



CONFLICT, STABILITY AND SECURITY FUND (CSSF)

ITT 2315: FRAMEWORK RETENDER



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Question 1.2.1

"In no more than 2 pages please outline how you will access, recruit, and mobilise expert staff internationally, as well as locally, from a range of thematic backgrounds and functional areas."

Our Capacity to Identify Personnel and Speed of Delivery

Thomson Reuters Foundation (TRF) is the international development arm of the world's leading source of news and information, Thomson Reuters (TR). Working through TR's global operational platforms underpinned by 200 registered offices in more than 100 countries, we are uniquely placed to rapidly provide high quality, cost-effective, and professional technical consultancy services across all CSSF targeted regions. Moreover, our 35 years' experience in international development paired with TR's 100+ years' experience of providing news and information, and financial risk and legal intelligence services, uniquely place us to provide expertise across an array of topics relevant to CSSF. Below we outline our methods for accessing expertise (in-house and consultants) as well as our vetting and quality assurance processes.

1. Accessing Expertise

1.1 In-House Expertise: In addition to accessing TRF technical staff, we hold an agreement with TR where we can directly engage TR's technical and operational staff. Together, we can access **45,000+ employees based around the world**. We can rapidly identify in-house expertise by using the Thomson Reuters Hub – an intranet platform storing searchable professional details of staff members across all its locations. Once an in-house expert is identified, TRF follows the streamline process illustrated below.

PROCESS FOR ACCESSING IN-HOUSE EXPERTS



Example of our in-house expertise

Che Sidanius brings nearly 20 years' expertise in both the public and private sectors. He leads a number of industry initiatives on combating financial crime including **money laundering, terrorist financing, and fraud**, and spearheads the [Coalition to Fight Financial Crime](#) - comprising Europol, Thomson Reuters and the World Economic Forum.

1.2 External Consultants and Suppliers: We access technical expertise via our global pool of **150+ multi-disciplinary consultants and 300+ freelance journalists and media experts** who have all been vetted, and with whom we hold contracts with pre-agreed rates. This allows us to contract and mobilise individuals and teams across the globe within days rather than weeks. To speed up the identification of consultants and experts, we use **Salesforce** – an online management information system that we use to store our consultants' details, including information on their experience, areas of expertise, gender, location, language, and past performance. Within minutes, we are able to identify consultants against a specific requirement. The majority of our consultants are seasoned trainers and mentors with specific subject matter expertise ranging from human trafficking and corruption, to strategic communications and media strategy development.

Example of external consultant

A Reuters veteran, *Mr. Anatoly Verbin* has been designing and **delivering training workshops on various forms of journalism and media techniques** in different countries in English and Russian since 2002. As a former correspondent for Reuters News Agency for 16 years, he worked in the former Soviet Union, where he went all the way from being a translator to news editor in the Moscow bureau covering 12 former Soviet republics, and the Balkans.

Specialised legal support is provided by our network of **120,000+ lawyers and 796 law firms in 175 countries** who often engage in assignments under our pro-bono legal support service, [TrustLaw](#). To illustrate our capacity to mobilise legal assistance, we conducted a comparative legal research on rape legislation in Haiti where we **engaged with four leading law firms** (Morrison & Foerster, DLA Piper, Latham & Watkins, and Reed Smith) to rapidly review rape legislation and procedures in Brazil, Canada, France, South Africa, Sweden, and the United States, and supply concrete examples of laws and policies to strengthen Haitian legislation. Furthermore, our in-house **Global Sourcing Department** – a global team bringing procurement expertise by optimising spend, reducing supply chain risk, and building scale to increase cost-effectiveness, gives us access to **12,000+ pre-approved suppliers** that range from telecommunications and translation services, to security and accounting services. We also have access to [SAP Ariba](#) – a procurement service tool offering **2 million suppliers in 190 countries**, covering a range of services, including events management, technology and equipment, travel and events logistics, and we currently use Key Travel (for accessing humanitarian discounted flight rates) and Carlson Wagonlit for travel related services. We engage academics from the [Reuters Institute for the Study of Journalism \(part of Oxford University\)](#) to produce groundbreaking research.

1.3. Identification of New Expertise: Our global geographical footprint, paired with our strong networks of 15,000+ local journalists and 4,000+ NGOs; Reuters News bureaux and correspondents; and 200 Thomson Reuters offices, provide us with the platforms to rapidly identify new expertise. Whenever we need to recruit new consultants or personnel for short-term or long-term assignments, we proactively reach out to our networks which often provide strong leads within hours. We also publish job opportunities on industry websites such as [BOND](#) as well as in our internal Thomson Reuters [careers portal](#) which is monitored by an in-house **Talent Acquisition team**. In addition, we would use specialised online-based recruitment services, such as that provided by **Devex** (which reaches over 850,000+ development professionals), and **LinkedIn**.

