**Annex I to the Contribution Agreement**

**Contract No.**

**Description of the Action**

**EU Support for Local Media Outlets in the Republic of Moldova**

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## List of Abbreviations

|  |  |
| --- | --- |
| SAIDC | Slovak Agency for International Development Cooperation  |
| PSF | Polish Solidarity Fund |
| AAP 2020 | Annual Action Programme 2020 |

# Summary

|  |  |
| --- | --- |
| **Title/Number of the Project** | **EU Support for Local Media Outlets in the Republic of Moldova** |
| **Overall [[1]](#footnote-1)Objective (Impact)** | To contribute to increased **peace, justice and strong institutions** in the Republic of Moldova (in line with SDG 16) and to support the Republic of Moldova in the implementation of some reforms linked to the EU-Moldova Association Agreement / DCFTA and Association Agenda. The cooperation between the EU and the Republic of Moldova in the media sector is referred to in Chapter 25 of the Association Agreement. As per article 131, cooperation in this sector could include “training of journalists and other media professionals, as well as support to the media, so as to reinforce their independence, professionalism and links with EU media in compliance with European standards, including standards of the Council of Europe and the 2005 Unesco Convention on the Protection and Promotion of the Diversity of Cultural Expressions.”  |
| **Specific Objective** | Strengthened **capacity** and **sustainability** of local media outlets.  |
| **Purpose of the Action** | To support a more favourable environment for local independent media outlets to strengthen their capacities, independence, self-sustainability and professionalism to be able to produce high quality, fact-based, balanced and reliable local journalistic content. |
| **Expected Results (Outputs)** | Result 4.1:The access of citizens to high quality, balance and reliable local **journalistic** **content** is improved. Result 4.2:The **technical** and **financial capacities** of local media outlets are strengthened and the level of their business development skills is increased.Result 4.3:The **capacities** of local media outlets in the sector of **content production are** strengthened. Result 4.4:The **sources of revenue** for local media outlets are **diversified,** i.e. by the provision of direct financial support (grant component).  |
| **Target Beneficiaries** | Local media outlets from the **northern, central and southern** regions of the Republic of Moldova. The geographical focus of the project includes the EU focal regions of Cahul and Ungheni. Target beneficiaries are divided into two main groups: 1. **Local media start-ups** (starting initiatives)
2. Relatively **well-established local media outlets**

The Action will focus on three categories = types of media, within each group: 1. **Print** media/newspapers;
2. **Online** media/web portals;
3. Local **TV** channels.

The target categories will include: Romanian and Russian language media.  |
| **Main Stakeholders** | Local media outlets and local media initiatives (start-ups) in the Republic of Moldova; local partners; wider public; industry representatives; professional associations; university staff and students; journalists, including bloggers and social media activists; regional media organisations, CSOs, regional media platforms, media start-ups, media outlets from EU MS, EU MS embassies.  |
| **Duration** | 24 months |
| **Budget** | € 998 284,32 |
| **Programmes** | European Neighborhood Instrument - Annual Action Programme 2020 |
| **Aid method / Method of Implementation** | Indirect management by entrusted entity |
| **Implementing Agency** | Slovak Agency for International Development Cooperation (SAIDC) |

# Context

## 2.1 General description

According to the **Annual Action Programme 2020** – Support to media Programming, the media landscape in the Republic of Moldova has **deteriorated** in the last five years. The **2020** World Press Freedom Index of “Reporters Without Borders” ranked the Republic of Moldova **91 out of 180 countries** and territories while in 2017: 80 out of 180. Over the years, there is a falling trend. The report highlights: “Moldova’s media are diversified but extremely **polarised**, like the country itself, which is characterised by chronic instability and the excessive influence of its oligarchs”. Even though several major legislative changes have been implemented, no significant evolutions occurred. The phenomenon of concentration did not disappear and the political context continues to influence greatly the media landscape.

The mandatory requirement concerning the minimum eight hours of **local content** per day for the national channels (four hours for regional and four hours for local) became a challenge for the broadcasters. The local content requirements, expansion of social and online media, coupled with the shrinking advertising market dominated by advertising agencies owned by politicians, contributed to independent outlets’ financial fragility and increased their reliance on foreign donors. Online news portals and social media are popular in the Republic of Moldova. Meanwhile, the local independent online portals are often **understaffed**, cover superficially current events (in-depth multimedia and/or video reporting is done occasionally or missing), face financial problems and reply on foreign donors.

In this polarised media environment, it is crucial to promote critical thinking about media and the access to and dissemination of information. Significant efforts need to be undertaken to bring Moldovan practices in line with European standards in the field of **freedom of expression** and media development. A central emphasis is to be put on work with local media outlets to enhance their **professionalism, independence and sustainability**.

According to the **Media Sustainability Index** (MSI), which is a tool to evaluate to what extent the global media system is independent and sustainable, in 2019 the Republic of Moldova registered an overall score of 2,31 in a ranking from 0 (unsustainable) to 4 (sustainable). This score reveals that Moldovan media outlets are not able to financially resist over time because of monopolies on the advertising market, lack of long-term business strategies and political influence on press institutions.[[2]](#footnote-2) Statistics from 2018 and 2019 show that Moldovan print media includes 90 newspapers and 77 magazines and 181 Internet news portals across the country. Generally, **local media is much more disadvantaged** than national media. Its unfavourable landscape is caused by different kinds of dependencies and constraints (from the donors, local authorities, political/business elites), insufficient professional staff, and unsatisfactory content quality. Because of strong political influences on media, a very small number of outlets can be categorized as independent.

Of course, the challenging situation of local media cannot be taken out of the general context in the regions: dramatic depopulation and brain-drain, weakness of institutions, poor local economy, and very limited social capital and lack of trust. All that significantly reduce local mass-media development opportunities and make this sector vulnerable.

## 2.2. Information on legal framework context and other relevant details

By the end of 2018, the Moldovan parliament adopted certain draft laws pertaining to the media landscape, including the Code for Audio-visual Media Services[[3]](#footnote-3), aimed at improving the legal framework regulating media activities and some tax exemptions. However, other important draft laws that had been developed, including a law on advertising, were not adopted. In December 2020, the Moldovan parliament eliminated the already existing restrictions on re-broadcasting military or political programmes from countries that did not sign the European Convention on Trans-frontier Television (“anti-propaganda” provisions, targeting Russia). The initiative will de facto reduce the requirements of locally produced programs, and Romanian language in audio-visual content.

