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# Request for Services to Undertake an Assignment for

***“Media and Communication Training Support to the Caribbean Media Corporation (CMC) as part of a Regional CSO Advocacy and Training Programme”***

## Terms of Reference

### 1 CONTEXT

#### 1.1 Background

Civil Society Organisations (CSOs) have the ability to influence individual behaviour as well as that of institutions (World Health Organisation, 2017)<sup>1</sup>. CSOs engage in advocacy on important topic areas such as civil, human and economic rights, gender equality, the environment and health to name but a few. These organisations can play an important role as checks and balances within a democratic society, holding governments accountable to key social and economic issues affecting the populace. For example, CSOs can be important drivers in grass-roots movements, support the widespread dissemination of information, lead to the development of national networks on important topics affecting sustainable development and contribute towards putting knowledge into practice. According to Spokesperson for the National NGO Network Charity Summit Kemar Saffrey (2016)<sup>2</sup>, within Barbados “NGOs have played a critical role in... social development from before the island’s Independence in 1966 and in the new millennium” where “the resources provided by these various organisations have become even more necessary.” This has particularly been the case with declines in the economic climate which have subsequently affected the social sphere of the island in many adverse ways. Despite this, CSOs in developing countries like the Caribbean face many issues. Problems include; lack of personnel and resources to effectively understand and contribute to relevant legal and policy discourse limited ability to develop and disseminate key messages that foster a national dialogue process, limited opportunities to meet and dialogue with relevant stakeholders and government officials and overall operational constraints.

#### 1.2 About the Contractor and the Support Action

Supported by the European Union, The Caribbean Media Corporation (CMC) has sought to address these issues by undertaking training and an advocacy media campaign via a programme entitled “*Strengthening Capacity of Caribbean Civil Society Organisations (CSOs) to effectively design and engage in public advocacy campaigns, 2019 to 2021*”. Activities under the programme shall be geared towards CSOs operating within the Caribbean who play a critical role in the sustainable development of the Region.

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<sup>1</sup> [http://www.who.int/dietphysicalactivity/childhood\\_civil\\_society/en/](http://www.who.int/dietphysicalactivity/childhood_civil_society/en/)

<sup>2</sup> Interview response with The Barbados Advocate Newspaper, in the lead up to the 2016 National NGO Network Summit held at Hilton Barbados (<https://www.barbadosadvocate.com/news/national-ngo-network-summit-be-held-hilton-hotel>).

The programme seeks to enhance the overall understanding, knowledge and capacity of CSOs through the provision of training in the areas of Advocacy, Policy Formulation & Implementation, Legislation, Media & Effective Communication and Monitoring & Evaluation. The overall programme activities will be conducted over a 36-month period- (1) Training of CSOs- 8 months<sup>3</sup>; (2) Execution of a National Advocacy Media Campaign and stakeholder networking video premier screening event; and (3) Third Party Financing technical and operational capacity building support.

This advertised consultancy shall be to provide support under Phase 1 of the programme. That is, for the design and execution of trainings to be conducted over a 3-month period on the specific topic areas of (i) Message development (ii) Identifying and reaching target audience (iii) capturing the message and (iv) message dissemination. In order to allow flexibility with CSOs schedules and personnel constraints two training sessions would be offered twice a week after working hours (1-hour sessions at longest respectively) as most CSO staff have day jobs. Concise make up sessions, an allocated time no longer than one hour (done virtually or face to face), will also be offered in order to facilitate maximum participation.

## **2 OVERARCHING PROGRAM OBJECTIVES & ACTIVITIES**

### **2.1 Main Objectives**

The overarching main aim of the programme is to *“increase effectiveness of Caribbean Civil Society Organisations (CSOs) to engage in public dialogue and to influence positive change within Caribbean policy-making and governance processes that contribute to critical areas of sustainable development“*.

The CMC is looking for an experienced expert/(s) who have previous experience in training CSOs on the general topic areas of communication, videography and media campaigns.

**The specific aims of the advertised consultancy are to:**

1. Directly support the capacity building of CSOs and provide technical expertise to trainees and CMC in the design and implementation of their regional video advocacy awareness campaign across 5 main thematic areas (delivered across a minimum of 12 Caribbean countries<sup>4</sup>);
2. Successfully deliver training content materials developed to CSOs and provide follow-up support as requested via one-on-one sessions (spread over an up to 3-month period);
3. Successfully increase the knowledge and skills of CSOs to actively engage in the area of advocacy through the use of media and communication tools relevant to their work.

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<sup>3</sup> Legal and Advocacy training 5 months; Video and Media Campaign Training 3 months.

<sup>4</sup> Caribbean countries include; Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Lucia, St. Kitts & Nevis, Suriname, St. Vincent & The Grenadines, Trinidad & Tobago and the Commonwealth Caribbean.

