

**STOCKHOLM UNIVERSITY Department of Computer  
and Systems Sciences**

**RIMA HT2019**

**Assignment 5: Global Risk Management**

**Student: Lagano Davide**

**Word count: 1896**

# **1. Introduction:**

In this fifth assignment of Risk Management, as a first step, I will describe the global press freedom situation (presented at the website <https://rsf.org/en/ranking> by Reporters Without Borders), then perform a thorough risk analysis of it including various possible effects in shorter and longer terms. Finally, I will discuss my assumption, method and result.

## **2. The World Press Freedom Index:**

Note: Any notion in this paragraph was taken from the following site:  
<https://rsf.org/en/ranking>

### **2.1 what is it?**

The World Press Freedom Index, published annually since 2002 by Reporters Without Borders (RSF), is a significant advocacy resource centred on the emulation concept between states.

### **2.2 what does it measure?**

The World Press Freedom Index rates 180 countries and regions based on journalists ' level of freedom. It is a snapshot of the situation of media freedom focused on pluralism evaluation, press autonomy, performance of legislative framework, and journalists ' security in each country and region.

### **2.3 how the Index is compiled?**

In 180 nations, the degree of freedom open to reporters is determined by pooling experts ' responses to a questionnaire developed by RSF. This qualitative research was coupled during the time examined with quantitative data on abuses and acts of violence against journalists.

The questionnaire is online and is composed of 87 questions, translated into 20 languages. The target of the questionnaire are sociologists, lawyers and media professionals. The score of these questionnaires is calculated in according to the responses of the experts (qualitative), combined with the data (quantitative) about the intensity of abuses and violence against media actors. The data are used to weight the score of these questionnaires.

### **2.4 the press freedom map**

The map of freedom of the press offers a visual overview of the situation in

the Index in each country and region. The classes of colour are classified as follows: good (white), fairly good (yellow), problematic (orange), bad (red) and very bad (black).

## 2.5 criteria categories and indicators

The questionnaire focuses on topics like the quality of the country in terms of pluralism, press autonomy, and respect for journalists ' security and freedom. Each question in the questionnaire is related to one of six criteria as follows: media independence, transparency, environment and self-censorship, legislative framework, abuses, pluralism, infrastructure.

## 2.6 how the scores are calculated

Countries have earned ratings ranging from 0 to 100 since the 2013 index, with 0 being the best score possible and 100 being the worst. This makes the Index more informative, making it easier to compare with each other for one year. RSF has two scores to measure. The first, ScoA, is based on the first six of the above-mentioned seven indicators. The second, ScoB, blends the seventh (abuses) with the first six measures. The greater of these two scores is the final score of a state. This approach avoids an unfairly low score (high ranking) being granted to a country where there is little or no violence against journalists due to tight control over the distribution of news and information.

## 2.7 How SCOA and SCOB are calculated:

$$SCOA = \frac{1}{3} \cdot scorePlur + \frac{1}{6} \cdot (scoreInd + scoreEA + scoreCL) + \frac{1}{12} \cdot (scoreTra + scoreInf)$$

$$SCOB = \frac{1}{5} \cdot scoreExa + \frac{4}{15} \cdot scorePlur + \frac{2}{15} \cdot (scoreInd + scoreEA + scoreCL) + \frac{1}{15} \cdot (scoreTra + scoreInf)$$

## 2.8 How the abuses score is calculated:

$$\text{scoreExa} = 10 * \log(90 * \text{nbreMorts} + \text{Coeff}_i * \text{nbreEmprisonnés}_i + 10 * \text{nbreEnlevés} + 5 * \text{nbreMédiassaccagés} + 3 * \text{nbreExilés} + \text{nbreArrestations} + \text{nbreAgressions})$$

The more reporters (professional or non-professional) are imprisoned, the more the state concerned is penalised by their incarceration. Thus, based on the length of incarceration in years, the weighting function has the following values:

$i$	1 -	2	3	4	5	6	7	8	9	10	10 +
$\text{Coeff}_i$	10	20	35	60	80	85	87	88	89	89,5	$\lim_{\infty} \text{Coeff}_i = 90$

## 2.9 Press Freedom Map:

A graphical overview of the scores of all countries in the Index is provided by the press freedom map. The classes of colours are classified as follows:

**From 0 to 15 points:** Good situation (white)

**From 15.01 to 25 points:** Satisfactory situation (yellow)

**From 25.01 to 35 points:** Problematic situation (orange)

**From 35.01 to 55 points:** Difficult situation (red)

**From 55.01 to 100 points:** Very serious situation (black)

## 3. 2019 World Press Freedom Index

Note: Any notion in this paragraph was taken from the following site:

<https://rsf.org/en/ranking>



Figure 1 - 2019 World Press Freedom Map

Reporters Without Borders (RSF)'s 2019 World Press Freedom Index shows that journalists' hatred has degenerated into violence, leading to increased terror. The number of countries considered safe where reporters are able to work in complete safety continues to decline, as authoritarian regimes continue to tighten their press grip.

