



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

ITT 1818

2. Technical Response

2.3 Part C – Resource

2.3.1 Resource

We require a dedicated project team for this requirement. Please provide a detailed project team chart showing all key personnel (including indications of the roles you plan to recruit for) who will be responsible for delivering services under this contract. Explain how the team will be managed and led. Include an explanation of the chosen team's proposed input and how they will add value to overall service delivery. Please mention if they are already working under an existing UK funded or other donor project. Higher scores will be given for staff with experience of innovative soft power projects and experience of working in Russia (Max 4 pages PDF).

To support the above, provide CVs for the core project team (Max 5 staff and 1 side of A4 per person).

Page Limit: 4 + 5 (1 page per CV)

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2.3.1 Project Team

Thomson Reuters Foundation has 35 years of experience working with international partners delivering journalism and media projects all around the world. We bring robust technical and managerial expertise to support the British Embassy in Moscow throughout this programme. Our portfolio is backed throughout the project life-cycle with world-class technical and project management expertise based in our corporate offices in London. Paired to this, our in-country and Regional operations are managed from 17 offices including Russia. TRF standard operating procedures and quality assurance measures call for a designated **Project Director** to facilitate technical and management support. This role will be played by Nicolas Bellet, who will be responsible for overall quality control and managerial oversight, backstopping and reporting. He will review all reports and other deliverables as well as work plans and facilitate effective coordination and technical backstopping of activities through the TRF Media Development Team.

The Project Director will be supported by a **Programme Manager**, William Church who will be responsible for the day-to-day operational backstopping and programme support. William will report to the Project Officer at the British Embassy in Moscow for strategic and day to day programme operation. Seema Soni – TRF’s in-house **Financial Director** and financial risk advisor - will provide corporate oversight of financial aspects of the programme. Seema will provide checks and forecasts with regards to programme expenditure; facilitate appropriate banking, pre-finance, and other financial arrangements. She will also be responsible for the consolidation of financial information and forecasting to be provided as part of our reporting requirements to FCO.

For this Programme, we offer project representation in Russia in the form of an **Outreach and Relationship Officer** (Natalia Pisarenko). Our Outreach and Relationship Officer will report directly to the Programme Manager, who will oversee the program and hold contract management responsibility for timely, on-budget and quality delivery.

To offer FCO value for money, we have created a **Project Coordination Team** to be based in London and to be drawn for support at specific points during the programme delivery rather than engaging them as full-time staff in the Programme. The Project Coordination Team is composed of three Project Coordinators whom two speak Russian (Belen Becerra, Thomas Clarke and Kateryna Malofieieva). Having three Project Coordinators provide us with the flexibility to run simultaneous Media Tour Programmes and scale up programme delivery if needed.

Beyond the Management Team, the Programme will benefit from the full support of a highly flexible pool of **Short Term Experts** which will complement with technical expertise the Programme’s core team members and provide the resource capability to deliver an opportunistic and adaptive programme. Our dedicated **pool of 150 experienced journalists** brings a wealth of journalistic experience and best practice reporting skills to deliver resourceful training and study tour programs.

Below we include a selection of high quality niche short-term experts that will provide inputs into the team at various points throughout the duration of the programme. Additional experts, including national and regional specialists, will be identified throughout the life of the programme and selected in order to meet the needs of the programme.

Page 5 includes the proposed **organisational structure** that reflects flexibility and offer value for money.

Quality and Responsibilities of Core Team

Below we outline the core team composition including key responsibilities and professional experience. Full CVs are included at the end of this Section. Each core team member includes a table outlining the input per study tour, experience implementing donor-funded contracts, Russia experience and experience in soft power.

Project Team and Oversight Team

Project Director – Nicolas Bellet

Location: London Language: English and French	Inputs in Days per Study Tour: 0.5 (shared)	Experience managing donor contracts: 3	Experience in Soft Power: Yes	Russia Experience: Yes
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Key Responsibilities: Nicolas Bellet will be involved in strategic management and technical decision-making. Drawing from almost twenty years of experience in journalism and media development across the world, Nicolas holds ultimate responsibility for the contract.

