



Purpose

Assess the capacity of a community coalition to advocate effectively in negotiations and regulatory processes related to a renewable energy project and secure equitable community benefits and local participation.

Directions

While you can begin by identifying information for any of the four areas or even working on all four areas at the same time, it is most common to begin by listing all of the community participants' strengths, including skills and resources. Centering on the community's assets and strengths will also help bond the group and counter the false narrative that the communities most impacted have little or nothing to offer. From there, you can identify areas of opportunity and weaknesses or gaps that the coalition and its partners must fill to succeed. The final step is identifying the threats. (See more detailed tips below.)

You will find these three sheets below

Companion Sheet

Use the questions below to help guide your group as you brainstorm ... to create your SWOT table.

	POSITIVES	NEGATIVES
INTERNAL	Strengths (What do we already have?) <ul style="list-style-type: none"> What skills, knowledge, or experience do we bring to this issue? What partnerships or allies do we already have? What past successes have we had in organizing, advocacy, or negotiations? What community values strengthen our ability to act together? 	Weaknesses (What do we need?) <ul style="list-style-type: none"> What skills or expertise are missing? Do we have enough time, funding, or volunteers? Are there barriers to participation? Do we have clear leadership and decision-making? What information about the project is missing?
	Opportunities (What can we leverage?) <ul style="list-style-type: none"> Are there supportive policies or funding opportunities? Are there partners or experts we could work with? Are there upcoming hearings or decision points? Is there public attention or media interest? Could the project bring jobs, training, or community benefits? 	Threats (What could stand in our way?) <ul style="list-style-type: none"> Could developers move the project too quickly? Are there laws or processes that limit community input? Could misinformation or division weaken the coalition? Are there powerful stakeholders opposing our goals? Could the project do environmental, cultural, or economic harm?
EXTERNAL		

Companion Sheet
Questions / prompts

SWOT Template

You may wish to print additional copies of the SWOT table so participants can work in small groups or revisit the analysis over time. Each group should record their ideas under the four categories:

	POSITIVES	NEGATIVES
INTERNAL	Strengths (What do we already have?)	Weaknesses (What do we need?)
	Opportunities (What can we leverage?)	Threats (What could stand in our way?)
EXTERNAL		

SWOT template
Blank SWOT for you to complete

Reflection Questions

Once your SWOT analysis is complete, take time to reflect on what it reveals about your coalition's current position and next steps. Consider discussing the following questions, which can help your group move from analysis to action planning.

Which strengths can we use right away?	
Which weaknesses should we address first?	
Which opportunities should we pursue?	
Which threats require a strategy to respond to?	

Reflection Questions
After you finish, chat about this

Companion Sheet

Use the questions below to help guide your group as you brainstorm ... to create your SWOT table.

POSITIVES

NEGATIVES

Strengths (What do we already have?)

Weaknesses (What do we need?)

INTERNAL

- What skills, knowledge, or experience do we bring to this issue?
- What partnerships or allies do we already have?
- What past successes have we had in organizing, advocacy, or negotiations?
- What community values strengthen our ability to act together?

- What skills or expertise are missing?
- Do we have enough time, funding, or volunteers?
- Are there barriers to participation?
- Do we have clear leadership and decision-making?
- What information about the project is missing?

Opportunities (What can we leverage?)

Threats (What could stand in our way?)

EXTERNAL

- Are there supportive policies or funding opportunities?
- Are there partners or experts we could work with?
- Are there upcoming hearings or decision points?
- Is there public attention or media interest?
- Could the project bring jobs, training, or community benefits?

- Could developers move the project too quickly?
- Are there laws or processes that limit community input?
- Could misinformation or division weaken the coalition?
- Are there powerful stakeholders opposing our goals?
- Could the project do environmental, cultural, or economic harm?

SWOT Analysis

Key Steps in a SWOT Analysis for Energy Transition Projects Across the Supply Chain

Define your objective

Clearly state the purpose of your SWOT analysis. For example, your group may want to assess its ability to advocate before a regulatory board, negotiate a community benefits agreement (CBA), influence project design, or determine whether to support or oppose a renewable energy project.

Step 1. Gather a Group with Diverse Perspectives

A SWOT analysis can be prepared by either a small, representative group or a larger, inclusive group. Whichever you choose, consider how best to “hear” the perspectives of Tribal leaders or elders, fence-line community members and other participants with diverse insights and perspectives.

Step 2. Brainstorm and List Factors

Dedicate time to thoroughly brainstorm and list all relevant strengths, weaknesses, opportunities, and threats. Encourage an open discussion and be sensitive to hearing perspectives that challenge your own.

Step 3. Prioritize Key Factors

After brainstorming, rank the most critical factors in each category based on their potential impact. If your brainstorming group was small, this step is a perfect opportunity to expand the number of contributors. Some groups place the list of factors into a short survey to allow for broader input.

Step 4. Analyze Internal Factors (Strengths & Weaknesses)

Evaluate your organization's and coalition's resources, capabilities, processes, organizational culture, and other internal aspects. Consider the multi-year timeline of CBA negotiations, access to professionals who may be needed to support the work, connections with potential allies, and funding to sustain the coalition and support the work. [Worksheet](#)

[#2D - Power Mapping](#) can help you identify key individuals to influence and assess your current and potential relationships.

Step 5. Analyze External Factors (Opportunities & Threats)

Conduct research and investigate industry trends, regulatory changes, funding opportunities, and economic conditions that may impact the renewable energy project. [Worksheet 2B - Gather Information on Project and Developer](#) may be useful in completing this step.

Step 6. Develop Strategic Actions: Capacity Building

Based on your analysis, create actionable steps to increase your ability to effectively develop, negotiate, implement, and oversee a CBA.

Step 7. Implement, Monitor, and Review

Put your capacity-building steps into action by assigning responsibilities, setting timelines, and tracking progress, making adjustments as needed. SWOT analysis is an ongoing process. Periodically review and update your analysis to reflect changes and ensure strategies remain effective.

Step 8. Utilize SWOT Information in Negotiation Strategy

In developing your Negotiation Strategy, including identifying your CBA Negotiation Support Team, leverage strengths, address weaknesses, capitalize on opportunities, and mitigate threats you uncovered in the SWOT analysis.

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INTERNAL	<i>Strengths (What do we already have?)</i> 	<i>Weaknesses (What do we need?)</i> 
EXTERNAL	<i>Opportunities (What can we leverage?)</i> 	<i>Threats (What could stand in our way?)</i> 

Reflection Questions

Once your SWOT analysis is complete, take time to reflect on what it reveals about your coalition's current position and next steps. Consider discussing the following questions, which can help your group move from analysis to action planning.

Which **strengths** can we use right away?

Which **weaknesses** should we address first?

Which **opportunities** should we pursue?

Which **threats** require a strategy to respond to?