CONFLICT, STABILITY AND SECURITY FUND (CSSF)

ITT 2315: FRAMEWORK RETENDER

THOMSON REUTERS FOUNDATION

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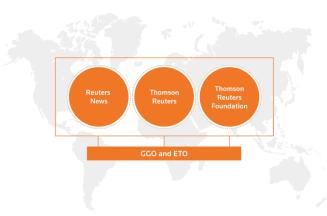## Question 1.4.1

"Demonstrate how you would establish your presence in a fragile and conflict affected country or region, including how you would engage local staff and organisations, as well as foreign governments and their agencies."

The 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 (covering a number of fragile and conflict affected states), we are uniquely placed to rapidly establish platforms in required locales. We have immediate access to Reuters 2,500+ staff journalists, freelance journalists, as well as to our own network of 15,000+ local journalists, which will support our hiring of such staff and technical expertise. Below we detail how we would establish a specific CSSF project presence in a in a fragile and conflict affected country or region.

1. Use of Current Global Footprint and FCAS Presence

TRF's and TR's existing in-country operations provides us with an already established structure to work from to support CSSF in-country operations, allowing us to access local knowledge, and mobilise equipment, funds, personnel and technical expertise to rapidly establish operating platforms. Unlike other organisations that mainly rely on independent subsidiaries to operate in-country, our structure does not require us to establish sub-contracting agreements with our registered in-country offices, allowing us to rapidly deploy. We have an internal agreement with TR's **Global Growth Organisation (GGO)** and

Enterprise Technology & Operations (ETO) units, and these units sit at the core of TR (including its news agency Reuters) and our business model, establishing and maintaining operational platforms across the world. This unique structure gives us immediate access to office space, hiring of local staff and payroll services, security and duty of care, technology and IT, logistics and procurement systems, as well as fiscal and human resource management support. The map at the end of this document details TR's current operation base which we can immediately tap into.

2. Establishing a CSSF Project Presence

A dedicated TRF project mobilisation team will lead on determining the required operational set up for any specific project. This could include **1. working through an already established TR office**, **2. setting up a new dedicated project office**, or **3. working with a local partner organisation to establish a project presence**. The decision on what route to take would be based on an analysis of the project needs, including a thorough risk assessment, an assessment of current TR facilities and capacity, the capacity of, and relationship with hosting partners, and a value for money assessment. TR's Global Security department which advises on TR's global estate, will support our risk assessment and planning. We also have access to our pro-bono legal network of more than 120,000+ lawyers and 796 law firms in 175 countries, and will use this network to supplement as required, our own legal counsel, when establishing a CSSF project base.

Establishing a presence through TRF and TR's in-country and regional offices is supported by Thomson Reuters and the Reuters News bureaus already established in numerous FCAS countries, giving us immediate access to office space and facilities, and access to quality assured and vetted technical, logistical, legal, financial, and administrative support. In addition to TR staff, we currently have staff based in TR registered offices across 26 cities, including in Nigeria, Lebanon, and Colombia.

We also have many years' experience in establishing locally registered organisations in FCAS[1] when required, and would use the support of our pro-bono legal network and other legal advice to look to do the same again, if for example we needed to establish a locally owned and long-term more sustainable project.

In whole or in-part, we could look to contract strategic project services form one or more vetted local partners[2]. An example of this approach is our [Wealth of Nations Programme](#), a circa £2.8 million Norwegian government funded programme, running since 2014, that focuses on supporting Africa media (both individual journalists and newsrooms) to report on illicit financial flows. We have contracted a number of local partners to support this work at a country-level.

3. Engaging Local Staff

We are well able to identify and contract local people for CSSF project work, using our and Reuters News extensive network of 2,500+ journalists, our network of more than 15,000 local journalists, and a network of over 250 [Trust Conference](#)[3] scholars. We would take advice from TR's local offices, and legal counsel, to ensure we comply with

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[1] Including in Burma, Zimbabwe, and Egypt - where we established Aswat Masriya, an independent Egyptian news service funded by the FCO. Its staff team of 28 people were initially housed at TR's offices in Cairo (who also provided payroll, human resources, and security support). To help with sustainability and demonstrate independence, in 2015 we set the service up as an independent Egyptian company.

[2] Including from our network of over 4,300 non-profit/social enterprises that are part of our global pro-bono legal network.

