



CONFLICT, STABILITY AND SECURITY FUND (CSSF)

ITT 2315: FRAMEWORK RETENDER



**THOMSON REUTERS
FOUNDATION**

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Question 1.5.1

"In no more than 4 (four) pages, please describe your capability to deliver against the requirements of two thematic areas as detailed in Attachment 2 (Statement of Requirements) to deliver results in fragile and conflict affected contexts for HMG."

The Thomson Reuters Foundation (TRF) is the international development arm of the world's leading source of news and information, Thomson Reuters (TR). Our global reputation for integrity and independence uniquely allow us to engage with businesses, governments, thought leaders, media, and civil society in order to forge strategic partnerships that address the world's most pressing conflict and socio-economic issues. TRF's in-depth understanding of global challenges is paired with our direct access to a network of 120,000 legal experts, 150 specialised communication consultants, 300 freelance journalists, and 45,000 employees and technical experts based around the world, ensuring a solid supply of informed professionals who can deliver results in fragile and conflict-affected contexts. Below we detail our experience in two thematic areas; **State – civil society engagement (thematic area 7)**, and **Strategic Communication and Outreach (thematic area 9)**.

1. Thematic Area 7: State – Civil Society Engagement

A better informed civil society can hold those in power to account, and unbiased news on under-reported issues is often the catalyst for social and political change. We have over 35 years of experience elevating civil society voices to international media platforms and 10 years in empowering NGOs to effectively advocate for legal and policy reforms. Most recently, we have prompted governments and businesses to take action across an array of issues including human trafficking and slavery, corruption and illicit financial flows, freedom of the press, and women's rights.

1.1 Challenges and Interconnections to other Disciplines and Expertise

The 2018 [State of Civil Society Report](#) by CIVICUS shows that a majority of countries (109) have a closed, repressed, or obstructed civic space, and that in 2017, there were attacks on civil society in countries where this has rarely been seen before. The challenges faced by civil society and media to freely fulfill their mandate to society in this context are numerous. These range from legislation that undermines their rights to operate legally and threatens their financial security to state intimidation and violence. Depending on the political context, mistrust between civil society and governments is common and has a direct impact on state-civil society engagement. However, our experience over the past three decades has taught us that these challenges cannot be addressed by single interventions, but by coordinated, informed, and multi-faceted approaches to influence policies and attitudes while undertaking a non-confrontational approach with governments. At the heart of our work is to ensure that our interventions with civil society do-no-harm, and actively improve stability and security.

As such, our response in addressing those challenges and ensuring do-no-harm has been innovative and involves myriad disciplines and expertise. For instance, through our pro-bono legal service [TrustLaw](#) we have produced legal research which enables NGOs to advocate with evidence and achieve policy reforms. Our legal research in China on rape victims and underage prostitutes led to **reclassification of the crime** of 'sex with underage prostitutes' as rape, and increased penalties. Moreover, prompting state and civil society engagement has links to other disciplines where common interests around specific issues are found. This collaboration has been evidenced in our [Banks Alliance against Trafficking Programme](#) (BATP), which involved the **financial sector**. Traffickers exploit the formal banking system to spend, transfer, and launder illegal profits. Financial institutions have a key role to play in the fight against human trafficking where governments and anti-trafficking NGOs also share an interest in combating it. The BATP formed partnerships between leading financial institutions, NGOs, financial intelligence units, and law enforcement agencies to map the financial footprint of human traffickers and identify cases of exploitation by providing the evidence needed to prosecute those responsible.