The country has also had a Journalists’ Code of Conduct since 1999 and it has been signed by more than 50 media outlets. However, not all journalists - even those who signed it - adhere to it. Some media outlets have their own codes of conduct but still commit violations, especially by producing and disseminating reports containing covert advertising, which the Law on Advertising and the Broadcasting Code prohibit. There are also cases of violations of professional ethics, especially in the coverage of sensitive topics.

Media in the Republic of Moldova are **not financially sustainable** for many reasons, including the monopolization of the advertising market. Online media have a higher chance at economic independence, as they do not spend finances on printing. However, Moldovan online media are unregulated - in many cases not even registered - therefore, it is difficult to assess their business efficiency or sustainability. Those media outlets that are officially registered employ accountants, financial directors, IT managers, and lawyers, as well as journalists - but that structure is by far not the norm. Furthermore, there are **several weaknesses** in the Moldovan media landscape, such as **insufficiently trained managers** and lacking accounting or marketing experts. Excessive dependence on foreign grants or the lack of political will to create beneficial working conditions for the media are other vulnerable points.

## 2.3 Status of intended beneficiaries

**Local media landscape** could be considered as **disadvantaged**. This is caused by different kinds of dependencies (from the donors, local authorities, or political/business elites), insufficient professional staff, and limited quality of content. Local media outlets usually are missing the focus on **self-sustainability,** which tends to threaten their independence, while new local media initiatives are lacking professional support in their initial functioning, which is resulting in relatively low dynamic of change within the media landscape. Efforts at **diversifying funding sources**, whether by providing production services, selling content, renting equipment or crowdfunding are **underdeveloped**. Local media outlets lack the necessary skills for finding and utilizing alternative funding sources and revenue streams that would be sustainable in the long-term. Awareness about the targeted audience is also very vague. Local media are often hostages of extreme polarisation that is characterised for the whole country, thus there is a permanent risk of their instrumentalization.

The challenging situation of the local media cannot be taken out of the general context in the regions: **dramatic depopulation and brain-drain, weakness of public institutions, poor local economy, and very limited social capital and lack of trust**. Local media outlets have been also severely impacted by the pandemic of COVID-19. All that significantly reduce local mass-media development opportunities and make this sector vulnerable.

Therefore, the Action will take a **people-oriented approach**, focused on media self-sustainability and strengthening ethics of professionalism as well as awareness of the importance of the local media for the common good to contribute to a better local environment that favours sustainable development.

## 2.4 Description of the target group and final beneficiaries

The Action targets local media outlets from the **northern, central and southern** regions of the Republic of Moldova. The geographical focus of the project includes the EU focal regions of Cahul and Ungheni.

There are approx. 100 local & regional media outlets operating in the country, incl. local newspapers, radio and TVs, as well as news portals local/regional or national, but focusing on regional issues. The great majority of them are present in the Internet. Outlets use social media to generate audience feedback and participation. Local media outlets, including newspapers and TV channels are usually focused on informing about the events organised by local stakeholders in the region. Consequently, they are very rarely empowered to play the role of independent local stakeholders. There is also an important phenomenon of groups in social media that play an important role in terms of sharing local information, incl. advertising, self-organization, and sometimes monitoring of local authorities or events that happen at the local level etc.

**Target group of the Action:**

1. **local media start-ups** (starting initiatives)

Local media initiatives may not prove a long history of operation and may lack financial sustainability prior to the participation of the Action. They should however prove that their ideas are innovative to the local media market and have potential to stimulate its future growth. The Action will consider these selection criteria:

* **Readiness and willingness to grow**: previously realized ideas should indicate that the beneficiaries understand which factors decide whether their project develops or not and can control those factors;
* **Readiness and willingness to transform into institution[[4]](#footnote-4)**: beneficiaries prove their understanding of need for certain standards regarding content production and distribution and are ready to invest into trainings, tools, and professional staff to enhance their reliability. Proved with initial investment plan declared during selection process.
* **Readiness to become financially sustainable and commercially attractive**: the beneficiaries should understand how their projects might be monetized, how big their potential market might be and are able to name and characterize their target audience.
* Must be functioning for **at least 6 months**.

The above-mentioned criteria are set out in general terms. More detailed eligibility criteria for beneficiaries will be specified in the call for proposals, published by the partner organization for implementation.

1. relatively **well-established local media outlets**

After considering the risks and assumptions of the Action, mainly those related to the absorption capacity and financial sustainability of local media outlets, it is important for the Action to be effective and financially viable. Thus, the Action will focus on local media outlets that follow these criteria:

* **Equitable regional distribution[[5]](#footnote-5)**: North, Central, South;
* **Relatively well-established** with **some history of operation** (as evidenced by previous participation in projects);
* **Willingness to participate** in capacity building, training and development measures, as evidenced by specification of planned changes, detailed in the project proposal;
* **Absorption capacity** and willingness to work on business strategy, contributing to better sustainability and diversification of sources of funding;
* **Partially sustainable in terms of finances**: to beable tofinance their core activities mostly with non-donor funding (up to approx. 60% of donor funding);
* **With a drive and vision**.

The intended beneficiaries are to be **local media outlets** in the **central, northern and southern regions** of the Republic of Moldova. The target categories will include Romanian and Russian language media. The Action will focus on **three categories**:

1. **Print** media/newspapers: these represent the traditional form of journalism and news production, especially on the local level, and have established readership;
2. **Online** media/online web portals/social media: many of the print media are in the process of transition from the print format to the online one, but there is also a selection of online news portals that are in need of capacity building.
3. Local **TV channels**: television represents the most popular source of information for the public and the most accessible one; especially so in less urbanised areas, where online connections may be unreliable.

# Logic of the Action

## 3.1 Objectives and results

The Action is going to be implemented in accordance with the **Annual Action Programme 2020** in favour of the Republic of Moldova, under the Action Document for EU4Moldova: Facility to support the health response to the COVID-crisis and Association Agreement related Reforms. The Action is financed under the **European Neighbourhood Instrument** (ENI).

**Main SDGs: 16** (Peace, Justice and Strong institutions)

The Action will in particular focus on the following **topic**: **Support for local media**. The action will support the capacity and independence of local community-based media and local media initiatives and increase access to balanced and reliable news reporting for citizens.

The support to local media component falls under the strategic communication cross-cutting sector of the EU **Single Support Framework**, with an urgent attention needed for creating an enabling environment for independent media, by supporting pluralism and media.