[3] Our global conference focussing on human rights and enforcing the rule of law, with a focus on women and modern slavery/human trafficking

local laws in terms of engaging local staff, and we will provide full duty of care[4], insurance, IT, fiscal and social security support, other local law compliance and human resources support, including ensuring staff and consultants uphold our relevant codes of conduct, including, but not limited to a code of conduct addressing harassment and sexual abuse. Should we need to deploy international staff, our global operations unit manages complex supply chains, from large companies to individuals, and rapid mobilisation of experts, including to remote areas. Through existing contracts with 150+ consultants and 300+ freelance journalists we can deploy at short notice across the globe. We can also operate remotely in scenarios where a physical office is not required or desirable, and have many years' experience of working in this way.

4. Engaging Local Suppliers

We would firstly use TR's list of vetted suppliers, and if necessary would look to supplement this, by using vetting new ones. We have robust processes in place to ensure due diligence and the highest standards of contractual compliance. Suppliers are screened on an ongoing basis against independence, track record, internal processes, and evidence of compliance. To abide with anti-money laundering, bribery-corruption, and countering financing of terrorism we use TR's World-Check – a database of over 3 million profiles/organisations worldwide. We screen suppliers against sanction, law enforcement, and politically exposed people lists. We use intelligence from Reuters bureaux, our staff, and our network of 15,000+ journalists and donors. We follow our Supply Chain Ethical Code, our Purchasing Policy, and engage suppliers that conduct business with integrity and comply with local laws and standards of conduct, our in-house legal team checks contracts and keeps terms up-to-date, and all contracts reflect the terms of the primary contract.

5. Stakeholder Relationship Management, and Dealing with Differences of Approach

Our work on a CSSF project will be informed by a thorough conflict and gender analysis, building on any current knowledge and analysis, in part gained through many years' experience of covering news in fragile and conflict affected states. This analysis will inform our theory of change, our project design, and our operational plans, including identifying the types and actual partners to work with, our approach to working with them, and what our objectives are from working with them. Relationships with key stakeholders will be established from the start, and they will be used to inform analysis, design, implementation, and evaluation. Depending on the stakeholder, and the need, we will look to either establish informal or more formal relationships, including the development of memoranda of understanding.

Our work with national governments and their agencies will be informed by our, and TR's current government relationships, and we will use already established government relationships we have in a particular FCAS to help establish any required new ones. We have in the past worked directly with a number of relevant governments, including in Uganda, Mozambique, Ukraine, Georgia, Lebanon, Montenegro, and Morocco. We already have a large network of multilateral agency contacts, having worked in the past with the UNDP, UNICEF, UNESCO, UNOCHA, UNHCR, WHO, IMF, World Bank, UNIDO, IFAD, and the WFP, and would build on these contacts. Through TrustLaw, our Trust Conference, and our media development work, we have a large global network of non-governmental organisations/social enterprises and media organisations, and would use this resource to establish further relationships. Reuters, and our journalists also have well established networks with a multitude of other stakeholders in FCAS, and we'll use their networks to further identify and establish relationships.

We are adapt at managing multi-stakeholder partnerships, and an example of this is our recent work with a number of global financial organisations and regional prosecuting authorities, including EuroPol, WEF, RUSI and others, on our work to help identify modern-slavery related financial transactions, though the Banks Alliance against Trafficking. When working with local partners, especially community/non-governmental organisations, we would look to provide capacity development support as required. We have experience of providing knowledge management support to multi-stakeholder partnerships, including the development of knowledge management platforms, and would look to provide technical solutions to knowledge management and communications as required.

As part of our stakeholder mapping and assessment, and ongoing dialogue with key stakeholders, we will establish and develop a clear picture of the approaches and positions of key stakeholders, and develop a deep understanding of these. We will look to work with current approaches when appropriate, and when not, will look to work in partnership with other stakeholders to understand the benefits of more alternative approaches, and support them in changes of working. We'll also look to convene communities of practice to support areas of work, and would organise bilateral and multilateral fora to inform, discuss, and influence policy and practice, and in particular, promoting south-south learning. Whilst we will always advocate approaches that are conflict and gender sensitive, we will support the voices of other stakeholders to do the same, ensuring for example that organisations representing women, and other people affected by conflict are heard.

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[4] We extend duty of care, including insurance and medical evacuation, to contractors, local hires, guests and consultants of the insured or partner, including dependent children accompanying or travelling to accompany on an insured journey, including those guests travelling at the expense of and with the knowledge and consent of TRF. During an emergency, our insurance **will not be selective** and will offer emergency care to all parties supporting our operations/work as long as they are working "under our instructions", regardless of their prime contractor or their insurance coverage.

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