**Terms of Reference (ToR)**

**Facilitating Organization for the Study Visit to Belgium**

**PROJECT OVERVIEW**

In order to encourage youth to be more active in various public spheres, the Armenian branch of the Konrad Adenauer Foundation (KAS) in collaboration with World Vision Armenia (WVA), Media Initiatives Center (MIC), and Gyumri "Youth Initiative Centre" (YIC) is implementing [“Youth in Action: Youth Empowerment and Leadership Development in Armenia”](https://www.facebook.com/EmpoweringArmenianYouth/) project aiming at enhancing capacities and cooperation among Armenian civil society for educating and empowering youth, developing future leaders, and enabling more active youth participation in social, political, and public life in the country.

The project targets youth CSOs, youth initiatives, youth workers, including youth leaders and mentors, young politicians, young and digital influencers, video bloggers, podcasters, and decision-makers at local and national levels.

The project will equip youth CSOs with the necessary capacities for better composition, management, and use of resources. Young professionals will benefit from the fellowships and will foster their skills to work in a diverse environment, target community issues, and design and implement local initiatives. The action foresees mastering public management skills among youth through simulation of the responsibilities of legislative, executive, and judicial powers in Armenia, and fostering the skills of youth and adolescents in advocacy, including advocacy building and policy development. The Institute of Youth Worker, its terms and references, competencies, and liabilities will be thought about, developed, and suggested. This will increase the understanding, importance, and necessity of the profession. Youth leaders and mentors will showcase the theoretical and empirical practices, achievements, know-how, and learned lessons to recruit, study, and represent the youth agenda in the process of decision-making. Youth leaders will also enhance their media literacy, public speaking, communication, and networking skills to be able to deliver the right messages to society.

**CONTEXT**

Situation Analysis

Armenia is making significant strides in youth development, but there are still various challenges that hinder the full potential of youth organizations in the country. Armenian youth CSOs (Civil Society Organizations) play an essential role in promoting youth empowerment, civic engagement, and social inclusion, but they often face significant challenges, such as limited access to EU funding opportunities, gaps in strategic planning, and a need for stronger institutional capacity. The study visit to Belgium offers a valuable opportunity to address these gaps, learn from Belgium’s well-established youth work practices, and build international partnerships that will enhance the effectiveness and sustainability of youth initiatives in Armenia.

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#### The Landscape of Youth Work in Armenia

Youth organizations in Armenia are instrumental in advocating for youth rights, providing educational and developmental opportunities, and empowering young people to become active participants in their communities. However, many youth CSOs struggle with:

* Limited Access to International Networks and Resources: Many Armenian youth organizations have limited experience in accessing EU funding schemes, such as Erasmus+ or the European Solidarity Corps, which could significantly enhance their ability to implement impactful projects. The lack of knowledge about how to navigate these funding opportunities restricts their potential to expand their activities and achieve sustainable outcomes.
* Capacity Gaps in Organizational Development: Armenian youth CSOs often face challenges related to project management, advocacy skills, youth policy development, and strategic planning. There is a pressing need for institutional capacity-building to strengthen these organizations’ ability to manage complex projects, engage with public sector stakeholders, and build long-term sustainability.
* Lack of Exposure to International Best Practices: While Armenia’s youth sector has seen growth in recent years, many organizations have limited exposure to international best practices and innovative models of youth work. This lack of cross-border learning limits their ability to adopt cutting-edge strategies and improve the quality of their programs.

#### Why Belgium?

Belgium provides a compelling context for learning due to its advanced youth policy frameworks, its engagement with EU youth funding schemes, and its strong tradition of youth participation and non-formal education. The country is well-known for its well-structured youth organizations and its active role in EU youth policy development, making it an ideal place for Armenian youth CSOs to gather valuable knowledge and insights.

Belgium’s youth work is characterized by:

* Youth Empowerment and Participation: Belgium has a rich tradition of encouraging youth engagement and participation in civic life. The country’s approach to youth work places a strong emphasis on youth-led initiatives, ensuring that young people have a voice in the decision-making processes that affect them. Armenian CSOs can learn valuable strategies for increasing youth involvement in their own communities.
* Social Inclusion and Non-Formal Education: Belgium has developed numerous youth programs focused on social inclusion, particularly for marginalized groups such as refugees, migrants, and disadvantaged youth. The country’s experience in creating inclusive youth programs can provide Armenian CSOs with models to reach out to underserved youth populations and promote social cohesion.

**PURPOSE OF THE STUDY VISIT**

The primary purpose of the study visit to Belgium is to empower and build the capacity of Armenian youth CSOs by providing them with direct exposure to best practices in youth work, EU funding mechanisms, and youth policy development. This visit aims to address the key challenges faced by Armenian youth organizations, gaps in organizational capacity, and a need for cross-border collaboration. The specific objectives of the study visit include:

1. Enhancing Knowledge of EU Youth Policies and Practices
The study visit will expose Armenian youth CSOs to Belgium’s youth policy frameworks, particularly those focusing on youth empowerment, social inclusion, and non-formal education. Participants will learn how Belgium has developed and implemented policies that prioritize youth participation and engagement, and how they can apply similar approaches in Armenia to strengthen their own programs.
2. Learning Best Practices in Youth Work
The visit will give participants the opportunity to observe and learn from Belgium’s well-established youth work programs. This includes programs focused on youth leadership, non-formal education, community engagement, and social inclusion. By learning from Belgium’s experience, Armenian CSOs will gain insights into effective youth work models that can be adapted to the local context in Armenia.
3. Promoting Youth Work Quality and Innovation
The visit aims to inspire Armenian youth CSOs to adopt innovative approaches to youth work and youth empowerment. By exploring how Belgium’s youth organizations approach issues like marginalization, inclusivity, and youth participation, Armenian CSOs will be encouraged to integrate new, high-quality practices into their own projects. This will enhance the effectiveness and relevance of youth work in Armenia, helping to address current gaps and challenges in the sector.

