on Storytelling and Content Development
 - Webinar on Media Engagement and Outreach
 - Webinar on Monitoring, Evaluation, and Impact Measurement + Budgeting, Resource Management
- **Assist the teams to combine all deliverables** developed during the Communication Lab activities into their draft campaign strategies, which will include the campaign implementation plan, preliminary budget, draft campaign materials, draft media plan, and a list of campaign key performance indicators (KPIs) (by 15 January 2024).
- Participate in the **1-day in-person Final Event in Yerevan or Tbilisi** (preliminary in mid-February 2024), where participants will make a final presentation of their campaigns, and the top-scoring campaigns ideas will be announced.

In addition to the responsibilities outlined above, Senior NKEs will assume higher-level roles to guide, coordinate, and ensure the overall success of the capacity building program. They will support both the Junior NKEs and the Project Coordination Team while contributing their extensive experience, including:

- **Guiding Junior Experts:** Provide mentorship, guidance, and expertise to Junior Experts, assisting them in delivering effective mentorship to the participating teams.
- **Quality Assurance:** Review the mentorship plans submitted by Junior Experts, offering feedback and ensuring consistency in mentorship approaches.
- **Evaluation and Feedback:** Assist in the evaluation process for selecting campaign ideas to receive EU funding (to be confirmed at a later stage).
- **Advisory Role:** Provide strategic advice to the Project Coordination Team, sharing recommendations for program improvement based on their experience.

Time input requested: up to 9 working days per expert during October 2023 – February 2024.

Location: The Communication Labs' activities will be carried out both online and offline in Yerevan (for mentors/teams from Armenia) and Tbilisi (for mentors/teams from Georgia).
Leading communication campaigns for CSOs, advocacy groups, or social causes.



Activities and outputs per expert	No. w/days	Location	Provisional Timing (TBC)
Familiarisation with the selected applications. Participation in the Introductory meeting with organisers.	1	Home based	15-25 October 2023
Participation in the Kick-off Sessions of the Communication Lab in Yerevan or Tbilisi	2	Home based	6-10 November 2023
Preparation and delivery of the Diagnostic Meetings with the selected teams (one meeting per team, appr. 2 hours per meeting)	0.5	Home based	14-17 November 2023
Expert support to the selected teams, general supervision of the teams, tracking the progress of the selected teams	2	Home-based	15 November 2023 – 15 January 2024
Participation in the Supervision Sessions with organisers (8 sessions, appr. 1 hour each)	1	Home based	22 November 2023 – 10 January 2024
Mentoring to other teams and/or delivery of 1 webinar, guiding Junior Experts and reporting	1.5	Home based	15 November – 22 December 2023
Participation in the Final Event	1	Home based	End-February 2024
Total	9		

Key Outputs of Assignment:

- Mentor support to the participants of the Communication Labs.
- Mentorship plan based on the results of the Diagnostic Meeting.
- Teams' tracking records (template to be provided by the Project KEs).
- Delivered capacity building sessions during the Kick-off Event, webinars (topics will be defined jointly with the organisers) or ad-hoc support.

Project Management: The experts will report to the NKE on Communication and Visibility and Project Team Leader.

Required profile for the Expert: The experts should have the following educational background and professional experience:

Qualification and skills:

- University degree or equivalent in communications, journalism, public relations, sociology, humanities or another field of study that can be shown as relevant for the above-mentioned tasks.
- Excellent coaching and mentoring skills, providing insightful guidance and feedback to both Junior Experts and participating CSOs.
- Excellent analytical and communication skills.
- Fluency in English and one of the national languages (Georgian or Armenian).

General professional experience:

- At least ten years of practical experience in communication, marketing, journalism, PR, advertisement, content creation.



- Previous experience in leading communication campaigns for CSOs, advocacy groups, or social causes.
- Previous experience in mentoring teams and guiding experts.

Specific professional experience:

- Expertise in at least three of the following:
 1. Mastery in strategic advocacy and public engagement within the civil society sector.
 2. Extensive strategic planning experience, including audience analysis, message development, and campaign evaluation.
 3. Deep understanding of communication channels, spanning traditional media, social media, and digital platforms.
 4. Profound insights into media engagement and the local media landscape, adept at cultivating relationships with journalists and crafting compelling press releases.
 5. Advanced utilization of social media platforms for advocacy, engagement, and influencing.
 6. Proficiency in analytics tools, content creation, and optimization strategies for sophisticated digital campaigns.
 7. Advanced skills in crafting engaging narratives and content.
 8. Expertise in visual storytelling, video production, or multimedia content creation.
 9. Proficient in analyzing campaign data, providing actionable insights for continuous enhancement, and skilled in key performance indicators (KPIs) and impact measurement.
- Practical experience in working with a civil society organisation or civic action group and deep understanding of civil society organizations, their challenges, and communication needs is considered an advantage.
- Familiarity with the local context and specific issues related to civil society in Armenia or Georgia and experience in mentoring teams is considered an advantage.

Language requirements:

The language of the assignment is English. Written inputs shall be provided in English, as detailed above. While the language of this assignment is English, communication between participating teams and assigned mentors can be facilitated in the local languages. This approach is intended to create a comfortable and conducive environment for meaningful interaction and guidance.