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## PROJECT: “Resilient & Connected: Joint Initiatives against Disinformation”

### TERMS OF REFERENCE (TOR) FOR SELECTING FACILITATOR(S) TO DELIVER OCAT-IR SESSIONS TO CSOs

Note: OCAT-IR stands for Organizational Capacity Assessment Tool-Information Resilience

People in Need (PIN) Armenia is announcing a call for the selection of facilitator(s) to support civil society organizations (CSOs) in conducting self-assessments of their identity and role in the information environment; capabilities to navigate the country’s information environment and threats, communication with the people the CSO serves, and resistance to disinformation and detection, capabilities to monitor and combat FIMI (Foreign Information Manipulation and Interference).

The activity is implemented within the framework of the “Resilient & Connected: Joint Initiatives against Disinformation”, a multi-year project funded by the European Union.

#### 1. About the project

The project “Resilient & Connected: Joint Initiatives against Disinformation” is implemented by People in Need, Prague Civil Society Centre and Netherlands Helsinki Committee during the period December 2025-2029, in the Eastern Partnership countries, including Armenia, being co-funded by the European Union.

The overall objective of the project is to strengthen the long-term resilience of citizens in the Eastern Partnership countries to effectively detect and counter FIMI and disinformation. The objective will be pursued through a range of initiatives funded by the donor and implemented by civil society actors (CSAs).

The objective of the activity under this call is to ensure that the selected CSOs have a basic awareness of the myths, distortions, and misleading narratives circulating in their communities; can make a considered judgment about when and how to respond, and when not to; communicate credibly and consistently with their communities; are resilient against threats directed at them as organisations; and know who to turn to for support when they encounter situations beyond their capacity. The assessment results will serve as a baseline for each organisation and as a cornerstone for the development of an Organisational Development Action Plan (DAP).



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## 2. Objectives of the assignment

The facilitator(s) will work closely with up to 18 selected CSOs to engage them in a participatory process to self-assess their organizational capabilities when it comes to information resilience, in proportion to each organization's situation, ambitions, and role, using the OCAT-IR tool, developed by PIN.

The self-assessment will be conducted through facilitated workshops designed to help CSO teams (1) to establish a baseline in terms of information resilience; (2) to identify concrete support needs, enabling the PIN project team to design targeted interventions, e.g. training, peer exchange, methodological support, direct assistance, or connections to other actors; (3) to generate field-level knowledge about local information ecosystems, community needs, and undervalued resilience assets: the informal networks, trusted community figures, and local institutions that already contribute to resilience. Based on the OCAT-IR assessment, the facilitator(s) will further guide the (4) development of the Development Action Plan (DAP), outlining priorities, milestones, timelines, required resources, and capacity-building needs.

## 3. Specific Tasks

The facilitator(s) shall undertake the following tasks:

### Preparation phase:

- Familiarize themselves with the OCAT-IR tool and its application by participating in an introductory session on the OCAT-IR methodology and DAP process, delivered by the PIN Technical Advisor, to ensure a clear understanding of the tools, approach and expected outcomes.
- Review the background information and profiles of the selected CSOs in order to tailor the facilitation approach to the specific needs and context of each organization;
- Participate in the online kick-off meeting organized by the project team, aimed at introducing all the selected CSOs to the OCAT-IR tool and the indicative implementation timeline;
- Prepare the materials and tools necessary for conducting the workshops.

### Facilitation of the OCAT-IR workshops phase:

- Facilitate OCAT-IR sessions through half-day participatory workshops for each CSO, enabling participating teams to self-assess their capacities to navigate the information environment, communicate effectively with their communities, recognize and resist disinformation and respond to false or misleading information circulating within their



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communities, including about the organization and/or its area of work. The assessment will have two phases: a pre-assessment questionnaire completed by the organisations in advance and facilitated conversations aimed at exploring and validating the responses in greater depth, identifying strengths, challenges, and areas for further development.

Development of Action Plans and identification of capacity development needs:

- Assist CSOs in identifying their capacity development needs related to combating FIMI, information environment, media literacy, strategic communication, civic participation, including defining timelines, required resources, and roles and responsibilities for implementation;
- Facilitate one two-hour session per CSO to support them in developing DAPs aimed at strengthening organizational information resilience and enhancing their capacity to actively combat FIMI and disinformation.

