

PART B: RISK MATRIX

Risk	Likelihood	Impact	Mitigation	Risk Owner
Media organisations in the target countries lack the resources and ability to produce or broadcast new programming strands	Low risk as the beneficiaries have already expressed a strong desire to work with us on producing new content	High - there will be little improvement in the quality or quantity of Russian language programming produced in the Baltic region	Media outputs will be developed in close collaboration with participating outlets, thereby promoting a sense of ownership and ensuring that programmes respond to audience needs. There is provision in the budget for some production costs.	BBC Media Action
Media managers and staff at the beneficiary organisations do not accept project training and production recommendations	Low risk, senior management have already expressed a desire to improve skills in the workplace.	Medium - this will undermine the project's investment in professional development and capacity building for the media outlets	Senior stakeholders will be closely involved in all consultancy and production activities. Media outlets will benefit from a closer association with the project's implementing partners.	BBC Media Action + Media partners
New programme formats fail to compete with the popular light entertainment coming from Russia	Medium risk – the majority of Baltic Russian speakers regularly tune into Russian channels but would like more local content serving their needs if it were available	High - new formats remain a low priority for media organisations and audiences	BBC Media Action research will assess current audience needs and formats in consultation with the beneficiaries to deliver effective programming. New programme formats will be of sufficient high quality to compete with output from Russia and offer a local context.	BBC Media Action + Media partners
Failure of beneficiaries to co-operate between themselves on new regional formats and content	Medium risk – the national broadcasters have different programmes for their Russian-speaking populations and different local concerns	High- no regional programme is produced and no exchange of skills and creative ideas takes place	All the national broadcasters have expressed an interest in co-operating and the project team will establish good communication and consultation to ensure continuing buy-in and pooling of resources. The Delfi portal already has branches and	BBC Media Action + Media partners

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			good co-operation in all 3 countries and also with the BBC Russian Service.	
Russian-speaking populations fail to engage with the new content or are not aware of new content	High risk – it may be difficult to tempt audiences away from Russian-controlled channels	High - new content does not attract sufficient audiences	New content will be developed in order to meet the audience needs in the Baltic states. It will be well advertised to ensure maximum viewership.	BBC Media Action + Media partners
New content is perceived to be Western propaganda	High risk – many Baltic Russians lack trust in their local media and Western media	High – new content does not attract sufficient audiences	There will be a strong focus on ethical reporting and high editorial standards of programme making, in line with BBC principles. The content will aim to address the real needs of the local Russian-speaking populations.	BBC Media Action + Media partners
Inadequate financial management of partner expenses and production and equipment costs	Low risk - due to mitigation	High – project could end up overspending on the budget or unable to account for some spending	BBC Media Action has robust financial controls and procurement policy. BBC Media Action’s Legal team will draw up comprehensive partnership agreements.	BBC Media Action