1.2 Ability to deliver the requirements at pace and in a changing environment

1.2.1 Sub-theme: developing the capacity and sustainability of nascent civil society organisations. We have significant experience working with nascent CSOs to build their capacity. With the equivalent of \$24 million dollars spent on free legal assistance per year, TrustLaw is the largest pro-bono legal assistance network in the world, and is available to over 3,500 members in more than 175 countries. Through TrustLaw we have **engaged legal experts to undertake 215 projects** to improve the sustainability of CSOs in CSSF countries. On 4,375 occasions we have connected law firms and **legal experts** with CSOs to take over their operational legal

Legal Training for Civil Society Organisations

We run a series of accredited legal training courses on social enterprise and impact investing. The courses focus on legal issues and trends in the social innovation sector, including: structuring advice for social enterprises; legal challenges faced by impact investors; different funding models including social impact bonds and crowdfunding; and producing "how-to" guides to help non-profits and social enterprises to choose the right structure and understand ongoing governance issues.

needs for free. Through this innovative mechanism, we have supported grassroots organisations to employ their first staff members, develop HR functions, attract funding, scale working models, and partner with their governments. We do this by working with hundreds of legal teams representing over 120,000 lawyers, who generously provide free legal support to thousands of NGOs. Our free legal service and innovative training programmes **enable CSOs** to streamline operations, transfer their experience to new countries and scale their impact as shown in the textbox above.

We have also undertaken **266 legal research projects** comparing and analysing laws across a number of jurisdictions and highlighting areas for reform. Legal research is a powerful advocacy tool that enables CSOs to engage with governments to achieve unprecedented policy reforms around a topic. Legal research also allows the media to navigate often challenging legal frameworks. In 2016, we produced an **analysis of laws and trends online and print media in Russia**, which supports journalists to better understand the legal framework in which they operate. Sharing the findings with **activists, media, and NGOs** facilitates a constructive dialogue with government representatives and triggers legal reform based on the legal evidence produced.

We help **produce groundbreaking legal research, including urgent legal support to prompt policy change**, such as the project we ran in 2017 in response to the refugee crises impacting Europe. Through TrustLaw, the global law firm Latham & Watkins led a group of lawyers, consultants and academics across 12 countries to produce urgent legal advice for the International Rescue Committee. The legal research on border control, asylum and refugee resettlement was used to inform local advocacy work and influence policy at the intergovernmental level.

A key challenge in building trust between the state and civil society is around communicating messages. In the last three years, we have delivered **40 media training courses to enhance the skills of government and CSOs spokespersons when addressing the media**. In 2016, we delivered an intensive training programme funded by the UN Foundation to spark a global conversation on the Sustainable Development Goals. 700 journalists, government and non-governmental communicators from 40 countries took part in regional workshops and learned to report and communicate on some of the most pressing issues of our times. Our existing relationships with many governments, including in Uganda, Mozambique, Ukraine, Georgia, Lebanon, Montenegro, Nigeria, and Morocco, as well as with multilateral agencies, can be leveraged to generate engagement between state and civil society under an impartial organisation such as TRF.

1.2.2 Sub-theme: Supporting inclusive and conflict sensitive independent media. At TRF we understand how the media can be used as a powerful tool to connect decision-makers with citizens and the issues that matter most to them. Our experience ranges from the production of breaking news stories to multimedia packages and features, all of which are made available free of charge to hundreds of smaller media outlets and non-government organisations around the world. We also develop the capacity of local journalists who are at the frontline of reporting on corruption, poverty and conflict, in countries of interest to the CSSF such as Myanmar, Egypt and across the Sahel. To date, we have enhanced the skills of 15,000 journalists across an array of topics, from ethics and photojournalism through to specialised themes such as investigative journalism and modern slavery. We have spearheaded quality journalism by **establishing independent news services** in countries where press freedom is under threat, including Iraq, Myanmar, Egypt, and Zimbabwe. Funded by the UK FCO, [Aswat Masriya](#), an independent Egyptian news service established by TRF in 2011, became Egypt's leading independent local media organisation until its closure in 2017. It provided free, reliable, engaging and objective news of an international standard to the Egyptian public, and its content was offered for free syndication across the region. In 2016, Aswat Masriya became one of the top 500 most visited websites in Egypt. We have launched similar platforms in Zimbabwe (www.source.co.zw) and Myanmar (<http://www.myanmar-now.org>), and are providing long-term professional development assistance to the journalists who work there to provide free, accurate and unbiased news for their fellow citizens. We work directly with journalists and media practitioners to develop their investigative skills and enhance ethical standards such as our NORAD-funded Wealth of Nations (WoN) programme, where TRF works with newsrooms across Africa and in Iraq to investigate dirty money flows and improve oil reporting. In the 2013-2015 period, WoN worked with 190 journalists and 25 newsrooms from 36 countries which delivered policy changes illustrated in the box below.