2. Quality Assurance and Vetting Processes

2.1 Vetting Processes: Our in-house personnel, pool of external consultants and new recruits go through strict vetting procedures prior to recruitment. In addition, their behaviour is monitored throughout their employment, looking

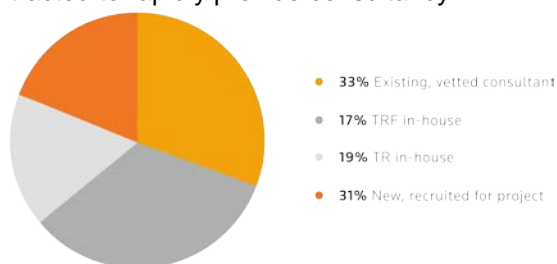
at performance and compliance to standards, including those covering safeguarding and data protection. For **new consultants joining short-term assignments**, we interview the candidate and verify three professional references. We run the consultants' details through **WorldCheck** – screening against sanction, law enforcement, and politically exposed people lists. We use intelligence from Reuters bureaux, TRF staff, our network of 15,000+ journalists, and donors to validate professional track records. This process takes an average of one week. For **new consultants joining long-term assignments or where security clearance is required**, in addition to the above, we ask the candidate to attend two to three interviews; we run criminal background checks, financial checks including bankruptcy and credit score, and verification of employment. We also conduct our own counter-terrorist and security clearances as we deem necessary. This process can take up to one month depending on the level of due diligence required. We would also liaise with the relevant HMG department if a Counter Terrorism Check (CTC) or Security Clearance (SC) was required.

2.2. Quality Assurance: To ensure that we deliver projects to a high standard, we assign dedicated project managers (PMs) to individual projects. PMs are responsible for overseeing the delivery of activities and together with our Head of Monitoring and Evaluation, monitor outputs and outcomes agreed in the programme logframe. Project managers are involved in the **identification and recruitment of personnel** which ensures that the project personnel (consultants, trainers, and mentors) are suitable for the specific project. CVs and professional experience of personnel are assessed against the project context and logframe. The PMs record a consultant's performance in our internal tracking system, **Salesforce**, which allows us to enhance the identification of resources for future assignments. Due to our robust capacity to access in-house and technical expertise via our vetted networks, we seldom need to engage new consultants, limiting delivery risk.

3. Contracting and Mobilisation of Personnel

Once consultants are identified and have passed due diligence, we on-board them as vendors (for short-term assignments) or via **SAP Fieldglass** (for longer-term assignments), a global tool that manages all external workers from contracting, performance management, to tax compliance, and invoicing. On-boarding new consultants on **SAP Fieldglass** ranges from 2 to 5 days. Fieldglass allow us to approve consultants' timesheets and travel expenses in a prompt manner as well as to give them quick access to internal systems. Moreover, through our global operational platforms, we contract personnel in-country and provide access to office space when needed.

3.1 Rapid Mobilisation: Our capacity to rapidly mobilise personnel is embedded in our DNA as the corporate foundation of the fastest news agency in the world. Our systems and processes react at speed and this is illustrated in a recent **FCO-funded media development project** where TRF was contracted to rapidly provide consultancy services to a Belarusian TV station, Belsat. TRF delivered 150 days of consultancy in a period of 3 months, of which 97 were delivered in-country. To deliver the project in a short-period of time, TRF engaged 15 people, including consultants, interpreters, and project and finance managers. This included internal TRF staff, TR personnel, consultants from our vetted pool, and new suppliers. The **chart** (right) illustrates the percentage of days allocated to type of personnel for this project, showing a high percentage of newly identified personnel being used (on this occasion).



4. Ensuring Professionalism and Skills Relevance: Once a project is launched, we hold project kick off meetings with identified personnel to agree workplans, which reduces the risk of misunderstanding technical requirements. Remote project management is embedded in our systems, which mitigates risk. We use Skype, WhatsApp, and WebEx Conference Tools (for voice, files, and screen sharing) to develop close working relations with in-country teams and suppliers. PMs hold weekly meetings with key personnel to record milestones achieved and identify risk or technical need.

4.1 Continuous Professional Development: TRF is a workplace where a learning culture is embraced for both external consultants and existing personnel. We access a dedicated in-house learning and development department supported by an online resource library which offers an array of resources to enhance knowledge on a specific topic and to train on new skills. Learning is open to all employees and includes a robust portfolio of 16 major faculties targeted by audience and seniority. Learning is provided in structured 60, 90 minute and full day sessions via classroom based, recorded classes, webinars, seminars, and social learning sessions (where staff learn from their colleagues). Topics include *women in leadership, diversity and inclusion, performance management, strategic thinking, project management, artificial intelligence, blockchains, leadership and innovation*, and many others. Part of our mandatory training includes cyber security, anti-corruption and ethics, data protection and GDPR, and conflict of interest when working on government contracts.

TRF staff and consultants who are exposed to high-risk environments are required to attend **hostile environment training** and **country security briefings** provided by our Global Security Department before travelling or mobilised to a location affected by conflict or instability. Moreover, to ensure that our consultants are up to date with the latest knowledge, skills and tools to support our projects, every year we run a 5-day **Training of Trainers** workshop to ensure that our newly added trainers and consultants adhere to our training techniques and our internal approach to capacity building. A 2-day refresher is provided to existing trainers and mentors as part of keeping their knowledge up to date with innovative techniques and trends. We will include sessions on **conflict sensitivity** and **gender inclusivity** into our Training of Trainers 5-day workshop and 2-day refresher sessions.

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