At its turn, quality media will help fighting disinformation spread at different levels – local, national and international. Balanced, objective and checked information is a powerful tool in combating fake news. Improved content produced by regional media participating in this project will help the audience compare information it might get from other sources.

The overall objective (impact), specific objective and expected results (outputs) are outlined in the **Annex 2 of the Commission Implementing Decision** on the **Annual Action Programme 2020 in favour of the Republic of Moldova** (Action Document for EU4Moldova: Facility to support the health response to the COVID-crisis and Association Agreement related Reforms (Appendix – Indicative Logframe Matrix, page 25).

## 3.2 Indicative fields of intervention and main activities

The project activities will take place in the form of trainings, tailored mentoring and expert consultations, as well as online networking for beneficiaries for the whole duration of the project. An additional project component in the form of study visits to selected neighbouring countries (e.g. Romania, Ukraine), or to other EU member states (e.g. Slovakia) is also envisaged, as well as a final, concluding workshop involving a wide range of stakeholders. An integral part of the project will also be the provision of direct financial support, in the form of a small grants scheme, for all the participating local media outlets.

**Indicative fields of intervention:**

Trainings

Based on pre-start questionnaire for participating organizations, gaps will be identified and tailor-made trainings will be provided to participating organizations on issues including business planning, human resources and leadership, marketing, taxes and accounting, legislation/media law, rights and obligations of publishers and others.

Mentoring

Each participating local media outlet will be supported by a mentor. Mentors will provide specific expertise and advice to the organization and working with a mentor will be mandatory for the participating local media outlets. Mentors will be primarily from the Republic of Moldova and will have experience and understanding of media management and media market including local media markets. The form and intensity of mentorship and consulting in each reporting period shall depend upon the individual needs of the beneficiary, as well as the availability of the contracted experts. (If it is the case that the availability of expert capacities from the Republic of Moldova is limited, we will consider engaging foreign mentors, e.g. from Ukraine or other post-Soviet states, upon the condition of no language barrier).

Expert consultations

In addition to the mentoring support, a pool of experts will be created. Experts will specialize in different areas with special emphasis on: content production (including video and audio content), content quality improvement, editorial processes management, product development, content distribution (including online), audience and behaviour analysis, search engine optimization (SEO), market analysis, financial capacities, communication strategies, etc. and will be available to the participating organisations throughout the duration of the project. Expert may be selected from the Republic of Moldova and/or from EU Member states and other neighbouring countries (e.g. Romania, Ukraine)**.** The exact number of contracted experts will depend on beneficiaries’ needs within their projects. Experts will also be contracted through an open call by the SAIDC.

Online networking platform

An online networking platform will be running on available social media platforms and will be open to all participants, with the aim of sharing experience, expertise, information on available funding sources, etc.

In addition, a concluding workshop at the end of the project will create further opportunities to establish networks of like-minded organizations.

Study visits

Travel restrictions permitting, a peer-to-peer international exchange of best practices for participating media outlets will be created by a study visit of participating organizations’ representatives to selected local media outlets in other countries. (This is only envisaged for well-established organizations participating).

Direct Financial Support – Grant Scheme

All local media outlets participating in the project will be eligible for grant support addressing the needs of specific media outlets, including operational costs coverage, costs of staff and human resource development, purchase of equipment or software. Grants will be considered and provided based on the application from the organizations.

**Activities are going to take place within two separate paths dedicated to all three groups of beneficiaries:**

**Path I – for relatively well-established local media outlets**

Within **Path I** max.**10** local media outlets will participate. This maximum number includes all three types of local media (print, online, TV). Each beneficiary will be granted with a mentor, access to a pool of experts and a grant opportunity up to **20 000 EUR** to finance a change proposed and implemented within the Action.

Each beneficiary will be provided with up to **120 hours of direct mentor’s support** and with up to **30 hours of direct expert’s support** up to 3 different experts.

Each beneficiary will be granted the possibility of one 4-5 days long **study visit** abroad to get familiar with non-Moldovan media outlets operation schemes.

Each beneficiary will also have access to **tailor-made trainings** focused on development of business skills and content creation.

**Path II – for local media start-ups (starting initiatives)**

Within **Path II** max. **15** local media initiatives will participate. This maximum number includes all three types of local media (print, online, TV). Each beneficiary will be granted with a mentor, access to a pool of experts and a grant opportunity up to **10 000 EUR** to finance a change proposed and implemented within Action.[[6]](#footnote-6)

Each beneficiary will be provided with up to **60 hours of direct mentor’s support** and with up to **30 hours of direct expert’s support** up to 3 different experts.

Each beneficiary will also have access to **tailor-made trainings** focused on development of business skills and content creation.

Beneficiaries within both Paths will deliver a specific innovative product, service or solution as the main result of its participation in the Action. All products, services and solutions must address needs of the beneficiaries and be clearly related to their media activity. Products, services and solutions will be described in the form of separate projects with specified sets of indicators and results relevant for the Action. Mentors assigned to the beneficiaries and beneficiaries themselves are responsible for delivering proposed products, services or solutions.

**Main activities:**

**Result 4.1: The access of citizens to high quality, balance and reliable local journalistic contents is improved**

(The emphasis of activities in result 4.1. is on improving the quality, balance and reliability of the content rather than improving the access of citizens.)

*4.1.1 Improving high quality journalistic contents of well-established local media outlets by sharing experience with functioning local media outlets outside of the Republic of Moldova*

Study visits

* A peer-to-peer international exchange of best practices for participating media outlets through a study visit of participating organizations’ representatives to media outlets in selected neighbouring countries, or to other EU member states.
* Travel restrictions valid at the time permitting, the study visit will take place in person. Alternatively, the study visits will be happening online.
* Two members of each participating outlet will take part in the study visit. This activity is for well-established local media outlets only.

*4.1.2 Strengthening media literacy in terms of tackling disinformation, fake news, hoaxes etc.*

Specific training sessions will be organized for all participating organizations, covering the issues of identifying and debunking of fake news, disinformation and hoaxes. Participants will be better equipped with tools to combat the pandemic of fake news.

*4.1.3 Linking local media outlets supported by the project, supporting local self-help groups and networking, closing workshop and follow-up*

Online networking platform

The online networking platform will be running on existing social media platforms (potentially those that are already operating under other EU initiatives) and will be open to all participants, with the aim of sharing experience, expertise, information on available funding sources, etc.

