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## TERMS OF REFERENCE

Project Title: **People of Change** - transformation, resilience, progress within the program Innovation. Media. Minds: EU Support to Public Service Journalism in the Western Balkans

Funding: European Union; Implemented by: Goethe-Institut, in collaboration with DW Akademie

Project Duration: 03.11.2025 –31.05.2026

## 1. General Background

The People of Change project is a multimedia storytelling initiative implemented by Association for research, communications and development PUBLIC – Skopje, within the [“Face to face” Platform](#), in partnership with Public Service Media (PSM) outlets in North Macedonia (MRTV), Vojvodina (RTV), and Bosnia and Hercegovina (BHRT).

It aims to expand pluralism of expression, strengthen inclusive reporting, and innovate media production formats in the Western Balkans.

Vulnerable groups, such as people with disabilities, Roma youth, elderly citizens, women, ethnic minorities, remain significantly underrepresented and often misrepresented in mainstream media. Structural limitations within PSMs, dominance of commercial and political agendas, and insufficient use of modern storytelling formats contribute to this challenge.

The project will address these gaps by producing ten multimedia feature stories developed and published in Macedonian and Serbian, with translations to minority languages in North Macedonia and Serbia. These stories will be supported by video, photography, design, animation, and accessibility features, and will be broadcast on Public Service Media channels. It will also publish a digital graphic journal.

The content will emphasise resilience, civic engagement, and solutions, rather than stereotypes. All outputs will be disseminated jointly with PSM partners and through “Face to face” digital platform, with the goal of reaching at least 120,000 people in the region.

To deliver this, “Face to face” will engage a **multidisciplinary creative team**, whose responsibilities are defined in the following sections.

## 2. Terms of reference for project roles

Below are the ToRs for the required contributors that will be part of the production team of Face to face.

### 2.1 Journalist/s

Engagement period: December 2025 – February 2026

Number of outputs: 10 stories

Objective: To research, develop, and produce compelling journalistic video and multimedia stories that highlight the lived experiences of vulnerable groups in North Macedonia and Vojvodina. The stories should emphasise resilience, civic engagement, and solutions, rather than stereotypes. The journalist/s will ensure that each story provides social context, explores solutions, and adheres to ethical, inclusive, and gender-sensitive reporting standards.

#### Key Responsibilities

- Conduct field reporting, interviews, and contextual research, ensuring a minimum of three sources per story: at least one main individual featured in the narrative; a civil society organisation that has provided empowerment; and at least one additional relevant source shaping the story.
- Develop story concepts and narrative structures tailored to video formats.
- Prepare written story drafts and video scripts together with the videographer and editor.
- Ensure balanced, sensitive, and rights-based representation of featured individuals.
- Coordinate with CSOs, the editor and the project team throughout the production.
- Incorporate editorial feedback and deliver final versions on time.

#### Deliverables

- Total of 10 feature stories in video and narrative format.
- Transcripts, notes, and background documentation.
- Signed consent/clearance forms for all participants.

#### Qualifications

- Minimum 3 years of professional journalism experience (video and narrative).
- Proven ability to produce solution-oriented, human-interest stories.
- Knowledge of vulnerable-group issues, minority perspectives, and intercultural communication.

**Note on division of tasks:** This position may be assigned to two or more professionals, due to the geographic scope (North Macedonia and Vojvodina). Dividing the workload ensures local access, language adequacy, and contextual relevance, and allows close cooperation with regional PSM teams.

## 2.2 Editor and Mentor

Engagement period: December 2025 – May 2026

Objective: To ensure editorial excellence, factual accuracy, coherence, and ethical integrity across all journalistic and multimedia outputs. The Editor/Mentor will guide the production team, strengthen the capacities of journalists, and guarantee alignment with PSM editorial frameworks and “Face to face’s” standards.

### Key Responsibilities

- Adhere to project-specific editorial narratives and style references.
- Review, edit, and refine all written stories and video scripts.
- Ensure factual accuracy, ethical framing, and gender-sensitive language.
- Lead editorial coordination meetings with PSM partners.
- Mentor journalists through coaching and feedback sessions.
- Ensure coherence between written stories, video edits, subtitles, and graphic journal text.

### Deliverables

- Final edited versions of all 10 multimedia journalistic pieces.
- Editorial approval of the digital graphic journal content.