If we compare the World Press Freedom Index of 2019 with the previous years, in first place on the podium, we can find Norway that holds the record, for the third year running.

At the second place, there is Finland, that passed two nations:

Netherlands (now at the fourth place), where two journalists have had to live under permanent police protection investigating organised crime.

Sweden lost one place caused by an increase in cyber-harassment.

The lower part of the ranking is made up of Eritrea, North Korea, Turkmenistan.

We can also see that in Africa, Gambia and Ethiopia improved substantially from last year's Index.

Obviously, many authoritarian regimes like Venezuela, Russia, Vietnam, China lost positions in the ranking.

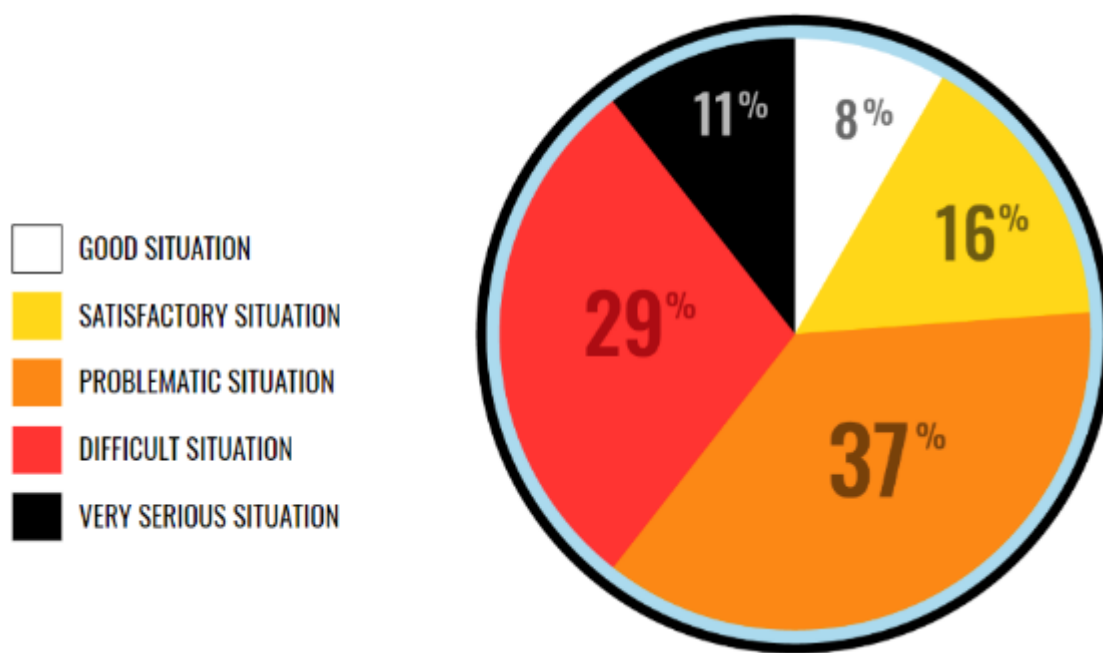


Figure 2 - distribution of categories

As we can see from the chart, just 24% of the 180 countries and territories, as compared to 26 per cent last year, are rated as "good" or "fairly good." As a result of an increasingly hostile environment that goes beyond the remarks of Donald Trump, the U.S. (48th) has dropped three positions in the Index this year and the media atmosphere is now rated as "problematic."

## 4. Risk analysis

Is relevant to assess the risks of the overall approach and the particular methods used to measure the indexes. For this reason, in this paragraph, I will talk about the risk analysis regarding the WPFI.

Six of seven RSF requirements considerations are qualitative. For this reason, this case may not be suitable for quantitative risk management method.

This paragraph will be formed by analysis methods and risk identification methods, considering short-term and long-term implications.

The risk analysis that will be represent will be composed by methods of risk identification and a method for risk evaluation. For this reason, The SWOT and PESTLE Analysis are chosen.