## 2.2 The Beneficiaries

The primary beneficiaries of this project are regional CSOs under five main national socio-economic themes. Namely:

1. Gender Inequality, Human Rights (e.g. violence against women) and LGBT Issues;
2. Causes and Prevention of HIV/ AIDS and Fighting Stigma;
3. Causes and Prevention of Non-Communicable Diseases (e.g. cancer, diabetes);
4. Sustainable Energy Practices (particularly looking at the renewable energy sector); and
5. Social and Economic Opportunities within the Music Sector (youth expression and employment).

The participant CSOs by the end of the training should have benefitted from:

- The opportunity to create and execute their own advocacy media campaign relevant to their mandated work;
- The enhanced ability to effectively craft communication messages suitable for advocacy purposes,
- To be able to identify and make recommendations on key areas needed for expansion and reform in relevant national legislation and policy using media and communication tools;
- Have a better understanding of the different techniques and channels available to them to drive and engage in strategic stakeholder dialogue relevant to their mandated activities; and
- Overall enhanced capacity to engage in national advocacy efforts with strategic stakeholders.

Ultimately, up to 65 CSO participants across five main thematic areas should have enhanced overall capacity to understand the national legal and policy landscape they operate within and have increased skills to actively engage in advocacy activities relevant to their mandates.

## 2.3 Scope of Work

### Activity 1- Inception Meeting and Reporting

Inception report prepared and submitted based on introductory meetings held with Project Team and CSO trainees as well as review of project documents.

### Activity 2- Training Content Developed and Delivered

The hired expert(s) shall be expected to design a training programme based on an existing programme that they are already delivering or have delivered in the past for CSOs in a developing country context (particularly in the Caribbean), or with the ability to adapt provided and other relevant existing information materials into suitable training content. This approach shall be taken so as to save time and make maximum use of limited project resources which could be spent more so on the actual delivery of the training, versus developing training materials from scratch which can be very costly and time consuming. As such, the hired expert(s) in their work is expected to make use of existing training materials already readily available that can be easily adapted to suit the needs of this specific programme, with the least time spent on content development.

This training shall be delivered virtually supported by google classroom platform. Virtual sessions shall be delivered to participants across a minimum of 12 Caribbean countries who shall be joining in via a virtual video platform such as Zoom. Hence experts must have experience in delivering

and supporting students via distance learning and be comfortable with using online tools that support such activities.

Training should be no longer than 1 hour long per session in delivery, with no more than 3 hours allocated to one Module area. Up to two sessions are expected to be delivered within one week over a 3 to 4-month period (a total of up to 32 sessions).

**Please see below guidance on what module content should be:**

### ❖ **Building Foundational Knowledge**

This Module area should cover content that builds the foundational knowledge and skills on how to effectively design and plan a media and communication advocacy campaign. Course content areas should cover the below (but are not limited to):

#### **Module 1:**

- 1.1. An Introduction to Media Communication
- 1.2. Determining Your Target Audience - done according to thematic areas of CSOs incorporating (as much as possible) both their national nuances as well as common regional interests across the group.
- 1.3. How to Craft Your Message- 5 main scripts (15 minutes runtime respectively) crafted based on thematic areas covered by CSOs guided by the trainer in their groups ensuring coherency within each thematic area while accounting for the varying CSOs represented.
- 1.4. Design a Media Campaign- Drafting Your Campaign Plan & Schedule. CSOs must complete this in groups assigned according to their thematic area and national groups.

(An estimated Training Delivery Time of 7 hours).

### ❖ **Building Practical Experience:**

This segment should include 1-hour long training sessions (with up to 6 one-on-one group tutorial sessions per topic area) that give trainees hands on practice in, and build skills in the following areas:

#### **Module 2:**

- 2.1. **An Introduction to Videography** - How to use affordable smart devices to create high quality video content (e.g. smartphones and tablets). Trainees in their country groups will get together and capture their scripts on video working within their national teams. Content must be coherent with overarching thematic areas for a regional wide video compilation and fit into/ contribute to a wider script of their thematic group.
- 2.2. **An Introduction to Editing**- How to use free simple editing software to edit video content captured. Trainees in their national teams will work together to edit their video content captured under a joint submission to the trainer for review and grading.
- 2.3. **Introductory Marketing and Data Analytics**- How to promote your finished product, gather and analyse data on outreach. Training on affordable and effective marketing using social media platforms. Trainees themselves will implement the regional advocacy campaign social media component. Working with CMC they shall also give active input into the TV campaign.

(An estimated Training Delivery Time of 18 hours)

Time allocated to leading weekly discussion forum topics on google classroom stream and or weekly one on one follow-up sessions conducted solely for Q&A- approximate total of 64 hours.