Delivering at pace in changing environment

As the corporate foundation of the largest news agency in the world, our ability to rapidly deliver projects is unequalled. Our teams and processes can react at speed, which was illustrated in a recent **FCO-funded media development project** where TRF was contracted to provide consultancy services to the Belarusian TV station Belsat on short notice. TRF delivered 150 days of consultancy in a 3 month period, of which 97 were delivered in-country. To deliver the project in a short-period of time, TRF contracted and engaged 15 people, including external consultants, interpreters, and project and finance managers.

Impact: Legislative reform on tax avoidance in Egypt

Wealth of Nations identified 11 case studies of illegal action by government or companies. One such example is in Egypt. Egypt's free trade zone was being used as a tax haven, causing significant revenue loss of almost one billion dollars annually. In May 2017, the law was changed to improve regulation of companies operating in free zone and make tax avoidance more difficult. The Finance Ministry had been questioning the benefits of the free zone but with little data to prove this. The Investment Authority had opposed any changes. Following intensive training on how to investigate illicit financial flows, [Mona Daa of the Egyptian daily al-Youm al Sabi](#) uncovered new data which was cited and praised by the Finance Ministry when making the case for reform. Despite stiff opposition from the Investment Authority, **the law was changed**.

2. Thematic Area 9: Strategic Communication and Outreach

We have shaped our approach to strategic communications over 35 years of experience as a media organisation. Through our programmes we have demonstrated that high quality, concerted communication can create momentum and bring about behaviour and policy change on difficult issues. At the core of this model is our exclusive news reporting and documentaries from our global team of 50 reporters and more than 250 freelancers across the globe, complemented by detailed analysis, commentary, infographics, photographs, animations, and videos from leading experts and organisations in the field and the dissemination and global reach of Reuters News.

2.1. Challenges and Interconnections to other Disciplines and Expertise

In many countries where CSSF is focused on, press freedom is a real concern, and the media is often a propaganda tool of the state or those in power. Since 1982, we have been building local media capacity across the globe and in CSSF relevant locations including Russia, Eastern Europe, and MENA. We have used our understanding of local media to develop programmes suited to their political context. As the corporate foundation of the largest news agency in the world, we have learned to adapt our interventions to be at the forefront of innovation. Moreover, we have direct access to ground breaking media research produced by the Reuters Institute for the Study of Journalism (RISJ) at Oxford University. For instance, the RISJ's 2018 Digital News Report focused on issues of trust and misinformation,

new online business models, the impact of Facebook's algorithm changes on news and the rise of new platforms and messaging apps. Responding to these trends is evidenced in our Bosch Foundation-funded [Perspektivy](#) programme where **we have built regional cohesiveness by enhancing professional journalistic standards in Russian-speaking countries**, with participants from Russia, Georgia, Armenia, Latvia, and Moldova. Participants utilise a range of media channels, including blogging, to convey their stories to the widest possible audiences. Drawing from academics and practitioners across disciplines, we are constantly spearheading new approaches that address effective ways to engage audiences and impact behaviours. For instance, with financial support from the UK FCO, we provided technical support to the Moldovan TV channel, TV8. We **mobilised a multi-disciplinary team** that undertook an in-depth capacity needs assessment which determined that the original plan to provide editorial training was less relevant than the need to support robust business planning. We developed a tailored consultancy plan which incorporated training workshops and mentoring, and in-house coaching on topics including internal governance, HR policies, business planning and bid writing. We are acutely aware of the funding challenges faced by the media sector globally, and how financial difficulties can often threaten an outlet's independence. We support outlets at all stages of their development; getting them up and running, accessing funding, and sustaining themselves. To help newsrooms address the challenge of business sustainability, we paired our deep knowledge of the media sector and experience operating in over 200 countries with the expertise of Europe's **leading business school, INSEAD**. We produced a Media Sustainability Toolkit that provides guidelines to outlets on securing financial independence.

