Bitesize

RESOURCE & SUPPORT HUB

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Analysis of organisational strengths, weaknesses, opportunities and threats (SWOT analysis)

This exercise accompanies the **RSH how-to note on developing a safeguarding policy**. This exercise was adapted from the SWOT analysis in the Keeping Children Safe (KCS), (2018) **Developing Child Safeguarding Policy and Procedures.**

Introduction

As established in the **Power Walk exercise**, power imbalance is at the heart of issues relating to sexual exploitation, abuse and sexual harassment (SEAH) and other forms of harm. This exercise aims to build on this key point. It is split into two parts.

First, this exercise provides some broad questions for organisations to identify and address the underlying causes of SEAH and to examine their prevention measures. The aim is to examine potential transformation and systemic changes.

With that initial analysis in mind, part two of the exercise goes on to analyse the strengths (S), weaknesses (W), opportunities (O) and threats (T) (SWOT) relating to making a safe organisation for staff, associated staff and anyone your organisation comes into contact with. This SWOT analysis will go beyond prevention and will include discussions on policy framework, prevention, response and reporting.

Note: This exercise has been written to think about the risks caused to staff, associated staff, and anyone who interacts with your organisation. You can adapt the exercise to consider staff and associated staff only or community members and programme participants only.

Preparation

- Prepare a safe and confidential space for discussion. All participants need to feel safe to be able to contribute honestly to this discussion.
- Have one empty flipchart paper or some post it notes (or online board) for brainstorming in part 1 of the exercise.
- On a flipchart or (online) board, split a page into four sections (quadrants) and label the sections: strengths (S), weaknesses (W), opportunities (O) and threats (T). For part 2 of the exercise.
- Use the information gathered in steps 3, 4, 5 and 6 of the **policy development tip sheet** to inform your discussion.

- For an online version, you can use a **jamboard**, a **miro board** or other platform.
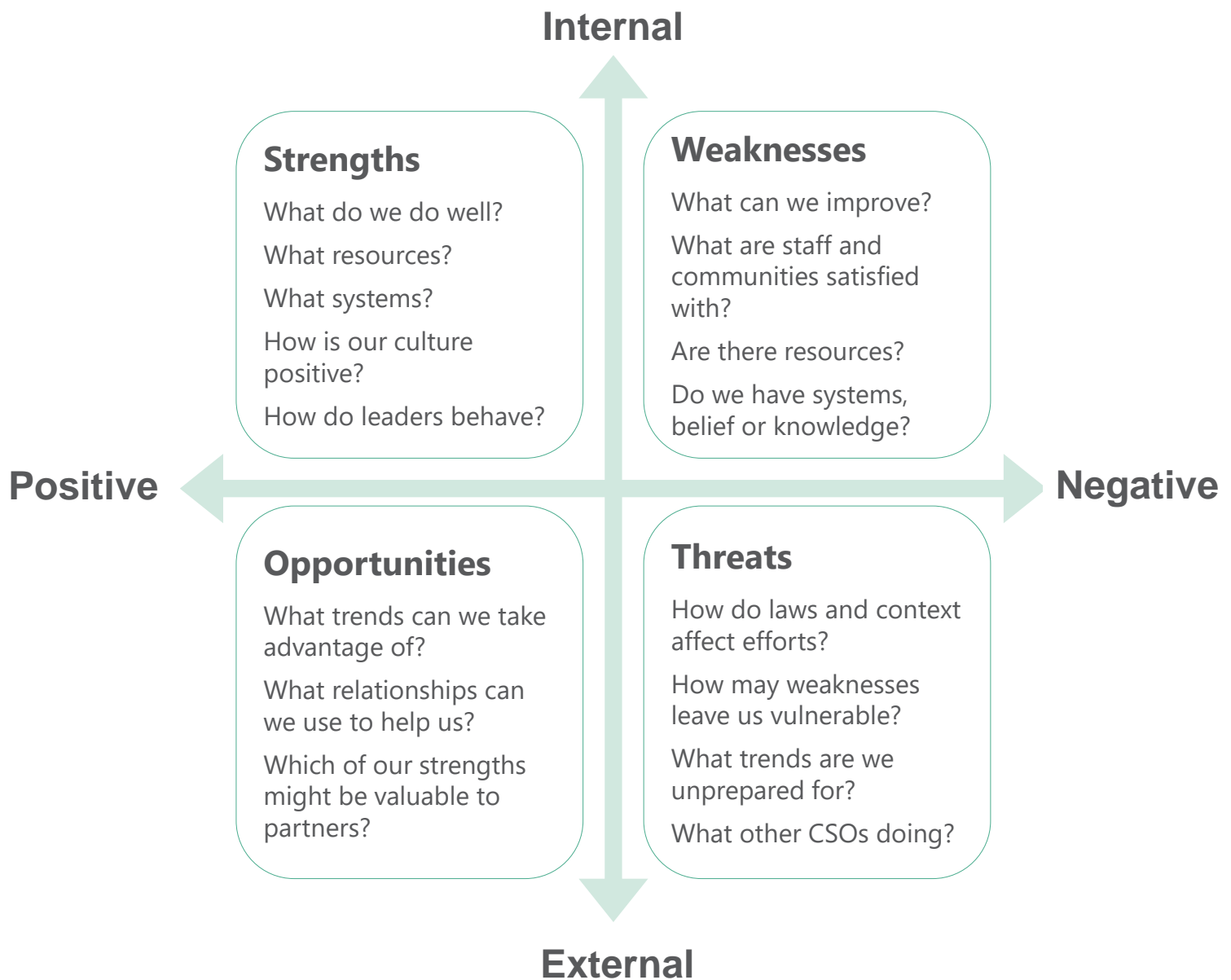
Exercise