Professional Experience: As Director of Journalism & Media Programmes Nicolas drives the Thomson Reuters Foundation’s initiatives to raise journalistic standards and develop independent platforms for news delivery around the world. He also manages the Foundation’s commercial media and corporate communications training programmes whose profits help fund the Foundation’s charitable work. Prior to joining the Foundation, Nicolas was the Deputy Bureau Chief of News Tf1 in London for about 8 years. With editorial responsibilities, he was in charge of the day to day running of the news service which is the second largest foreign bureau. He managed a team of producers, researchers and cameraman, planned, organised and led coverage of a variety of key stories across the UK. There, he also provided insight, commentary and analysis to targeted audiences on unfolding issues such as the financial crisis and Britain’s relationship to the European Union.

Finance Director – Seema Soni

Location: London Language: English	Inputs in Days per Study Tour: 0.5 (shared)	Experience managing donor contracts: 20 years	Experience in Soft Power: No	Russia Experience: Yes
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Key Responsibilities: The Finance Director will provide high level compliance and financial oversight based on FCO procurement guidelines.

Professional Experience: Seema has extensive experience of working in large and complex organisations across the public, private and charitable sector with expertise in development and implementation of business strategy; working at both Board level and hands on; focused on delivering real and demonstrable results in challenging operating contexts. Strong people change leadership experience taking organisations’ through business transformation, system and culture change.

Programme Manager – William Church

Location: London Language: English	Inputs in Days per Study Tour: 9	Experience managing donor contracts: 7 years	Experience in Soft Power: Yes	Russia Experience: Yes
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Key Responsibilities: The Programme Manager will be responsible for all elements of the project’s preparation and implementation, and the focal point and first point of contact for all partners and consultants. This person will coordinate with FCO departments with regards to determining specific themes for the tours, the visit content and structure, the target groups and participant criteria, and specific aims and objectives. Moreover, he will coordinate all TRF staff involved with implementation, ensuring all project activities take place in line with objectives, including recruitment of participants, the selection process, logistical activities and financial. In addition, he will manage or initiate relationships with partners to ensure outside speakers and institutions are open to engage with the tour. He will work with TRF consultant trainers to ensure objectives of each tour are understood, and development of tour agendas and curriculum. Moreover, In collaboration with the Finance Director, William will oversee financial and budget management and ensure adherence to Thomson Reuters payment procedures. Finally, he will oversee and conduct monitoring and evaluation activities and all reporting as well as monitor project risks and geo-political developments on a monthly basis.

Professional Experience: William has been at Thomson Reuters Foundation for over seven years and has worked with numerous funding and implementation partners on media development projects around the world. These have involved working with the FCO on setting up a news platform in Egypt, with the Norwegian development agency (NORAD) running a multi-million pound project helping journalists understand and uncover illicit money trails in Africa, and with the UN’s International Fund for Agricultural Development to help journalists convey the needs of rural poor people around the world to policy makers in their countries. He has built partnerships with UN agencies, the World Bank, universities and think tanks.

Since 2014, William has been overseeing all TRF projects in Russia and the former Soviet Union, and proposed, initiated and manages TRF’s Bosch-funded Perspektivy soft power programme. This project works with journalists from across Russia and her neighbours and focuses on providing professional development opportunities for young reporters through skills based workshops and providing opportunities for international, cross-border reporting trips in multi-national teams.

Moreover, William’s experience in implementing soft power projects is reflected in the 2015 Dutch-funded, independent media platform launched in Zimbabwe, [The Source](#). The Source offers an impartial source of business and financial information to Zimbabweans.

Will is required to be up-to-date news industry familiarity in all regions where the foundation works, including staying across the latest trends and developments, policy and legislative environments, audience habits and business and sustainability models.

Natalia Pisarenko – Outreach and Relationships Officer

Location: Russia Language: English and Russian	Inputs in Days per Study Tour: 12 (shared)	Experience managing donor contracts: 2 years	Experience in Soft Power: Yes	Russia Experience: Yes
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Key Responsibilities: The Outreach and Relationships Officer will be draw to support the identification of relevant journalists and media outlets. This position will provide guidance and advice while supporting due diligence processes.

Professional Experience: Natalia is based between St Petersburg and Moscow and she is responsible for the day-to-day running of TRF’s Perspektivy programme. She manages everything from coordinating logistics to ensuring that workshop content meets the funders’ and TRF’s objectives. Her main role for this programme would be in-county outreach, using an extensive network of contacts including journalists, journalism schools, news organisations and professional associations.