2.2. Ability to deliver the requirements at pace and in a changing environment

2.2.1. Sub-theme: Managing all aspects of strategic communications campaigns. As an independent news organisation, we raise awareness and inform society through fair, accurate, and neutral journalism that can impact government policy, shape legal reform, empower civil society and engage businesses, and in the end, foster peace and stability. We are bound by the Reuters [Trust Principles](#) to act at all times with integrity, independence and freedom from bias. Our global trusted reporting is embedded in the Reuters name and we have unrivalled experience in running topical news platforms. Capitalising on our **access to the largest content distribution platform in the world**, TRF in-house **Communication Team** runs campaigns on topics relevant to CSSF such as human trafficking and slavery, and the state of women's safety and security in the world such as our recent **poll** on the [most dangerous countries for women](#). Our approach to influencing behaviours at the local level and prompting policy reform is multi-dimensional and includes;

- 1) **Content Production:** Our in-house Editorial Team of 50 journalists and more than 250 freelancers produce an average of 300 stories per month. Our stories have encouraged civil society to engage with decision-makers and advocate for reform. A recent example is [Stateless Rohingya](#) - a pilot project giving digital identity cards using blockchain technology to Rohingya who have fled Myanmar. Our story gave the project tremendous exposure and valuable opportunities to connect with international stakeholders, which led to a flood of funding.
- 2) **Global Reach:** Our text and multimedia content is distributed on a dedicated [digital news platform](#) as well as via the [Reuters Wire](#) – reaching an estimated audience of **one billion people worldwide every day**. Our stories are published in up to 3,000 media outlets, 1,000 newspapers, and 700 TV broadcasters in 110 countries. They reach the top ten news websites and aggregators, from the New York Times to Yahoo! Digital, and mobile content is distributed via Apple News, Facebook Instant News, and Reuters.com and its 17 international versions.
- 3) **Accessing Global Influencers:** Our in-house communications connect our programmes to multi-sector networks and global influencers. Some of our influencers include Kevin Hyland, the UK's Independent Anti-Slavery Commissioner; Kailash Satyarthi, Nobel Peace Prize Winner; Anish Kapoor, British sculptor and Turner Prize winner; and Kenneth Roth, Executive Director, Human Rights Watch. Our [Stop Slavery Award](#) – which recognises companies that have taken concrete steps to eradicate slavery in their supply chains – provides an example of a successful campaign structured with targeted outreach. By identifying specific private sector industries through our network of business influencers, the Stop Slavery Award has increased its candidates' submission rate from one year to the next, prompting a decision by the judges to increase the number of categories from two to four. We also raise public awareness through in-depth investigative reporting, for example exposing human trafficking and child labour in global supply chains, and contribute thought leadership pieces to influential publications such as Huffington Post and [Chatham House](#).
- 4) **Prime Advertising and Local Reach:** Our annual [Trust Conference](#) is an example of how we approach strategic campaigns which require advertising and a robust community engagement plan. Ahead of the annual conference, where more than 600 delegates convene from across the globe, a six-month digital and print campaign is designed and implemented. It includes advertising with our headline media partner, the New York Times, and on prime advertising space in London's Canary Wharf and New York's Times Square's jumbo screens. To reach local audiences in hard-to-reach locations, we send email information blasts to our network of 15,000 local journalists and over 40,000 newsletter subscribers. This is enhanced by our social media channels. Our PR releases are sent to all major publications and we use our event partners (Good Weave, Babson, Fair Trade Foundation, IREX, One Young World, Chatham House) to send email blasts to their local networks.