Part 1: Start thinking about prevention and transformational change

Brainstorm answers to the four questions below:

1. What factors make people feel less safe from SEAH and other forms of harm in our organisation?
2. What factors make offenders more daring to carry out SEAH and other forms of harm in our organisation?
3. Is / Why is a survivor of SEAH or another form of harm stigmatised in our organisation?
4. Is / Why is the perpetrator of SEAH or another form of harm not stigmatised in our organisation?

Part 2: Discuss safeguarding strengths, weaknesses, opportunities and threats

- In your group(s) go through each section / quadrant and discuss the points below. Add notes in the relevant section.
- For each section / quadrant think about different actions or measures that relate to prevention, response, policy framework and reporting. Refer to the table in the **how-to note on applying the global standards on SEAH** for more detail. This may include actions relating to Human Resources and recruitment, training, and programmes.
- Ask staff for their experiences as staff members for each section.
- For each section, use information on current ways of working, context, and global standards.

Internal

Strengths

What do we do well?

What resources?

What systems?

How is our culture positive?

How do leaders behave?

Weaknesses

What can we improve?

What are staff and communities satisfied with?

Are there resources?

Do we have systems, belief or knowledge?

Positive   **Negative**

Opportunities

What trends can we take advantage of?

What relationships can we use to help us?

Which of our strengths might be valuable to partners?

Threats

How do laws and context affect efforts?

How may weaknesses leave us vulnerable?

What trends are we unprepared for?

What other CSOs doing?

External

Strengths: Internal

- What does your CSO do well to prevent SEAH and other harms caused to staff, associated staff and anyone the organisation interacts with? E.g. strong policy, code of conduct, regular and transparent communications, or diversity and inclusion measures integrated across organisation.
- What does your CSO do well to respond to SEAH and other harms caused to staff, associated staff and anyone the organisation interacts with? E.g. confidential reporting systems in place, transparent ways to respond to the reports, feedback to victims/survivors on process, victims/survivor assistance provided immediately, plan on victim/survivor wellbeing available.
- What available resources are valuable for safeguarding?
- What organisational systems contribute to better safeguarding?
- What qualities in your organisational culture helps with safeguarding?
- Do / How do leaders contribute to a safer organisation?

Weaknesses: Internal

- How can your CSO better prevent SEAH and other harms caused to staff, associated staff and anyone the organisation interacts with?
- How can your CSO better respond to SEAH and other harms caused to staff, associated staff and anyone the organisation interacts with?
- Do you have enough resources for safeguarding?
- What are staff and participants / communities satisfied with?
- Is safeguarding prioritised by leaders?
- What organisational systems or knowledge need to be improved?
- Does your organisational culture enable safeguarding?
- Do / How do your leaders need to change to contribute to better safeguarding?

Opportunities: External

- What trends relating to abuse or workplace conditions can you take advantage of to better prevent and respond to SEAH and other harms? (e.g. momentum in humanitarian sector to prioritise safeguarding, #aidtoo and #metoo trends, local labour new cases).
- Which of our strengths might be valuable to partners?
- What opportunities can you take advantage of (e.g. work with other organisations, support from donors/partners) to prevent and respond to SEAH and other harms?

Threats: External

- What laws and contextual factors negatively affect how well you can effectively prevent SEAH and other harms?
- How could our weaknesses leave us vulnerable?
- What safeguarding trends are we unprepared for?
- What are other CSOs in the area doing?

Throughout

- For each section, ask staff (and associated staff if present) to share what their own experience has been. For example, when discussing strengths and weaknesses relating to recruitment, ask: How were you recruited? Were any reference checks carried out? Did you get an induction on how you should and should not behave? Were you told what SEAH or safeguarding means?
- Once you have discussed all of the strengths, weaknesses, opportunities and threats, as the group to:
    - Discuss ways to minimise the weaknesses and threats and set priorities.
    - Discuss ways to maximise the strengths and opportunities and set priorities.

The strategies that emerge will indicate a way forward and can be used as the basis for the policy and related procedures.