

## Risk matrix

Rating	Likelihood	Probability (%)	Impact level				
			Insignificant	Minor	Moderate	Major	Extreme
5	Almost certain	>90%	5	10	15	20	25
4	High likelihood	75%-90%	4	8	12	16	20
3	Probable	50% - 75%	3	6	9	12	15
2	Low likelihood	25%-50%	2	4	6	8	10
1	Unlikely	0%-25%	1	2	3	4	5

Risk	Probability	Impact	Initial Risk Rating	Mitigation Strategy	Treated Risk	Risk owner
<b>LITHUANIA</b>						
Low consortium footprint in Lithuania	2	3	6	Project Director (PD) and local assistant are based in Lithuania and have a strong track record in the country. PD's background is in promoting independent journalism and civic society. Juozas brings more than two decades of experience in countering propaganda in Lithuania and CIS countries. Vast experience of staging events and attracting Russian speakers, including pre-existing mailing lists and networks. This will be supported by the work of partner institutions IREX Europe and the Baltic Film and Media School at Tallinn University which also have well established networks on the ground.	2	Albany
<b>LATVIA</b>						
Latvian Russian-speakers who share negative perceptions of the Baltic Way remain suspicious of attempts to build bridges	3	5	15	The implementers acknowledge the negative connotations associated with the Baltic Way (particularly perceptions that the promises of Latvian citizenship were broken) but will emphasise the advantages of better engagement, particularly on a regional level where frustrations amongst Russian-speaking communities are shared and common solutions can be explored. A key element of the project is to demonstrate how the creative and cultural wealth of minority populations can enrich local societies.	6	Albany and local partner
<b>ESTONIA</b>						
There is fear in expressing political opinion in the 40+ population. Lack of belief in change	2	3	6	The initiative will avoid an approach whereby the propagandising of Euro-Atlantic values is presented as a counterbalance to Russian propaganda. Activities are aimed at developing more questioning attitudes and promoting inclusion rather than seeking to impose an alternative ideology.	2	Albany
<b>ALL THREE COUNTRIES</b>						
Negative media coverage from local/Russian language media	4	5	20	From the outset, the implementing partners will be clear about the purpose and focus of the activities, i.e. to foster better links between Russian-speakers and Baltic States/EU/UK. This should help to mitigate any politicisation of the project's activities.	10	Albany
Measuring impact of offline activities is challenging or data gathered is not sufficient	2	3	6	Albany and its partners will use mixed method qualitative and quantitative monitoring and evaluation to measure the success of offline activities. These will include feedback surveys, interviews, focus groups, distribution lists and media clippings.	4	Albany and local partners
Majority populations share a distrust of ethnic minorities in the Baltic States who may be politically and socially marginalised	2	5	10	The media festival will represent diverse cultures and encourage majority populations to consider the added value minority populations bring to society as a whole. Audience engagement will evidence the need to create media platforms which are shaped by the people who access them. The programme development phase will promote public service media values with a particular focus on producing content for specific identity groups and empowering individuals to make informed decisions.	5	Albany

Perceptions that the festival has a political agenda or is patronising to minorities lead to poor attendance	2	4	8	The branding of the festival will be a collaborative effort between the project partners, Russian-language media outlets, local cultural associations and members of the creative community. Attempts by politically-motivated groups to influence the activities will be rebuffed. Members of ethnic minorities will be encouraged to view the event as an opportunity to showcase creative outputs which capture their views and unique identity.	4	Albany and local partners
Target audiences are not motivated to engage with project activities; social media outreach does not resonate with them	2	5	10	Once the format and profile of the media festival have been defined, young creatives from across the region will be invited to submit ideas for programmes, games and animations which reflect their interests, concerns and aspirations. These opportunities will be promoted through leading social media channels and participating media organisations in an inclusive and engaging way. The Baltic Film and Media School will leverage networks in schools and colleges with a view to accessing a broad cross-section of the target groups.	4	Albany and local partners
The activities carried out and impacts achieved are not sustainable	3	3	9	The “content labs” will focus on developing viable programming ideas which can be produced at low cost, using existing resources. The inclusive development process will ensure optimum audience ownership and buy-in. A key incentive for target media is to explore interactive collaborations with the target Russian-language communities which can lead to new revenue generating activities and local business investment.	4	Albany and local partners
Russian-language media do not pick up on programming ideas or broadcast/publish material showcased at the festival	2	4	8	Media outlets approached by the partners during the project design phase expressed a key interest in reaching out to Baltic audiences and introducing content which reflects their unique situation. Innovative programming ideas developed through the project will have a positive impact on their wider outputs which are accessed by audiences outside the Baltic States. The festival will serve to raise their profile and increase their visibility in the region.	4	IREX Europe & local partners
There is a lack of age/gender diversity amongst participants in project activities	3	4	12	Family-friendly events are proven to cross the generational gap, and this type of branding and outreach can be used to reach different demographic groups. This will be supported by targeted advertising in the Russian language. By leveraging traditional and new-media platforms as well as staging interactive events, the project will be able to reach diverse interest groups and facilitate a broad exchange of views given the networks and presence of local project partners and a Vilnius-based Project Director.	6	Albany
Project communications and branding suffer from conflicting messages	3	4	12	All elements of communication strategy clear and robust, with promotion across many other channels; regular M&E and analytics to check on progress and remediate as necessary; product testing to ensure resonance. Coordinating mechanism with all key stakeholders is in place; messages and programmes are developed jointly.	6	IREX Europe & local partners
Social media campaigns are hijacked by pro-Russian web brigades	4	5	20	Training will be provided to social media activists as part of the project activities. Focusing the project on creative initiatives rather than seeking to replace one propagandistic message with another will provide a degree of protection and opportunity for tangible rebuttal of any trolling activity.	10	IREX Europe & local partners
The project does not resonate with audiences over the age of 40	4	5	20	Innovative programme ideas will be developed under this project and audience-tested. These may include drama, documentaries, investigations and debate shows, all of which have significant potential to reach older audiences. The content will be in line with the preferences identified during the research phase and thus appealing to but not limited to the target group identified. People in this age group will be encouraged to take part in focus-group activities and in the festival.	10	IREX Europe & local partners