



## 2) Your organization

### 2.1) Overview of your organization (\*)

Please share important information about your organization and your work.

Relevant information could include the following:

- Vision and mission
- Important milestones (history)
- Current programs and recent accomplishments
- Recent significant journalistic, organizational or financial developments

*[Answers may be written out or provided as bullet points. Maximum response is 2,000 characters]*

### 2.2) Strategy (\*)

What long-term goals do you have for your journalistic work, your organizational structure and your economic sustainability?

*[Answers may be written out or provided as bullet points. Maximum response is 2,500 characters]*

### 2.3) Management and team (\*)

What is your organization's personnel profile? Please indicate the number of journalists/editorial team staff members (each full-time equivalent counts as 1) over the last five years.

Please describe the composition of your entire management and team in terms of their functions and journalistic/professional expertise.

We are also interested in learning whether your target audience and the diversity of society at large are represented in the composition of your management and team, particularly regarding those groups that have been underserved by the media to date. Please also explain whether and how you as a team are committed to promoting diversity and inclusion in order to contribute to a media landscape in which everyone feels equally heard, represented and involved.

*[Answers may be written out or provided as bullet points. Maximum response is 3,000 characters]*

### **3) Your journalistic work**

#### 3.1) Ensuring journalistic quality

Please briefly describe measures and structures you have implemented to ensure the quality of your journalism and content (e.g. journalistic/editorial standards, ethical guidelines, commitment to the principles of the German Press Code, AI guidelines, internal error culture, corrections, etc.). If editorial statutes are publicly accessible online, please provide the corresponding link here.

*[Answers may be written out or provided as bullet points. Maximum response is 2,000 characters]*

#### 3.2) \* Target audience (\*)

In the brief introduction, you have already described the kind of journalism you produce and described your target audience(s).

*[If necessary, you may revise or complete the information provided in the brief introduction here.]*

### **4) Your project idea**

#### 4.1) \* Gap (\*)

In the brief introduction, you have already described the need you are filling with your project that no other outlet but your own is addressing at a structural level or in regional/local or supra-regional/national reporting.

*[If necessary, you may revise or complete the information provided in the brief introduction here.]*

#### 4.2) \* Project and target audience

In the brief introduction, you have already described how you intend to use the project funding. Please provide more detail here about what the result of the project will be. Please also describe the target audience and the user needs that you are hoping to fill with your project.

*[Please elaborate your answer from the brief introduction here. Maximum response is 3,500 characters]*

#### 4.3) \* Reporting for target audiences that have been underserved by the media to date (\*)

In the brief introduction, you have already described the extent to which your work specifically addresses target audience(s) that have been underserved by the media to date.

*[If necessary, you may revise or complete the information provided in the brief introduction here.]*

#### 4.4) Interaction with the target audience (\*)

Using specific examples (e.g. collection of key figures/data, reader forums, exploring novel/innovative genres or channels, etc.) and quantitative data (e.g. number reader comments each day) please describe how you engage with your target audience in the context of the project and thus ensure user-centered reporting, trustworthiness and proximity.

*[Answers may be written out or provided as bullet points. Maximum response is 2,500 characters]*

#### 4.5) Needs assessment and competitor analysis (\*)

Please describe how you have identified the need that you are filling with your project. What user needs are you addressing and how does your offer stand out from existing offers/approaches? Who are your competitors?

*[Answers may be written out or provided as bullet points. Maximum response is 3,000 characters]*

#### 4.6) Objectives and approach (\*)

Please explain in detail the objectives of your project (e.g. on a journalistic, organizational and economic level) and how you intend to implement it (e.g. activities, measures, methods, approaches, trainings, consultations).

*[Answer should be written out. Maximum response is 3,500 characters]*

#### 4.7) Timeline as attachment

Please draft a timeline in tabular form (e.g. Excel) based on clearly defined milestones (15–20 milestones) that you plan to achieve during the funding period.

The milestones should clearly reflect your project objectives. We suggest assigning each milestone a title, a deadline (e.g. month or quarter of a year), a description and a possible proof of fulfillment. Milestones can also be structured according to categories (e.g. recruiting, launch, increasing reach, training, etc.)

*[The timeline based on milestones must be attached to the application as a separate document]*

#### 4.8) Expense and financial plan (in euros or Swiss francs) as attachment

In the case of large media organizations, we co-finance projects on a 50:50 basis, which means that proprietary resources are required.

Please draft a detailed overview in tabular form (in Excel) listing all project expenses in euros or Swiss francs. Please differentiate between the various types of expenses e.g. personnel costs, travel and accommodation expenses, and costs for services. If you are a large media organization, please also list your proprietary resources (cash, infrastructure) in addition to any planned project and revenue sources.

All (eligible) expenses are understood to include any VAT and must be documented through invoices, receipts, travel expense reports, etc. An overview of eligible expenses can be found on our website.

*[The cost and financial plan must be attached to the application as a separate document]*

#### 4.9) Project team (\*)

Please describe the composition of your project team, being sure to include the following details: first and last names of project management and team members, their positions / titles and their journalistic / professional expertise.

*[Answers may be written out or provided as bullet points. Maximum response is 2,000 characters]*

#### 4.10) Challenges (\*)

What challenges and risks, if any, might you face when using the grant and implementing the project?

*[Answers may be written out or provided as bullet points. Maximum response is 2,000 characters]*

## **4 Impact**

#### 5.1) Impact on overall strategy (\*)

Please describe in detail, based on assumptions, how the project will contribute to your organization's (planned) business model. In particular, please explain how the media offering that results from the project will be monetized and thus create an additional source of revenue for your organization and whether there is potential for scaling. The project's contribution to the viability of your (planned) business model should be made clear from the explanations.

*[Answers may be written out or provided as bullet points. Maximum response is 3,500 characters]*

5.2) Effects on employment (\*)

Is a cutback in the number of active full-time journalistic employees in the newsroom likely during the funding period? Can journalistic jobs be created or secured in the organization as a result of the grant? If so, how will the jobs created or secured by the grant be maintained once the funding period comes to an end?

*[Answers may be written out or provided as bullet points. Maximum response is 2,000 characters]*

5.3) Contribution to the value of journalism in society (\*)

How do you think your project will contribute to sustainably strengthening the role of journalism in society?

*[Answers may be written out or provided as bullet points. Maximum response is 2,000 characters]*

References

After a comprehensive review of all applications, we will continue the selection process with the most promising candidates. As part of the due diligence process, we will also be conducting reference calls. Please identify two references who will be willing to provide us with detailed and candid feedback on your work and your organization.

Reference 1:

First and last name:  
Organization:  
Role:  
E-Mail address:

Reference 2:

First and last name:  
Organization:  
Role:  
E-Mail address:

We agree to the terms and conditions set out below:

- We acknowledge that eligible expenses must be directly linked to the requested grant and may not already be funded by other grants. Double funding of expenses is not permitted. This applies in particular to personnel costs. The use of funding for a permanent position is therefore excluded if, for example, the position is already (partially) financed through other funding programs.
- We undertake to report immediately in writing any change in the intended use of the grant and other content, scope and length of request specified in the application, as well as any significant change in the conditions for the implementation of the planned and described undertaking. We also confirm in a legally binding manner that both the overall organization (grant payment receiver) and the sub-unit (applicant) – should the two entities not be identical – accept the funding conditions of the Media Forward Fund gGmbH in the event of funding approval. If false or incomplete information is provided, planned expenses are not met or expenses are accounted for twice, the Media Forward Fund gGmbH is entitled to revoke or reclaim the funding. Further details are set out in the funding agreement in the event of funding approval.