2.2.2. Sub-theme: Countering extremists narratives. Promoting unbiased journalism contributes to countering propaganda and extremist narratives. We have responded to the deterioration of relations between the West and Russia over the last few years by creating and scaling-up a comprehensive programme that promote unbiased and high quality journalism in Russia and Eastern Europe to counter extremist narratives. In 2017-2018 we successfully implemented three UK FCO-funded programmes as part of this effort to countering Russia state-funded propaganda in Russian-speaking regions. Through the **Russia Press Tour**, TRF developed the skills of 32 Russian journalists and

vloggers selected from across urban and remote Russian media to participate in 4 trips to the UK and acquire knowledge and skills to produce quality and unbiased news (see textbox for details). Other relevant programmes to further impartial and quality journalism across the Russian speaking world include; (i) the British Embassy Moldova through the FCO/DFID Good Governance Fund, **TV8 Station** programme, and (ii) the FCO Eastern Europe and Central Asia Directorate, **Belarusian TV Station Belsat** programme. Both programmes required a thorough analysis of needs and tailored capacity building plans to improve TV output quality and audience reach. Particularly relevant to the UK Government Strategy's capacity to detect and counter the spread of Russian information is Belsat TV station as this station has been mentioned by [Theresa May \(December 2017\)](#).

Delivering at pace in changing environment

Our robust risk assessment process and ongoing context monitoring enables us to identify changing needs quickly, and adapt accordingly as demonstrated in the **FCO-funded Russia Press Tour Programme** we delivered in 2017-2018, involved bringing Russian journalists to London to learn best practices from Reuters and other leading UK media. One of the workshops took place over March 19 to 24, 2018, in the midst of the rise in diplomatic relations between the UK and Russia following the attack on Sergei Skripal and his daughter. TRF was in constant communication with the British Embassy in Moscow, to assess levels of risk, including reputational risk to the embassy. The Press Tour successfully went ahead in the end, and no changes were required to the programme.

2.2.3. Demonstrate media expertise across a number of international markets. We have extensive experience in developing and managing strategic communication tools, including the knowledge management hub of the £140 million UK Department for International Development-funded [Building Resilience and Adaptation to Climate Extremes and Disasters \(BRACED\) programme](#), and the Omidyar Network-funded [Property, Land, Access, Connections, and Empowerment \(PLACE\) innovative platform](#) that boosts coverage of land and property rights, one of the most under-reported issues linked to conflict worldwide. We have developed a “fit-for-purpose” approach to designing, developing and running communication platforms in environments hostile to free and independent press, which target industry influencers, media practitioners or citizens at national levels. In recent years, we developed two award-winning platforms [Aswat Masriya](#) (Egypt) and [Myanmar Now](#) (Burma), in conducted in partnership with local organisations with sustainability in mind. We offer ongoing professional development support to maintain high standards of integrity and enable the platforms to gain credibility and legitimacy. See images at the end illustrating samples of our platforms.



2.2.4. Deliver community outreach in hard to reach locations, work with social media influencers and be able to monitor and evaluate. TRF's “coalitions for change” annual conference on awareness-raising about women's rights and modern slavery, [Trust Conference](#), is much more than a London-based event. Trust Conference is used to disseminate activists' stories around the world through multiple channels (YouTube, Facebook, Instagram, Twitter). Our partnership with YouTube allowed us to reach 41 million people in the 2017 conference. TRF has over 220,000 followers across multiple social media platforms and the more than 600 stakeholders attending the conference are tasked to identify specific issues and undertake action to address them. Some of the [proposed solutions](#) include training survivors of human trafficking in apparel and home furnishing-making skills, and reintegrating young radicalised Pakistani boys back into society. Since 2015, we have been building **expertise of local media** across remote areas in Russia, Eastern Europe and Central Asia. We have used our robust understanding of the media in the region to develop training courses suited to local context, by considering audience, journalist capabilities, and political and economic challenges. Our Perspektivy programme aims to convey stories to the widest possible audiences that have been traditionally underserved by mainstream media.


2.2.5. Capacity to Monitor our Impact. Achieving positive real-life impact is at the heart of everything we do. Our in-house **M&E Team systematically captures evidence of impact** for each of our projects through our staff on the ground, partners, beneficiaries, and external sources. Google analytics allows us to monitor traffic to our website, and understand its origins (direct, referral, social media or newsletters) and the visitors' behaviour. We use social media's built-in analytics and aggregate results in dashboards to monitor our reach, engagement, impression and adapt our social media strategy. Finally, Meltwater provides us with a daily report on how our news are used by Reuters media customers. Please see images at the end of this document illustrating samples of our monitoring tools.