### Qualifications

- Minimum 5 years of editorial experience.
- Strong background in public-interest journalism, ethics, and inclusive reporting.
- Experience working on stories related to vulnerable communities.
- Proven mentoring or newsroom leadership experience.

**Note on division of tasks:** This position will be assigned to one senior professional, preferably based in North Macedonia, as continuity in editorial supervision is essential to maintain consistency, quality, and a unified narrative approach throughout all outputs of the project.

## 2.3 Camera / Videographer

Engagement period: December 2025 – February 2026

Number of outputs: 10 stories

Objective: To collaborate closely with journalists in producing high-quality video content that is an integral part of the journalistic storytelling, taking responsibility for capturing and delivering the video components that complement and enhance the story, for broadcast on Public Service Media channels as well as on “Face to Face’s” digital platforms and social media.

### Key Responsibilities

- Film statements, interviews, observational scenes, and contextual shots.
- Implement filming concepts developed with journalists and the editor.
- Ensure respectful and inclusive visual portrayal of participants.
- Coordinate with the production team to ensure visual consistency.

#### Deliverables

- Raw, clean, and well-organised footage for 10 stories.
- Shot lists, media logs, and transfer documentation.

#### Qualifications

- Minimum 3 years of experience in documentary or editorial video production.
- Ability to capture strong visual narratives and maintain technical standards.
- Journalistic experience as a videographer will be considered an advantage.

**Note on division of tasks:** As production occurs in both North Macedonia and Vojvodina, the assignment may be split among multiple videographers to ensure efficient logistics and regional relevance.

## 2.4 Video Editor

Engagement period: January 2026 – March 2026

Number of outputs: 10 videos, 30 reels, 1 long combined version of all 10 stories.

Objective: To transform the narrative and footage into visually coherent, emotionally engaging, and technically polished video stories. The video editor will collaborate with journalists and integrate design elements, motion graphics, illustrations, and other creative visual moments that enrich the viewer's experience, along with branding animations and accessibility features, ensuring professional outputs suitable for Public Service Media broadcast and "Face to Face's" digital platforms.

#### Key Responsibilities

- Edit footage into short TV format (3-4 minute features) aligned with the written narrative.
- Add title graphics, lower thirds, branding visuals and all relevant aspects for the videos.
- Integrate animated intros/outros prepared by the animator.
- Add subtitles, minority-language versions, and accessibility features.
- Prepare at least 3 social-media reels per story.
- Ensure final versions meet PSM technical specifications.
- Prepare one long, combined version of all 10 stories.

#### Deliverables

- 10 edited video stories.
- 30 social-media reels.
- 1 combined long version.
- Final master files and all social formats.

#### Qualifications

- Professional experience with Adobe Premiere or equivalent tools.
- Ability to work with motion graphics and brand elements.
- Commitment to ethical storytelling and representation.

**Note on division of tasks:** As production occurs in both North Macedonia and Vojvodina, the assignment may be split among one or more editors to ensure efficient logistics and regional relevance.

## 2.5 Animator

Engagement period: December 2025 – January 2026

Outputs: 2 animations (intro + outro)

Objective: To create a unified, recognisable visual identity for the project through animated intros and outros used across all videos. Animations should reflect the project's tone, human-centered, hopeful, and respectful and incorporate project titles, visual motifs, and team credits.

#### Key Responsibilities

- Produce two animations (8–12 seconds each) for intro and outro.
- Develop static frames (title cards, name tags, transitional frames, branding stills etc).
- Ensure compatibility with all editing software and PSM broadcast requirements.
- Provide customizable and open-file versions for future use.

#### Deliverables

- Intro animation (8–12 seconds).
- Outro animation (8–12 seconds).
- Branding still frames (name cards, title cards, end frame, etc.).
- Open project files.

#### Qualifications

- Experience in 2D/3D motion graphics, animation, and visual branding.
- Ability to translate editorial and brand concepts into compelling visuals.

**Note on division of tasks:** May be assigned to one professional.

## 2.6 Photographer

Engagement period: December 2025 – February 2026

Outputs: 10 photo stories

Objective: To produce relevant, artistic, and ethically responsible visual documentation that accompanies each feature story, enhances the storytelling, and supports the creation of the graphic journal, ensuring the images are engaging, truthful, and visually compelling.

