

## PART C: PROJECT TEAM

Name	Position	Years of experience	Educational background	Specialist areas of knowledge	Languages and degree of fluency
Ellie Haworth	Head of Projects	30	Master of Business Administration; (MBA)BA (Hons), English and French	Project management; managing partnerships, project design; media regulation; business development; international journalism; media management; journalism and production training, knowledge of independent television, quality newspapers, digital platforms	English (excellent); Russian (good)
Russell Peasgood	Media Expert and Trainer	34	Diploma – National Council for the Training of Journalists	Training and media consultancy, specialising in news and ethical reporting, media production and management; project management, quality assurance, the administration of long-term training programmes; scoping/needs assessment, knowledge of independent television, quality newspapers, digital platforms	English (native)
Sally Gowland	Senior Research Manager	8	MSc Criminology and Criminal Justice (Research Methods); BA (Hons) Combined Social Sciences	Oversight and quality control of delivery of research, including research planning, design of research instruments, commissioning of agencies for qualitative and quantitative research, analysis and interpretation of research results to highlight impact, key insights, lessons learned and best practice	English (native)
Will Taylor	Senior Advisor Governance and Rights	11	MSc. State, Society and Development; BSc. Government	Governance and Rights, international development programme and project management; policy development, strategy and co-ordination; communications	English (native)
Michael Randall	Project Director	22	BA in Modern Languages (Russian and French); NCTJ National Certificate in Journalism	Project management; project design; scoping/needs assessment; media regulation; business development; international journalism; media management, knowledge of independent television, quality newspapers, digital platforms	English (native); Russian (excellent)

## PART C: PROJECT TEAM

<b>Name:</b>	Eleana Haworth
<b>Education:</b>	Bradford University School of Management, UK (2002 – 2004) Master of Business Administration (MBA); Pitman Central College, London (1984-1985) Pitman College Diploma; Sofia University, Bulgaria (1976-1980) BA (Hons), English and French
<b>Language Skills:</b>	Bulgarian(native); English (excellent); Russian (excellent); French (good)
<b>Key Competencies:</b>	30 years of professional media experience as a broadcaster, producer and trainer, including senior management positions as Head of a BBC Service and Head of Journalism and Production at BBC WS Training; strong track record as Project Director in the Middle East, Asia and Europe including several large multi-country EU-funded projects.
<b>Role on the Project:</b>	Project design, planning and scoping, manage relationships with the donor, partner and beneficiaries, ensure the project runs to time and budget

### Professional Experience:

Dates	Position and Location	Description
Jan 2008 - present	Head of Projects and Project Director, BBC Media Action	<p>Recently managed the production of an innovative youth TV and web drama with the National broadcaster of Ukraine (FCO and U.S. State Dept. funded), which is a completely new format for the country. Over 90 percent of the viewers who saw it want a continuation;</p> <p>Overseeing the 4-year EU-funded MedMedia programme, to reinforce the role of media as vector for democratisation and contribute to the development of a more public service-orientated media landscape in the Southern Mediterranean as well as to contribute to the creation and development of a public sphere in the region;</p> <p>Ran the 3-year ENPI Media Neighbourhood journalism training programme across 17 East and South countries including Moldova, Georgia, Ukraine and Belarus;</p> <p>Delivered capacity-building for the Serbian Broadcaster, RTS and Georgian Public Broadcaster, GPB, to help them improve editorial and production skills and develop more public service programming to better serve their audiences;</p> <p>Worked to improve journalism education in Azerbaijan, focusing on bringing the journalism curricula and teaching practices at Baku Slavic University and Baku State University in line with EU standards and oversaw final stages of the implementation of a Euro 1,7 million project aimed at reforming journalism education in universities across Ukraine</p>
May 2006 – Dec 2007	Project Manager, BBC Media Action	<p>Worked on initiatives to improve coverage of minorities, rural women and disabled people in Western China; train blind and visually impaired people in China to produce and broadcast radio programmes addressing disability issues and develop media capacity to cover environmental issues in India;</p> <p>Designed and implemented a comprehensive training programme for TV and radio journalists as part of an UNDP project to set up a School for Broadcast Media in Jakarta, Indonesia</p>
1996 - 2005	Bulgarian Service Head, BBC World Service, London/Sofia	<p>Managing all aspects of BBC broadcasting to Bulgaria, including strategy, editorial supervision; budget and staff management and training</p> <p>Negotiating and achieving partnerships with Bulgarian radio stations and other media and representing the BBC in the target area</p>
1993 – 1995	Bulgarian Service Deputy Head, BBC WS, London/Bulgaria	Editorial supervision of staff and deputising for Service Head
1992 - 1993	Senior Trainer, Production, BBC World Service Training London	Delivering journalism and production courses for BBC World Service staff
1985 -1992	Producer and Senior Producer, BBC World Service, London/Bulgaria	Responsible for editing, producing and presenting daily programmes and acting as a correspondent from various locations