### **Activity 3- Other Technical Support Provided**

- 1) General technical support provided as needed to the Project Team (approximately 14 days);
- 2) Support provided to the CMC and programme coordinating staff in the execution of a monitoring and evaluation midway and end of training exercise with trainees (a minimum of 5 days); and
- 3) Preparation and submission of a final report (approximately 5 days).

Across all three activity areas, the hired expert(s) shall work closely with the CMC Special Projects/ Client Relations Officer, designated Programme Coordinators and other appointed staff in the execution of their work.

(An estimated total of 24 days)

**Please note: activities 1 and 2 above serve as a guide. Experts are free to suggest an adapted scope of work based on their expert experience related to this terms of reference.**

## **2.4 Expected Deliverables**

The expected deliverables for the project include:

1. Submission of an inception report after introductory meetings are held and review of project materials;
2. A Training Schedule that outlines when each module topic area is planned to be delivered submitted.
3. A Curriculum that provides a brief summary of each training topic area, its learning objectives, sub-topic areas, expected learning and skills outcomes and accompanying worksheets/ exercises.
4. Training module content materials and supporting documents in the areas of media and communication (PowerPoint presentations, case studies, worksheets, hand-outs, recorded videos of sessions etc.);
5. The delivery of a minimum twenty-five (25), 1-hour long training sessions with approximately 20 CSOs spread over approximately 22 weeks or 4-5 months);
6. Must take and provide attendance record details for each training session as requested by the contracting party;
7. Five scripts (15 minutes runtime respectively) with advocacy messages for 5 thematic areas to be used for promotional and awareness building purposes under a regional advocacy campaign driven largely via social media, and on TV;

8. Increased knowledge of trainees on messaging, script writing, editing, planning and scheduling an advocacy media campaign.
9. An advocacy media campaign schedule or plan jointly drafted with CSO trainees and submitted to CMC.
10. Video content to be used in a regional advocacy media campaign, jointly developed by the trainer with trainees in the form of:
  - a) 1 to 3 minutes clips pertaining to each CSO that edited together form coherent 15-minute-long videos with messages relevant to 5 thematic areas of the Project.
  - b) Five respective 15-minute-long videos with messages relevant to 5 thematic areas of the Project (edited and provided by the trainer).
11. The delivery of a minimum 18 one on one follow up sessions as requested by the CSOs and mandatory weekly discussion forums on google classroom stream over a 16 to 18-week period;
12. Submission to the M&E Specialist of brief periodic 'trainer update reports' that capture progress on delivery of each training session conducted;
13. Submission of an interim report with key aggregated data as requested by the contracting party;
14. Working closely with the M&E Specialist, execution of at least 1 mid-point assessment exercise that benchmarks and demonstrates the progress made by CSO trainees throughout the training period across all module topic areas completed to date (which includes baseline assessment of knowledge and skills and demographic breakdown details e.g. gender, country, age);
15. General technical support provided in the preparation and execution of CSO trainings and execution of a regional media advocacy campaign;
16. Support provided to the CMC and programme coordination staff in the execution of a Final monitoring and evaluation end of training exercise with trainees;
17. A final report prepared and submitted;
18. A half-day debrief presentation conducted for the CMC and programme coordination team; and
19. Final report updated and submitted according to feedback received from the CMC and programme coordination team.

The consultant is expected to submit an interim report halfway through the training sessions based upon the needs assessments conducted (to date) at the end of training modules, as well as a detailed final report to the CMC no later than 2 weeks after the end of the consultancy.

Administrative procedures: all information and relevant materials pertaining to the project shall be provided by the consultant(s) to the CMC and the programme coordination team in an editable format (i.e. NOT pdf) before it is delivered to participants in training at a reasonable time before each session and or upon request (i.e. at minimum 24 hours beforehand) .

**Please Note: The title rights, copyright and all other rights of whatsoever nature in any material produced, compiled or prepared by the consultant(s) under the provisions of this Terms of Reference and any contract entered into between the Consultant(s) and CMC shall be vested exclusively in the Caribbean Media Corporation (CMC) and the European Union (EU).**



5	Leading of mandatory weekly discussion forum on google classroom stream relevant to module topic taught over a 22-week period (up to a total of 22 expert hours)	1										
6	Input and support provided to the preparation of a midway training evaluation with the M&E Specialist	1										
7	Preparation, submission and revision as necessary of an interim update report (updated inception report)	5										
8	Support provided to the CMC and programme coordinating staff in the execution of an end of training monitoring and evaluation exercise with trainees	1										
9	A final report prepared, submitted with revisions made as necessary (updated interim report)	5										
10	A debrief presentation conducted for the CMC and programme coordination team	0.5	4									
11	General technical support provided in the preparation and execution of CSO trainings and regional advocacy campaign	24										
		<b>60</b>	<b>76</b>									
		<b>Calendar days</b>	<b>Hours</b>									

The consultancy is expected to commence in October 2019 and end in October 2020. The majority of the work shall be conducted virtually (trainings) with the rest home-based or at the CMC headquarters Office (team meetings, literature review, report write up) as required.



