

1.7. RISK MANAGEMENT

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

Nature	Risk	Likelihood	Impact	Initial Risk Severity Ranking	Mitigation Strategy	Treated Risk Severity Ranking
Political	There are dramatic changes in the political landscape, in particular a rise in the influence of pro-Russian groups	2	6	12	The project will not take a partisan stance, seeking instead to engage with all interest groups and promote a constructive discussion of target issues such as Euro-integration, gender equality etc	8
	There is a reaction against internationally funded projects compounded by negative perceptions of HMG's perceived agenda	2	9	18	Care will be taken to ensure that the project is not politicised and to underline its role in promoting social cohesion and developing professional skills, drawing from the experience of multiple European institutions	9
	There is institutional resistance to change within beneficiary organisations, particularly UA:PBC	1	4	4	The partners will work to secure the buy-in of senior management and to underscore the benefits of programme activities in terms of market share and audience engagement	2
	The Kremlin seeks to punish target countries for engaging with the international community in this area	2	6	12	The project's agenda is not anti-Russian but pro-democracy. The focus will be on combating disinformation and propaganda, regardless of their source	4
	Competing agendas within the donor community undermine the impact of internationally supported initiatives	2	4	8	The project design includes mechanisms for improving donor coordination and knowledge management. Any exchange of digital information will be subject to strict and robust security protocols	4
	PSB reform processes stall and/or the leadership of key broadcasters becomes dominated by ultra-conservative elements	2	6	12	The commitment of all three governments to European integration gives continued impetus to reform processes whilst low audience figures for the PSBs are persuasive evidence of the need for institutional change	6
	Media regulators are too closely aligned to the government or are subject to political interference	3	9	27	Related activities will highlight the importance of political independence as well as the role of regulators in promoting ethical values and, thereby, building public trust for local media, including PSBs	18

Programmatic	Trained staff are unable to apply new skills in the workplace due to competing pressures or lack of management buy-in	2	4	8	The project will promote easily transferable skills which can streamline working practices and create cost efficiencies within a short space of time. Training in repackaging content for social media is a good example of this	4
	Programme models and formats promoted by the project are unsustainable	3	9	27	Experts will focus on developing programmes which reflect the technical and human resources of participating media, particularly UA:PBC. Sustainability will be built into programme design	9
	Programmes supported by the project do not resonate with local audiences	2	8	16	The project will draw on the findings of audience research and monitoring, thereby giving programme-makers new insight into audience needs and consumption habits	8
	Participants are not interested in learning from the experience of comparable environments	1	4	4	Professional exchanges will examine how counterparts in other countries have overcome similar challenges by applying practical solutions which are not context-specific	2
	Social media users are reluctant to emerge from echo chambers to engage with project-funded outputs	2	4	8	Media products will use humour, interactivity and platform-appropriate content to ensure wide appeal and encourage engagement. MIL campaigns seek to empower audiences to make their own choices rather than promoting certain media outlets	4
	Internal buy-in for approaches and techniques promoted by the project is limited; competing agendas affect commitment levels	1	3	3	Professional development is a goal shared by the majority of practitioners in the independent sector and the ability to reach new audiences is vital to the continued survival of existing outlets	2
	The project encounters significant challenges when coordinating the activities of participants over a wide geographical area	2	4	8	The participation of local partners with the resources and experience to support implementation on the ground is central to the project strategy. Their work will be coordinated by a Project Director based in the region	4
	PSBs are unable to shake off their associations with the authorities and win public trust	2	6	12	The media literacy campaign will play a central role in explaining the role of PSBs and enhancing their profile as well as encouraging audiences to engage with and, thereby, shape public service programming	6
	There are too many political and economic impediments to introducing structural and organisational changes at PSBs within the project lifecycle	2	4	8	The programme will benefit from ongoing initiatives led by the EBU, thereby building on the momentum gained and accessing existing forums for constructive engagement with state actors	4
	The TV drama fails to achieve its goal of improving UA:PBC's market position and future series lack internal support	1	4	4	The drama will draw on the findings of research and focus groups as well as the expertise of highly-experienced consultants. It will also benefit from a concerned marketing campaign and social media engagement	2
	UA:PBC cannot attract or retain the talent needed to create an effective production house for future TV series	2	8	16	The production house will be developed and run as a sustainable business unit, thereby ensuring it can offer competitive rates, even when grant-funded is downscaled	8

Economic	Independent media are unable to survive as sustainable institutions in the current economic climate	2	4	8	The project includes training and mentoring activities which will promote monetization strategies and streamline internal operations. New approaches aimed at expanding outlets' audience footprint will have a positive impact on their ability to secure advertising contracts	4
	Sustainability targets set for outlets benefiting from core support are not met	3	9	27	These targets will be based on organisational audits and TNAs and, therefore, will be realistic in the context of each beneficiary organisation. Performance tracking and monitoring will ensure that corrective measures can be taken in the event of failure to meet goals. These measures could include further consultancy and network-building	18
	Funding allocated towards initiatives aimed at countering Russian propaganda is insufficient to make a real difference	2	8	16	Given the increasing number of international players working in this field, there is real potential for reaching critical mass and optimising the overall impact. The project will facilitate this process by helping to align donor strategies and improving value for money	8
Security	Digital platforms are targeted by Kremlin-sponsored trolls and hackers	3	9	27	The implementation team will establish a set of digital security protocols from the outset, including mechanisms for ensuring the integrity of data shared within the consortium and with the CSSF	9
	Practitioners are threatened or harassed for participating in the project	1	4	4	Participation in the project will be based on full disclosure of the funding source and the declared objectives. The focus on professional development and networking will counter perceptions that the programme represents a political threat. Personal data relating to participants will be protected through digital security protocols	2
	Consultants travelling in the region are targeted by the security services or pro-Russian groups	1	4	4	All international project personnel will benefit from comprehensive briefings on the operating environment, thereby ensuring they are fully aware of political and cultural sensitivities. Risk management strategies will be devised for both international and local consultants	4

1.7.1. Risk management controls

Albany ensures that risks and opportunities which may influence service delivery are identified from the outset. Contingency plans are developed and implemented accordingly. Through a multi-layer review process, including specialist and senior management input, risk is effectively and continuously monitored over a project lifecycle.

Risk is strategically reduced through the recruitment of personnel with the specific skills, knowledge, aptitude, training and experience to operate effectively in highly challenging environments. Albany also aims to ensure that there are overlapping skillsets within its teams as well as a shared and detailed understanding of roles which may require back-filling. When recruiting for core operational and consultancy roles, Albany's management team also identifies suitable substitutes with the required skills and experience. These individuals are pre-interviewed and screened to the same level as deployed personnel.

All relevant information and outputs are securely stored and easily transferable with a view to ensuring business continuity in the absence of a key staff member. Documented information is curated through unique identifiers and processes governing distribution, access, retrieval, storage and version control. The consultant database is regularly reviewed and updated with an eye on ensuring that core skillsets are well represented and niche areas covered.