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<b>Name:</b>	Michael Randall
<b>Education:</b>	University of Oxford (1986 – June 1990) BA in Modern Languages (Russian and French); National Council for the Training of Journalists (Feb 1991 – May 1991) National Certificate
<b>Language Skills:</b>	English (native); Russian (excellent); French (excellent)
<b>Key Competencies:</b>	Thirteen years' experience of designing and implementing media development projects in Eastern Europe, FSU and Middle East. 9 years as a Project Director including 2.5 years managing a multi-platform programme covering the MENA region. Projects have focused on journalism training, co-production and public service broadcasting with budgets of up to €7.7 million. Significant experience of developing legislation and regulatory systems including Bulgaria's Press Complaints Commission (2004) and Turkmenistan's media law (passed in January 2012). A strong track record in social media initiatives including the world's first Arabic web drama which was awarded an International Digital Emmy in April 2011. Created and implemented BBC Media Action's online learning system, iLearn, which features modules in 15 different languages including Russian as well as social networking tools.
<b>Role on the Project:</b>	Scoping and needs assessment of media partners. Advise on project design and delivery.

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June 2004 to date	Project Director (various projects), BBC Media Action, Tunisia (present); London, Turkmenistan	Currently managing MedMedia, a €5-million EU-funded media development project aimed at creating an enabling environment for media reforms in nine countries across the MENA region Designed and developed a €6.5 million DANIDA initiative working across Belarus, Ukraine, Azerbaijan and Turkey, launched in February 2013. Developed and launched an Emmy Award-winning web drama in Lebanon which garnered more than a million views on YouTube and audiences across the Middle East. Carried out needs assessments of the media sectors in UAE, Belarus, Turkey, Azerbaijan, Armenia, Georgia, India and Tanzania. Head of a €1.5 million project in Turkmenistan which worked to build journalism skills and produce public service TV programmes in collaboration with Turkmen state television; Managed a 12-month process to develop and draft a new media law and regulatory framework which was passed by the Government in 2012. Devised and managed an FCO-funded project aimed at developing public service programmes for three TV stations in Central Asia; Managed "Voices from the Zone", a two-year project aimed at developing radio networks for six prison colonies in the Urals.
June 2001 to February 2003	Project Director, BBC World Service Training, London	Managed the final two years of a six-year project to establish and develop a media training centre in Yekaterinburg; devised a business plan which helped the centre to achieve self-sustainability after DFID funding ended; developed and managed a team of 32 full-time and part-time staff.
December 1999 to May 2001	Programme Manager, Institute of War and Peace Reporting, London	Managed the Caucasus Service, a network of 40-50 correspondents across the North and South Caucasus, who contributed to an online news service; Edited all content and developed new story ideas.
June 1995 to August 1999	Managing Editor, Pulse, St Petersburg, Russia	Headed the editorial department of this Russian-language magazine with a circulation of 100,000; managed and developed a staff of 25. Achievements included building annual turnover to more than \$1 million (1997) and winning four regional prizes for journalistic excellence.
June 1994 to May 1995	News Editor, St Petersburg Times, Russia	Managing an editorial staff of 12; developing the newspaper's editorial stance; liaising with local authorities.
February 1991 to May 1994	Senior Reporter, East Anglian Daily Times, UK	Newsgathering and developing feature stories.

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<b>Name:</b>	Russell Peasgood
<b>Education:</b>	Darlington College of Technology (1984) Diploma – National Council for the Training of Journalists; Manchester University (1978-1982) Bachelor of Music (with honours)
<b>Language Skills:</b>	English (native); Russian (v.basic)
<b>Key Competencies:</b>	34 years of professional media experience including senior management positions as producer and editor-in-chief; 20+ years' experience as an overseas trainer and media consultant, specialising in news reporting, production and management in transitional countries, especially those with repressive regimes; strong track record in project management, quality assurance, needs assessments and the administration of long-term training programmes especially in Eastern Europe and former Soviet Union; two years as a Team Leader on an EU-funded project aimed at improving the Serbian media's ability to report on the EU; two years as a Team Leader on an EU-funded project to provide across-the-board training at RTS in Serbia; two years as a Key Expert on an EU-funded university curriculum project in Ukraine; extensive knowledge of the EU integration process in the Western Balkans and former Soviet Union.
<b>Role on the project:</b>	Carry out scoping and needs assessments of media partners, lead on training component for media practitioners and management of on-site mentoring and training

