



Session time:
1.25 hours (125 min)

TIME

Activity 1
Activity 2
Activity 3



FACILITATOR
Guide

ASSESSING ADVOCACY CAPACITY: SWOT

OBJECTIVES

- To identify the participant group's or organization's strengths, opportunities, weaknesses, and threats to achieve the chosen Excepted Advocacy Result (EAR)
- To define the strategies that can transform weaknesses to strengths and threats into opportunities, as well as making the most of strengths and opportunities



Remember

If you wish, you can copy the diagram at the left onto a flip chart to explain the different areas of the SWOT.

MATERIAL

- Blank cards, half-letter size (one per participant)
- Markers
- Blank flip charts
- Masking tape
- Flip chart with the objectives written on it

ACTIVITY
ONE

30 min

Introduction to SWOT Analysis

- 1 Present module objectives and create a space for questions or comments. 5 min
- 2 Present the SWOT as a self-assessment tool that will allow participants to know what tangible and non-tangible resources they have to make the most of the opportunities and face the challenges that arise. This kind of assessment explains the minimum necessary steps they should take in institutional terms in order to advance with their advocacy project.
- 3 Ask the group if anybody has any experience working with the SWOT assessment methodology. Ask those who have worked with SWOT to share their opinions about what it is, what it is for, and what challenges this analysis may bring. 10 min

HANDOUTS

- Handout "SWOT Analysis"
- Worksheet "My SWOT Analysis"



Distribute the worksheet: Activity "My SWOT Analysis"

NOTES

For this session, every participant must clearly understand and have developed the EAR, and every participant must have made an analysis of the primary and secondary audiences. Ideally, participants would have done an analysis of possible allies to be able to identify the main internal (Strengths and Weaknesses) and external (Opportunities and Threats) aspects that may influence the EAR.

- 4 Explain the different components of the SWOT and how it must be developed focusing on the achievement of the EAR. You can use the diagram on the preceding page as a guide. Make sure that participants express any doubts or questions they have. 5 min

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ASSESSING ADVOCACY CAPACITY: SWOT

- 5 Participants will make their own SWOT analyses. They can work the exercises directly on the worksheet, or they can copy them into the flip chart to share it in plenary. 5 min

ACTIVITY TWO
50 min

SWOT Group Exercise

- 1 Divide participants according to their EAR. Depending on the sizes of the groups, some group members can work with Strengths and Weaknesses and the others with Opportunities and Threats. If participants work individually, each participant works with all four components.
- 2 Each team shares their ideas and completes all the SWOT sections, making a detailed analysis of the factors and situations involved in the strategy. Teams create a SWOT diagram on a flip chart. 30 min
- 3 Each team chooses someone to present their work. After each presentation, ask the group for comments, questions, or doubts. 20 min

ACTIVITY THREE
45 min

Strategy Analysis to Maximize SWOT

- 1 Explain that the SWOT elements are helpful only if organizations use them to make decisions about a project, and that, just as with the actors' analysis, in the SWOT analysis we want to describe a few major actions that groups can take to address the issues identified in the analysis. 2 min
- 2 Explain that we do not want specific activities—conducting workshops, developing material, etc.—but broader “lines of action,” such as training, raising awareness, increasing skills, etc.
- 3 Share these two examples as possible lines of action:
 - “Reinforce our alliances with strategic actors—like foreign governments that invest money in our country, or multi-lateral organizations that can open doors for us at higher levels”
 - “Increase the organization’s staff’s skills and knowledge in storytelling and messaging” 3 min
- 4 Divide the group into the same teams that worked with the SWOT the past session. Using the SWOT they made, have them now discuss the following questions:
 - **Strengths.** What kind of lines of action would we need to include so that this project makes the most of its strengths?

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ASSESSING ADVOCACY CAPACITY: SWOT

- Weaknesses. What kind of lines of action would we need to include to transform our weaknesses into strengths?
- Opportunities. What kinds of lines of action would we need to include to ensure this project makes the most of the opportunities?
- Threats. What kinds of lines of action would we need to include to transform the threats into opportunities, or at least to minimize the identified threats?

20 min

5 Once the group defines the lines of action, ask the group to write one line of action on each blank card and place the cards on a flip chart to present the results.

6 Ask each team to choose one person to present their work. After each presentation, ask the group for comments, questions, or doubts.