Analysis and reporting phase:

- Prepare and submit a consolidated OCAT-IR assessment report presenting key findings, identified organizational capacity gaps and conclusions;
- Submit the DAP reports developed by the CSOs with the support of the facilitator(s);
- Prepare and submit a final narrative report summarizing the main findings, challenges, methodology applied and a package of recommendations for follow-up actions.

Facilitation of the endline OCAT-IR workshops

- Conduct individual online meetings with CSOs at the end of the project (tentatively May-June 2027) to assess results achieved and shifts in scores, and submit a report based on the template provided by PIN.

Note 1: All reports shall be prepared using templates provided by People in Need.

Note 2: Transportation will be arranged by PIN in cases where workshops are conducted at the premises of the selected CSOs.

**4. Deliverables:**

Deliverables	Estimated time to complete the task and	Deadline for submission of the deliverables	Relevant notes



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	achieve the deliverable		
1. <u>Preparation phase</u>			
Completion of OCAT-IR and DAP methodology onboarding	4 hours	July 2026	Facilitator(s) will actively participate in the introductory session conducted by the PIN Civil Society Advisor and demonstrate readiness to apply the tools and approach in practice.
Review of CSO profiles to tailor the facilitation approach.	1 hour per CSO (up to 18 hours in total)	Prior to workshops	Facilitator(s) will tailor the facilitation approach for each CSO when preparing for the OCAT-IR and DAP session.
Participation in the project online kick-off meeting	2 hours	August/September 2026 (tentative)	Facilitator(s) will introduce CSOs to the OCAT-IR tool, the timelines and the project team's expectations.
Analysis of the pre-assessment questionnaires completed by the CSOs prior to the OCAT-IR sessions.	1 hour per CSO (up to 18 hours in total)	August 2026 (tentative)	The facilitator(s) will carefully review and analyse the information provided by each CSO through the questionnaire developed by the project team and submitted to the selected CSOs via email. The questionnaire will serve as the basis for initiating in-depth discussions with each CSO during the OCAT-IR sessions.
Preparation for the delivery of the OCAT-IR and DAP workshops	3 hours	August 2026 (tentative)	Facilitator(s) will prepare materials and tools necessary for the workshops.
2. <u>Facilitation of the OCAT-IR workshops phase</u>			
OCAT-IR based capacity	4 hours per CSO (up to	As agreed with the CSO (tentatively in	Facilitator(s) will conduct offline/online OCAT-IR



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assessment completed for all selected CSOs through participatory workshops.	72 hours in total)	August-September 2026)	workshops with each selected CSO. They will help the CSO teams to self-assess their capabilities to navigate their information environment, communicate with their community, respond to false information, detect, monitor and combat FIMI.
<i>3. Development of Action Plans and identification of capacity development needs</i>			
Facilitation of sessions aimed at supporting CSOs to develop DAPs and identify capacity development needs.	2 hours per CSO (up to 36 hours in total)	As agreed with the CSO (tentatively in September-October 2026)	The facilitator(s) will conduct online and/or offline sessions with the CSOs that participated in the OCAT-IR workshops in order to support them in developing their DAPs and identifying their capacity-development needs.
<i>4. Analysis and reporting phase</i>			
Consolidated OCAT-IR Assessment Report presenting key findings per each CSO.	3 hours per CSO (up to 54 hours in total)	After completion of the OCAT-IR and DAP workshops (tentatively in mid-September-mid-October)	The report will include an analysis of the strengths and capacity gaps of each CSO, as well as recommendations regarding priority capacity-development needs and appropriate formats for tailored support interventions for each organization.
Final assignment report	Up to 8 hours	After completion of all assigned tasks (tentatively in November)	The report, submitted in English, will detail the methodology applied, key findings and challenges, as well as recommendations for follow-up actions and future capacity development support.
Facilitation of the endline OCAT-IR	2 hours per CSO (up to	After completion of capacity building	Conduct individual online meetings with CSOs at the end



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	36 hours in total)	activities (tentatively May-June 2027)	of the project to assess results achieved and shifts in scores, and submit a report based on the template provided by PIN.
End-line OCAT assessment report	2 hours per CSO (up to 36 hours in total)	June-July 2027	End-line OCAT assessment report (in English), including methodology, key findings, and recommendations
Total hours	Up to 287 hours		

Note: The estimated time required to complete the assignment and achieve the deliverables may be adjusted depending on the number of facilitators engaged, profile and location of the selected CSOs, and the depth of support required throughout the implementation process.