### Professional Experience:

<b>Dates</b>	<b>Position and Location</b>	<b>Description</b>
May 2007 - Present	Media Consultant, BBC Media Action	Provided editorial oversight and on-the-ground mgmt. for FCO project to produce a social youth drama at NTU Ukraine; also oversaw related web activity, outreach events and on-site mentoring in the newsroom; Evaluated a new Russian language satellite TV station (part of Estonian public TV), and produced a training needs assessment for FCO; evaluated an on-line TV station in Kharkiv, Eastern Ukraine for donors; Senior trainer and training organiser on the EU Media Neighbourhood journalism training programme, that covered the 17 neighbourhood countries; Responsible for delivery of EU projects in Serbia including a 1.9m Euro grant fund to 25 media of all platforms, and across-the-board training at RTS for several hundred staff
May 1998– May 2007	Chief of Party, IREX, Serbia (2006-2007); Consultant for projects in Ukraine, Bulgaria, Bosnia, Serbia, Romania, Armenia, Montenegro, Macedonia, Central Asia, Belarus; Country Director (1998), IREX/Internews, Serbia	Directed all IREX media operations in Serbia; Designed and managed journalism training components for IREX projects overseas, carried out training needs assessments and provided on-site training and management for TV stations and newsrooms; helped to set up 3 media centres in Central Asia; Managed INTERNEWS operation in Serbia and Montenegro at a time when independent journalists were up against the Milosevic regime at its most dangerous
January-June 1995	Manager, BBC, London	Managed BBC World Service Training's TV training operation, to train reporters, editors and technical staff at the newly-launched BBC Arabic TV
April 1994-April 1997	Trainer/Consultant/Training Director/ /Project Manager BBC World Service Training, Estonia, Romania, Russia, Bosnia, Georgia, India, Moldova	Launched the BBC's first overseas training school in Romania, BBC training centre for broadcast journalists in Yekaterinburg, Russia and BBC's training programme in Bosnia as lead trainer and course director; led the BBC's first news management project at Estonian public TV; conducted on-site news production courses for public TV in Georgia
January 1991 – May 1994	Head of News and Current Affairs, BBC, Leeds UK	Managed the BBC's entire TV operation in the North of England, a region of more than 4 million people Managed a workforce of more than 100 with overall responsibility for the budget Directed all news and current affairs coverage for the area. Responsible for BBC national news coverage in the North of England
August 1986- January 1991	Assistant Editor/ Senior broadcast journalist/Reporter BBC, UK (Leeds and Newcastle)	Responsibilities included producing the primetime news programme, senior newsroom and field producing, general reporting and masterminding election and other big-story coverage.
May 1983 – August 1985	Reporter, Lincolnshire Standard Group UK	Worked as a general news reporter.

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<b>Name:</b>	Sally Gowland
<b>Education:</b>	University of Oxford: MSc Criminology and Criminal Justice (Research Methods) (2007 – 2008); University of Durham: BA (Hons) Combined Social Sciences (2004 – 2007)
<b>Language Skills:</b>	English (native)
<b>Key Competencies:</b>	8 years of professional experience in overseeing and quality control of delivery of research, including research planning, design of research instruments, commissioning of agencies for qualitative and quantitative research, analysis and interpretation, reporting and dissemination, on time, within budget and to a high standard. Responsible for the analysis and interpretation of audience and research results to highlight best examples of impact, key insights, and lessons learned and best practice.
<b>Role on the project:</b>	Design research plan, deliver qualitative and quantitative research, analyse and disseminate results

