



TRF Response to Enhance Journalistic Capability in Russia through Themed Press Tours Programme

ITT 1818

2. Technical Response

2.1 Part A - Methodology

2.1.3 Methodology

Explain in detail your understanding, overall approach and methodology to meeting all the services and requirements as indicated in the statement of requirements. Your response should focus on the key areas, including:
quality of methodology, demonstrating an evidence-based approach to delivering the desired outcome and three outputs listed in the Statement of Requirements. Include an overall time line on how you plan to implement. (Max 5 pages)

Page Limit: 5

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2.1.3 Approach to delivering desired outcome

Thomson Reuters Foundation has significant experience building programmes and courses around site visits, conferences and study tours. We believe that these initiatives should be considered 'working visits' where **real journalism** is produced covering real stories with authentic sources and with interesting angles significant to their audiences. The role of TRF experts is to stimulate interest, help generate ideas and develop approaches, and assist with access to experts and sources of information.

Our Approach to Delivering the Programme

Evidence-based is at the heart of our approach and for this Programme we have designed a strategy which is realistic in the context of the political environment of Russia; flexible, in being able to adapt to a range of needs and dynamic political circumstances; reliable, in terms of sound capacity building, monitoring and reporting systems; and innovative to maximise impact and ensure the best value for money. For this programme, TRF offers;

- **An accelerated program initiation:** Our highly-knowledgeable local partners and our well-established Thomson Reuters' bureau in Russia enable us to identify, target and engage potential journalists and media outlets from the start. In addition, our pool of more than 150 trainers and consultants will provide us with immediate access to high-calibre technical expertise.
- **Extensive global experience in journalism and media training:** Our first-hand experience of training journalists and media professionals around the world gives us a deep understanding of how to work with different ethnic, cultural, gender and age groups. Simply put, we know what works and what doesn't. We are experienced in working in conflict and high-pressured environments and our focus on journalism ethics, investigative reporting and media business accountability is invaluable. Additionally, its global network of bureaus and stringers allows its consultants to quickly understand issues affecting journalists and their profession in any part of the world.
- **Robust capacity building methodology:** We manage and implement a portfolio of more than 30 training programs. We have over 15,000 alumni journalists from 170 countries reporting in text, pictures and video. Our tried and tested training methods have proven time and time again that hands-on workshops, study visits, trainer-led discussions, shared knowledge, practical exercises and continual feedback are most useful to journalists.
- **Ability to manage study tours:** We have considerable experience in supporting content creators attending study trips, conferences and press tours. From improving key knowledge of the study theme to improving the skill sets to convey the key messages and the ability to pitch and disseminate this news to the widest possible audience. We have worked with numerous UN agencies assisting journalists to find stories at conferences including Annual General Meetings, the Paris Climate Change Summit and UN Habitat conferences, whilst we have brought journalists together from around the world to undertake live reporting on the UK's elections in 2015 and 2017, improving their understanding of democracy and policy dialogue.

Methodology

We propose a 3-step methodology for delivering this Programme in-line with the deliverable identified in the Terms of Reference including (i) selection of journalists and on-line influencers, (ii) programme preparation, and (iii) programme implementation. Question 2.2.2 describes our monitoring and evaluation plan.

Step 1. Selection of journalists and on-line influencers

TRF will publicise opportunities for journalists and online influencers through TRF and partners' platforms and through its alumni networks, Reuters bureau in Moscow and stringer networks. The participants will be selected according to established criteria, previously agreed with the FCO. Criteria will likely consider geographic locations within Russia, work experience, current employment or activities, interest and knowledge of specified sectors, gender balance of the group and commitment and capacity to report on the issues post workshop. Based on experience implementing projects with Russian participants, applicants will be required to provide managerial approval where relevant to attend and continue to cover the issues from the tour.

The application process involves participants submitting letters of motivation, explaining why they would benefit from their attendance and how they would use updated skills and experiences in the

future. They are also required to submit samples of work that show their commitment to the tour's theme, and a CV to summarise their career and experiences.