## 5. Selection Process

### Mandatory Qualification Criteria

Candidates must meet the following mandatory minimum qualifications, which will be evaluated under the **Pass/Fail** criteria. If a bidder does not meet any of the Mandatory Qualification Criteria, they will be excluded from the tender process:

- At least 3 years of experience working with CSOs in organizational development, CSO capacity assessment, participatory strategic planning and capacity development action planning.
- At least 3 years of experience in participatory group work facilitation (for ex. leading interactive offline/ online workshops, and other relevant activities).
- Language skills (Armenian & English excellent level required).
- A detailed CV, including at least two references from individuals or organizations familiar with your work.
- A brief letter explaining your interest in the role and why you are suitable for the position.
- Certificates, references attesting the knowledge and skills
- Completed Technical and Financial Offer



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Criteria	Scoring points	Max Points
<b>Technical Evaluation based on the CV</b>		
At least 3 years of experience working with CSOs in organizational development, CSO capacity assessment, participatory strategic planning and capacity development action planning.	3 years – 5 pts; +1 pt per additional year (max 10 pts)	10 pts
At least 3 years of experience in participatory group work facilitation (for ex. leading interactive offline/online workshops, and other relevant activities.	3 years – 5 pts; +1 pt per additional year (max 10 pts)	10 pts
At least 2 years of experience in media literacy, information resilience, strategic communication, countering disinformation and/or FIMI-related initiatives.	2 years – 5 pts; +1 pt per additional year (max 10 pts)	10 pts
<i>Total points</i>	15	30
<b>Technical Evaluation based on interview</b>		
Criteria	Score	Maximum competence level
Demonstrated understanding of civil society organizations in Armenia, including organizational development needs, operational challenges, and differences between grassroots, community-based, and established CSOs.	strong – 10 points, satisfactory – 5 points, limited – 2 points, no – 0 points	10 pts
Demonstrated understanding of media literacy, information resilience, strategic communication, disinformation, FIMI, and the role of civil society in strengthening community resilience.	strong – 10 points, satisfactory – 5 points,	10 pts



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	limited – 2 points, no – 0 points	
Demonstrated ability to facilitate participatory workshops, manage group dynamics, and adapt facilitation approaches to different organizational contexts and challenges.	strong –10 points, satisfactory – 5 points, limited – 2 points, no – 0 points	10 pts
Demonstrated understanding and practical application of organizational assessment methodologies, including the ability to analyse assessment findings and support CSOs in developing realistic, actionable and measurable Development Action Plans (DAPs).	strong –10 points, satisfactory – 5 points, limited – 2 points, no – 0 point	10 pts
<b>TOTAL points:</b>	20	<b>40 pts</b>

Only candidates obtaining a minimum of 35 points would be considered for the Financial Evaluation.

#### Template for Technical and Financial Offer

Please fill in the table below as part of your application. It will be used to assess both the technical quality of your approach and the cost-efficiency of your offer. The total price must be expressed in AMD (Armenian Drams), NET.

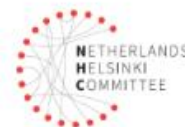
<p><b>Technical and Financial Offer</b></p>
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Deliverables as described under Section 4.	Methodological Approach ( <i>Briefly describe how you will complete the task</i> )	Unit (8 hours)	Rate per unit (AMD)	Subtotal (AMD)

\*Financial offer for individual person who is not registered as an entrepreneur will be submitted in AMD, including income tax, health insurance and social security contribution.

The evaluation will be based on 70% technical and 30% financial criteria.

## 7. Application Process

Interested physical candidates should submit the following documents:

- Curriculum Vitae (CV): A detailed CV, including at least two references from individuals or organizations familiar with your work.
- Letter of Motivation: A brief letter explaining your interest in the role and why you are suitable for the position.
- Certificates attesting the knowledge and skills (copies)
- Completed Technical and Financial Offer (*Annex 1*)
- Copy of State registration certificate if the applicant is a legal entity.

Applications should be sent by **21 July 2026, 23:59** to [procurement.armenia@peopleinneed.net](mailto:procurement.armenia@peopleinneed.net) with the subject line: "OCAT-IR – [Name, Surname]" .

Only shortlisted applicants will be contacted.