Concluding workshop and follow-up

In the final stage of the project implementation, a large workshop will be conducted to present the outcomes and achieved progress during the implementation of the Action. Roundtable discussions on the overall media landscape in the Republic of Moldova, recommendations for improvement as well as development of expert and policy recommendations for future engagement of donors in this area will be a part of the meeting’s agenda.

Participants will include beneficiaries (established media outlets and media start-ups), media outlets from Chisinau and EU MS, government representatives in the country, professional associations, CSOs, etc.

**Result 4.2: The technical and financial capacities of local media outlets are strengthened**

*4.2.1 Support capacities for relatively well-established local media outlets through trainings, mentoring and expert consultations on organizational development and business skills*

Tailor-made trainings focused on organizational development of business skills

The precise agenda of the trainings will be developed based on the needs identified in the pre-start questionnaire of the participating organizations to tailor it to specific needs of the organizations. The anticipated issues to cover during the training include:

* business planning,
* human resources and leadership,
* marketing and branding,
* taxes and accounting,
* diversifying revenue streams, advertising sales, crowd-funding, grant proposal writing,
* social media management,
* ICT in general,
* others.

Mentoring

Each participating local media outlet will be supported by a mentor. Mentors will provide specific expertise and advice to the organization throughout the duration of the project. Each beneficiary will be provided with **up to 120 hours** of direct mentor’s support (combined with mentor’s support in activity 4.3.1).

Expert consultations

In addition to the trainings and mentoring guidance, each participating organization will be offered **up to 30 hours** of direct expert’s support **up to three different experts** on the issues of their interest, such as those listed above (combined with expert consultations in activity 4.3.1).

*4.2.2 Support capacities for local media start-ups through trainings, mentoring and expert consultations on organizational development and business skills*

Tailor-made trainings focused on organizational development of business skills

The precise agenda of the trainings will be developed based on the needs identified in the pre-start questionnaire of the participating organizations to tailor it to specific needs of the organizations.

The anticipated issues to cover during the training include:

* business planning,
* human resources and leadership,
* marketing and branding,
* taxes and accounting,
* diversifying revenue streams, advertising sales, crowd-funding, grant proposal writing,
* social media management,
* ICT in general,
* others.

Mentoring

Each participating local media outlet will be supported by a mentor. Mentors will provide specific expertise and advice to the organization throughout the duration of the project. Each beneficiary will be provided with **up to 60 hours** of direct mentor’s support (combined with mentor’s support in activity 4.3.2)

Expert consultations

In addition to the training s and mentoring guidance, each participating organization will be offered **up to 30 hours** of direct expert’s support **up to three different experts** on the issues of their interest, such as those listed above (combined with expert consultations in activity 4.3.2).

**Result 4.3: The capacities of local media outlets in the sector of content production are strengthened**

*4.3.1 Support capacities for relatively well-established local media outlets through trainings, mentoring and expert consultations on content production*

Tailor-made trainings focused on content productions

The precise agenda of the trainings will be developed based on needs identified in the pre-start questionnaire of the participating organizations to tailor it to specific needs of the organizations.

The anticipated issues to cover during the training include:

* creation of high-quality content, fact-checking, investigative journalism,
* journalism ethics,
* ability to produce and develop creative content,
* content creation for social media, podcasts,
* legislation/media law, rights and obligations of publishers,
* others.

Mentoring

Each participating local media outlet will be supported by a mentor. Mentors will provide specific expertise and advice to the organization throughout the duration of the project. Each beneficiary will be provided with **up to 120 hours** of direct mentor’s support (combined with mentor’s support in activity 4.2.1).

Expert consultations

In addition to the training s and mentoring guidance, each participating organization will be offered **up to 30 hours** of direct expert’s support **up to three different experts** on the issues of their interest, such as those listed above (combined with expert consultations in activity 4.2.1).

*4.3.2 Support capacities for local media start-ups through trainings, mentoring and expert consultations on content production*

Tailor-made trainings focused on content productions

The precise agenda of the trainings will be developed based on the needs identified in the pre-start questionnaire of the participating organizations to tailor it to specific needs of the organizations.

The anticipated issues to cover during the training include:

* creation of high-quality content, fact-checking, investigative journalism,
* journalism ethics,
* ability to produce and develop creative content,
* content creation for social media, podcasts,
* legislation/media law, rights and obligations of publishers,
* others.

Mentoring

Each participating local media outlet will be supported by a mentor. Mentors will provide specific expertise and advice to the organization throughout the duration of the project. Each beneficiary will be provided with **up to 60 hours** of direct mentor’s support (combined with mentor’s support in activity 4.2.2).

Expert consultations

In addition to the training s and mentoring guidance, each participating organization will be offered with **up to 30 hours** of direct expert’s support **up to three different experts** on the issues of their interest, such as those listed above (combined with expert consultations in activity 4.2.2).

**Result 4.4: The sources of revenue for local media outlets are diversified**

*4.4.1 Support the diversification of sources for relatively well-established local media outlets through the provision of small grants and tailored expert advice on innovative initiatives in the media sector*

Providing small grants to local media outlets

* The partner organization for implementation will announce an open call for well-established local media outlets.
* Appraisal process, contracting winning implementing local media outlets.
* Eligible costs of the grant: addressing the needs of specific media outlets, including operational costs coverage, costs of staff and human resource development, purchase of equipment or software. This is important in order to ensure competitiveness of local media.
* The maximum allocation of a grant for one local media start-up will be **20 000 EUR**.

*4.4.2 Support the diversification of sources for local media start-ups through the provision of small grants and tailored expert advice on innovative initiative in the media sector.*

Providing small grants to local media outlets

* The partner organization for implementation will announce an open call for local media start-ups.
* Appraisal process, contracting winning implementing local media outlets.
* Eligible costs of the grant: addressing the needs of specific media outlets, including operational costs coverage, costs of staff and human resource development, purchase of equipment or software. This is important in order to ensure competitiveness of local media.
* The maximum allocation of a grant for one local media start-up will be **10 000 EUR**.

# 4. Design of the action and programme management

## 4.1 Methods of implementation

After the signature of the Contribution Agreement with EU DEL Moldova, the SAIDC as the Lead partner will launch an **open call for proposals** for the **partner organization for implementation**. The partner organization for implementation will be obliged to work with at least one partner organisation legally registered in the Republic of Moldova.