Participants will be expected to include a story proposal with their application on which to work during the programme. Online influencers who don't produce conventional 'stories', will be required to propose angles or detailed ideas for content production. This will allow TRF consultants to analyse the potential and commitment of applicants as part of the selection process, whilst ensuring a minimum level of understanding of the study tour topic.

Participants (and their editors) will be asked to guarantee production of stories with their news organisations.

The guiding principles of selection include:

- **Timeliness:** strict deadlines will be determined and monitored to respond to applicants;
- **Fairness:** each participant applying for the workshop will be treated with respect;
- **Transparency:** all steps in the proposal review process will be conducted in a transparent manner;
- **Objectivity:** proposal review is through an Application Review team, led by the Foundation's Director of Journalism and Media Programmes.

Due diligence is a key element of the application process. TRF uses the Thomson Reuters World Check tool, a risk assessment and due diligence product that delivers high-quality risk intelligence, including over three million continuously updated profiles of high-risk individuals and organisations worldwide—including 100 percent of sanctioned entities—and detailed information on politically exposed persons and those who present fraud, terrorism, organised crime, and money-laundering risk. This helps to ensure against reputational damage for TRF and for the FCO.

Selected participants will be required to complete a pre-workshop knowledge quiz so that the workshop facilitators can develop the content accordingly. This will also form part of the monitoring and evaluation process.

We anticipate approximately eight journalists on each reporting trip, as per FCO's request (though TRF would be happy to accommodate approximately 12, if requested). The target for selection will be young to middle-career journalists who we have found to be responsive to new perspectives, attitudes and ways of working, and to wider collaboration with new journalists and sources.

Step 2. Programme preparation

We will draw up a media tour programme. For a full five day visit, we envisage the programme would involve a mixture of interactive workshop sessions, visits by key speakers and analysts and wider field visits, including out of London and into UK regional centres. TRF proposes a three-way approach to working with journalists and content creators, building in innovation at each stage.

1. Newsroom

Thomson Reuters Foundation will develop a unique programme for each study tour to the UK, along the theme agreed between TRF and the FCO. The premise will be that of an **active newsroom** for the duration of the reporting visit. We will create a newsroom environment which will include morning and evening editorial meetings, access to real time news and information, including the Reuters newswire and Media Express products, and real sources through meetings with experts on field visits or back at base. The journalists would be expected to file stories as a result.

2. Classroom

Whilst TRF does not believe in lecturing to professional journalists, refresher sessions are always welcome and these could look at everything from the fundamentals of sourcing to story structure, ethics, digital storytelling, interviewing techniques, crafting appropriate headlines, and news judgement, all derived from the Reuters learning material and based on the Reuters principles of accuracy, impartiality, independence and integrity.

All of these sessions would be undertaken within the context of the programme theme, be highly interactive using real scenarios and sources, and we would bring in subject matter experts to help participants familiarise themselves with the issues.

The training elements of the programme will have three main objectives:

- i. Ensure a minimum level of familiarity with the issues associated with the reporting tour's theme;
- ii. Provide participants with the necessary skills and tools to understand, identify, assess and access data and material that produce the basis of stories relevant to the reporting tour's theme;
- iii. Undertake story preparation/research/interviews with a view to producing a news piece from or soon after the training workshop.

3. Out and about

For learning points to be truly embedded, and for stories to be as authentic and pertinent as possible, it is vital that journalists have the opportunity to encounter real sources and genuine UK perspectives. This will be achieved by:

- Consolidating media and journalism skills: this takes the form of visiting other news rooms in the UK (Guardian or FT, for example), meeting journalism experts, our partners at YouTube or visiting the Reuters Institute for the Study of Journalism at Oxford University.
- Leveraging UK expertise and insight: the UK is adapting to significant geo-political changes across a range of sectors. Meeting key players, from policy makers and government organisations to businesses, academics and cultural and sporting organisations, these sources will give an insight into how the UK approaches change and highlight differences between British and Russian practices.

Themes

The selection of themes will be finalised in discussion with FCO staff and based on several factors, ranging from the feasibility of organising the tour around significant events and high level meetings in the UK, to identifying shared UK and Russian issues that present good story telling possibilities, to simple issues such as dates and other logistical considerations (for example in our experience Russian journalists will not attend workshops in the first half of January).

