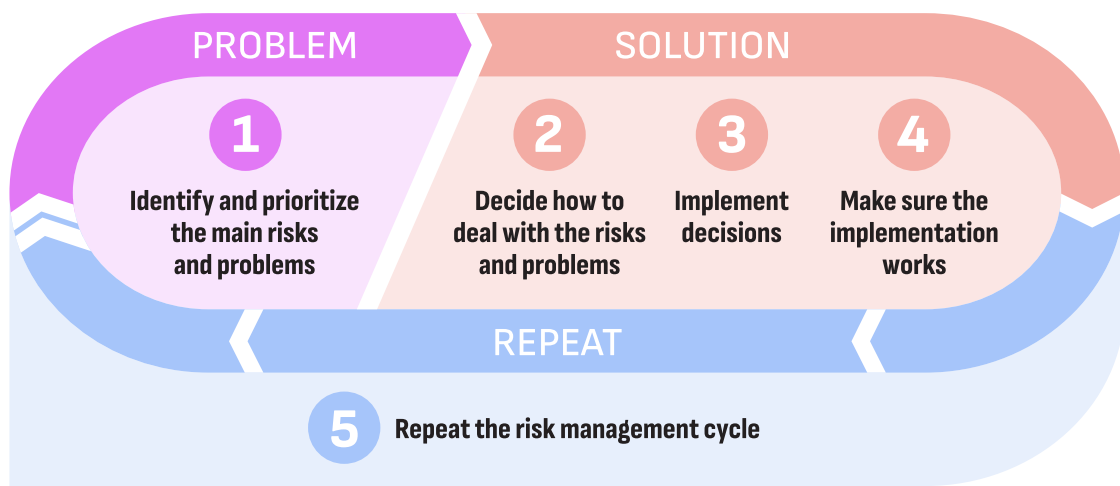


# Managing risks

## Safety and security in human rights work

### The risk management process

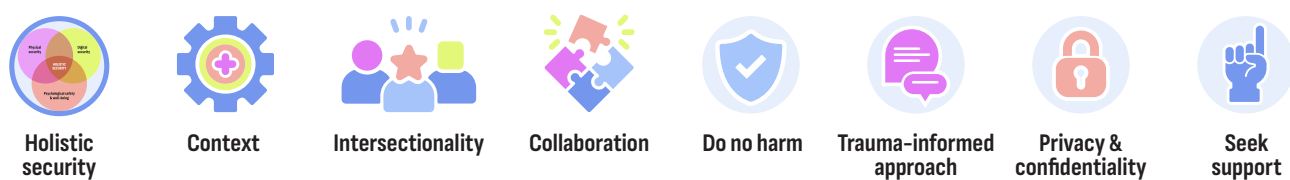
Risk management is a cyclical process which helps assess a situation, understand potential problems and find ways to deal with them. It can be divided into five stages.



| PROBLEM  | 1 Identify and prioritize the main risks and problems | What to protect?<br>▶ <b>ASSET ENUMERATION</b>   | <ul style="list-style-type: none"> <li>▶ List all the elements you intend to safeguard.</li> <li>▶ Be precise, inclusive and do not forget anything important.</li> <li>▶ Regularly update the list.</li> </ul>  | Asset       |
|----------|---|--|--|-------------|
|          |   | Protection from what and from whom?<br>▶ <b>THREAT MODELLING</b>   | <ul style="list-style-type: none"> <li>▶ Identify who can do what to your assets.</li> <li>▶ Create a list of unwanted events (threats) that could happen to each asset.</li> </ul>  | Threat      |
|          |   | How likely are the threats to happen? What would be the impact?<br>▶ <b>ASSESSING PROBABILITY AND IMPACT</b> | <ul style="list-style-type: none"> <li>▶ Consider what happened in the past.</li> <li>▶ Think about the possible consequences of threats, if they happened and how it may impact differently members of your organization.</li> <li>▶ Evaluate the probability and impact of each threat.</li> </ul>   | Probability |
|          |   | What to address first?<br>▶ <b>RANKING THE RISKS</b>   | <ul style="list-style-type: none"> <li>▶ Rank the risks in a descending order.</li> </ul>  | Impact      |
|          |   |  |  | Risk        |
| SOLUTION | 2 Decide how to deal with the risks and problems      | What decisions to make on each risk?<br>▶ <b>RISK TREATMENT</b>  | <ul style="list-style-type: none"> <li>▶ Decide how to deal with the risks: avoid, reduce/mitigate, share/transfer, accept, etc.</li> </ul>  |             |
|          | 3 Implement decisions                                 | How to reduce or mitigate the risks?<br>▶ <b>DEVELOPMENT OF SECURITY MEASURES</b>                            | <ul style="list-style-type: none"> <li>▶ Indicate the risk and the possible corresponding measures or solutions.</li> <li>▶ Choose the most appropriate measures or solutions based on your context.</li> </ul>  |             |
|          |   | Who does what, when, and with what resources?<br>▶ <b>DEVELOPMENT OF AN IMPLEMENTATION PLAN</b>              | <ul style="list-style-type: none"> <li>▶ Identify the persons responsible, the deadlines and the resources available for the implementation.</li> <li>▶ Assign specific tasks to specific persons.</li> <li>▶ Make sure tasks are clear, actionable, time-bound and realistic.</li> </ul>  |             |
|          |   | Are the decisions implemented?<br>▶ <b>PUTTING THE MEASURES INTO PRACTICE</b>                                | <ul style="list-style-type: none"> <li>▶ Discuss the tasks with the responsible persons.</li> <li>▶ Prepare a list of necessary resources.</li> <li>▶ Think about the implementation period.</li> </ul>  |             |
|          | 4 Make sure the implementation works                  | How is the implementation going? Is it working? If not, why?<br>▶ <b>MONITORING &amp; EVALUATION</b>         | <ul style="list-style-type: none"> <li>▶ Establish who is responsible and define a timeline for monitoring and evaluation.</li> <li>▶ Find out what has been implemented, what is in progress, what are the potential problems, and what is needed to complete the tasks.</li> <li>▶ Determine whether the implementation works, doesn't work at all, or works partially.</li> </ul> |             |
|          |   | How to improve the risk management process?<br>▶ <b>IMPROVEMENT</b>  | <ul style="list-style-type: none"> <li>▶ Identify and apply lessons learned.</li> </ul>  |             |
| REPEAT   | 5 Repeat the risk management cycle                    | How often is it necessary to repeat the process and why?<br>▶ <b>REGULARLY REPEATING THE CYCLE</b>           | <ul style="list-style-type: none"> <li>▶ Repeat the cycle every year, when circumstances change, and within a timeline that suits the context.</li> <li>▶ Treat risk management as a systematic, continuous and never-ending process.</li> </ul>   |             |

### OVERARCHING PRINCIPLES

When going through the risk management process, remember to consider a number of principles. These are all interlinked.



▶ See Key concepts handout.  
▶ See Holistic security handout.