Project Coordination Team

Project Coordinators – Belen Becerra, Thomas Clarke, Kateryna Malofieieva

The Project Coordinators are responsible for undertaking the implementation activities and are the focal points for the journalists and bloggers attending. These activities include but are not limited to:

- Identifying journalists: Managing call for applications or direct approaches to journalists; Coordinating and researching journalists and bloggers with partners and news organisations; Undertaking due-diligence of participants
- Arranging all logistics including: Visas, Flights. Transfers, Accommodation, Field-trip and speaker logistics
- In-country support: Escorting the groups on field visits and excursions, Being the point of contact for participants during day-to-day activities; Handling local payments and support
- Content support: Assisting consultants with TRF content and material, Collecting data for monitoring and evaluation, Follow up with participants on story production and dissemination, Manage project social media

The below project coordinators listed here have been selected from TRF’s pool of project coordinators due to the variety of appropriate skill-sets they bring that will be required for the project’s varying themes and activities.

Belen Becerra

Location: London Language: English	Inputs in Days per Study Tour: 12 (shared)	Experience managing donor contracts: 15 years	Experience in Soft Power: No	Russia Experience: Yes
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Professional Experience: Belen has organised hundreds of journalism group visits to the UK for TRF for over a decade, liaising with international organisations such as UN agencies and Robert Bosch Stiftung. These visits have a variety of objectives and agendas that require flexible approaches whilst adhering to strong budget management and educational principles. She also runs workshops internationally, such as TV workshops in St Petersburg and Photo-journalism workshops in Novosibirsk. Belen also runs the department’s alumni relations and outreach through which we undertake much of our application process.

Thomas Clarke

Location: London Language: English and Russian	Inputs in Days per Study Tour: 12 (shared)	Experience managing donor contracts: 1 year	Experience in Soft Power: No	Russia Experience: Yes
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Professional Experience: Thomas runs a number of initiatives for TRF’s commercial department, coordinating venues, attendees, and financial administration. He is also responsible for producing advertising material, copy-writing for the website and undertaking research for the team. Fluent in Russian and Czek he also undertakes outreach for department’s alumni in Eastern Europe and Russia.

Kateryna Malofieieva

Location: London Language: English and Russian	Inputs in Days per Study Tour: 12 (shared)	Experience managing donor contracts: 1 year	Experience in Soft Power: No	Russia Experience: Yes
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Professional Experience: Kateryna is a former journalist, fixer and project manager. She has a great deal of experience organising events, training workshops and coordinating logistics such as booking accommodation, tickets and visa appointments. She also has a strong network of journalism contacts around Russia, hailing as she does from Ukraine. Having worked for a number of NGOs she also has experience with donor reporting requirements and emphasis on value for money. Kateryna is not a full time employee of TRF, but would fulfil a number of coordination rolls should the workloads require.

Workshop leaders – TRF Consultants

TRF has a pool of over 150 consultants around the world that contribute to its projects. Almost all former Reuters journalists and bring years of experience from around the world. All consultants take part in a TRF ‘Train-the-Trainer’ workshop before working for us. Their skill sets range from running intensive workshops for journalists, to business sustainability consultancies or newsroom management interventions. They include specialists in subjects ranging from illicit finance and tax coverage, to climate change, health reporting, conflict, disasters, and slavery. We run operations in languages including English, Russian, French, Spanish, Portuguese, Mandarin, Arabic and Serbo-Croat.

The selection of consultant to lead a particular workshop or press visit depends on factors including the theme, language, number of participants and location, and would be decided in collaboration with our partners. Below is a selection of consultants who we anticipate would be involved in a project such as this.

Richard Meares (Russian speaking)

Richard is a trainer and veteran former Reuters journalist. As a senior foreign correspondent and editor for Reuters, he wrote top world stories for the news agency for 20 years, covering global major events from the fall of Berlin Wall in 1989 to the global financial crisis of 2007-2008. With this experience Richard delivers workshops around the world on a number of topics to international journalists and UN organisations on behalf of Thomson Reuters Foundation. He graduated from Oxford University with a BA in Russian and French, and also speaks German, Serbo-Croat and Spanish. He is currently leading TRF’s work with the FCO in Moldova.

