

## 1.5 Risk Management

Building trust, knowledge and a nuanced understanding of the environment in which the Consortium engage is key to our approach to ensure local commitment and ownership. Besides building on previous engagements in the region, partners feedback, targeted research, key experts and in-country support, our approach to ensuring work is locally driven and politically sensitive is strengthened by our commitment to building on long-running partnerships, relationships and trust built up with key beneficiaries across Eastern Partnership countries. This collaborative approach will empower beneficiaries to articulate their needs and co-define priority areas as well as ensure local relevance, sensitivity to context and inclusion of the local operating context.

Understanding and managing risk is also an overarching priority for the Consortium's delivery and as such, a live risk register has already been developed to include risks to the organisations, to long-term operations, as well as Duty of Care to personnel, and will be updated on a monthly basis.

<b>Assumptions</b>
The governments in Georgia, Moldova and Ukraine remain stable and there are no concerted attempts to interfere with the broadcasters and media outlets selected for the project.
The selected media outlets are truly independent and current leadership and management seek to develop them into an objective media platform.
The media outlets have the capacity and willingness to work with the consortium members to help improve their organisational and professional capacity. Progress and continuing management commitment, together with selected outlets' ability to absorb capacity development support, will be assessed on a regular basis in the quarterly reports.

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>How we will mitigate risks</b>	<b>Post-mitigation severity</b>
Conflict Sensitivity: Security situation in Ukraine, Georgia and Moldova could become unstable.	<i>Medium</i>	<i>High</i>	The consortium is running several projects in Eastern Partnership countries and is familiar with the local context. The security situation in Moldova and Georgia is currently stable, while in Ukraine it remains volatile but has not significantly deteriorated over the last two years. Project Teams will ensure that any risk for work in eastern Ukraine is properly evaluated working closely with the BBC High Risk team, Aktis' Security Focal Point and Thomson Reuters' global security teams. This can also mean that some of the capacity building is carried out outside of the affected areas and project activities will be revised if necessary and with the approval of the FCO.	<i>Medium</i>
Disclosure/leak of HMG documentation that could be used by Kremlin-affiliated structures to undermine the project and the HMG reputation in the region	<i>Medium</i>	<i>High</i>	The Consortium has strict information management policies which grades the level of sensitivity of the documentation and then restricts the ability for individuals to download or have permanent access to files. Aktis will appoint an Information Management Focal Point to ensure all policies are adhered to.	<i>Medium</i>

<p>Political control/pressure from the Eastern Partnership governments: chosen media outlets are not independent media platforms and act like a platform for the governments of Ukraine, Moldova and Georgia.</p> <p>Additionally, pressure on media outlets not to cover stories would jeopardise content editorially and result in output that is not balanced or reflecting different viewpoints.</p>	<i>Low</i>	<i>High</i>	<p>The project team will impress upon the media outlets the fundamental principles of public service broadcasting such as independence and impartiality. The Consortium will review its involvement in the project if the independence of involved partners is deemed to have been compromised. Stations' journalists and editors will be encouraged during training to resist political pressure.</p> <p>We have run many similar projects and have found the BBC brand and professionalism to be a powerful motivator. We will co-ordinate all activities with the management of the media outlets and ensure that they factor in the motivation of staff for the trainings.</p>	<i>Low</i>
<p>Media managers and staff, particularly editorial gatekeepers, at the beneficiary organisations do not accept project training or editorial support and are reluctant to give up old practices.</p> <p>This will undermine the project's investment in professional development and capacity building for the media outlets. Greater efforts and time will have to be dedicated to getting senior-level buy-in, thus perhaps resulting in delays in implementation.</p>	<i>Low</i>	<i>Medium</i>	<p>It is anticipated that management at participating media outlets will recognise the benefits in improving core editorial and technical skills. Discussions have already been held with the managers of selected organisations.</p> <p>Senior stakeholders will be closely involved in all capacity building and production activities. Market competition will provide additional motivation for qualitative changes in programming. The project will ensure the process is consultative, participatory and will continue to monitor the situation through trainers'/experts' reports as well as through regular communication and project management. Staff will continue to be given the opportunity to articulate their views in workshops and consultations. A strong interest in a training partnership was shown by key beneficiaries and BBC Media is already working with the national broadcaster in Ukraine.</p>	<i>Low</i>
<p>Audiences in the EaP region spurn public service and independent media programming in favour of entertainment-based shows produced by Russian and/or satellite and oligarch</p>	<i>Medium</i>	<i>High</i>	<p>The project will promote participatory programming which gives audiences the opportunity to have their say and shape democratic processes</p>	<i>Low</i>

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Human rights: Journalists are put at risk covering sensitive topics.	<i>Medium</i>	<i>High</i>	Capacity building activities will be delivered by experienced mentors and trainers who will receive a full briefing of the situation in the respective country. Training will contain elements of assessing risks to covering a story sensitising journalists to potential risks and helping them work out how best to negotiate them.	<i>Medium</i>
Gender: Management refuses to support and select gender-balanced trainee groups as well as gender sensitive programming, news reporting and non-news programming.	<i>Low</i>	<i>Low</i>	The project team will include a gender-balanced approach to the capacity building activities supporting both female and male members of staff working in the media outlets. The project team will endeavour to ensure balanced gender involvement by providing female trainers/mentors as role models and by ensuring women are invited to take part in the training activities. BBC, TRF and Aktis experts will ensure there's a women's perspective to storytelling, as well as that women's issues are covered fairly and accurately- avoiding gender stereotypes.	<i>Low</i>
Inadequate management of the quality of delivery by Consortium partners;	<i>Low</i>	<i>High</i>	BBC Media Action will monitor partners' reports and beneficiaries' feedback and will discuss any difficulties and ways of resolving them at regular meetings of the project delivery teams. BBC Media Action will also have regular discussions on methodology to ensure consistency of approach. The progress and management of the project will further be discussed at the Eastern Partnership Board, and BBCMA will address any feedback about the need to change any approach.	<i>Low</i>
Inadequate financial management of partner and consultant expenses. Project could end up overspending on the budget or unable to account for some spending.	<i>Low</i>	<i>High</i>	BBC Media Action has robust financial controls and procurement policy as do the partners whose spending will be closely monitored by BBC Media Action.	<i>Low</i>

All the risks above are mediated to at least a medium level and none of the risks identified are classed high risk.