THOMSON REUTERS
FOUNDATION

TRF Response to Enhance Journalistic Capability in Russia through Themed Press Tours Programme

ITT 1818

2. Technical Response

2.2 Part B – Technical and Quality Delivery

2.2.1 Technical and Quality Delivery

What challenges and risks do you anticipate in delivering the required service for this project? How will you overcome and mitigate these? Please display as a risk matrix, including the nature, likelihood, impact, severity, mitigation and risk owner. Max 2 pages PDF.

Page Limit: 2

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2.2.1 Anticipating Risk in Delivering the Programme

Effective planning and management of risk and uncertainty is an essential step in ensuring delivery on time and within budget. Using a risk register approach, we identify, define, score and mitigate risk actively throughout the programme. Below we include a **Risk Register** that has been developed at proposal stage. We propose to review at team meetings and update it on a quarterly basis, or as needed. The risk register will be used to identify risks and categorise them in terms of political impact and likelihood of occurrence. Those with high levels of either impact or likelihood (or both) will be discussed with the British Embassy in Moscow as appropriate. TRF has a suite of preventive, investigative, diagnostic, and corrective tools that allow us to identify and deal with risks throughout a programme's lifecycle. For this Programme, our risk mitigation strategy will involve the following elements:

- Risk strategy developed at proposal stage and quarterly updated. Risks will be assessed and weighted against their potential impact on programme performance, and responsibility allocated to individual team members to act upon;
- Scenario planning conducted with TRF team at the start of the programme to identify possible scenarios, promptly ascertaining corresponding options to risks in order to implement the programme's strategy and its rollout approach;
- Risk register collectively reviewed on a monthly basis at team meetings and in monthly follow-up meetings with the British Embassy in Moscow;
- Risk register used by the Programme Manager as a briefing and management tool for all staff and consultants, highlighting potential challenges and educating all on the necessary steps for prevention, mitigation and appropriate conduct; and
- Risk report included in quarterly report to the British Embassy in Moscow, with additional reviews as needed, consisting of analysis of changes in risks from proposal stage, through to the various quarterly reports, and mitigating actions used.

On the risk register below, we provide our initial assessment of risks under the following key areas:

Governance/Political Risks. Russia can best be described as semi-authoritarian due to the incremental centralisation of power since 2000. The government during Vladimir Putin has taken an authoritarian stance against the media and opposition groups. Decision-making in the political system is likely to remain informal, while power will remain highly centralised. The planned 2018 election will add an element of stress to local media outlets and independent journalists.

Regional/ International Risks. Since 2014, relations between Russian and the West have been mired in a series of disagreements. The Russian annexation of the Crimean peninsula and its 'reunification' with Russia in 2014 preceded an ongoing civil war in neighbouring Ukraine. Relations between Russia and the West reached their nadir after a commercial airliner in July 2014 was shot down over the conflict zone in eastern Ukraine. In response to these events, a number of Western governments have applied sanctions on Russian officials and businesses which, coupled with a global decline in the price of oil, contributed to the collapse of the Russian rouble in 2014 and a severe downturn in the Russian economy. In turn, Russia has implemented a total ban on food imports from the EU, the United States, Japan, Norway and Australia. Russian military activity in the Syrian civil war at the behest of the Syrian government has also attracted strong criticism from Western governments and human rights organisations. Hence, TRF envisages this Programme as having the potential to contribute to the pendulum of stability or instability equally. For this, TRF recognises the need to draw on its existing programmes in the region as well as established networks to inform cost-effective mitigation strategies against these risks and positively influence outcomes. Furthermore and equally important to all stakeholders, TRF acknowledges the inherent reputational risks presented to the FCO by engaging in a programme with a media focus and political sensitivity. This requires TRF to successfully manage communications with FCO and stakeholders to ensure that all relevant parties are kept informed about the Programme and any adverse information that may arise.

Programmatic Risks. Travel to the UK from Russia for programme activities can expose participating Russian journalists to potential safety and security risks in-country as Russia is a regular target for criticism and condemnation from media freedom watchdogs. Russian journalists run the risk of attack and even murder if they delve too deeply into sensitive subjects such as corruption, organised crime or rights abuses. Moreover, Russian Laws allow the authorities to block websites without explanation, require popular bloggers to register with the mass media regulator Roskomnadzor and demand that internet companies give the authorities access to users' information. This can potentially undermine the ability for participating Russian journalists to put in practice skills acquired during the Programme.

Risk Register

Nature	Likeli-hood	Impact	Mitigation Strategy	Revised Likelihood	Revised Impact	Risk Owner
External Risks (Governance/Political/International Risks)						
Programme is perceived to be politically threatening to GoR either directly (by its existence) or indirectly by association with media outlets and journalists supported	M	H	Engage government and key institutions in a collaborative manner and avoid cooptation by government or elite capture; Adopt a participatory and proactive approach to engage government; and ensure that they are well aware of the programme and understand how to engage and inform the programme.	L	M	FCO
Programme activities perceived as creating tension/dissent leading GoR to actively undermine programme's ability to deliver	M	H	Identify win-win areas to incentivise government to respond to media demands; Ground journalistic demands in evidence to shape realistic and appropriate media reporting; Use Reuters News policy to journalism security	L	L	FCO/ TRF
Weak media outlets buy-in and lack of cooperation and coordination of media outlets, journalists and/or other key stakeholders	L	M	TRF engages journalists, media editors and senior management from the onset of the selection process to develop support interventions, relationship building, capacity development, and a clear and common project focus; Our proposal comprises a well connected network to key stakeholders in the UK. From the start of the project will engage these resources to secure relevant site visits and speakers	L	L	TRF
The space for media to freely operate shrinks over the life of the programme	H/M	H	Should the space for media to freely report greatly decreases, we will take a creative and innovative approach to re-calibrating programme activities without losing sight of the end goal of the programme	M	M	TRF
Programmatic Risks						
Capacity of journalists to undertake the work is inadequate	M/L	H	Ensure careful selection and screening of journalists; Promote pairing between strong journalists and journalists with less capacity.	L	M	TRF
Programme achievements unsustainable	M	H	Support journalists to identify sources of alternative dissemination of stories to maintain network and dialogue platforms following programme completion.	L	L	TRF
Failure to deliver the intended programme objectives	H/M	H	Clear M&E framework is developed at proposal state and revisited on a quarterly basis or as required.	M/L	L	TRF
Absence of sharing lessons/ failures across programmatic interventions	L	M	M&E is integrated into the programme to generate learning and evidence to apply to other contexts; Project Manager will aggregate and incorporate discussions into the risk register and results stories based on shared lessons	L	L	TRF
Programme initiatives fail to improve gender inclusion, and access to key services by marginalised citizens	M	M	TRF's approach/methodology has an inherent focus on building a gender responsive programme and inclusive of women, youth and minorities; Ensure built-in measurements regarding gender inclusion, providing effective benchmarks and selection criteria for continued gender improvements in rural development reporting partners.	L	L	TRF
Inadequate and/ or fraudulent use of funds	L	M	Ensure respect for norms of exemplary financial management including procurement and systematic financial checking and follow-up.	L	L	TRF
Programme has a detrimental effect on FCO reputation	M	H	We will prioritise active and continuous communications with British Embassy in Moscow, FCO officials and stakeholders; Ensure that programme staff and partners are kept informed about the programme and any adverse information.	L	M	TRF/ FCO