Taking into account the capacity and skills required for the implementation of this action and following consultation process with EU MS, the Polish Solidarity Fund has been found suitable as it has the necessary skills and has shown relevant interest to take part in this action, as per Team Europe approach and involvement of EU MS agencies.

At the beginning of the Action, the SAIDC will launch an **initial needs assessment** process, which will be done within the scope of the Action, under the guidance of the PSF, whose staff will carry out the assessment. The assessment aims to map the situation on the ground in Moldova, mainly in terms of the structure of the pool of potential beneficiaries, as well as the perceived and structural challenges that exist for the beneficiaries on the ground. The involvement of PSF will continue during the project at expert level and in this capacity, PSF staff will act as subject-matter experts/lecturers for trainings within the project.

The **project beneficiaries** (local media outlets) will be **selected through an open call** for proposals published by the partner organization for implementation. The partner organization for implementation chosen by the SAIDC will sign **sub-contracts** with the **identified media outlets**, covering their participation in the project, as well as the awarding of grants.

The **cooperating mentors** will be contracted by the partner organization for implementation, after the conclusion of an open call for their selection. Complete **involvement of the experts** will be managed directly by SAIDC also through an open call.

In terms of specific responsibilities and involvement of stakeholders, their participation is envisaged as follows:

1. **SAIDC:** responsible for overall financial management vis-à-vis the donor, as well as for overall project coordination, evaluation, selection of the partner organization for implementation and beneficiaries (jointly with partner organization for implementation), project monitoring and direct management of all contracted experts for trainings and workshops;
2. **PSF:** responsible for performing the initial needs assessment process, as well as recommending individual experts for trainings and workshops and providing expert guidance;
3. **Partner organization for implementation (Slovak entity):** responsible for the selection of beneficiaries (jointly with SAIDC), operation of the mentoring scheme, the small grants scheme, as well as the execution of the trainings, workshops and study visits.

## 4.2 Programme management

*Table: team overview*

|  |  |  |
| --- | --- | --- |
| Staff (%) | Function, Tasks and Responsibilities | Location  |
| 100% | Project and Financial Coordinator – SAIDC[[7]](#footnote-7) | Bratislava |
| 100% | Project Manager – PO for implementation | Chisinau |
| 100% | Project Assistant - PO for implementation | Chisinau |
| 75% | Financial Manager - PO for implementation | Bratislava |
| 25% | Communication Manager - PO for implementation | Bratislava |

## 4.3 Main stakeholders and target beneficiaries

**Main stakeholders**

* Local media outlets and local media initiatives (start-ups) in the Republic of Moldova,
* Cooperating mentors and experts,
* Industry representatives and professional associations,
* Journalists, including bloggers and social media activists,
* Regional media organisations,
* CSOs,
* Social media users within the Republic of Moldova,
* Wider public within the Republic of Moldova,
* Media outlets from EU MS and EU MS embassies.

**Target beneficiaries**

Local media outlets from the **northern, central and southern** **regions** (including the EU focal regions of Cahul and Ungheni).

Target beneficiaries are divided into two main groups:

1. **Local media start-ups** (starting initiatives)
2. Relatively **well-established local media outlets**

The Action will focus on the three categories = types of media, within each group:

1. **Print** media/ newspapers;
2. **Online** media/online web portals/social media;
3. Local **TV channels**.

The target categories will include **Romanian and Russian language** media.

Indirect beneficiaries: people living in local communities for whom the local media is an important source of information.

## 4.4 Sustainability of the Action

Sustainability is of uttermost importance. Therefore, the Action will focus on a lower number of higher quality beneficiaries. Empowering local media by building capacity and encouraging self-sustainability had proven impact in all societies. Also in times of crisis (such as current the pandemic), intensive mentoring and technical support to local media will be helpful to establish trust with their audiences and to reduce misinformation in favour of efficient crisis management. The capacity and skills of project beneficiaries will be directly reflected in the quality of media content they deliver. Finally, the project will have a positive impact on local communities who will benefit from better media content, while local businesses will be able to reach more consumers through local media channels advertising.

## 4.5 Complementarity, synergy and other relevant actions

Implementation of the Action will be closely coordinated with other donors and relevant actors in the area to ensure complementarity and synergies and prevent any possible overlap, as well as with EU funded projects which provide support to local media, as is the case of the “Strategic communications and support to media project”.

Because media development support has traditionally been dependent on grants, not business solutions, and is delivered in the form of isolated projects rather than joined-up initiatives, a solution to this problem continues to elude the donor community. Analysing the opportunities and grants the Moldovan mass-media has received in 2020, the most active donor was the US Embassy through the "Media Development Program". There are many other smaller grants coming from various donors (UKAid or funds managed by UNDP). Media are also actively supported by NED and EED. Internews in partnership with Freedom House and the Independent Journalism Centre-Moldova run a 5-year (2017-2022) Media Enabling Democracy, Inclusion and Accountability in Moldova program that focuses on development of an independent, professional media.

Sweden provides support to Association of Journalists in Environment and Eco-tourism, approx. 400k Euro during 2020-2022. There is also a joint US-Sweden-GB support for MEDIACOR – (1) infrastructure for content creation, (2) capacity building for technical staff (engineers sound, image specialists), 3) facilities for content creation. All these under premises of State University of Moldova. During 2020, approx. budget for refurbishment of the MEDIACOR buildings and facilities will be $900,000. Moreover, Swedish MFA provided emergency support for media outlets, approx. 200k EUR, during May – December 2020 and a continuation of mid-term support for media development through Internews, 2020-2022 (tbc).

The Netherlands supports Internews project (2019-2021), direct beneficiaries Newsmaker (support for the Romanian version) and SP newspaper + media literacy component for Russian speakers. Other projects in the pipeline are with TV8 (3 years project), Moldova.org (1 year project) and SP newspaper (1 year project).

## 4.6 Cross-cutting issues

The project will contribute directly to **SDG 5** - Gender equality: Achieve gender equality and empower all women and girls and to **SDG 16** - Peace, justice and strong institutions, target 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

During the project implementation, the Steering Committee, the partners, as well as the partner organization for implementation will ensure the prevention of gender-based discrimination in all project activities. An important aspect in terms of gender equality is also the personnel composition; therefore, attention will be paid to the gender equality and equal representation of women and men in the project team, the beneficiaries, as well as in the mentoring and expert teams.

