

SWOT ANALYSIS

Information adapted from the National Democratic Institute

SWOT analysis is used to identify an organisation's strengths and weaknesses and the opportunities and constraints it faces in the external world.

Strengths and weaknesses are internal to the organisation. Opportunities are attractive arenas for action which the organisation can respond to because it has some special advantage or contribution to make. Threats are unfavourable trends or specific changes in the external environment that could lead to stagnation, decline or the demise of an organisation or a part of it. Strengths and Opportunities are enabling forces - they increase the chance of an organisation achieving its goals; weaknesses and threats are resisting forces – they prevent (or at least make it difficult for) the organisation to achieve its goals.

The SWOT analysis can be made more systematic if it is preceded by a Portfolio Analysis.

	POSITIVE (Enabling forces)→	NEGATIVE ← (Resisting forces)
INTERNAL	STRENGTHS	WEAKNESSES
EXTERNAL	OPPORTUNITIES	CONSTRAINTS

Source: 'Strategies for Success' by Hilary Barnard and Perry Walker, NCVO, 1994.