

| 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 of Risk | Likelihood | Impact | Initial Risk Severity Rating | Mitigation Strategy | Treated Risk Severity Rating | Risk owner |
|--|------------|--------|------------------------------|---|------------------------------|--------------------------------|
| Bureaucratic obstruction of free media projects | 2 | 4 | 8 | Legal advice and process will be followed from the outset to minimize possible obstruction of the project, particularly through collaboration with local actors familiar with the regulatory environment and British presence in the region. Additional, we will take advice of the CSSF Coordinator in Bishkek as well as HMG Diplomatic representation in the region to enhance the likelihood of limited bureaucratic interference in project activities. | 4 | Albany & IREX Europe |
| Preventative arrests of the journalists who engage with the project | 2 | 3 | 6 | The journalists will be introduced to the project's educational expertise and encouraged to exclude political or relatively ambiguous content and context in their work as it can become the reason of preventative arrests and other forms of harassment. We will regularly monitor local risk as per our duty of care policies, and will engage our local partners in the assessment of the risks posed to training participants and adjust participant lists accordingly. | 5 | Albany |
| Public broadcasters that we hope to engage to distribute our content prove un-receptive or resistant to the themes the drama show focuses on | 2 | 2 | 4 | By partnering with the Asia-Pacific Broadcasting Union we are able to connect with the local state broadcasters, and use the ABU's experience of content distribution to increase the likelihood of buy-in of our content. The themes covered in the drama show will be adjusted to suit localised tastes and risk appetites to deal with sensitive issues, as per the feedback received during the focus groups. Additionally, we have | 3 | Albany & IREX Europe |
| Content produced as part of the project is given little currency and reach limited audiences | 3 | 3 | 9 | As part of the project design, we have focus groups that provide feedback loops for the creation of the drama series. As such, we can adjust the thematic focus in time to ensure maximum audience traction. Additionally, we aim to mitigate this risk by enhancing the appeal of the characters of the show. | 5 | Albany & IREX Europe |
| Credibility of the messages and content may be doubted if associated with foreign funding | 2 | 4 | 8 | Local networks and partners will drive our content production and distribution. We aim to be fully transparent during project implementation of the source of funding, with clear external narratives developed by our local partners to mitigate any negative perceptions of the credibility of our content as a result of the funding. | 2 | Albany and downstream partners |

| | | | | | | |
|--|---|---|----|--|---|--------------------------------|
| Activity and content production timeline may be subject to delay, disruptions to supply chains, cancellation of meetings | 2 | 3 | 6 | Our experienced team staff and proposed structures reduce the potential for delay, but it cannot be eliminated. Challenges will be met as they arise based on pre-arrangements with alternative suppliers; means of communication and routes planned wherever possible. | 4 | Albany and downstream partners |
| The impact of proposed trainings may achieve weaker effects and traction than desired within our target audience of youth and journalists | 3 | 4 | 12 | Regular M&E and analytics to check progress and remediate as necessary will be carried out in combination with activity testing throughout the project duration to ensure resonance of the taught concepts to the trained practitioners. We will make use of pre- and post-training surveys to enhance the feedback-driven nature of our activities. | 4 | Albany and downstream partners |
| Negative change in perception of the UK / FCO | 2 | 2 | 4 | Our partners in the region will be implementing the bulk of activities. Thus, we mitigate any negative changes in perception of the funder by ensuring that our content, trainings and activities are locally owned and driven. Additionally, to ensure local relevance of our proposed activities, all core project staff has experience in the region and speak at least one of the local languages. | 3 | Albany |
| Limited buy-in of our media coverage and media organizations are not supportive of our training courses | 2 | 3 | 6 | There is media appetite for packaged content in Central Asia, given the limited access to global sources on current issues. As such, we will mitigate this risk by enhancing the ease of content distribution for local broadcasters (such as through DVDs) and collaborate closely with ABU to engage the correct stakeholders in each public broadcasting body. The trainings conducted as part of the ToT by our partners will be built on experiences from Moldova and Ukraine, where the journalists | 2 | Albany and downstream partners |
| Ethnic tensions result in further violence Kyrgyzstan, putting activities on hold | 3 | 5 | 15 | The project team will closely monitor political, economic and social developments and work in close cooperation with relevant advice and representations should unrest develop. Additionally, the project team will be trained to respond adequately to the situation as part of their pre-commencement briefings. Should training and production activities be put on hold, we will seek to re-allocate project activities to the surrounding countries. | 7 | Albany and downstream partners |
| There is limited participation and traction of produced content amongst women | 2 | 3 | 6 | Gender-sensitive programming has been a consideration in our program design. In the drama, the themes portrayed will be run through focus groups with female participants. In the trainings, we will mitigate any low traction by ensuring that women are invited and encouraged to take part. Additionally, Albany will provide guidance to downstream partner organisations on gender sensitivity that will be mainstreamed through project. | 2 | Albany and downstream partners |
| Potential breakdown of key relationships | 2 | 2 | 4 | This is possible in high-tension environments such as this. Mitigation consists of early treatment of personality clashes, regular and open team meetings, and clear lines of reporting and equitable HR practices. Backed up by alternative recruitment strategies. | 1 | Albany and downstream partners |

