

Zinc Network has a proven track record of implementing large value media development projects of a similar size on-time and on-budget, including in the Baltics. Between 2016-2018, we implemented and delivered the FCO *Baltic Independent Media* project and conducted a wide-ranging evaluation of lessons learned to inform future delivery in the region. Our project will have three phases:

- 1) Inception Phase (3 months)
- 2) Implementation Phase (28 months)
- 3) Close-down Phase (2 months).

**1) Inception Phase:** Within one month of contract award, we will have a finalised project plan, budget and risk register, have assigned workstream leads and established the advisory panel. HR capability is in place to ensure that recruitment, due diligence, contracting and on-boarding for new staff will be completed by the end of this Phase. This will enable us to fill all project delivery roles ahead of implementation. During this phase, we will develop a detailed Monitoring and Evaluation (M&E) framework and key performance indicators (KPIs) for agreement by the FCO by the end of the Inception Phase.

Further Inception Phase activities will include identifying and completing due diligence and needs assessments for local organisations, journalists and influencers; setting up the grant mechanism; and completing and updating formative research including audience analysis and context, gender and media consumption analysis. For example, this will include using the Target Audience Analysis to refine and plan our Implementation Phase activities.

**2) Implementation Phase:** Our project delivery between 2019 and 2021 is structured around six strands of activity.

The first four activities to come online in 2019 will be:

**2.1 – Monolingual Hyper-Local Outlet Development:** This support package will be finalised by November 2019. Training sprints will commence end 2019, continue quarterly (content) and biannually (business and technology), and be further supported through ongoing mentoring. 6 funding rounds for content production and website grants.

**2.2 – Multilingual Champion Brand Development:** Individuals will receive a staggered programme of training at regular intervals starting in November 2019; and receive ongoing mentoring and support with platform development and content placement. 6 funding rounds for content production grants.

**2.3 – Public Sector Broadcasters (PSBs):** By the end of 2019, we will have provided selected PSBs with a Toolkit for Media Sector Editors and conducted a Capability and Risk Report to inform the development of a tailored training package. Leadership workshops, foreign exchanges, co-productions and commissioning rounds will be delivered on a 6-month basis. We will support PSBs to develop an On-Demand service strategy by January 2020.

**2.4 – Building Resilience:** This support programme will be in place by October 2019 to ensure local implementers are provided with continuous support throughout project implementation. Quarterly events will support the development of collaborative networks. Cyber security training will commence in October.

This will be followed by two further activities in 2020:

**2.5 – Baltics Media Accelerator:** Identification, due diligence, needs assessment and support package for editorially independent private sector media outlets will be finalised by June 2020. Support will include quarterly training sprints and bi-annual grants, complemented by ongoing mentoring and digital and content production support.

**2.6 – Critical Thinking Campaign:** Will commence this activity in August 2020 following an 8-month period of campaign development, planning and content creation. We anticipate running quarterly events through to November 2021.

**3) Close-down Phase:** The project closes on 31 March 2022. We will submit 2-month project close-out plan six months in advance. We expect to give notice to staff 30 days before close, secure data for handover 10 days before close and submit final reports in April 2022.

**M&E and Reporting:** Our project delivery throughout the three years will be underpinned by our robust M&E framework developed during the Inception Phase. Our reporting cycle will include:

- **Ad-hoc** provision of additional information (e.g. increasing audience figures) and external audit reports as and when requested by the FCO.
- **Monthly** client progress meetings, financial reports and submission of updated risk register.
- **Quarterly** performance reports submitted (10 working days) in advance of quarterly meetings with the Baltic Board. This report will include progress against our: theory of change; project plan; risk register; results framework and performance against CDMD KPIs; as well as cross-cutting issues such as gender and conflict sensitivity. We will provide minutes within 2 working days of all meetings.
- **Annual** Forward Look proposals (at the end of Q3 each year) and a Lessons Learnt report (end of Q4).

| Mobilisation and impelmentation activities  | Inception |     |     | Implementation |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  | Close |  |  |
|---|-----------|-----|-----|----------------|-----|-----|------|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|--|--|--|--|-------|--|--|
|   | 2019      |     |     |                |     |     | 2020 |     |     |     |     |     | 2021 |     |     |     |     |     | 2022 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Task  | Jul       | Aug | Sep | Oct            | Nov | Dec | Jan  | Feb | Mar | Apr | May | Jun | Jul  | Aug | Sep | Oct | Nov | Dec | Jan  | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |  |  |  |  |  |  |       |  |  |
| <b>Contract Award and Go Live</b>   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| <b>Project Close-out Phase</b>  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| <b>Project Management</b>   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Review and approve project plan with client (inception and implementation)                        |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Define project workstreams and assign leads   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| <b>Governance</b>   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Client progress meetings (monthly)  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Steering Committee: Baltics Board   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| <b>Advisory Panel meetings</b>  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Confirm Advisory Panel and agree time commitment and rates of pay                                 |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Advisory Panel sign off work plan and strategy  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Advisory Panel meetings   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| <b>HR</b>   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Update project organogram, clarify employee and consultant roles                                  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Appoint key roles from consortium's internal staff  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Interviews for external roles   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Offer made to preferred candidate(s)  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Candidate due diligence and contracting   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Training and induction  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Duty of care provisions finalised   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Candidate start dates   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Performance Management (6 monthly)  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| <b>Financial</b>  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Finalise the budget with team   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Preparation for weekly spend report   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Create income / cashflow model  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Set up project in accounting system   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Invoicing procedures for client and consortium partners reviewed and finalised                    |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Financial reporting to client (monthly)   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Summary report to be submitted (Q3) (forward looking statement)                                   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| <b>Legal</b>  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Client provides contract for review   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Agree commercial terms with the Client  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Negotiate on payment terms (e.g. milestone payments, upfront payment)                             |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Agree contract KPIs with client   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Project contract signed   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Review and approve consortium partner agreements (activities and budget)                          |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Consortium partner contracts signed   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| <b>Risk</b>   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Agree risk register format with Client  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Risk Register reviewed (monthly)  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Development of emergency response and contingency plans   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| <b>Monitoring and Evaluation</b>  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Refine project wide KPIs with consortium partners and agree data collection methods and timescale |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Develop overarching M&E framework for the project   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Agree indicators with client (dependency milestone)   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Quarterly Written Report on Progress Made   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Quarterly Client Meeting  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Lessons Learnt Report   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| <b>Research</b>   |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |
| Context, gender and media consumption analysis  |           |     |     |                |     |     |      |     |     |     |     |     |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |  |  |  |  |  |  |       |  |  |