Royston Martin

Royston is a communications specialist, journalist, documentary filmmaker and academic with research interests in media for development, media law and the role of journalism in mediating democracy. He has worked for large organisations such the U.N., Reuters and International Universities. Until recently he led the communications strategy for a Global Fund – the U.N. backed N.G.O. set up to ensure governments and policy makers mobilize the necessary resources they’ve agreed to ensure that people no longer die of AIDS and opportunistic infections like TB. In 2012 he concluded a three-year DFID project leading media, advocacy and training development for the World AIDS Campaign based in South Africa. Royston joined the Thomson Reuters Foundation in 2007 while serving as Director of Media in the Department of Theatre, Film and Television at the University of Wales.

Vanora Bennett (Russian speaking)

From Reuters postings in Moscow, Southern Africa and Europe, Vanora covered political and economic news, analysing budgets and elections as well as coups and wars in Angola, Mozambique, around the CIS and in Chechnya. Looking after local staff she was required to help coach trainees on all postings. She has continued to cover Russian issues for a number of organisations since leaving Reuters and has published two non-fiction books on post-Soviet countries. She has also worked as a press officer for the European Bank for Reconstruction and Development, and she continues to undertake special projects for them whilst training novice journalists.

Doug Busvine (Russian speaking)

Doug is the Reuters technology correspondent based in Frankfurt, and was the Bureau Chief, New Delhi, for Reuters from March 2014. He first joined Reuters in London in 1989 and has spent most of his career on assignment in central and Eastern Europe. He covered Russia and the former Soviet Union for a decade, including a three-year spell in consulting, returning to Moscow with Reuters in 2011 as chief financial correspondent. His prior postings were to Poland, Germany, Central Asia and

Austria. In his role as bureau chief he has been required to nurture talent, navigate political uncertainty and build strong relationships with sources and those in the news around the world.

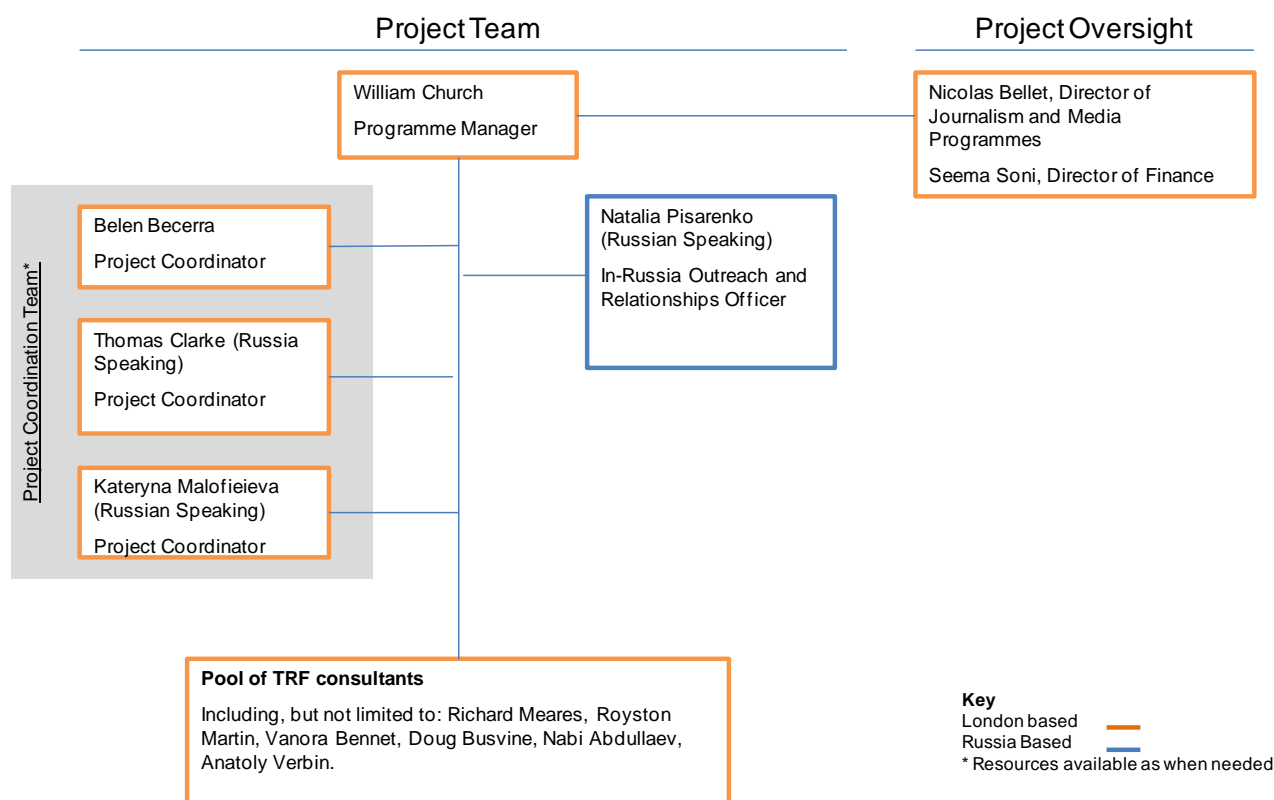
Nabi Abdullaev (Russian speaking)