3. Ensuring Innovation to CSSF Projects


TRF is not only an established leader in developing strategic communications and building multi-stakeholder partnerships, we are also a thought leader in driving international debate on key issues of social injustice. We draw from [Thomson Reuters Labs](#)' global team of data scientists, research scientists, full stack developers, and designers, all specialising in data science & analytics, data visualisation, artificial intelligence and blockchain to develop innovative approaches to security and stability project for CSSF. We will work closely with key stakeholders, including local communities, to ensure the approaches we choose are appropriate and evidence-based. We will use technology to conduct **advanced social media analysis**. We have expertise in developing social media analysis tools to monitor trends, identify influencers, understand and reach target audiences. For instance, the [Reuters News Tracer](#) cuts through “noise” and “fake news” on social media and ranks communications by trustworthiness, allowing users to detect, and verify breaking news stories faster. This enables citizens to better hold governments to account, and to quicken first response actions in humanitarian relief. We will also **embed technology into programmes to enhance feedback loops**. We have significant experience in utilising technology throughout the delivery of programmes, to provide more opportunity for real-time beneficiary feedback and to enhance learning, including; **use of Thomson Reuters [World-Check](#)** which allows us to quickly and accurately screen people and organisations against a wide range of publicly assessable, but compiled databases, quickly speeding up due diligence checks, and aiding other research; **use of Thomson Reuters [Country Risk Ranking](#)** - a unique tool providing risk-based information on more than 240 countries, divided by criminal, economic, and political factors, to help inform our analysis; use of our **existing communications training portfolio** (list at end), which incorporate the latest in strategic communications materials.

EXAMPLE OF PLATFORMS: SCREENSHOT OF OUR PROPERTY, LAND, ACCESS, CONNECTIONS, AND EMPOWERMENT (PLACE)


SEARCH  An Initiative by  THOMSON REUTERS FOUNDATION

 HOME NEWS VIDEOS RESOURCES VOICES FRIENDS ABOUT US


property • land • access • cities • empowerment | [FIND OUT MORE >](#)



Women call on Liberia's Weah to keep his promise of equal land rights




Caterpillar, Volvo, Komatsu linked to mining abuses in Myanmar

incorporating  **citiscopes**


From the world's megacities to small towns: **place** is expanding its coverage of urban issues. [See the archive.](#)

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IN DEPTH




Competing claims complicate land ownership for Brazil's slave descendants



Cities face dramatic rise in heat, flood risks by 2050, researchers say


[Laurie Goering](#)



'Narco-deforestation' may boost disaster risks in Central America

[Sebastian Rodriguez](#)




IN DEPTH



Driven away by conflict, thousands of Ethiopians stranded without a home

[Tom Gardner](#)

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EXAMPLES OF OUR PLATFORMS: UNDER-REPORT NEWS COVERAGE DISTRIBUTED IN OUR PLATFORMS

BLOCKCHAIN ID FOR STATELESS ROHINGYA – OUR STORY MOBILISES INTERNATIONAL FUNDING

We reported on an innovative pilot project working to give digital identity cards to Rohingya refugees who have fled Myanmar.

Using blockchain technology, the digital IDs are designed to help refugees access services like banking and education.

The story led to a flood of offers for The Rohingya Project, the group behind the pilot. After the story was published on 20 December, the organisation received offers of partnership and support from UNHCR, Skadden, Arps, Slate, and Meagher & Flom LLP (a major law firm based in New York dealing with blockchain), as well as researchers from Oxfam and New York University.



REUTERS/Afolabi Sotunde



REUTERS/Danir Sagolj

CHIBOK GIRLS IN LIMBO – OUR STORY PROMPTS HEALTHCARE SUPPORT

Several of Nigeria's freed Chibok girls have been struggling with injuries and psychological trauma from their time in captivity under Boko Haram.

We told the story of Naomi Aclamu, a young girl who had been in hospital for three weeks and whose family was unable to

afford the surgery she needed to treat a kidney condition.

The story was shared widely in Nigerian media, prompting a local charity - the Murtala Muhammed Foundation - and the United Nations Population Fund (UNFPA) to pay for Naomi's healthcare and that of other girls.