PESTLE and SWOT will be used. In according to Hopkin, as I mentioned in the second assignment, is common to use PESTLE (political, economic, sociological, technological, legal and ethical risks) risk classification system to the analysis

of hazard risks. A column will be added to the PESTLE table, representative of the effects of the risk: are they short or long oriented?

Furthermore, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) contributes to deepening the external and internal conditions in which a project will be placed in order to contextualise it and help the PM to manage risk in the best way.

## 4.1 SWOT analysis

Internal	External
<b>Strengths:</b> <ul style="list-style-type: none"> <li>- RSF is published every year since 2002. Seventeen years of practice allowed the organisation to improve year after year the methodology in the questionnaires.</li> <li>- Being a very important non-profit organisation, it allows it to have a very important reputation.</li> <li>- Highly qualified work staff</li> </ul>	<b>Opportunities:</b> <ul style="list-style-type: none"> <li>- With the expansion of machine learning and new data analysis techniques, they could expand their research field by predicting which states could be at risk of "downgrading."</li> <li>- Introduce a control filter for the interviewees, to check if they have political ideas that could unfairly influence the score</li> <li>- With the increasingly strong assertion of sovereign parties, there is more and more talk about how journalists are in danger. Consequently, RSF is increasingly important in order to monitor the situation.</li> </ul>
<b>Weakness:</b> <ul style="list-style-type: none"> <li>- Questionnaires translated in only 20 languages, this way you lose the feedback of a part of people who do not speak these languages.</li> <li>- Use of qualitative techniques, subject to a double bias due to the interviewer and to those who assign a score.</li> <li>- Possible corruption</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>- The other side of the coin of the last point of the opportunities: working on this project leads to increasingly significant pressures and dangers.</li> <li>- Governments could influence the answers.</li> </ul>

## 4.2 PESTLE analysis

Category of risk	Risks description	Short or long effect?
Political	Since this organisation is very important in public opinion, some states are likely to put pressure on them or try to corrupt in order to get a better position in the ranking.	S/L: the effects can be felt both in the short and long term. In the short period, because the pressures can directly affect the current year, in the long because if they are not dammed, they can spread over time. This risk can be prevented by managing the assessments in the most transparent way possible and by placing strong and independent controls.
Economic	This non-profit organisation is economically supported by public funds. Political choices or political propaganda could undermine the stability of the organisation.	S: the effects can be felt in the short term because a political change regarding the decision to cut funding to non-profit organisations can take place in a concise time.  The solution to prevent this risk could be to self-finance as much as possible through commercial activities, sponsorship or any activity that could allow obtaining funding.
Sociological	Some states may be penalised by cultural norms or different vision due to the state in which RSF is analysed, which may lead to a distorted vision.	L: the effects can be felt in the long term because it is difficult to change cultural behaviour in a short time.  The solution to prevent this risk could be to form the most heterogeneous teams possible (nationally speaking) so that the collaboration of different cultures can lead to the most balanced decisions possible.



Technological	A distribution of the questionnaires associated with a low investment in computer security can lead to tampering at the questionnaires	<p>S: the effects can be felt in the short term because an illegal modification of the questionnaires would go back over an immediate result concerning the Index.</p> <p>The solution to prevent this risk could be to invest a lot of resources in computer security.</p>
Legal	A change in the law regarding taxation of non-profit organisations (as happened in Italy) could lead to substantial economic damage.	<p>S: the effects can be felt in the short term because a law changes regarding the taxation of non-profit organisations can take place in a very short time.</p> <p>The solution to prevent this risk could be to self-finance as much as possible.</p>
Ethical or Environmental	The culture of the people or nations in which this Index is analysed can lead to a distortion of the analyses, due to 'sympathies or dislikes' towards certain states. This is an ethical risk because a personal opinion or of a group of people raised in the same environment can weigh enormously on an entire nation.	<p>L: the effects can be felt in the long term because it is difficult to change cultural behaviour in a short time.</p> <p>The solution to prevent this risk could be to form the most heterogeneous teams possible (nationally speaking), so that the collaboration of different cultures can lead to the most balanced decisions possible.</p>

## **5 Conclusion**

It was a pleasure to work on such a delicate and important case. Through this analysis, I tried to perform a thorough risk analysis by applying it to the case concerning the Word Press Freedom Index.

In order to do this, two methodologies have been applied: PESTLE and SWOT analysis. Consequently, they identified several risks that could be solved according to the methodologies expressed through the paper.

Furthermore, several opportunities, limits have been identified.

## **References:**

- Hopkin, P., 2017. Fundamentals of risk management: understanding evaluating and implementing effective risk management. Kogan Page.
- <https://rsf.org/en/ranking>