# Risks and assumptions

|  |  |  |
| --- | --- | --- |
| **Risks** | **Risk level (H/M/L)** | **Mitigating measures** |
| COVID-19/epidemiological situation | H | Organise some activities online |
| Systematic issues related to the financial sustainability of local media continue.  | H | Mobilisation of development partners and international organisations for financing of local media.  |
| Systematic issues related to the dependence and reliability of local media outlets on foreign development partners and international organisations continue. Inability to generate own income and become independent and self-sufficient.  | H | Encourage the diversification of revenue streams and alternative sources of income (advertising, sponsorship, crowdfunding, paywall/paid content, subscriptions, memberships, loans, etc.) |
| Systematic issues related to the low capacity of media outlets to absorb business development skills and software and use it after the end of the Action | M | Work with a lower number of quality media outlets that display signs of capacity and have a relatively higher number of staff members.  |
| Employee turnover/fluctuation and related loss of expertise | M | Encourage staff development, more sustainable financing and longer-term employment contracts (job stability). |
| Political context  | M | Encourage the increasing independence of editorial process, by diversifying sources of income, as well as by increasing the professionalization of the staff. |
| Changes in legislative landscape and regulation of the media | L | Soft power of the international (development) partners |

#

# Programme governance (steering structure)

**Members of the** **Steering Committee**:

1. Director, SAIDC, (acting as Chair of the Steering Committee);
2. Representative from the partner organization for implementation;
3. Representative from the Delegation of the European Union to the Republic of Moldova;
4. Representative of relevant local partners in the Republic of Moldova **(indicative)**
5. Representative of the relevant stakeholders from the media community in the Republic of Moldova **(indicative)**
6. Representative from the Polish Solidarity Fund (observer status).

**Mandate and Responsibilities**

Essentially, the Steering Committee (SC) shall play a significant role in providing strategic direction, guidance, oversight and monitoring of the project during the implementation period. Specifically, the SC shall be expected to perform the following functions:

* **Project Supervision**
	+ The SC shall ensure the proper functioning of the project, to improve its implementation, monitoring and to guide strategic choices, and ensure delivery of the project objectives;
	+ The SC shall provide advice on the project budget;
	+ The SC shall contribute to identifying and monitoring potential risks and the priorities in the project – where most attention should be focused and ensure adherence to timelines;
	+ The SC shall monitor the consistency and sustainability of the project, and mobilize, according to the project implementation plan, the strategic actors needed for successful project implementation.
* **Project Monitoring and Evaluation**
	+ The SC shall oversee the overall monitoring of the project;
	+ Propose changes to the project scope, budget and timelines;
	+ The SC shall monitor compliance of the quality of activities and work plan, and provide, if necessary, recommendations in terms of corrective actions;
	+ After reviewing activity reports and action plans, they will verify compliance of achievements against the objectives pursued by the project;
	+ The SC shall ensure the development of an assessment report resulting from monitoring meetings and continuous assessments.

The **Chair of the SC** shall be responsible for: (i) developing and setting the agenda for SC meetings; and (ii) determining the time, place and frequency of SC meetings. The SC shall be expected to meet virtually on a bi-annual basis.

The quorum for SC meetings shall be simple majority of the membership of the Committee. As far as possible, decisions of the SC shall be by consensus. However, where it is not possible to achieve consensus, a decision shall be taken by the major vote of members present and voting. Members who abstain from voting shall be considered as not taking part in the vote. In the case of a tie, the Chair shall have a casting vote.

All Minutes and actions from meetings shall be submitted to its Members for approval.

# 7. Monitoring and evaluation, reporting, audit

## 7.1 Results-based monitoring system

SAIDC is committed to monitoring and evaluating the project activities transparently and systematically, while continuously identifying room for improvement. The Logframe matrix and Indicative work plan/Timeline will serve as the basis for monitoring and evaluation of the progress in achieving the expected results. The monitoring will be carried out according to the established practices of internal oversight used by SAIDC in its development projects, using a combination of regular reporting (interim/progress reports and final report, both narrative and financial), as well as monitoring visits in regular intervals (as planned in the Logframe matrix), which will produce separate monitoring reports. Both the PSF and the partner organization for implementation will report to SAIDC in this manner. The Final Evaluation will be done after the completion of the Action´s implementation phase. This evalutation will be conducted by an external evaluator contracted by SAIDC and in line with established OECD DAC evaluation criteria.

Monitoring and evaluations might be pursued by the European Commission (EC). These would be carried out with the support of external experts recruited by the EC. The related costs are not included in the budget of the Action.

## 7.2 Reporting

The SAIDC will provide the Contracting Authority (EU DEL) with full information on the implementation of the project, in the form of progress reports and a final report. These reports shall consist of a narrative part and a financial part. Every report (progress or final) will provide a complete and comprehensive account of all the relevant aspects of the implementation of project activities for the relevant reporting period, as measured by the corresponding indicators.

The progress report and the final report shall include a summary and context of the project, project results/outputs achieved, as measured by their corresponding indicators, information on the activities carried out during the reporting period and any difficulties in implementation, information on the implementation of visibility and communication/dissemination, as well as information on financial management of the project, in the form of financial report.

## 7.3 Auditing

The SAIDC may perform the control (expenditure review) or auditing of the funds spent.

The auditing, any imposition and enforcement of sanctions for breaches of financial discipline shall be governed by a regulated regime in EU legal acts and Slovak legislation. The authorized persons to perform financial control and auditing are in particular:

a. The SAIDC and its authorized persons,

b. The plenipotentiaries of the European Commission and the European Court of Auditors,
c. Persons invited by the above authorities in accordance with the relevant legislation,

d. Independent auditing body.

The SAIDC will enable the performance of control/audit by authorized persons in accordance with the EU legal acts and Slovak legislation and will create the necessary and appropriate conditions for the employees of the entities performing the audit to carry out the control/audit properly and in a timely manner and provide them with the necessary cooperation and all requested information and documents regarding assistance under this project. During any inspection/audit, the SAIDC shall prove in particular the legitimacy of the expenses incurred and compliance with the conditions for granting assistance. The SAIDC will immediately take measures to remedy the identified deficiencies referred to in the inspection/audit report within the time limit set by the persons authorized to perform it.

After the completion of the Action, the SAIDC plans to contract an external independent auditing body to conduct an expenditure review of the spent funds.