Nabi is a lead journalism trainer for Thomson Reuters Foundation’s ‘Perspektiv’ programme for Russian language journalists. He is a lecturer at the Moscow High School of Social and Economic Sciences and the Associate Director for the Russian branch of Control Risks, the Global Risks Consultancy. Prior to this he was the chief editor of The Moscow Times, Russia’s only English-language daily newspaper, and previously the head of the foreign-language news service at RIA Novosti news agency. He is a native of restive North Caucasus republic Dagestan where he worked for several years as a journalist and humanitarian worker during the two military conflicts in the region in the 1990’s.

Anatoly Verbin (Russian speaking)

Tolya has been designing and delivering training workshops in various forms of journalism and media techniques in different countries in English and Russian since 2002. He currently is a lead trainer for Thomson Reuters Foundation’s ‘Perspektiv’ programme. He was previously a correspondent for Reuters news agency for 16 years. He worked in the former Soviet Union, where he went all the way from a translator to news editor in the Moscow bureau covering 12 former Soviet republics, and the Balkans. He is a co-founder of the Moscow Charter of Journalists. He has also worked as a media adviser to the OSCE.

DIAGRAM. ORGANISATIONAL CHART



Personnel Inputs

Name	Job Title	Days per Tour
Nicolas Bellet/Seema Soni	Project Director/Finance Director	0.5
William Church	Programme Manager	9
Natalia Pisarenko	Outreach and Relationships Officer	12
Belen Becerra/Thomas Clarke/Kateryna Malofieieva	Project Coordinator	
Pool of Experts	Pool of Experts	8

CVs

Core Personnel

NICOLAS BELLET, PROJECT DIRECTOR

Director, Journalism and Media Programmes, Thomson Reuters Foundation
2014 – Present

As Director of Journalism & Media Programmes Nicolas drives the Thomson Reuters Foundation's initiatives to raise journalistic standards and develop independent platforms for news delivery around the world. He also manages the Foundation's commercial media and corporate communications training programmes whose profits help fund the Foundation's charitable work.

Deputy Bureau Chief, TF1

January 2006 – July 2013 London

- Editorial responsibilities and day-to-day running of TF1's second largest foreign bureau
- Managed a team of producers, researchers, cameramen and video editors
- Planned, organised and led coverage of a variety of stories including the 2011 London Riots, London Olympics, royal wedding, and the Queen's historic visit to Ireland
- Provided insight, commentary and analysis to targeted audiences on unfolding issues such as the financial crisis and Britain's relationship to the European Union
- Reported live from Tunisia during the Arab spring
- Supervised all aspects of business administration, including moving TF1's London facilities to a new location.

UK Correspondent, TF1

February 2001 – December 2005 London, United Kingdom

- Responsible for covering all British and Irish news relevant to the French public
- Reported extensively on the 7/7 terrorist attacks, UK politics, the peace process in Northern Ireland, and Britain's military involvement in Iraq
- Conducted interviews with Cabinet ministers including Tony Blair and Gordon Brown, senior British corporate executives, authors, actors and athletes.

News Producer - Reporter, TF1

July 2000 – January 2001 Paris Area, France

- Researched and produced stories for TF1's flagship news programs
- Compiled news packages using various media sources.

News Assistant, La Chaine Info

July 1997 – June 2000 Paris Area, France

- Prepared news summary and running orders for early morning shows
- Updated scripts for newsreaders while on air.

Education

Centre de Formation des Journalistes

Master's degree, Broadcast Journalism

1998 – 2000

Université Panthéon Assas (Paris II)

Bachelor's degree, Law and Political Science

1993 – 1997

WILLIAM CHURCH, PROGRAMME MANAGER

Programme Manager, Thomson Reuters Foundation

2012 – Present, Project Coordinator 2010 – 2012

As Programme Manager, William is responsible designing media development interventions, creating business cases and launching programmes to address specific socio and economic development aims. He has significant experience in leading implementation of projects, steering multiple stakeholders such as news organisations, journalists, content partners and project staff towards project objectives. He also manages regular reporting, monitoring progress against milestones, problem solving, financial oversight, risk assessments, and impact analysis.