- Defence and Security

As global threats of escalating conflict and deteriorating stability emerge, journalists play a vital role in documenting these situations and examining causes and consequences. We have worked with international journalists to run workshops on everything from conflict reporting to international politics, and run an annual 'Uncovering Security' seminar, most recently at Bletchley Park, that focused on identifying the next security threats and encouraging collaborations between academics and journalists. Potential field visits could be to non-sensitive military towns such as Portsmouth, home of the new carrier HMS Queen Elizabeth.

- UN General Assembly;

As the policy making body of the UN and a forum for all 193 countries, the 72nd General Assembly in September will prove a good opportunity to highlight how international politics and decisions be interpreted differently amongst Member States, and would give a chance for the journalists to reflect on prevailing opinions in their own regions. We have a great deal of experience in running events on international reporting, and helping journalists cover large and complex UN conventions, such as at IFAD's Governing Councils, the Rio+20 conference, or at the Third Financing for Development summit in Addis Abba. The UK and Russia also have very different stances on the situation in Syria and relations with Iran which could be explored with visits to think tanks such as Chatham House.

- Economics

Economic and financial reporting is the most significant output of the Reuters news agency, and TRF has huge experience in working with journalists to cover all issues associated with topic, from refreshing the basics of equities and bonds, covering international illicit money flows and impacts of policy on international growth rates and setting up financial business news services. These have been with partners including the World Bank, the IMF, NORAD and the Dutch Foreign Ministry. London remains one of the most significant financial centres in the world, and feeds the wider service industry around a number of UK hubs. Journalists from Russia would be interested to see UK financial institutions such as the London Stock Exchange or centres of finance outside of London such as Edinburgh.

- FIFA World Cup 2018 (2017 December)

Russia and the UK have a shared passion for sport and football in particular. Sport is an emotive issue for huge portions of society, and the European Championships in 2016 saw violence between fans from both countries. TRF has experience working with journalists to show how sport can be used to bring communities together and rebuild societies. British values of fair play and good sportsmanship still exist and permeate many other walks of life, seemingly in contrast to the doping scandals that have engulfed Russian athletes. Visits to the Olympic Park or famous sporting cities such as Manchester during the football season would be of significant value. TRF has run sports reporting workshops ahead of numerous Olympic Games, helping journalists with small representations understand how to make the most of the occasion. Meanwhile we recently launched a new 'Investigative sports' programme in Latin America from which journalists have uncovered stories of corruption and trafficking as a direct result.

- Human rights (September or October).

It is the role of the press to hold governments, politicians, businesses and individuals accountable. The extent to which they are allowed or capable to do this varies greatly around the world. Britain has taken the lead on issues such as slavery and human trafficking, including the Modern Slavery Act in 2015. TRF proposes bringing the journalists to attend the Trust Conference, a forum organised by TRF which brings together activists, lawyers, researchers and survivors to push for global action. We have run media development programmes along these themes with partners ranging from UN Women to the C and A Foundation, to help journalists uncover cases of modern slavery in their own countries.

There are a number of other themes that could be explored as part of this programme that would resonate for Russian audiences if approached in the correct way. These could include:

- Climate change and resilience; new technologies emerging across the UK such as wind and wave technology; we have run programmes with IFAD, UN Foundation and Rockefeller Foundation.
- Health; UK has a 10 year higher life expectancy compared to Russia. The NHS, pharma industry and leading researchers would generate strong stories for journalists; workshops with the WHO or UNICEF have given us much experience.
- Tech sector: London and increasingly other UK cities continue to attract global investment, and the Silicon Roundabout district, wedged between trendy Shoreditch and the City makes for huge story potential. With YouTube we have already worked with journalists from around the world touching on these issues.
- UK Culture: from the Beatles to the British museum, culture continues to drive society and shape attitudes and opinions
- Governance: A constitutional monarchy, the UK has a fascinating and vastly different system of government to Russia, from the role of cabinet to the devolved administrations and councils, and of course the Mother of Parliaments, the House of Commons. We have run programmes on democracy around the world with organisations such as the Westminster Foundation for Democracy with FCO funding.