Monitoring and evaluation

The M&E programme will comprise two core strands: (1) an assessment of the take-up and outreach of the two training/educational curricula and (2) impact measurement of the television drama. This work will be carried out by Internews Kazakhstan and the Media Development Centre in Bishkek using the following methods:

- Web analytics and measurement tools built into social media networks will show the number of visitors to key web platforms, their countries of origin and the level/nature of their activity. The project team will be able to assess to what extent educational resources have been accessed and downloaded whilst discussion forums will capture feedback from users.
- These tools will also play a key role in measuring response to the television drama, particularly through social media-based discussions linked to the themes raised.
- A series of focus groups will be held in Kazakhstan and Kyrgyzstan prior to, during and after the transmission of the drama. They will be used to evaluate attitudes to the target issues as well as to test key assumptions and assess the credibility of the characters, scenarios etc. The focus groups will help to inform further iterations of the drama and will provide compelling evidence to potential sponsors and donors that the format has long-term potential and significant outreach.
- In addition, direct interviews with key stakeholders (broadcasters, CSOs, educational establishments) in the target countries will seek to identify the benefits of the project in terms of capacity-building and improved outreach.
- Individuals attending training courses both on- and offline will be invited to complete a questionnaire aimed at assessing satisfaction levels and the wider application of lessons learned.

Results Framework (Simplified version)

Programme: UK Conflict Stability and Security Fund Central Asia
 Date submitted: 04/10/16
 Implementing organisation: Albany Associates
 Project title: Promoting Media Plurality, Balance and Literacy in Central Asia
 Project duration: 18 months
 Project cost: 971 037 GBP

Please refer to the Smart Guide for advice on completing the various fields in the results framework
[Smart Guide](#)

