

## Risk Assessment Sample Template

Threat	Details	Vulnerability Assessment	Risk Level	Strategy for Mitigating Risks	Assessment of Comfort Level
<i>Identify as many threats as possible (those directly related to individual safety and reputation of your organisation, and more general threats related to campaign activities).</i>	<p>Type?</p> <p>Frequency?</p> <p>Is it more likely to occur in a certain area or is it widespread?</p> <p>Are there certain times it is likely to occur?</p> <p>Who are typical targets?</p>	<p>How vulnerable are your organisation's members and affiliates to the threat?</p> <p>Are women more vulnerable than men?</p>	<p>Use the Likert scale (see Annex below), which assigns numbers to probability (P) and to impact (I) according to likelihood.</p> <p>Multiply the numbers together to rank the risks on a scale from high to low.</p> <p>A ranking of 49 (the highest score) identifies a severe probability and impact.</p>	<p>The higher the number assigned to the threat, the more time should be spent on developing preventative and response measures.</p> <p>Note that a threat that has a high impact number should be carefully considered, even if its probability is low; likewise, organisations may want to develop everyday strategies to mitigate against high-probability / low-impact threats.</p>	<p>Decide as an organisation which risks you are comfortable with.</p> <p>You could assign a colour system:</p> <p><b>Red:</b> Mitigating strategy is not sufficient; risk is not worth the potential consequences.</p> <p><b>Yellow:</b> Generally comfortable, but caution is required.</p> <p><b>Green:</b> Threats have been mitigated; comfort level in proceeding is high.</p>
<b>Sample Risk Assessment –activities related to campaign for the release of an imprisoned journalist</b>					
High incidents of road accidents recorded between town and capital city.	<p>Lobbying activities in journalist's home country requires travel from town to capital on some of the country's most dangerous roads.</p> <p>Inexperienced drivers are most at risk.</p> <p>Accidents could threaten personal safety of staff, and have financial repercussions for</p>	<p>Most staff members have not made trip before but have necessary experience to feel comfortable.</p> <p>Organisation has insurance that would cover property damages and health care costs in event of injury.</p> <p>Accident would also result in delays and missed meetings.</p>	<p>P=5 I=5 PxI: 5x5=25</p> <p>25/49 is the overall risk level = moderate</p>	<p>Travel only during day.</p> <p>Hire experienced local drivers.</p> <p>Ensure insurance is up to date and includes driver.</p> <p>Allow for a day buffer on either side of trip to account for accidents and delays.</p>	<p><b>Green:</b> Threats have been adequately mitigated, and overall impact is manageable.</p>

Threat	Details	Vulnerability Assessment	Risk Level	Strategy for Mitigating Risks	Assessment of Comfort Level
	organisation.				
Safety and security of local contacts	Visiting and speaking with local contacts during fact-finding mission in the journalist's home country could pose a risk to their personal safety.	Local contacts are vulnerable to persecution, but their connection to international organisations could help provide protection (authorities would know there would be international repercussions for their actions).	P=5 I=7  5x7=35  35/49 is the overall risk level = moderate	Meetings would take place at times and locations determined by local contacts.  Local contacts decide whether to make mission's presence public.  An escape/safety plan will be developed (and implemented if local contacts received threats).	<b>Yellow:</b> Generally comfortable, but caution is required.
Bias perceived if participating in private consultations with government officials.	Meeting with government officials to offer advice and recommendations on policy issues related to campaign could hurt optics of organisation and could impact relationships with allies considered unfavourable by government.	Affect organisation's ability to work in collaboration with other organisations in future.  Could have an impact on organisation's credibility within activist community.	P=6 I=5  PxI: 6x5=30  30/49 is the overall risk level = intermediate	Inform coalition groups that meetings will take place and what your intended outcomes are.  Ask specific organisations for their position on topics to be discussed.  If positions are shared, inform other groups that their viewpoints will be presented during meeting.  Communicate with coalition groups the outcomes of consultations.	<b>Yellow:</b> Generally comfortable, but caution is required.
Alienation of supporter base	Participation in joint press conference with other organisations who are also	Working with group with very different mandate could alienate organisation's	P=7 I=5  PxI: 7x5=35	Have clear and agreed upon speaking points so the door remains closed to speaking about other issues.	<b>Yellow:</b> Generally comfortable, but caution is required.

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	campaigning for the release of the imprisoned journalist, but who do not share the same position on other controversial issues.	supporter base, and result in a loss in funds from donors.  If contentious issues are brought up during press conference and are not handled well, they could distract from key campaign message.	35/49 is the overall risk level = high	Choose recognisable and prominent people who will speak with authority to represent each organisation.	
Violence during public demonstration	Similar demonstrations in the past were infiltrated by security agents who incited violence. Police would be given green light to detain, arrest and potentially beat protesters.	Based on past experiences, this is a very real threat.  Most at risk are demonstration organisers and youth.	P=7 I=6  PxI: 7x6=42  42/49 is the overall risk level = high	Pre-demonstration training in anti-violence and safety measures.  Meetings with city officials and policy personnel ahead of time.  Maintain secrecy about location until last minute.	<b>Red:</b> Mitigating strategy is not sufficient; risk is not worth potential consequences.
Arrests	Popular theatre performed in public space could result in arrests and fines if permit not granted.	Arrests could damage reputation of organisation among more conservative supporters.  Organisation may have to pay fine.	P=3 I=3  PxI: 3x3=9  9/49 is the overall risk level = low	Get permit for event with different location options.  Meet with city officials to increase chances of being granted permit.  Budget for potential fines.  Ensure those participating do not have prior police records.	<b>Green:</b> Threats have been adequately mitigated, and overall impact is manageable.
Police fines	Erecting a sign by the highway en route to a meeting of international political	Fine is likely as the highway is patrolled weekly for illegal postings.	P=6 I=5  6x5=30	Ensure someone is available to remove sign if requested from the police.	<b>Green:</b> Threats have been adequately mitigated, and overall impact is manageable.

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	officials to promote the campaign is illegal and could result in a fine of US\$500.	Fine would not damage organisation's reputation, but would result in greater profile of the campaign if stays up during key political moments/when decision-makers will likely see it.	30/49 is the overall risk level = moderate	Budget for potential fines.  Determine days that police are least likely to patrol highway and proceed accordingly.	

#### ANNEX: The Likert Scale

The Likert Scale assigns numbers to probability (P) and to impact (I) according to likelihood. Multiply the numbers together to rank the risks on a scale from high to low. A ranking of 49 (the highest score) identifies a severe probability and impact.

#### Probability

- 1 Very Improbably
- 2 Improbable
- 3 Somewhat improbable
- 4 Neither probable or improbable
- 5 Somewhat probable
- 6 Probable
- 7 Very Probable

#### Impact

- 1 Very insignificant if it happens
- 2 Insignificant if it happens
- 3 Somewhat insignificant if it happens
- 4 Neither significant or insignificant if it happens
- 5 Somewhat significant if it happens
- 6 Significant if it happens
- 7 Very significant if it happens