### Professional Experience:

Dates	Position and Location	Description
September 2015- Present	Senior Research Manager, BBC Media Action	Responsible for the analysis and interpretation of audience and research results across a complex portfolio of projects in Europe, Asia, the Middle East and North Africa to highlight best examples of impact, key insights, and lessons learned and best practice for BBC Media Action and wider community learning. Most recently carried out qualitative and quantitative research in Ukraine to assess the impact of a new TV/web drama and its potential influence on viewers' perceptions of social relations between groups in Ukraine, the on-going conflict in the East of the country, corruption and prospects for youth in Ukraine and also to provide guidance for creation of Series 2.
May 2012 – Aug 2015	Research Manager, BBC Media Action	Responsible for planning and monitoring research deliverables and resource needs by creating and updating delivery dashboards which include mapping key risks and mitigations and dissemination activities to ensure the Senior Research Manager has clear up to date specific information on all countries' research programmes. Responsible for ensuring research is technically well-designed, resourced and implemented and disseminated to a variety of stakeholders including donors, project and production teams in-country and London Responsible for effectively co-ordinating and collaborating with a variety of London based teams (thematic advisors, Analysis Team, A&P, Finance, Project Managers) and international Researchers, Project teams and Country Directors to ensure full stakeholder engagement with research activities and deliverables.
July 2011 - May 2012	Research Officer, BBC Media Action	Independently project managed an innovative research project in Burma on youth audience needs and organised the training of youth researchers and the delivery of high quality formative research in partnership with ActionAid prior to the establishment of BBC Media Action's country office
November 2008- June 2011	Researcher, Children and Young People team, National Centre for Social Research (NatCen)	Fed back to clients (UK government departments) and other external stakeholders the results of several research studies in the thematic policy area of child and family welfare and briefed large numbers of senior experienced interviewers on the requirements of a research project. Employed a range of qualitative and quantitative techniques including proposal writing, sampling, and questionnaire and topic guide design and a range of analysis techniques including complex statistical methods such as regression analysis, report writing and effective dissemination of results.

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<b>Name:</b>	William Taylor
<b>Education:</b>	School of Oriental and African Studies, London (2004-5) MSc. State, Society and Development; London School of Economics (2000-3) BSc. Government, 2.1
<b>Language Skills:</b>	English (native)
<b>Key Competencies:</b>	Thematic lead for BBC Media Action's Governance and Rights programmes, broadcasting to over 100 million people per year in 25 countries. Oversees policy and theoretical development for the organisation. 3 years in UK government policy roles, including leading the UK sanctions due process reform agenda; UK cross-governmental and multi-country co-ordination on security and development issues. Lead on sanctions strategy papers and international diplomatic outreach contributing to UN sanctions reform. Writing and presenting for a variety of internal and external audiences including briefing for UK Government ministers, internal policy guidance, policy and research reports and workshop facilitation
<b>Role on the project:</b>	Advise on project design and research design and ensure project delivers against objectives and donor Terms of Reference

### Professional Experience:

Dates	Position and Location	Description
June 2014 - present	Senior Adviser, Governance and Rights, BBC Media Action	Lead adviser for BBC Media Action's global Governance and Rights portfolio. Supporting programming in over 25 countries in Europe, Asia, Africa and Middle East broadcasting to over 100 million people a year. <a href="http://www.bbc.co.uk/mediaaction/publications-andresources/brochures/governance-and-rights">http://www.bbc.co.uk/mediaaction/publications-andresources/brochures/governance-and-rights</a> Joint author of upcoming publication " <i>Media, discussion and attitudes in fragile settings</i> " by Snow and Taylor
Aug 2013 - June 2014/ Jan 2011- June 2014	Acting Country Representative, Vietnam/ Deputy Country Representative, Vietnam, The Asia Foundation	Leading Vietnam office including through two multi-million funding proposals and the launch of c. \$2 million of new programming and hosting two international and two local policy conferences. Senior management in NGO country office. Financial and operational management responsibility for field office. Line management of four programme and operational units as well as fundraising responsibilities.
May 2010 - Dec 2010	Deputy Head, National Security Council Co-ordination Team, CHASE, UK DFID	Working in the Conflict, Humanitarian and Security Department (CHASE) to support to DFID Ministers on National Security Council and Strategic Defence and Security Review.
Nov 2009 - May 2010	Deputy Head, Conflict Institutions Team, CHASE, UK DFID	UK multilateral peacebuilding policy. Management of multi-million pound support to multilateral agencies and NGOs on conflict issues. Management of project team.
Apr 2008 - Nov 2009	Desk Officer, Sanctions, International Organisations Department, UK Foreign and Commonwealth Office (FCO)	Policy lead on Iran, North Korea and Counter-terrorism sanctions. UN and EU negotiations, parliamentary relations, litigation and public diplomacy.
Aug 2005 - Apr 2008	Senior Project Manager/Project Manager, Great Britain-China Centre (GBCC)	Project management: governance, rule of law, human rights, labour, police reform projects. Fundraising, business planning, UK partnerships.