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## 4 Communication and Reporting

An inception report will be provided by November 1<sup>st</sup>, 2019 containing details from meetings held with key staff, project beneficiaries and the required training content to be delivered.

An updated interim report will then be provided by December 31<sup>st</sup>, 2020 reflecting trainee feedback and progress of skills development on the module areas delivered to date.

An updated final report will be provided on October 31<sup>st</sup>, 2020; final outputs and outcomes of the training, regional advocacy campaign including trainee feedback on the overall course, immediate learning and skills outcomes and expected long term impacts. Specifically, it will provide:

- a concise 'Executive summary'
- Trainee overview profile e.g. gender ratio, ave. age, geographic spread of most active participants etc.
- the learning and skills objectives of the training;
- the results obtained, and recommendations made (by the consultant(s) and by trainees);
- potential follow-up actions to be considered;
- details on any overruns or delays encountered; and
- Annexed –
  - A final Training Schedule that outlines when each module topic area was delivered, as well as a Curriculum that provides a brief summary of each training topic area, its learning objectives, sub-topic areas and expected learning and skills outcomes.
  - All training materials developed and delivered in an editable format (e.g. word or PowerPoint).
  - 5 scripts text for videos developed for regional advocacy campaign.
  - Video clips and shorts provided according to deliverables.

## 5 QUALIFICATIONS & EXPERIENCE

Experts with the following qualifications are encouraged to apply:

### 5.4 Requirements for Consultant(s):

- Training experience and expertise in different training methods e.g. action learning, case-based learning, learning by doing;
- At least 5 years' in curriculum design and in the generation of training materials in the areas of media and communication;
- Some experience working with civil society and in sustainable development;
- An appreciation of the economic challenges facing the Caribbean and the role of civil society;
- Strong ICT and communication skills (written and oral) and experience in adult learning techniques;
- Must be fluent in English.

## 5.5 Required Documentation

- (i) A proposal which should include the following sections:
- a. A Cover Letter;
  - b. A brief understanding of the Project (no more than one page);
  - c. An Overview of Relevant Qualifications and Experience;
  - d. Proposed Methodology (please complete ANNEX I template provided separately);
  - e. Proposed Timetable if different from that of the TOR (Gantt chart with breakdown of activities). If the same as proposed in TOR please simply state this under this section heading;
- (ii) A fully completed budget template (please complete ANNEX II separately attached according to the instructions provided therein); and
- (iii) CV of the proposed expert(s).

**Please Note:** Proposals should be submitted in English.

Submissions will be scored according to the following weighting:

No	Section	Maximum Score
<b>1.0</b>	<b>Technical Proposal:</b>	<b>20</b>
1.1	Use of technical expertise is allocated efficiently in terms of the delegation of work to avoid wastage of funds (especially where more than one expert is proposed).	5x2**
1.2	Methodology is in line with the criteria stipulated in the terms of reference; in terms of how the number of expert days are allocated to each deliverable area.	7
1.3	Action plan for the achievement of deliverables is clear and feasible.	3
<b>2.0</b>	<b>Financial Proposal:</b>	<b>30</b>
2.1	The ratio between estimated costs and the expected results are satisfactory.	5x3**
2.2	Activities costed reflect an effort to achieve efficiency of resources as emphasised in the advertised terms of reference.	5x2**
2.3	All activities are appropriately reflected in the budget.	5
<b>Maximum Total Score</b>		<b>50</b>

## 6 Submission Details and Deadline

Proposals should be submitted electronically to CMC by midnight on October 6<sup>th</sup>, to Ms Loretta Skeete, Special Projects/ Client Relations Officer; Head of Regional Sales & Marketing:

**Email:** [Loretta.skeete@cmccaribbean.com](mailto:Loretta.skeete@cmccaribbean.com)

**Tel.** +1(246) 467-1000.

Copied to the Programme Coordination Team- Mr Chetwyn Ryce at email [chetwyn.rycecmccaribbean@gmail.com](mailto:chetwyn.rycecmccaribbean@gmail.com) and Mrs Ginelle Greene-Dewasmes at [ginelle.greenecmccaribbean@gmail.com](mailto:ginelle.greenecmccaribbean@gmail.com).

**Please Note:** *Should you have any queries, please contact the Programme Coordination Team no later than COB September 30<sup>th</sup>, 2019.*