OUR TRAINING

We work with clients from both the public and private sectors and across a variety of industries. We cater for public workshops and work with organisations to design and engineer learning solutions with bespoke content. Below is a list of topical areas. All the workshops listed can be developed at **introductory, intermediate** and **advanced** level. Duration can vary from one to five days including a **bootcamp option** that encompasses a selection of courses.

TAILORED PROGRAMMES

WORKSHOPS

NOTE: Workshop sizes are typically 12 delegates (max), specialised workshops capped at 8 (max) *
Our training is also available in: French, Italian, Spanish, Hindi and Arabic

COMMUNICATIONS

- Communicating Change
- Effective Communication Skills for Influencers*
- Business Relationship Management
- Communication for Managers
- Customer Service Communications Skills
- Crucial Conversations
- Cross Cultural Communications
- Corporate Communications
- Communications Skills for Women
- Introduction to Marketing Communications
- Internal Communications
- Negotiation Skills
- Message Development
- Telesales Communications
- Women in Management and Leadership
- Media Relationships

STRATEGIC COMMUNICATIONS

- Campaign Planning & Management
- Digital Content & SEO
- Creating Strategy & Communications
- Marketing: Measuring & Evaluating
- Writing Press Releases
- Introduction to Strategy and Planning

PRESENTATION

- Public Speaking*
- Advanced Professional Presentation Skills*
- Advanced Presentations & Pitches
- Presentations & Pitches*
- Storytelling for Business
- Powerful Presentations

SPECIALIST AREAS

- Slavery and human trafficking
- Climate change
- Sustainable development
- Women's rights
- Land rights
- Resilience
- Elections
- Oil and gas reporting
- Illicit financial flows

MEDIA & JOURNALISM

- Broadcast Media Skills in Crisis
- Advanced Media Skills
- Crisis Management on Social Media
- Handling Media Interviews
- Making Video News
- Media Training for Civil Society
- Effective media relations
- Editorial Judgment
- Interviewing Skills for Journalists
- Investigative Reporting
- Mobile Journalism (5 days)
- Mobile Journalism (1 day)
- Video and Audio Web Reporting
- Video for Communications
- Reporting Business & Finance
- Reporting on Disasters and Crises (5 day)
- SEO for Journalists
- Elections Coverage
- Broadcast Media Skills in Crisis
- Handling Media Interviews
- Making Video News
- Court Reporting

WRITING

- Blogging & Communities
- Effective Writing Skills
- Advanced Report Writing
- Creative Writing
- Effective Business Writing
- Digital Writing
- Writing newsletters & internal communications
- Report Writing
- Writing Tenders & Bids
- Speech Writing
- Writing Brochures
- Email & letter Writing

COPYWRITING

- Advanced Copywriting
- Copywriting Masterclass
- Writing for the Web
- Introduction to Copywriting
- Effective Proofreading
- Principles of Great Copywriting

DIGITAL AND MARKETING

- Effective Social Media Campaigns
- Advanced Email Marketing
- Digital Transformation (2 days)
- Google Analytics
- Email marketing
- Introduction to Digital Marketing
- Hands-on Facebook
- Managing Social Media Risks
- LinkedIn Essentials
- Online Presence & Reputation
- Social Media for Sales
- Twitter Essentials
- Social Medias Toolkit
- Social Media Strategy

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SAMPLES OF OUR MONITORING TOOLS WHICH TRACK MEDIA DISTRIBUTION AND REACH

Search reports and help

- HOME
- CUSTOMIZATION
- Reports
- REAL-TIME
- AUDIENCE
- ACQUISITION
- BEHAVIOR
- CONVERSIONS

DISCOVER

Google Analytics Home

Users 393K ↑46.8%
vs last 7 days

Sessions 434K ↑45.5%

Bounce Rate 53.55% ↓9.5%

Session Duration 0m 57s ↓6.8%

Last 7 days AUDIENCE OVERVIEW >

Active Users right now

56

Page views per minute

Top Active Pages	Active Users
/item/20180726161015-oj6v8/	11
/item/20180727060020-3hfu/	11
/	6
/amp?url=http...25053547-tp7oi	3
/amp?url=http...mpression=true	2

REAL-TIME REPORT >

Anomaly Detected: spike in Pageviews for Page /
Jun 27, 2018

Pageviews for http://news.trust.org/

For this Page, we forecast Pageviews of 793-4.57K for Jun 27, 2018, and your actual Pageviews of 4.65K is higher than this range.