**STUDY VISIT INFORMATION**

**Date:** June 2025

**Location:** Belgium (primarily Brussels)

**Duration:** 4 days

**Total Working Days for the Expert:** 48 hours (6 working days)

**METHODOLOGY**

**Scope of work, deliverables**

The selected organization/service provider is expected to provide the services/deliverables described below.

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| --- | --- | --- |
| # | Deliverables | Description |
|  | A concept and an agenda for a 4-day study visit developed based on the objectives outlined above | * Developing the concept and the agenda of the study visit Identifying, negotiating, and scheduling meetings with relevant stakeholders - key youth policy makers, experts, actors, CSO representatives
* Coordinating with the local expert, YIC, and KAS project staff to finalize the concept and agenda
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|  | Sessions on evaluations and daily reflections conducted by the service provider/expert | * Conducting structured reflection sessions at the end of each day
* Ensuring effective knowledge-sharing among participants
 |
|  | Logistics support and facilitation before and during the visit provided  | -Hosting the delegation and functioning as process leader throughout the visit-Coordinating and executing all sessions, meetings, and visits before and during the visit; Providing participants of the visit with information materials related to visit objectives;-Identifying the hotel for participants; -Managing practical arrangements and logistics for the visit, including transportation, booking (renting) of meeting venues, coffee break arrangements;-Addressing any problems and challenges that may arise |

**REQUIREMENTS AND QUALIFICATIONS**

**For the Facilitating Organization**

* A proven experience in organizing and facilitating study visits,
* A proven experience in conducting training workshops and capacity-building programs,
* Solid network with policy makers of different levels, experts, CSOs and youth organizations,
* Experience in organizing high–level study tours for international delegations,
* Finalize the daily program in coordination with the local and international experts, YIC and KAS project teams,
* Coordinate local transportation (including bus and metro tickets),
* Provide support with accommodation and meal arrangements, specifying locations and schedules as needed,
* A detailed organizational profile demonstrating experience in study visits, networking, and capacity-building programs, ,
* Contact details of two relevant professional references.

**For the senior regional expert (to be nominated by the contracted organization)**

***The contracted organization must nominate a regional expert who will support the study visit.***

**Responsibilities of the International Expert**

* Collaborate with YIC, KAS and local expert to plan and implement the program for the study visit.
* Identify key youth organizations, institutions, and policymakers for on-site visits.
* Accompany the Armenian delegation throughout the study visit and provide guidance at all designated locations. Support in organizing and managing the meeting processes.
* On the first day of arrival, facilitate an introductory session to help participants get acquainted with the program location, objectives, and structure.
* Provide insights into the realities of youth work in Belgium, helping the delegation better understand the local context.
* Facilitate a 30-minute reflection session per visit to discuss outcomes and key takeaways.
* Lead an evaluation and closing facilitation session on the final day of the program.

*Required Skills and Experience:*

* Ability to lead engaging and interactive sessions, including icebreakers, discussions, and reflections,
* Strong expertise in managing group dynamics and ensuring effective participation,
* Experience working with international delegations and understanding cultural sensitivities,
* Ability to bridge cultural differences and foster mutual understanding,
* Proficiency in coordinating logistics, including scheduling and managing visits,
* Ability to ensure smooth execution of meetings and events,
* In-depth knowledge of youth work practices, policies, and challenges in Belgium,
* Experience in explaining and contextualizing youth-related programs and initiatives,
* Strong verbal and written communication skills in English,
* Ability to build rapport and foster collaboration among participants,
* Ability to connect with participants and create a supportive, collaborative environment,
* Capacity to guide participants in analyzing and interpreting the outcomes of the visits,
* Experience leading post-visit reflections and evaluations.

**PAYMENT TERMS**

Currency & Amount

* All payments shall be made in EUR (€).
* The total contract value for the facilitating organization is set at 2,000 EUR.
* The cost of the one-day service for the regional expert is set at 270 EUR.

Payment Schedule

* Payments will be made as per the agreed-upon milestones or upon completion of the deliverables.

Payment Method

* Payments will be processed via Bank Transfer to the account designated by the contracted organization/expert.

Invoice & Documentation

* The contracted organization must submit a valid invoice along with any required supporting documents before payment processing.

**APPLICATION PROCEDURE**

Interested organizations must submit the following documents:

* A detailed organizational profile highlighting experience in study visits, networking, and capacity-building.
* CV of the nominated senior regional expert demonstrating relevant expertise.
* Detailed CV of at least one key team member from the contracted organization.
* Two professional references from previous projects.
* A brief technical proposal outlining the approach to the study visit.

All requested documents must be submitted to the following email addresses: marieta.gevorgyan@yic.am with the subject line “**Tender: Study visit to Belgium - Facilitating organization”**

The deadline for the submission of proposals is the **14th of March 2025, at 18:00 CET.**

The Youth in Action: Youth Empowerment and Leadership Development in Armenia” Project is a co-funded initiative by the European Union and the Konrad Adenauer Foundation (KAS) implemented together with the World Vision Armenia (WVA), Media Initiatives Center (MIC), and Gyumri "Youth Initiative Centre" (YIC).