Creating an Action Plan for Threat Response

To help ensure a well-considered and robust response to threats to their institutions, all NHRIs should develop an Action Plan for Threat Response (APTR). The guiding principle for an NHRI's APTR is the continued functioning of the NHRI for the promotion and protection of human rights.

Instructions:

In order to prepare your NHRI to respond to threats, you need to discover and assess its vulnerabilities. What threats is your organization likely to face? What would be the consequences (risks) of these threats for your NHRI if they happened? Then you need a plan for how the NHRI will respond.

Using **Chart 1**, identify the most likely threats against your NHRI in the coming 2-3 years.

In **Chart 2**, identify the level of risk to your institution for the threat you have identified.

In **Chart 3**, try to develop an initial APTR for one of the threats you identified as the highest likelihood (4/5 from Chart 1) and highest risk (4/5 from Chart 2).

Note: Fill out the chart only for one of the threats. However, please note that for your ATPR, you should make a detailed plan for each of your identified threats and how you will manage their consequences.

Chart 1 – Risk Assessment

What are the likely threats against your NHRI in the next 2-3 years?	Low Threat Risk				High Threat Risk
Threat Type	**1**	**2**	**3**	**4**	**5**
General attack against the existence of the institution					
Personal attacks against leadership (e.g., through media, or defamation suit)					
Reduction/limitation of mandate					
Increase of the mandate without increased budget					
Human Resources (e.g., reduction in staff, changes to employment conditions)					
Budget (reduction in budget or other restrictions on financial resources)					
Appointments process (e.g., changes to process, interference in the process)					
Obstruction of the NHRI in undertaking its functions (e.g., failures to reply to requests)					
Intimidation (investigating the NHRI, security measures)					
Merger with another institution					
Increased oversight by government or imposition of new administrative regulations					
Other attacks on independence/threats:					

Chart 2 – Risk Assessment

What is the level of risk from the threat you identified in Chart 1?	Low Threat Risk				High Threat Risk
Threat Type	**1**	**2**	**3**	**4**	**5**
General attack against the existence of the institution					
Personal attacks against leadership (e.g., through media, or defamation suit)					
Reduction/limitation of mandate					
Increase of the mandate without increased budget					
Human Resources (e.g., reduction in staff, changes to employment conditions)					
Budget (reduction in budget or other restrictions on financial resources)					
Appointments process (e.g., changes to process, interference in the process)					
Obstruction of the NHRI in undertaking its functions (e.g., failures to reply to requests)					
Intimidation (investigating the NHRI, security measures)					
Merger with another institution					
Increased oversight by government or imposition of new administrative regulations					
Other attacks on independence/threats:					

Chart 3 - Action Plan for Threat Response

Threat	Potential impact of the threat (risk)	Trigger/ warning signs*	Activation point: When does a threat become an emergency requiring APTR activation	Type of Response**	Resources required to respond

* The most common triggers for threats identified by NHRIs in the ODIHR survey were: 1) because of the contents of an NHRI report, because of an institution's focus on a certain human rights issues, 2) popularity of the NHRI leader perceived as rivalry, 3) popularity/high public confidence in the NHRI.

**Types of response may include, for example, responding in the media, seeking support from national stakeholders, seeking interventions from regional or international partners.