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How do you acquire users?

Traffic Channel Source / Medium Referrals

● Direct ● Referral ● Organic Search ● Social ● Other

Where are your users?

Sessions by country

United States Canada United Kingdom India Australia

When do your users visit?

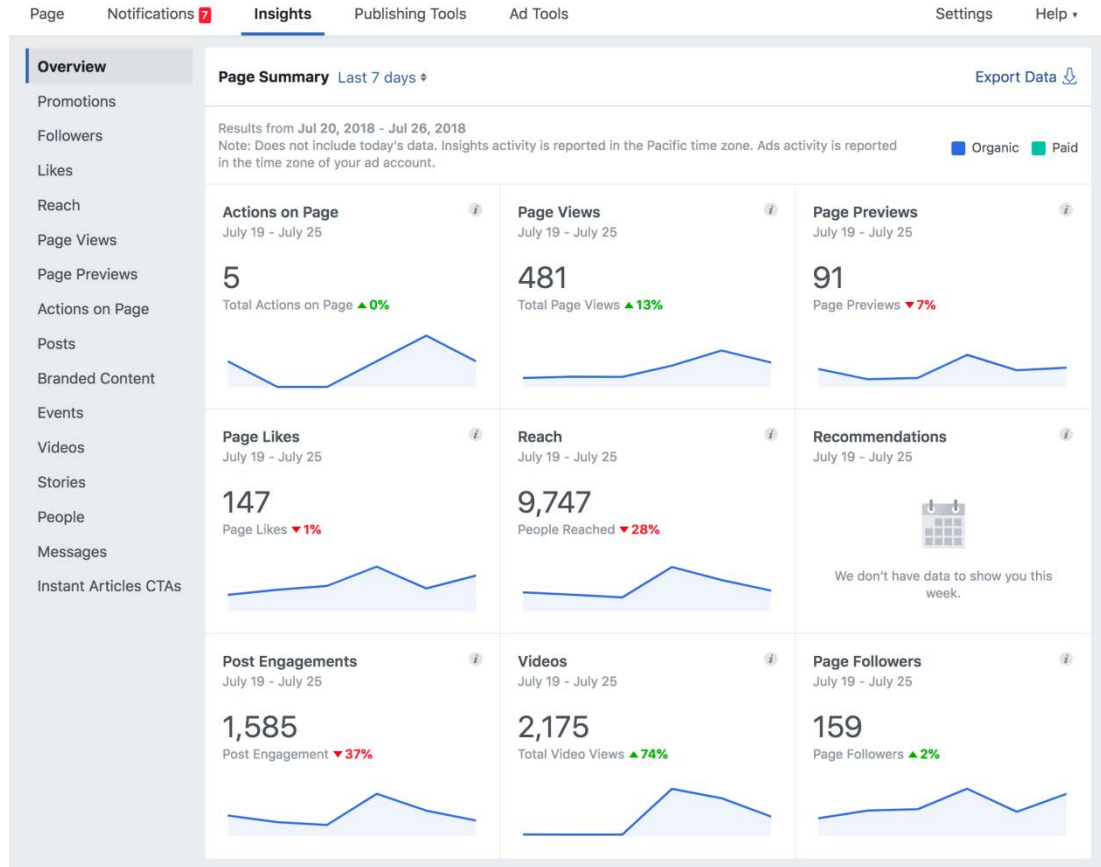
Users by time of day

12am, 2am, 4am, 6am, 8am, 10am, 12pm, 2pm, 4pm, 6pm, 8pm, 10pm

Sun, Mon, Tue, Wed, Thu, Fri, Sat

0, 15K, 30K, 45K, 60K

SAMPLES OF OUR MONITORING TOOLS – SOCIAL MEDIA REACH



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