| Activities   |   |
|--|---|
| <b>Activity 1 - Monolingual Hyper-Local Outlet Development</b>   |   |
| Identify 3 x organisations in 3 countries  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Due diligence  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Organisation scoping - onboarding + needs assessment   | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| Audience Analysis  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Grant management   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Ongoing mentoring  | <span style="display: inline-block; width: 100%; height: 10px; background-color: blue;"></span> |
| Content Management System  | <span style="display: inline-block; width: 100%; height: 10px; background-color: blue;"></span> |
| Support package development  | <span style="display: inline-block; width: 100%; height: 10px; background-color: blue;"></span> |
| Website build (up to £20,000 grant - per organisation)   | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| Content production grants (up to £10,000)  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Training Sprint: Content (5 days per sprint)   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Training Sprint: Business (5 days per sprint)  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Training Sprint: Tech (5 days per sprint)  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| <b>Activity 2 - Multilingual Champion Brand Development</b>  |   |
| Audience Analysis  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Journalist identification, scoping - onboarding + needs assessment (6 in Estonia, 6 in Latvia, 3 in Lithuania) | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| Due diligence  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Grant Management   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Ongoing mentoring  | <span style="display: inline-block; width: 100%; height: 10px; background-color: blue;"></span> |
| Social audit and platform development  | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| Creative sprints (personal brand strategy development)   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Content production grants (up to £1,000)   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Pitch and story planning   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Digital marketing and campaign training - 3 days per sprint  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Connecting and placement of articles   | <span style="display: inline-block; width: 100%; height: 10px; background-color: blue;"></span> |
| <b>Activity 3 - Public Sector Broadcasters (PSBs)</b>  |   |
| <b>Sub-activity 1: Leadership</b>  |   |
| Toolkit for Media Sector Editors   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Scoping Exercise and due diligence - 1 organisation per country  | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| PSB capability and risk report and development of training package   | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| Leadership workshop- landscape, business models, regulatory environment- 2 days                                | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| Foreign exchange program   | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| <b>Sub-activity 2: Content</b>   |   |
| Support utilising distribution agencies, fairs and conferences- 4 per annum?                                   | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| Promoting co-production through tri-lateral (influencers, PSBs and partners) meetings                          | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| Establish Influencer co-production content lab   | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| <b>Sub-activity 3: Routes to market</b>  |   |
| Influencer identification- 3 per country (Documentary makers)  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Due diligence  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Needs assessment   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Pitch development  | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| Commissioning round- 2 a year  | <span style="display: inline-block; width: 40px; height: 10px; background-color: blue;"></span> |
| Facilitate relationships between PSBs and influencers  | <span style="display: inline-block; width: 100%; height: 10px; background-color: blue;"></span> |
| <b>Sub-activity 3.1: Routes to market - On-Demand Service</b>  |   |
| Identify local OD service or scope out new one with partners- 1 per country                                    | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Due diligence  | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Needs assessment   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Scope content acquisition for OD service (Content factory, PSBs, influencers etc)                              | <span style="display: inline-block; width: 100%; height: 10px; background-color: blue;"></span> |
| Business training for OD provider- 2 per annum   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Digital strategy for OD provider   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |
| Marketing strategy for OD provider   | <span style="display: inline-block; width: 30px; height: 10px; background-color: blue;"></span> |

| Activity 4 - Baltics Media Accelerator  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Identification of independent media outlets (3x per country)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Due diligence   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Needs assessment  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Design package of support   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Training sprint (2 per year per country)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Grants: Internal capacity building, digital spend (up to £3,000)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Mentoring   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Digital and content support   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Activity 5 - Building Resilience  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Quarterly journalist event- circling the 3 countries each time  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Pool of experts on call to give support to journalists (specialist advisors, counselling, legal training, gender and diversity, advocacy) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Cyber security event (for all in-country entities) - 1 per country  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Create a code of conduct  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Activity 6 - Critical Thinking Campaign   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Campaign planning   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| In country partner identification (what kind of partners)   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Due diligence   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Media strategy and planning   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Brand development   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Content creation  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Events  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Delivery and marketing costs (including digital)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |