

Risk matrix - Baltic States P2P Strategic Communication

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 Rating	Risk owner
LITHUANIA						
Low uptake on participation in Vilnius, which has many cultural events	2	2	4	Vilnius-based NGO partner have a strong track record of staging events and attracting Russian speakers, including pre-existing mailing lists and networks. This will be supported by a specific marketing budget and associated digital strategy.	2	Albany
Lack of men's participation in project activities	3	4	12	Family-friendly events are proven to cross the generational gap, and so this type of branding and outreach can be used to reach the male, 40+ demographic. This will be supported by targeted advertising in the Russian language.	6	Albany
LATVIA						
Russian-speakers in Latvia may have concerns about outreach from 'NGOs', viewed as politicised and not neutral.	2	5	10	Participation in Civil Society Organisations in Latvia is as low as 2% among Russian-speakers who are 30-60 years old. During our pre and post-activity workshops in Latvia, the participants will be informed on what purpose the NGOs serve. In the long term, it will reduce Russian speakers' suspicions of civil society organisations and encourage their future participation in CSO activities by presenting an open statement of intentions, not covertly done.	5	Albany
The Baltic Way ethos does not resonate with Latvian Russian-speakers	3	5	15	Some Latvian Russian-speakers have a negative perception of the Baltic Way because it reminds them of the broken promise Latvia's independence movement made to them on Latvian citizenship. The implementers will acknowledge the negative connotations associated with the Baltic Way, but will re-evolve the sentiment of pan-Baltic unity as a way to have their voice heard.	6	Albany and local partner
ESTONIA						
The play by a Lithuanian-Russian theatre group touring in Estonia does not resonate with target audiences	2	3	6	The play written by Lithuanian-Russian script-writers from "Harlequin" Theatre will be product tested, reviewed and edited by Estonia civil society activists and playwright to ensure it is authentic, locally resonant and consistent with project intent. The Lithuanian Russian-speaking cast will be directed by an Estonian to ensure local resonance, while promoting a pan-Baltic Russian-speaker identity. This will be equally true Latvia, where the play will have a Latvian director.	2	Albany
ALL THREE COUNTRIES						
Negative media coverage from local/Russian language media	4	5	20	Monitor local/Russian language media coverage closely. From the outset explain to target audiences the purpose of the activities, i.e. to foster better links between Russian-speakers and Baltic States/EU/UK to mitigate politicization of 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, among which will be feedback surveys, interviews, focus groups attendance figures, distribution lists, media clippings.	4	Albany and local partners
Security risk to personnel during outreach activities	2	3	6	Albany is experienced in managing duty of care, and project partners are experienced local implementers very well placed to evaluate risk. We are supported by good links with the authorities at the government level to help inform our evaluation of risk, and sensitise local authorities about activities.	4	Albany and local partners
Negative change in perception of the UK/FCO	3	4	12	Close monitoring of local and Russian language media, especially of reporting on the project, Britain and foreigners working in country.	2	Albany and local
Partner NGOs will not be able to reach target audiences	2	5	10	The digital and outreach strategies (e.g. direct local media placement) have been designed to target the segmented audiences as accurately as possible. In mitigation of problems that may occur, we will employ a supportive strategy of staging family-friendly events which are proven to cross the generational gap, and so this type of branding and outreach can be used to reach the specific 40+ demographic.	4	Albany and local partners
Attracting participants in rural areas	2	4	8	Our local networks identified that any cultural activity in a rural area would attract participants due to the small amount of activities that take place in those areas and people's wish to attend more cultural events identified in our TAA.	4	Albany and local
The activities carried out and impacts achieved are not sustainable	3	3	9	The long-term impact will be underpinned by: <ul style="list-style-type: none"> The content produced will be available on the digital platform created; The NGOs we work with will expand their networks and reach in their respective countries, which will contribute to higher participation in CSO activities in the future; The NGOs we work with will improve their project implementation skills and their track record, which will enable them to get more funding in the future. 	4	Albany and local partners
The social media products and strategy created do not reach target audiences or do not resonate	2	4	8	All media outputs will be based on a firm research basis to identify strategic audiences, typical means of information consumption messaging type and channel mix, undertaken by highly competent Baltic partners both in the communications and civil society sectors. Campaigns/ output produced will be tested in focus groups; creating feedback-driven products will allow for quick adaption.	4	Saatchi and Inspire
Digital distribution platform and branding fails to take off	3	4	12	Digital element 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.	6	Saatchi and Inspire
Digital platform and the social media campaigns are hijacked by pro-Russian web brigades	4	5	20	The comment sections on all digital platforms will be monitored and moderated daily and bogus commenters who consistently target those platforms will be blocked. Focusing the campaign on Baltic culture rather than directly engaging on Euro Atlantic narratives will provide a degree of protection and opportunity for tangible rebuttal of any trolling activity.	12	Saatchi and Inspire
Social media campaign does not reach the target (40+ year old) audience	4	5	20	Latvia, Lithuania and Estonia have the highest digital penetration rates in Europe, and audience participation in Russian digital conversation is high up to the age of 55. They can also be targeted indirectly through younger family members (under 40) whose participation rates are much higher.	10	Saatchi and Inspire