Step 3. Programme Implementation

TRF shall be directly responsible for the implementation of the programme, coordinating all logistics, communications and oversight activities. TRF will be responsible for reporting, accounting and procurement (of services from outside providers). Reporting will consist of trainer reports after each workshop, participant evaluating scores and feedback from partners. This will be coordinated by the TRF Project Manager, Will Church. Overall responsibility will lie with the TRF Programme Director, Nicolas Bellet. TRF intends to be flexible and innovative in responding and adapting to global developments that require modifying any plans during the implementation period.

All tours will be led by an experienced TRF international trainer, all of whom have attended TRF's Training-the-Trainers programme, and will be supported by experienced TRF project staff. The workshops are envisaged to take place in Russian, English, or both. The five day workshops will be timed to coincide with appropriate events or access to sources, and therefore will not necessarily run Monday to Friday.

Workshop material and agendas will be developed for each event and will be designed to ensure the content is relevant to the occasion and to those attending. Likewise, TRF will be responsible for all logistics associated with the workshops. These include:

- Arranging visas for journalists and trainers where necessary

- Arranging flights and accommodation for travelling journalists
- Arranging workshop venue, equipment
- Field trip logistics (transport, itinerary, incidentals)

It is envisaged that, if successful, TRF would arrange for the journalists to stay near Reuters in Canary Wharf, and use TRF as a base. Workshop sessions would take place in TRF's purpose built training room, and the room would become a newsroom for the duration. Depending on the theme and the agreed agenda, we anticipate field visits could leave London for one, two or three days at a time, and expose the participants to other parts of the UK. Whilst in London, visits to relevant partners and sources would be balanced by speakers based at or visiting Reuters.

Based on the success of other programmes we will set up individual tour Facebook and Whatsapp threads. These will be used to share information, links, tips, ideas and stories during the five days together. This automatically creates a network of journalists from disparate parts of Russia but focusing on the same issues. These regularly become invaluable journalism tools after the official end of projects, allowing collaboration and social connections to thrive.

Following the visits, TRF will also invite all participants to join their alumni network, including English and Russian language Facebook pages to keep them up-to-date with the latest developments in the journalism industry and offer a chance to share their stories amongst a wide group of peers.

The proposed timeline of activities, highlighted below, gives an idea of possible project implementation timeframes. However, it should be noted that TRF has the capacity to launch projects almost instantly and is comfortable with running multiple tours concurrently if appropriate opportunities overlapped.

Indicative Workplan of Activities

Capacity Building in the Russian Media		Indicative Workplan																																					
Study Tours	Key Activities	Week Commencing																																					
		07-Aug	14-Aug	21-Aug	28-Aug	04-Sep	11-Sep	18-Sep	25-Sep	02-Oct	09-Oct	16-Oct	23-Oct	30-Oct	06-Nov	13-Nov	20-Nov	27-Nov	04-Dec	11-Dec	18-Dec	25-Dec	01-Jan	08-Jan	15-Jan	22-Jan	29-Jan	05-Feb	12-Feb	19-Feb	26-Feb	05-Mar	12-Mar	19-Mar	26-Mar	23-Apr			
0	Contract awarded	█																																					
	Project staff contracting	█																																					
	Kick off meeting/call with British Embassy	█																																					
	Design Selection Criteria	█																																					
1	Design Media Tour Programme		█	█																																			
	Identification of Journalists		█	█																																			
	Processing visas and arrange logistics			█	█	█	█																																
	Programme Delivery																																						
2	Adapt Media Tour Programme					█	█																																
	Identification of Journalists					█	█																																
	Processing visas and arrange logistics							█	█	█	█																												
	Programme Delivery																																						
3	Adapt Media Tour Programme																																						
	Identification of Journalists																																						
	Processing visas and arrange logistics																																						
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8	Adapt Media Tour Programme																																						
	Identification of Journalists																																						
	Processing visas and arrange logistics																																						
	Programme Delivery																																						
Reporting and M&E	Monthly follow-up with British Embassy																																						
	Final report																																						

Please see larger workplan on A3 below for printing.