### Key Responsibilities

- Conduct field photography for all stories.
- Capture portraits, contextual shots, and supporting imagery.
- Ensure dignity-based, ethical representation of vulnerable individuals.
- Coordinate with journalist, editor, and production team.

### Deliverables

- 10 edited photo stories (15 - 25 photos per story).
- Photo metadata, rights documentation, and consent forms.

### Qualifications

- Minimum 3 years of experience in editorial or documentary photography.

**Note on division of tasks:** Work may be divided between two or more professionals in Vojvodina and North Macedonia.

## 2.7 Designer

Engagement period: December 2025 – February 2026

Outputs: Illustrations and design for 10 stories

Objective: To provide a cohesive and visually engaging identity for all multimedia stories, ensuring consistent layout, branding, and design across web, social media, and Public Service Media platforms. The designer will enhance storytelling through creative visuals, illustrations, and graphics that support the narrative, making each story both accessible and appealing to diverse audiences.

### Key Responsibilities

- Create flexible design templates for multimedia story presentation across digital and broadcast platforms.
- Develop original visual assets, including illustrations, infographics, and graphics for cross-media use on PSM and digital platforms.

- Collaborate closely with photographers, illustrators, animators, and journalists to maintain a coherent visual style and storytelling approach.
- Design simple promotional materials such as banners, thumbnails, and social media visuals that attract and engage audiences.
- Ensure all designs meet accessibility standards and are optimized for web and broadcast formats.

#### Deliverables

- Complete design packages for all 10 stories.
- Publication and web templates ready for PSM and digital platforms.
- Promotional graphics for social media and online dissemination

#### Qualifications

- Proven experience in editorial and digital design.
- Proficiency in Adobe Creative Suite (Photoshop, Illustrator, After Effects, etc.).
- Strong visual storytelling and illustration skills.
- Ability to work collaboratively in a multimedia production team.

**Note on division of tasks:** May be assigned to one professional, preferably based in North Macedonia.

## 2.8 Social Media & Digital Content Collaborator

Engagement period: December 2025 – May 2026

**Objective:** To maximize the visibility, reach, and engagement of all project outputs through strategic digital communication. This role ensures that the project reaches at least 120,000 people, builds community interaction, and positions the content in an accessible, attractive format for diverse audiences.

#### Key Responsibilities

- Manage and implement the social-media calendar.
- Produce captions, teasers, copy, and content adaptations for all platforms.
- Develop publication strategies in collaboration with PSM teams.
- Monitor analytics, optimize strategies, and prepare monthly reports.
- Disseminate video reels, stories, and other project outputs on web and social media.

#### Deliverables

- Publishing plan for all project outputs.
- Monthly analytics and engagement reports.

- Complete set of social-media copy and visuals.

#### Qualifications

- Minimum 2 years of experience in digital communications.
- Experience in inclusive communication and accessible content formats.

**Note on division of tasks:** May be assigned to one professional, preferably based in North Macedonia.

## 2.9 Production of one graphic journal

Engagement period: December 2025 – March 2026

Outputs: Illustrations and story for one graphic journal

Objective: Transform the journalistic stories into a visually compelling and ethically grounded digital graphic journal that combines factual reporting with creative illustration, enhancing storytelling and audience engagement.

#### Key Responsibilities

- Collaborate closely with the editorial team to adapt selected stories into a coherent graphic narrative.
- Develop story and concept art, character designs, layouts, and visual storytelling flow that enhance the narrative and highlight human experiences.
- Integrate text, illustrations, and design elements in digital-friendly formats optimized for both online and print use.
- Ensure the journal reflects inclusive, respectful, and rights-based storytelling standards.

#### Deliverables

- One completed digital graphic journal (approximately 25–40 pages).
- Print-ready and digital-optimised formats, suitable for distribution across digital platforms.

#### Qualifications

- Proven experience in illustration, comics, graphic storytelling, or related visual narrative media.
- Understanding of human-rights, inclusion, and ethical storytelling principles preferred.
- Strong visual storytelling skills and ability to work collaboratively within a multimedia production team.

**Note on division of tasks:** May be assigned to one professional, preferably based in North Macedonia.



## 2.10. Translator and Proofreader

Engagement period: December 2025 – February 2026

Outputs: Translation and proofreading for all 10 stories

Objective: Provide accurate, culturally sensitive translation and proofreading of all written materials, supporting cross-border publication for diverse audiences.