| IMPACT | Impact Indicator 1 | Planned | Baseline | Milestone 1 | Milestone 2 | Target (date) | | |
|---|---|---------------------|--|---|--|---|---|---------------------------------------|
| <p>The UK's Russian Language Strategic Communication programme aims to enhance independent media across the Russian speaking world, engage with Russian speakers and expose Kremlin propaganda</p> <p>This should be seen in light of the 2013 FCO funded initiative on</p> <p>Efforts of local partners to stimulate critical thinking, and the development of StopFake/StopFals</p> | <p>Influence of foreign television channels is mitigated by high-quality local programming and there is an enhanced technical and commercial capacity in the local media industry to develop and produce socially responsible drama</p> | | <p>Most drama consumed in Central Asia is produced by Russian media and is agenda driven</p> | <p>Measure the perception by target audienc and the wider public improved by 5%</p> | <p>Measure the perception by target audienc and the wider public improved by 10%</p> | <p>Completed by project end</p> | | |
| | | Achieved | <p>Number of countries reached</p> | <p>1 country</p> | <p>All other countries through our distribution partners</p> | | | |
| | <p>Source</p> <p>Perception surveys carried out via phones and mobile phones at beginning, milestones and end</p> | | | | | | | |
| | | Impact Indicator 2 | Planned | Baseline | Milestone 1 | Milestone 2 | | Target (date) |
| | | | Achieved | <p>Awareness levels are low and audiences take tendentious content at face value</p> | <p>Improvement of recognition by 20%</p> | <p>Improvement of recognition by 40%</p> | | <p>Completed by End December 2017</p> |
| | <p>Source</p> <p>Impact survey, questionnaires after every training</p> | | | | | | | |
| OUTCOME | Outcome Indicator 1 | Planned | Baseline | Milestone 1 | Milestone 2 | Target (date) | Assumptions | |
| <p>Give audiences in Central Asia better access to reliable information, greater insight into the local media landscape and provide credible alternatives to tendentious Russian-language programming.</p> | <p>Core partners will be able to train media practitioners and journalists in fact-checking skills</p> | | <p>Related training courses are currently not available on the local market</p> | <p>2 insitutions have been assisted</p> | <p>4 insitutions have been assisted</p> | <p>All participating insitutions have been assisted in their ability to train media practitioner and journalists in fact-checking skills. Completed by project end.</p> | <p>Self censorship is widely practiced and investigative journalism almost nonexistent. Working under these assumptions, we aim to challenge this norm by enabling our core partners to train media practitioners and journalists in fact-checking skills as well as to highlight challenges faced by specific identity groups in Central Asia.</p> | |
| | | Achieved | | | | | | |
| | <p>Source</p> <p>Survey to support level of knowledge</p> | | | | | | | |
| | | Outcome Indicator 2 | Planned | Baseline | Milestone 1 | Milestone 2 | | Target (date) |
| | | | Achieved | <p>Awareness levels are low since these issues are rarely covered by mainstream media</p> | <p>Improvement of awareness by 20%</p> | <p>Improvement of awareness by 40%</p> | | <p>Completed by End December 2017</p> |
| | <p>Source</p> <p>Focus groups and quantitative survey conducted by local research agency</p> | | | | | | | |
| OUTPUT 1 | Output Indicator 1.1 | Planned | Baseline | Milestone 1 | Milestone 2 | Target (date) | Assumptions | |
| <p>Fact-checking resources developed and initial trainings for partner institutions in critical-thinking and fact-checking skills are conducted</p> | | | <p>Related training courses are currently not available on the local market</p> | <p>2 organizations have staff capable of conducting these trainings</p> | <p>4 organizations have staff capable of conducting these trainings</p> | <p>All partner organizations have staff capable of conducting these trainings (End April 2017)</p> | <p>It is assumed that journalists benefiting from the project will be able to apply theory to practice in their professional activities. Media managers will support them in this regard because the new skills will have a positive impact on outputs in general and improved programming will attract new audiences,</p> | |
| | | Achieved | | | | | | |

| | | | | | | |
|---|--|---|----------------------------|----------------------------|---|--|
| <p>Increase and enhance the range of sources used by domestic journalists reporting on global issues by introducing the skills for debunking and exposing agenda-driven propaganda into the Central Asian media space</p> | Source | | | | | <p>particularly from the younger generation. Institutions will be motivated to develop and implement the training programme because it is not currently available and meets a genuine need within the local media community, thereby giving them new USPs.</p> |
| | Pre-training surveys, number of people trained, post-training feedback and knowledge surveys | | | | | |
| | Output Indicator 1.2 | Baseline | Milestone 1 | Milestone 2 | Target (date) | |
| | Planned | Journalists in Central Asia plagiarise external content (particularly in Russian without checking facts or questioning sources) | 10 training days conducted | 10 training days conducted | All trainings (20 in total) have been conducted with an anticipated total training attendance figure of over 100 (End Feb 2018) | |
| | Achieved | | | | | |
| Source | | | | | | |
| Self-reporting by partners, attendance sheets | | | | | | |

Journalists and media practitioners across Central Asia are trained in the debunking techniques pioneered in Ukraine and Moldova and join the growing community of media professionals in the FSU seeking to combat disinformation tactics

