



## NHRI Resilience Assessment Form

| Factor               | Questions to ask  | Indicators of success   | Your rating<br>(1= yes, absolutely / 5 = no, not at all) |
|----------------------|---|---|--|
| <b>Effectiveness</b> | 1. Are your activities focused on protecting and promoting human rights in practice?  | 1. There is a clear institutional goal to improve human rights.   | 1 2 3 4 5  |
|                      | 2. Do you monitor and track your achievements (and failures)?   | 2. Monitoring and follow-up are in place.   | 1 2 3 4 5  |
|                      | 3. Is there regular and appropriate engagement with stakeholders?   | 3. Processes and activities are legitimate and transparent. Stakeholders are regularly and appropriately involved.  | 1 2 3 4 5  |
|                      | 4. Does your organization proactively monitor what is happening in human rights in the country, to have an early warning process to identify emerging issues? | 4. Monitoring is in place to identify emerging human rights issues, including through regular communication with stakeholders, in particular with CSOs and civil society. | 1 2 3 4 5  |
|                      | 5. Do staff in your organization feel responsible for the organization's effectiveness?   | 5. Staff own a problem until it is resolved.  | 1 2 3 4 5  |
|                      | 6. Is your NHRI successful at learning lessons from past projects and making sure these lessons are carried over to future projects?                          | 6. Lesson Management sessions are held frequently.  | 1 2 3 4 5  |
|                      | 7. If something is not working well, do staff feel able to raise the issue with senior management?  | 7. Internal communication processes are in place to address escalating issues/potential risks.  | 1 2 3 4 5  |

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| Efficiency                         | Do your internal processes emphasize efficient use of resources?  | Leadership seeks ways to improve delegation, skill matching (matching tasks to the staff member with the most appropriate skills), enhanced internal communication, good feedback channels from staff to leadership, ensuring there are clear goals for tasks, identifying training needs, and identifying and reducing unnecessary formality or internal processes that cause backlogs. | 1 2 3 4 5  |
| Relevance                          | 1. Is your NHRI working on the most important/urgent human rights issues in the country?                  | 1. Human rights issues in the country are mapped. Roundtable and town hall meetings are held regularly with CSOs, to ensure the NHRI is on top of emerging and urgent human rights issues.   | 1 2 3 4 5  |
|                                    | 2. Is your NHRI 'avoiding' dealing with some issues and, if so, why?                                      | 2. 'Avoided' topics are reviewed internally, with open conversations as to why they are not being dealt with. Resources/support, including from regional partners, are sought, where needed.   | 1 2 3 4 5  |
| Alliances & Stakeholder Engagement | 1. Has your NHRI developed a networking plan? Does it have a stakeholder map?                             | 1. Contacts and the level of engagement are regularly assessed and mapped.   | 1 2 3 4 5  |
|                                    | 2. Does your NHRI proactively engage with stakeholders?   | 2. There are forums for permanent stakeholder engagement, such as councils of external experts as permanent advisory bodies (representatives of CSOs relevant to the topic; independent experts, journalists, public people active in the field), which are held regularly.  | 1 2 3 4 5  |
|                                    | 3. Does your NHRI collaborate and communicate with others in your sector to manage unexpected challenges? | 3. An organizational resilience community of practice has been established to encourage information sharing and planning activities with internal and external stakeholders.   | 1 2 3 4 5  |
|                                    | 4. Is your NHRI an active participant in relevant groups?   | 4. NHRI leaders/staff take part in joint national and international projects, cooperation on research, brainstorming or external expert advice. Joint training is organized and attended by members of the NHRI and other organizations. There is engagement with regional and international NHRI bodies, particularly GANHRI and the regional network.                                  | 1 2 3 4 5  |

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| Human Rights<br>Competence | Does your NHRI ensure initial and ongoing staff competence?   | There are processes in place for recruitment and continuing professional training. Such professional development has a specific human rights focus, particularly for technical staff. Benefits and rewards packages are reviewed regularly. | 1 2 3 4 5   |
|                            | 1. Does your NHRI have a 'staff morale' plan in place?  | 1. There are plans for continuing professional training, bonuses, salaries and benefits, which are regularly reviewed.  | 1 2 3 4 5   |
| Morale                     | 2. Do staff have the appropriate authority to make decisions that impact their work?  | 2. Staff are involved and able to make decisions where their specific experience and knowledge adds value, and/or where their involvement will help with implementation.  | 1 2 3 4 5   |
|                            | 3. Is authority clearly delegated to enable a crisis response?  | 3. There are specific decision criteria for executing the crisis/ emergency or business continuity plan, which designates key personnel needed during emergencies, with detailed assignments, clear roles and responsibilities.             | 1 2 3 4 5   |
|                            | 4. Are staff encouraged and rewarded for using their knowledge and expertise in innovative ways in order to solve problems, and for using creative approaches for developing solutions? | 4. There are processes for encouraging and rewarding innovation and creativity. This includes personal development plans for individuals, which are reviewed every 6-12 months.   | 1 2 3 4 5   |
|                            | 5. Is there good communication internally within your institution?  | 5. Operations are inclusive. Staff are involved in decision-making processes.   | 1 2 3 4 5   |
|                            | 6. Are there any barriers that stop staff from working well with each other and with other organizations?   | 6. Staff are able to work with the appropriate individuals regardless of departmental or organizational boundaries.   | 1 2 3 4 5   |
|                            | 7. Do managers constantly monitor staff workloads and reduce them when they become excessive?   | 7. Staff are not overworked, and due regard is given to work-life balance.  | 1 2 3 4 5   |
|                            | Prestige  | Is attention paid to enhancing the prestige of your NHRI?   | The tradition of the institution is celebrated, for example, by marking its anniversaries. There is attendance by key staff at the main national and international official events, including remembrance days. There is an institutional award for human rights contributions. |

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| Leadership & Culture       | 1. Are leaders hired with integrity in mind?   | 1. Integrity is a key criterion for appointment.  | 1 2 3 4 5  |
|                            | 2. Is the selection and appointments process compliant with the Paris Principles?  | 2. The selection and appointments process is reviewed against the Paris Principles, and changes are proposed by the NHRI as needed.   | 1 2 3 4 5  |
|                            | 3. Are leaders good role models whom others aspire to learn from?  | 3. Leaders are hard-working, have high moral standing and lead by example.  | 1 2 3 4 5  |
| Legal Powers & Mandate     | Are there legal powers/functions that need to be improved?   | Check the NHRI law against the Paris Principles and the GANHRI Sub-Committee on Accreditation. Support can be sought via ODIHR/ the Venice Commission, if needed.   | 1 2 3 4 5  |
| Crisis Planning & Response | 1. Does your NHRI have a formal written crisis management plan or business continuity plan?  | 1. There are crisis management plans in place that are reviewed every 6-12 months. Regular crisis and scenario simulations are conducted with key decision makers across departments and functions.   | 1 2 3 4 5  |
|                            | 2. Does your NHRI have people who perform the following roles:<br>- risk management;<br>- crisis management; and<br>- business continuity? | 2. Designated individuals have responsibility for risk and crisis management, as well as business continuity.   | 1 2 3 4 5  |