

**Terms of Reference  
for  
Development and delivery of Executive learning series  
in domain of foresight, strategy design and impact assessment**

## **BACKGROUND**

### **About the programme**

Thomson Foundation and Thomson Media support journalists and media organisations worldwide often in challenging and emerging economies. Our work promotes ethical reporting and ensures independent, trusted sustainable media businesses developments.

Thomson is looking to hire experts in domain of strategic planning, strategic development and implementation, and executive learning methodology development to become part of the wider pool of experts and support implementation of its programmes within the “Western Balkans Media for Change - MfC” project implemented by a consortium consisting of the British Council (lead), Thomson Foundation (TF), Balkan Investigative Reporting Network (BIRN), and Intrac.

Thomson currently implements several media support programmes in the Western Balkans and Central and Eastern Europe, which covers 13 countries and more than 50 media outlets, and 250 individuals/media professionals. Focus of Thomson’s work is to provide guidance to media outlets for sustainable development and operation through business mentorship, testing and implementing new and innovative business modalities, and attracting and engaging new and underrepresented media audience(s) including young, female, minority groups and diaspora.

## **SCOPE OF WORK**

The Expert/s will need to liaise with the Thomson team and the rest of the Thomson partners and mentors across WB and CEE.

In particular:

- Development of methodology for three executive learning workshops (masterclasses) for professionals at managerial and executive positions within media across WB and CEE;
- Participating in the needs assessment process based on the methodology agreed with Thomson and customising the content of workshops to fit the identified needs;
- Delivery of three masterclasses (each masterclass lasting two full days) in different countries of WB and CEE;
- Provide feedback and performance evaluations;
- Reporting regularly to Thomson and contributing to its MEL (Monitoring, Evaluation and Learning) component.

### More specific responsibilities:

#### 1. Masterclass Planning and Delivery

- Develop comprehensive plans, including timelines, milestones, and resource allocation;
- Collaborate with stakeholders to define masterclass scope, objectives, and deliverables;
- Ensure alignment of masterclass goals with beneficiaries media strategies;
- On spot delivery of three masterclasses (each masterclass should last two full days).

#### 2. Risk Management

- Identify, assess, and mitigate potential risks;
- Implement contingency plans to address unforeseen challenges;
- Monitor and report on risk management activities regularly.

#### 3. Communication

- Facilitate clear and regular communication with the Thomson team;
- Provide timely updates and reports on masterclass preparation progress;
- Address potential issues promptly and effectively.

#### 4. Performance Evaluation and Feedback

- Conduct performance pre - evaluations for beneficiaries;
- Provide feedback and coaching to enhance beneficiaries' performance (before, during and in between connected sequences of learning and events);
- Identify areas for process improvement and implement best practices during the delivery of masterclass series.

#### 5. Masterclass Closure and Evaluation

- Ensure proper masterclass closure, including documentation and knowledge transfer;
- Conduct a post-masterclass evaluation to identify lessons learned;
- Conduct a 3 months post- masterclass evaluation to assess more tangible outcomes;
- Share insights for future projects.

### Key deliverables:

1. Methodology development of three masterclasses for professionals at managerial and executive positions within media across WB and CEE. Masterclass will be developed in the domain of foresight, strategy development and impact assessment;

2. Detailed program development based on the assessed needs of selected participants;

3. Delivery of three masterclasses (each masterclass lasting two full days) in different countries of WB and CEE;
3. Provide feedback and coaching to enhance beneficiaries' performance before, during and between connected sequences of learning and masterclass events;
4. Delivery of masterclass preparation materials, resources, evaluations and presentations;
5. Providing feedback to Thomson team for future executive learning projects and follow up activities with the same beneficiaries.

## REQUIREMENTS

**Education:** A level of education which corresponds to completed university studies of at least 10 years in the field of media, international development, and other related relevant field. MA and PhD in relevant fields would be an asset.

### Language and skills:

- Excellent writing, speaking and editing skills in English;
- Relevant knowledge of the media sector and industry in the WB. Knowledge about CEE media sector will be considered as an asset;
- Excellent presentation, oral and writing communication skills, with strong interpersonal and cross-cultural communication skills;
- Dedication to delivery of outputs in line with the highest standards;
- Record of innovative ideas and approaches would be an asset.

### Professional Experience:

- Over 10 years of experience in media training delivery, public relations, and journalism
- Experience in working on media development projects;
- A track-record academic career with a focus on media policy and trends, markets and innovation;
- Specialised in foresight, strategy and impact and value measurement within the media industry for various beneficiaries;
- Over 5 years of experience in guiding media organisations around the world improve their strategy, advocacy and impact measurement;
- At least 5 years of experience working within research unit on research reports, analysis, reliable data for media industry;
- Specialised experience in production and launching of corporate strategies and performance assessment system for public service media;
- Proven working track record in the field of media development across Europe and WB in the last 5 years, ideally on programme management level.

## REPORTING REQUIREMENTS

The Expert/s reports to the Programme manager of Thomson in WB and CEE. All communication and reports should be in English. The timing of deliverables and their detailed content will be agreed with Thomson.

## APPLICATION

Interested experts are kindly asked to send the following documents (in English):

- CV/portfolio with examples of previous work relevant for this assignment;
- Concept proposal—a single page document that briefly explains the expert's vision and approach-or any work related documentation with examples relevant to the call.

Documents should be submitted to: Nermina Sadikovic by email: [nerminas@thomsonfoundation.org](mailto:nerminas@thomsonfoundation.org)

**Deadline:** 5 January, 2024

## DURATION OF ASSIGNMENT

It is expected that the assignment will commence in mid-January 2024 and will last until mid-July 2024.

## LOCATION

Remote work covering all the countries of the WB. Travel during the masterclass delivery (on spot delivery of three masterclasses) planned in advance with the Thomson team.

*Note: Issuing this ToR does not commit Thomson nor other members of the consortium, to select any expert and / or applicant. Thomson also reserves the right to extend / change the duration of the assignment, its scope of work, deliverables or expected outcomes.*