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| <p>OUTPUT 2</p> <p>Produce a high-quality entertainments programme to challenge agenda-driven narratives, overturn stereotypes and encourage audiences to re-evaluate entrenched attitudes</p> | Output Indicator 2.1 | Planned | Script-writing skills are generally poor and there is little experience in developing non-news content | Milestone 1 | 30 consultancy days spent conducting workshops | Milestone 2 | 30 consultancy days spent conducting workshops | Target (date) | All workshops will have been conducted (End January 2017) | <p>Assumptions</p> <p>Kyrgyzstan has been chosen as the base of operations because it has a media environment conducive to creating high-quality public service programming and because it is recognised as a creative hub by the other Central Asian countries. Filming will also be possible in Kazakhstan and Tajikistan whilst recurring characters from Turkmenistan and Uzbekistan will be featured. The regional scope of the series will help to generate and retain audiences in the five countries. It is recognised, however, that, by addressing controversial topics, the project may exclude the possibility of finding broadcast partners in Uzbekistan and Turkmenistan and yet, by attempting to accommodate the sensibilities of all five republics, the series will fail to achieve its core objectives. Should the project fail to secure rebroadcasting deals in Uzbekistan and Turkmenistan, there will be a greater focus on ensuring widespread DVD distribution.</p> | |
| | | Achieved | | | | | | | | | |
| | Source | | | | | | | | | | |
| | Consultant agreements, attendance sheets, feedback from workshops, workshop plans submitted by consultant | | | | | | | | | | |
| | Output Indicator 2.2 | Baseline | Milestone 1 | Milestone 2 | Target (date) | | | | | | |
| | Planned | A pilot has been produced, establishing the framework, focus and style of the drama | Series 1 (12 episodes) produced and rebroadcasting deals secured in Uzbekistan and Kazakhstan | Series 2 (12 episodes) produced and rebroadcasting deals secured in Uzbekistan and Kazakhstan | All production concluded at the end of 2017 | | | | | | |
| | Achieved | | | | | | | | | | |
| Source | | | | | | | | | | | |
| Recordings of episodes available in electronic formats, viewer figures by broadcasting outlets, scripts of produced episodes | | | | | | | | | | | |

Beneficiaries gain the skills to develop scripts and storylines which address controversial issues and seek solutions by presenting credible characters who face recognisable dilemmas

A locally produced high-quality drama secures a significant audience across the region, stimulates constructive debate on social media networks and establishes a model for non-news programming capable of delivering an alternative narrative

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| <p>OUTPUT 3</p> <p>Media literacy programme for journalists and citizens, including youth focus groups and educational content, produced by the StopFake initiatives and disseminated through local libraries</p> | Output Indicator 3.1 | Planned | Related training and educational resources are not currently available in Central Asia | Milestone 1 | 2 partner countries | Milestone 2 | 5 partner countries | Target (date) | By project completion | <p>Assumptions</p> <p>It is highly unlikely that the training content can be introduced into the local curriculum through conventional means during the project lifecycle. Therefore, we rely on the assumption that the American University in Central Asia can assist with the development of content and regional dissemination through informal networks.</p> | |
| | | Achieved | | | | | | | | | |
| | Source | | | | | | | | | | |
| | Availability in-country of media literacy manuals, launch events held, debriefs by partners | | | | | | | | | | |
| | Output Indicator 3.2 | Baseline | Milestone 1 | Milestone 2 | Target (date) | | | | | | |
| | Planned | Trainer capacity to deliver related training does not currently exist | 10 training days to be conducted | 10 additional training days to be conducted | By project completion | | | | | | |
| | Achieved | | | | | | | | | | |
| Source | | | | | | | | | | | |
| Event reports, attendance sheets | | | | | | | | | | | |

Media literacy manual is developed and distributed across region giving local institutions the capacity and resources to deliver media literacy programmes in Central Asia

ToT trainings and focus groups are held across the region, enhancing the audiences' ability to recognise manipulative programming and question politically-motivated content