

# Contents

<b>Acknowledgments</b>	<b>6</b>
<b>Acronyms and Abbreviations</b>	<b>7</b>
<b>1. Introduction</b>	<b>8</b>
1.1. Purpose of this Guidance Tool	8
1.2. Why is organizational resilience important to NHRIs?	8
1.3. Understanding organizational resilience	10
<b>Part I – Identifying Threats and Building Long-term Resilience</b>	<b>11</b>
<b>2. Threats to NHRIs</b>	<b>12</b>
2.1. Inherent vulnerabilities of NHRIs	13
2.2. Types of threats NHRIs face	13
2.3. Why are NHRIs pressured and/or attacked?	14
<b>3. Building Long-Term Resilience in NHRIs</b>	<b>17</b>
3.1. Effectiveness	18
3.2. Efficiency	18
3.3. Relevance	19
3.4. Building Alliances and Stakeholder Engagement	21
3.5. Communications	22
3.6. Use of Financial Resources	23
3.7. Institutional Integrity	24
3.8. Human Rights Competence	24
3.9. Institutional Morale	25
3.10. Prestige of the NHRI	26
3.11. Leadership and Culture	26
3.12. Legal Powers and Mandate	28
3.13. A Resilience Management Plan	29
<b>Part II - Responding to Threats</b>	<b>31</b>
<b>4. Crisis Management</b>	<b>32</b>
4.1. Risk Management Plan	32
4.2. Activating the Crisis Management Team	34
<b>5. Practical Ways of Responding to Threats</b>	<b>36</b>
5.1. Response of Leadership – Boosting Institutional Morale	37

5.2.	Resource Threats	38
5.3.	Changes to Mandate	39
5.4.	Leveraging Support	39
	5.4.1. Address National Networks and Civil Society	40
	5.4.2. Get International Support	40
	5.4.3. Communicate	41
5.5.	Lesson Management	41
<b>6.</b>	<b>Next Steps</b>	<b>43</b>
<b>7.</b>	<b>Appendix 1 Checklist for Resilience Management Planning</b>	<b>44</b>
<b>8.</b>	<b>Appendix 2 Checklist for Developing an Action Plan for Threat Response</b>	<b>49</b>
<b>9.</b>	<b>Appendix 3 Situational Awareness</b>	<b>52</b>
<b>10.</b>	<b>Glossary</b>	<b>53</b>