### Key Responsibilities

- Translate stories, scripts, and supplementary materials between the required languages (MK/SRB/minority languages).
- Proofread final versions to ensure accuracy, clarity, and consistency.
- Ensure terminology related to vulnerable groups is correct, respectful, standardized, and aligned with ethical reporting principles.
- Collaborate closely with journalists and editors to preserve narrative nuance and local context.

### Deliverables

- Translations and proofreading for 10 stories, including corresponding video scripts.
- Minority-language versions were required.

### Qualifications

- Experience in editorial translation, proofreading, and adapting content for cross-cultural audiences.
- Knowledge of human-rights, inclusive, and gender-sensitive reporting standards is an advantage.

**Note on division of tasks:** This position may be assigned to one or more professionals.

## 2.11. Accessibility features for inclusive storytelling

Engagement period: December 2025 – February 2026

Outputs: Accessibility features for 10 video stories

Objective: Ensure that video and digital content produced by the project is accessible to persons with disabilities and minority-language audiences, promoting inclusive and equitable access to the project's stories.

- Implement accessibility features across all video and digital outputs, including closed captions for hearing-impaired viewers.
- Integrate subtitles in relevant minority languages to ensure content is accessible to diverse audiences.
- Ensure that text, visuals, color contrast, timing, readability, and placement meet international accessibility standards.

- Collaborate closely with editors, videographers, designers, and translators to embed accessibility elements seamlessly into all multimedia content.
- Maintain adherence to inclusive media standards and rights-based storytelling principles.

### **Deliverables**

- Accessibility-compliant versions of 10 video stories.
- Captioned and subtitled versions for reels, long-form videos, and digital outputs where applicable.
- Documentation of accessibility measures and recommendations for digital platforms.

### **Qualifications**

- Proven experience with accessibility guidelines, inclusive media standards, and multimedia content production.
- Familiarity with captioning, subtitling, and assistive technologies.
- Strong attention to detail and ability to work collaboratively within a multimedia production team.

**Note on division of tasks:** This position may be assigned to one or more professionals. Given the regional scope (Vojvodina, Republic of Serbia, and North Macedonia).

## **3. Reporting and Coordination**

All stories will be developed as part of a collaborative team effort, where journalists, videographers, photographers, designers, and other contributors work closely together to craft rich, engaging, and visually compelling narratives. The content will highlight the lived experiences of vulnerable groups in North Macedonia and Vojvodina, emphasising resilience, civic engagement, and solutions rather than stereotypes. Each story will provide social context, explore solutions, and adhere to ethical, inclusive, and gender-sensitive reporting standards, ensuring that the voices and perspectives of featured communities are represented with depth, respect, and authenticity.

All contributors will report to the Project manager and coordinate closely with the Editor/Mentor. Regular editorial and production meetings will support consistency, quality, accessibility, and timely delivery, while fostering open communication, shared decision-making, and professional guidance, ensuring that each team member can contribute their expertise to produce impactful, ethically grounded, and visually enriched storytelling.

## **4. Application Process**

Interested candidates are invited to submit the following documents:

- **Curriculum Vitae (CV) outlining relevant professional experience.**

- **Portfolio showcasing previous work, with links to published stories, videos, photographs, designs, animations, or other materials that demonstrate suitability for the position.**
- **Gross financial offer, clearly indicating the proposed fee for each deliverable** (e.g., per video, animation, graphic, or other output). For example, if the assignment includes 10 videos, 30 reels, and 1 long-form video, candidates should list a separate fee for each item instead of giving a single total sum. This makes it clear how much each part of the assignment costs. For instance, an animator might provide a fee only for intro/outro sequences, while a video editor would provide fees for all videos and reels they will produce.

**Candidates may apply for more than one position, but they must clearly indicate for which positions they are applying and provide separate financial proposals for each role.**

Applications should be sent by email to [fata@public.org.mk](mailto:fata@public.org.mk), with the position they are applying for clearly stated in the subject line.

**Evaluation Criteria:** Only complete applications, including all requested documents and financial details, will be considered for evaluation.

Applications will be assessed based on 60% previous experience and quality of the candidate's work (as demonstrated in the CV and portfolio) and 40% financial offer.

**Application Deadline: 10 December 2025 until 16.00 h.**

Only shortlisted candidates will be contacted for an interview or additional clarification.

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