



## APPENDIX 1

### Example: SWOT analysis on Security

A SWOT analysis means analysing strengths, weaknesses, opportunities and threats (the acronym 'SWOT' comes from the initial letters). The strengths and the weaknesses are 'internal' (within your organisation) and the opportunities and threats are from the external environment in your region or country.

A SWOT analysis can be carried out in relation to any situation, but here is an example in relation to security.

To do a SWOT analysis:

Step 1: In a group of colleagues, use a sheet of flip chart paper divided into 4 (as below) and brainstorm the items to be included. Write up the contributions of everyone.

Step 2: Consider which are the items to be prioritised (between 3 and 5) and develop concrete action plans relating to these priorities.

Strengths (in relation to security)	Weaknesses (in relation to security)
<ul style="list-style-type: none"><li>• Committed staff</li><li>• Senior staff are experienced in dealing with threats</li><li>• Some influential contacts in Government</li><li>• Independent media supports our work</li><li>• Good contacts with regional and international Human Rights organisations</li></ul>	<ul style="list-style-type: none"><li>• Knowledge about how to deal with threats is not shared in a uniform way</li><li>• No security plan for office and activities</li><li>• Poor relationship with Ministry of Defence (which is responsible for the army)</li><li>• Government-controlled media does not cover our activities</li></ul>
Opportunities (in relation to security)	Threats (to security)
<ul style="list-style-type: none"><li>• Other local NGOs working on human rights: advocacy; legal issues; and psychological support</li><li>• European Union Guidelines on HRDs - we can approach Embassies to assist us</li></ul>	<ul style="list-style-type: none"><li>• Army and armed opposition group both issue threats to NGOs working on human rights</li><li>• Potential legislation to control activities and funding of human rights NGOs</li></ul>

Prioritisation and action (example only - this organisation decided to focus on the major threats):

#### Priorities:

1. Programme Manager to write draft security plan and consult on it. (Completion date: 3 months time).
2. Director and senior management to meet with former colleague who now works at the Ministry of Defence to discuss a strategy for improving relationship with the Ministry (Date: next week).
3. Director and senior manager to meet with religious leader who has influence over the armed opposition group (the senior manager is a member of the religious leader's extended family) (Date: next month).
4. Organise a joint meeting with other local NGOs who may be affected by the potential legislation to control human rights NGOs to discuss joint advocacy initiatives (Date: in three weeks time).
5. Persons responsible for an overview of ensuring these activities happen and taking them forward: Director and Programme Manager.