# 8. Communication and visibility

All partners and stakeholders will follow a Communication and Visibility Plan (Annex VI of the Contribution Agreement). In accordance with the European Commission’s Communication and Visibility Requirements of 2018, this plan outlines means in which the Action will raise awareness about its achievements and positive impacts attained with the EU funding. The information about the benefits of the Action will be spread through promotion events. The websites of the participating partners will note the EU support for this Action. Specific attention will be paid to the promotion of “Team Europe” approach and initiatives (using the appropriate social media designations, etc.), combining forces with other EU member states active in development projects in the Republic of Moldova.

The objective of the dissemination activities in this project is to share its results with stakeholders and to ensure participation, input and potential future cooperation. The target audiences for the dissemination activities are grouped into the following categories:

**a) Policy-makers:** European, national, regional and/or local entities responsible for policy development in related areas.

Activities: invitation to the **concluding** **workshop and follow up**, with the aim of introducing the lessons learned from the project and ideas for potential future cooperation.

**b) Wider public:** readers of beneficiaries - media outlets, as well as other groups of citizens that may be interested in the impact that the project results could have on their lives or that of others. This includes individuals, but also groups of citizens (e.g. NGOs, civic associations, professional organisations).

Activities: public presentation of the project outcomes (included in the concluding **workshop**). Individual dissemination activities of each beneficiary, in the form of an online presentation of project progress (website, social media, beneficiary´s own platforms).

**c) Industry representatives:** relevant professional associations and interest groups in the field of media and journalism within the Republic of Moldova.

Activities: presentation of the project outcomes (included in the final workshop). Dissemination activities of SAIDC/Embassy of the Slovak Republic in Chisinau on the ground, through personal meetings with industry representatives, a dedicated project website (SAIDC) and social media accounts.

**d) Other EU MS** (accredited to the Republic of Moldova): Embassies/representatives of relevant EU MS engaged in projects on the ground. “Team Europe” approach will be highlighted in all relevant outputs.

Activities: peer-to-peer dissemination of relevant information on project progress and outcome during the EU Development Counsellors' meetings, as appropriate.

**e) Interested public in the countries of project partners**: groups of citizens interested in the topics of development cooperation and EU policy.

Activities: individual dissemination and communication activities of each project partner towards their respective audiences in their own countries of operation (website, social media, print media).

Communication and visibility within the project is understood as actions carried out by the SAIDC, the partner organization for implementation, and other partners in order to provide targeted information to multiple, non-specialist audiences in a strategic and effective manner. Communication activities are organised throughout all project phases. Communication messages will vary according to the target audiences.

The following will be the main activities and tools to disseminate and communicate the project results to various target groups:

**a) Direct contacts with stakeholders and target audiences:** face-to-face contacts with the main representatives of target audiences to create links and channels for communicating results, during the project and afterwards.

**b) Cooperation inside the project and with other projects/networks:** the project partners will conduct project meetings where results and preliminary outcomes will be shared internally.

**c) Web presence:** A separate website will be created just for the purposes of the project in the Republic of Moldova.In addition, the SAIDC's website will be used as a regularly updated repository of information about the project and serve both internal and external communication purposes.

**d) Social media channels** (e.g. Facebook, Twitter, YouTube and LinkedIn): will be deployed to allow an easy sharing of information, news and discussions in a continuous flow throughout the project to ensure exchange of information and maximisation of reach and impact.

**e) Local/national, non-specialist media (TV/newspapers/radio/Internet/events)**.

# 9. Timing, indicative work plan and logical framework

## 9.1 Timing

The project is designed for 24 months. The actual implementation phase of the project is expected in the 17-month timeframe (see below).

## 9.2 Indicative work plan

|  |  |
| --- | --- |
| **Activities** | **Months** |
|  | **1** | **2** | **3** | **4** | **5** | **6** | 7 | **8** | **9** | **10** | **11** | **12** | **13** | **14** | **15** | **16** | **17** | **18** | **19** | **20** | **21** | **22** | **23** | **24** |
| **Preparation Phase** |   |   |   |   |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |
| Initial assessment |  |  |   |   |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |
| Selection of the partner organization for implementation |  |   |  |  |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |
| Open calls for mentors and experts |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Selection of beneficiaries |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Implementation Phase** |   |   |   |   |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.1.1 Improving high quality journalistic contents of well-established local media outlets by sharing experience with functioning local media outlets outside of the Republic of Moldova |   |   |   |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.1.2 Strengthening media literacy in terms of tackling disinformation, fake news, hoaxes etc. |   |   |   |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.1.3 Linking local media outlets supported by the project, supporting local self-help groups and networking, closing workshop and follow-up |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.2.1 Support capacities for relatively well-established local media outlets through trainings, mentoring and expert consultations on organizational development and business skills4.2.2 Support capacities for local media start-ups through trainings, mentoring and expert consultations on organizational development and business skills |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.3.1 Support capacities for relatively well-established local media outlets through trainings, mentoring and expert consultations on content production4.3.2 Support capacities for local media start-ups through trainings, mentoring and expert consultations on content production |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.4.1 Support the diversification of sources for relatively well-established local media outlets through the provision of small grants and tailored expert advice on innovative initiative in the media sector.4.4.2 Support the diversification of sources for local media start-ups through the provision of small grants and tailored expert advice on innovative initiative in the media sector. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Monitoring visits |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
| Communication activities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Reporting** |   |   |   |   |   |   |   |   |   |   |   |    |  |  |  |  |  |  |  |  |  |  |  |  |
| Reporting by beneficiaries on the use of grant funding |   |   |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Reporting by lead partner on project progress – TBD |   |   |   |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |

**9.3 Logframe Matrix**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Intervention logic** | **Indicators** | **Baseline** **(incl. reference year)** | **Targets****(incl. reference year)** | **Sources and means of verification** | **Assumptions** |
| **Overall objective[[8]](#footnote-8): Impact** | To contribute to increased **peace, justice and strong institutions** in the Republic of Moldova (in line with SDG 16) and to support the Republic of Moldova in the implementation of some reforms linked to the EU-Moldova Association Agreement / DCFTA and Association Agenda | * Increased content creation capacities of targeted media outlets and media startups in intervention areas
* increased business development opportunities of targeted media outlets and media startups in intervention areas
 |   |  | * self-assessment progress reports of beneficiaries
* expert and mentor assessments of beneficiaries
* project reports (on partner organization/project partner side)
 | * Key stakeholders and beneficiaries retain an interest in supporting the project during the whole implementation period
* Political and/or social and/or economic conditions in the country permit the achievement of the intended impact
* The development of the COVID-19 pandemic and the local epidemiological situation allow for the intended activities to take place as planned
 |
| **Specific objective[[9]](#footnote-9):****Outcome** | Strengthened **capacity** and **sustainability** of local media outlets in the Republic of Moldova | * # of local media outlets providing high quality journalistic content supported by EU
* # of newly created revenue sources for participating organizations
 | 00 | 2020 | * Monitoring reports of international experts
* Public surveys and international indexes
* National stakeholder reports, including from civil society
* self-assessment progress reports of beneficiaries
* submitted business plans of beneficiaries, as of the end of the project
* expert and mentor assessments of beneficiaries
* project reports (on partner organization/project partner side)
 | * Key stakeholders and beneficiaries retain an interest in supporting the project during the whole implementation period
* Beneficiaries continue their operation even after the conclusion of the project
* Beneficiaries continue to retain enough staff to carry out the planned activities
 |
| **Expected results:****(Outputs)** | Result 4.1:The **access** of **citizens** to high quality, balance and reliable local journalistic contents is improved | * # of journalists participating in the study visit
* # of trained journalists on the issue of tackling fake news and hoaxes
* # of journalists participating in networking activities
 | 000 | 202050 | * Project reports
* Initial assessment
 |  |
|  | Result 4.2:The **technical** and **financial capacities** of local media outlets are strengthened | * # of new technical solutions implemented
* # of new business models developed
* # of trained journalists working in local media outlets
* # of trainings carried out
* # of hours of expert consultations taking place
 | 00000 | 1010202375\* | * self-assessment progress reports of beneficiaries
* submitted business plans of beneficiaries
* expert and mentor assessments of beneficiaries
* project reports (on partner organization/project partner side)
 |  |
|  | Result 4.3:The capacities of local media outlets in the sector of **content production** are strengthened | * # of trainings carried out
* # of hours of expert consultations taking place
* % increase of reader satisfaction
 | 000% | 2375\*15% | * self-assessment progress reports of beneficiaries
* expert and mentor assessments of beneficiaries
* project reports (on partner organization/project partner side)
* reader assessment
 |  |
|  | Result 4.4:The sources of **revenue** for local media outlets are **diversified**  | * # local media outlets with diversified sources of funding able to generate their own revenue
* # of newly created revenue sources
 | 00 | 1520 | * self-assessment progress reports of beneficiaries
* submitted business plans of beneficiaries
* expert and mentor assessments of beneficiaries
* project reports (on partner organization/project partner side)
 |  |

|  |  |  |
| --- | --- | --- |
|  | **Activities** | **Means** |
| **Activities** | 4.1.1 Improving high **quality journalistic contents** of well-established local media outlets by sharing experience with functioning local media outlets outside of the Republic of Moldova | Preparation and facilitation of study visit |
|  | 4.1.2 Strengthening **media literacy** in terms of tackling disinformation, fake news, **hoaxes** etc. | Preparation and facilitation of training |
|  | 4.1.3 **Linking** local media outlets supported by the project, supporting local self-help groups and networking, closing workshop and follow-up | Preparation and facilitation of networking between beneficiariesPreparation and facilitation of a closing workshopPreparation and facilitation of international study visits |
|  | 4.2.1 Support capacities for relatively **well-established** local media outlets through trainings, mentoring and expert consultations on organizational development and **business skills** |  Preparation and facilitation of trainingsPreparation and facilitation of mentoring and expert consultations in business skills |
|  | 4.2.2 Support capacities for local media **start-ups** through trainings, mentoring and expert consultations on organizational development and **business skills** | Preparation and facilitation of trainingsPreparation and facilitation of mentoring and expert consultations in business skills |
|  | 4.3.1 Support **capacities** for relatively **well-established** local media outlets through trainings, mentoring and expert consultations on content production | Preparation and facilitation of training on content productionPreparation and facilitation of mentoring and expert consultations on content production |
|  | 4.3.2 Support **capacities** for local media **start-ups** through trainings, mentoring and expert consultations on content production | Preparation and facilitation of training on content productionPreparation and facilitation of mentoring and expert consultations on content production |
|  | 4.4.1Support the **diversification** of **sources** for relatively well-established local media outlets through **the provision of small grants and tailored expert advice** on innovative initiatives in the media sector. | Preparation and facilitation of staff trainingPreparation and facilitation of mentoring and expert consultations on revenue creation and diversificationImplementation of a small grants scheme for project participants  |
|  | 4.4.2Support the **diversification** of **sources** for local media start-ups through **the provision of small grants and tailored expert advice** on innovative initiatives in the media sector. | Preparation and facilitation of staff trainingPreparation and facilitation of mentoring and expert consultations on revenue creation and diversificationImplementation of a small grants scheme for project participants |

\*the division of expert hours between Result 4.2. and 4.3. is an approximation. The actual division of total of 750 hours of expert work will depend on needs of participating organizations.

1. Overall objective (impact), specific objective and expected results (outputs) are outlined in the **Annex 2 of the Commission Implementing Decision** on the **Annual Action Programme 2020** in favour of the Republic of Moldova (Action Document for EU4Moldova: Facility to support the health response to the COVID-crisis and Association Agreement related Reforms (Appendix – Indicative Logframe Matrix, page 28). [↑](#footnote-ref-1)
2. <https://www.irex.org/sites/default/files/pdf/media-sustainability-index-europe-eurasia-2019-moldova.pdf>, page 3. [↑](#footnote-ref-2)
3. <https://cis-legislation.com/document.fwx?rgn=112566> [↑](#footnote-ref-3)
4. To be able to receive funding through the Action and sign a contract, they must be locally registered as a legal entity. [↑](#footnote-ref-4)
5. At least one local media outlet per region. [↑](#footnote-ref-5)
6. Should the call for proposals not yield 15 beneficiaries, the remaining funds will be re-allocated to Path 1 activities. [↑](#footnote-ref-6)
7. Project and Financial Coordinator shall be responsible for overall coordination of the project stakeholders, as well as for financial management on the side of SAIDC (contracted experts) and oversight of the funds provided to the PO for implementation. [↑](#footnote-ref-7)
8. Refers to the Impact (Page 28 of the Annex 2). [↑](#footnote-ref-8)
9. Refers to the Specific Objective number 4. (Page 29 of the Annex 2). [↑](#footnote-ref-9)