During his time at TRF he has set up news agencies in Zimbabwe and Egypt, managed global reporting programmes for the UN's International Fund for Agricultural Development, and organised targeted programmes in countries ranging from Indonesia to India to Iraq.

Will also manages all projects and TRF staff in Russia and the former Soviet Union, including the Foundation's flagship Perspektivny programme, working with over 100 journalists on their access to professional development opportunities and cross-border and cultural reporting capacities. Leading this programme he is responsible that all programme activities take place, milestones are met and impact is assessed and reported to TRF's funding partners.

Project Manager/Junior Producer, TV London: Sept 07 – Jan 10

Oversaw the expansion of video products and technical services, including expansion of the distribution network from London's hotels into British Airways, London black cabs, Heathrow Express and further afield. Role included:

- Managing the creation and distribution of content, running production crews and meeting the demands of clients, the company and the distribution partners.
- Liaised with start-up affiliate teams around the world and was responsible for disseminating company policies and procedures and organising all overseas operations for production crews.
- Managing the on-boarding of new staff, growing from a 3 person team into a 15+ permanent team alongside up to 15 temporary staff.

American Express: Jan 07 – July 07

Contract manager and data supervisor, overseeing the successful implementation of a new booking system. Required to use initiative throughout whilst coordination within a global network was vital.

British Broadcasting Corporation (BBC): Sept 06 – Oct 06

Researcher on flagship Timewatch documentary, involved exhaustive research and working to strict deadlines and budgets in intensive, high profile institution

Education

University College London

BSc, Geography with Geopolitics

2003 – 2006

NATALIA PISARENKO, OUTREACH AND RELATIONSHIPS

Project Coordinator, Thomson Reuters Foundation
June 2015 – Present, Moscow/St Petersburg

As Project Coordinator for TRF in Russia Natalia undertakes the organisation's outreach to partners in the Russian speaking regions. She has built relationships with journalists and hundreds of news organisations, trade bodies, universities and a range of other contacts. She is also responsible for coordinating logistics of TRF's flagship Perspektiv programme, from flights and visas to working with consultants on curriculum development and workshop agendas. Furthermore, she is required to remain up-to-date on all media related policy issues and developments throughout the region and adjust the project's activities accordingly.

Community development specialist in Russia and CIS, Thomson Reuters Russia
January 2014 – May 2015, Moscow

- Organising marketing and PR events in collaboration with market regulators
- Managing partnership and cross-branding projects with markets business unions
- Launching and content developing of topical on-line business forums

Conference Producer, Committee on Investments and Strategic projects of St. Petersburg.
2013

- Designing the scenarios of the round tables by conducting research, defining problematic agenda and compiling list of relevant speakers, integrating foreign experts for discussions
- Advising the promotion team on inviting potential participants and journalists
- Managing work of events administrators and IT specialists, organizing the schedule of interpreters

Events consultant, Northern Capital Gateway Media
May 2012 – May 2013, Moscow

- Organising press-events on behalf of NGNC in Moscow, St.Petersburg, Frankfurt:
- Anti-crisis round tables with leaders of trade unions and journalists
- All-Russia competition for journalists working in aviation industry

Senior manager, Marketing Division, RIA Novosti (Russian Information Agency – News)
June 2010- March 2012,

Designing and coordinating marketing and PR events:

- Organised presentations of the new Media center for key clients
- Organised Russian-Asian business Forum: 3 days, high profile speakers from Consulates of Japan, China, India and top-managers of foreign companies operating in the Region, over 200 participants.
- Assistant at International forum "Future Media" (Moscow): with the participation of members of the Federal Government, 30 speakers from 8 countries, 400 participants
- Over 100 press-conferences and round tables organized on the demand of state and commercial companies at the North-West regional media-center of RIA Novosti Agency
- Developed relations with bloggers, opinion leaders, organized on-line and video conferences

Education

**Sheffield Hallam University (UK),
MA in Public Relations**

2012-2013

**State Technical University of Ural (Russia),
BA in Project management**

1998-2003.

Chevening Scholarship, 2012