20 min

NOTES






ASSESSING ADVOCACY CAPACITY: SWOT

OBJECTIVES

- To identify each group's or organization's strengths, opportunities, weaknesses, and threats to achieve the chosen Excepted Advocacy Outcome (EAR)
- To define the strategies that can transform weaknesses into strengths and threats into opportunities, as well as making the most of strengths and opportunities


ACTIVITY ONE

 30 min

Introduction to SWOT

The trainer explains the purpose and process of filling a SWOT self-assessment. Then, participants have the chance to create their own SWOT assessments.

ACTIVITY TWO

 50 min

SWOT Group Exercise

Groups create a SWOT group assessment by making an in-depth analysis of factors and situations involved with the chosen strategies.

MATERIAL

- Blank cards, half-letter size (one per participant)
- Markers
- Blank flip charts
- Masking tape
- Flip chart with the objectives written on it

ACTIVITY THREE

 45 min

Strategy Analysis to Make the Most of SWOT

The groups from the latest activity analyze strategies to make the most of strengths and opportunities, and to solve the problems that may arise from their weaknesses and threats.



- Worksheet "My SWOT Analysis"



A8.2 ASSESSING ADVOCACY CAPACITY: SWOT

HANDOUT ASSESSING ADVOCACY CAPACITY: SWOT

EXAMPLE: An NGO's challenge when working with adolescents in Latin America

	Positive	Negative
INTERNAL FACTORS	<p>STRENGTHS</p> <p>Things that are currently working well. These could be our organization's actions, approaches, mechanisms, skills, talents, work culture, or financial and human resources, which we must maintain and reinforce to achieve our Expected Advocacy Result.</p>	<p>WEAKNESSES</p> <p>Things that are not currently working well. These could be our organization's actions, approaches, mechanisms, or resources, which we must change, improve, or resolve to achieve our Expected Advocacy Result.</p>
EXAMPLES	<ul style="list-style-type: none"> - <i>Organization has well-trained staff</i> - <i>Clear institutional objectives, mission, and vision</i> - <i>Staff with many years of experience</i> - <i>Staff that includes a multidisciplinary group of professionals</i> - <i>Funding secured for the next three years</i> 	<ul style="list-style-type: none"> - <i>Staff has too many responsibilities and a heavy workload</i> - <i>Lack of human resources (staff)</i> - <i>Professional conflicts</i> - <i>Organization does not belong to any advocacy coalition</i> - <i>Limited space and resources</i>
EXTERNAL FACTORS	<p>OPPORTUNITIES</p> <p>The opportunities that exist, now or in the future—actions, laws, protocols, alliances, resources, mechanisms, or institutional growth opportunities—worth pursuing and paying priority attention to achieve our Expected Advocacy Result.</p>	<p>THREATS</p> <p>The threats and possible obstacles that exist, now or in the future—actions, laws, protocols, organizations, resources, mechanisms, or political and religious tendencies—worth identifying and avoiding to achieve our Expected Advocacy Result.</p>
EXAMPLES	<ul style="list-style-type: none"> - <i>Laws that one can interpret in favor of adolescents</i> - <i>Established protocols exist for the protection of girls</i> - <i>Strategic alliances with governmental institutions of donor countries (Embassy of France)</i> - <i>Support from the first lady of the country or leading political party</i> 	<ul style="list-style-type: none"> - <i>Economic crisis conditions that threaten future financing</i> - <i>Laws that limit young women's human rights</i> - <i>Active opposition to family planning from the new religious leader</i> - <i>Refusal of hospital management to acknowledge the new sexual violence protocol</i>



A8.2 ASSESSING ADVOCACY CAPACITY: SWOT WORKSHEET MY SWOT ANALYSIS

Instructions: Complete the chart below considering your group's or organization's strengths, weaknesses, opportunities, and threats to plan and implement an advocacy strategy on behalf of and/or with adolescent girls.

	Positive	Negative
INTERNAL FACTORS	STRENGTHS	WEAKNESSES
EXTERNAL FACTORS	OPPORTUNITIES	THREATS



A8.2 ASSESSING ADVOCACY CAPACITY: SWOT

WORKSHEET MY SWOT ANALYSIS: LINES OF ACTION TO ADDRESS SWOT

Instructions: Now complete the following worksheet by inserting the lines of action that will help to address the SWOT issues you identified in the previous worksheet.

	Positive	Negative
INTERNAL FACTORS	STRENGTHS: What kind of lines of action would we need to include so that this project makes the most of its strengths?	WEAKNESSES: What kind of lines of action would we need to include to transform our weaknesses into strengths?
EXTERNAL FACTORS	OPPORTUNITIES: What lines of action would we need to include to ensure this project makes the most of the opportunities?	THREATS: What lines of action would we need to include to transform the threats into opportunities, or at least to minimize the identified threats?